



**[Company] – Vice President of Operations
Candidate Summary**

Candidate:	[Name]	Date:
Address:	[Removed for confidentiality]	
Phone:	[Removed for confidentiality]	
E-mail:	[Removed for confidentiality]	
Current Status:	General Manager [company]	
Education:	Bachelor of Science in Mechanical Engineering (BSME)- [University] Master of Science work (18 credits) in Computer Science	
HIGHLIGHTS		
<ul style="list-style-type: none"> ▪ Assertive, energetic, straightforward style. Down to earth and personable. ▪ Has been in very challenging situations (X turnarounds) and achieved success in each. ▪ Solid experiencing in machining, in low volume, high-mix metals environments. ▪ Most companies have been in similar size range to [company], and with somewhat similar work load in lot sizes, amount of tool touches, etc. ▪ Strong Quality orientation (directly involved in certifications) plus use of Lean, Six-Sigma, 5S, JIT, Kan-ban. ▪ Strong MRP experience in implementation (SAP) and extension of current systems 		
WORK HISTORY		
<p>[The candidate] graduated college and continued his restaurant manager job (that he'd done while in college), while continuing to pursue his desired career in the engineering field. [The candidate] joined [the company] as a Manufacturing Engineer. [The company], was a privately held contract manufacturer of aircraft engine components for commercial and defense applications. He retained this position for two years until he was recruited to an opportunity at [another company].</p> <p>[The candidate] as a Senior Industrial Engineer. [The company] is a multi-\$billion, multi-plant, public, international defense conglomerate fulfilling government/military work. In this position [the candidate] received X Presidential Citations, for "Most Cost Savings Projects Realized." [The candidate] succeeded in reducing machine down time by xx% by re-organizing the CNC Machining Department. [The company] had done some consolidation of facilities, and [the candidate] felt this was imminent at his plant, so he began to circulate his resume.</p> <p>[The candidate] joined [another company]. [The candidate] was hired as a Sr. Manufacturing Engineer and was later promoted to Project Manager. [The company] was an international, multi-plant, privately held OEM and private label manufacturer [products] and solutions for [industry] implementations. In this position, [the candidate] received the majority of his LEAN training as well as gaining experience in project management. [The candidate] was responsible for managing [removed] projects that improved ability to produce lower cost, higher quality products. In addition, [the candidate] acted as the engineering liaison which utilized all X company locations to produce several new product lines. He also served as the company's LAN manager. [The candidate] was in the process of being trained to take over a major business segment at the company, but the patents for the product ran out and were being undersold by foreign producers of the product. [The company] later sold this company to [another company]. Before this sale took place, and after surviving [x] rounds of layoffs, [the candidate] sought a new opportunity, and joined [another company].</p>		

[The candidate] joined [his company], a cosmetic company owned by a family friend. [The company] had experienced a great increase in business over the previous [x] years and needed [the candidate]'s expertise to make the company more LEAN and productive. [The candidate] joined as the Engineering Manager, but essentially served as second in command, had the responsibilities of a Director of Operations, and reported directly to the president. [The candidate]'s key accomplishments in this role include substantial cost savings, implementation of Lean Manufacturing along with 5S and Six Sigma. [The candidate] also oversaw the creation of a MRP system. He reduced direct labor while increasing factory throughput. Although the owner wanted him to stay, [the candidate] realized that he wanted to return to the aerospace industry and left on good terms.

[Another company] was ramping up after [removed], and hired [the candidate] as the Director of Manufacturing Operations. [The candidate] was tasked with helping to decrease past-due work, and help eliminate the company's tremendous backlog. He played a key role in growing the business from \$XXM to \$XXM in X years. He pioneered the use of a "virtual cell" where a runner moved material from machine to machine to mimic a true cell, and based on the success of this concept, he rolled out cellular throughout the plant. [Company details removed for confidentiality.] The company typically made [xxx-xxx] products a year. Each product had as many as [xxx-xxx] tools touch it. The owner wanted [the candidate] to train his [removed] in operations and was eventually told (well in advance) that he was training his replacement. [The candidate]'s departure from the company was amicable and he currently has [the company] as a customer.

Based on a contact he had at the company, [the candidate] joined [another company] as the Vice President of Operations. [The company] was a smaller business (went from \$xx to xxM while he was there) which [systems]. Products were made from [materials and processes]. [The candidate] helped re-organize and re-structure the business due to a change of ownership (new owner had no aerospace experience). [The candidate] was given assurances of increased pay that did not come to fruition, and he began looking at alternatives. [The candidate] left the company on good terms when he found the position with [another company].

[The candidate] joined a [company]. [The candidate] joined as the Division Manager and was later promoted to General Manager. [The company] was experiencing severe losses, and [the candidate] was brought in to see if he could turn around the company before the company considered selling it. When [the candidate] joined the company was -xx% EBT and was brought back into the black within the first X years. [The candidate] is now overseeing a xx%-xxx% business expansion by starting up a new Business Segment to augment current business. He has secured product approvals from key vendors, and the company should be able to grow from this point on. Business is up from \$xx to xxM since [the candidate] arrived. [The candidate] reports to a "Regional Manager" (like a Group President) who has [x-x] facilities under his jurisdiction.

PERSONAL INFORMATION

Compensation	[Removed for confidentiality]
Relocation	[Removed for confidentiality]
Reason to Make a Change:	[Removed for confidentiality]

PERFORMANCE OBJECTIVES RESPONSE – WRITTEN BY [CANDIDATE]

Assess Processes	I led the integration of an acquired company and former competitor of [<i>my company</i>] into [<i>my company</i>]. Using a generic checklist and feedback from other employees who had done previous integrations, I developed the five year budget and plan to extract value from the acquired company. A primary reason for the acquisition was to dominate the market for a high margin product developed for the [<i>product</i>]. The acquired company developed and licensed the product to [<i>the company</i>], as well as supply product to the market itself. All of the products that [<i>this company</i>] produced required a component to be provided by [<i>my company</i>]. Within the first [x] months of integration, I facilitated the development of an entire
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	<p>B.O.M. for one [product] of the hundreds of parts in this product line to develop a production model. This enabled both locations to understand the combined production requirements for this growing program. Then, I worked with the raw material supplier to establish a stocking program for the product line so that raw material lead time would not adversely affect delivery. Finally, we increased staffing and training in the area that made the component for both plants to support the production model and start to maximize the profit opportunity on this product line.</p>
Increase Capacity/ Improve Processes	<p>While at [my company] I developed lean manufacturing cells on a number of the major product lines. By understanding unique process flows of the large mix of product we were able to segment the product offering in a way that enabled us to manage the business better.</p> <p>[Product details deleted for confidentiality]. One product line suffered from consistent late orders to customers because it competed for capacity on the same machines in the same departments as many other products. We use lean manufacturing techniques to create a [product] manufacturing cell of [x] operators who ran [machinery]. By focusing production through one cell we were able to manage the production schedule and decrease lead time through the plant. With x months, we had no late orders. A further enhancement was done where we stopped turning the metal pins on the top of the hookbolt and started grinding them. This greatly reduced the burr formed from the end of the pin and allowed the operator to focus on running the machines instead of managing the burr.</p> <p>A second product line for which we developed a manufacturing cell was our [product line]. This product ran through every department in the plant and took [xx] weeks to produce. This was driven by the fact that the parts started on screw machines which take x hours to setup so large lot sizes were typical. When we created the cell we were able to dedicate two screw machines to this product line and reduce setup time to two hours. The smaller lot size and self-contained cell reduced production time to [x] weeks.</p>
Organizational Development	<p>When I started as the GM at [an alternate company] there had been a failed unionization attempt at one of two plants [x] months prior. Just afterwards a new Production Manager was put in charge of this plant. All of his prior experience was with unionized workforces. It became obvious that he was not a good fit for a role where the key was to lead a non-unionized and volatile workforce. I identified an internal candidate who was a Quality Engineer who had previously done a stint as a production supervisor and we made him the Production Manager. The ineffective Production Manager was moved to a similar position in our other plant which has a unionized workforce. Now we have the right players in the right roles and the workforces in both are responding positively.</p>
Accountability	<p>In the [x] [company] plants in which I have worked we have used Theory of Constraints (TOC) to manage production flow and drive accountability. Every day we measure the throughput and inventory in the major process steps and compare to a target. This allows us to identify constraints and drive action before recovery becomes difficult. This is accomplished through a daily walk and report out by the Supervisor of the key process steps. In addition to TOC focus, I hold a daily meeting (War Room) with all of the salaried employees. Key metrics-Safety, Quality, Maintenance, Throughput, and Cost are checked daily and issues are raised and priorities set in a format that takes no more than 30 minutes.</p>
Improve Supply Chain	<p>One of the main reasons for the acquisition of [my company] by [another company] was to vertically integrate the raw material supply into a sister division. Unfortunately that division is unable to provide all of the material needed and we would still need product from at least one of two external suppliers. The risk is that reduced volume the external supplier would see would result in increased prices. By deciding to phase out one of the two external suppliers</p>

	and putting their volume through the second external supplier we were able to not only hold pricing but negotiate a \$[x] million annual price reduction (on \$[xx] million spend).
Refine MRP System	While Plant Manager at [company], I learned how to use the Visual Manufacturing system and then trained the Supervisors how to understand the scheduling modules. The goal we established was to get one week ahead of schedule. We accomplished this within two months because the information available helped to drive the assignment of labor between departments to align with requirements.
Support Growth	While Business Unit Manager at [the company] I was approached by our Sales Force about the potential of new product line that supported the [model]. They asked me to convince our GM at the time that we should commit resources to develop the product. I agreed and did convince the GM that some upfront time and costs would be rewarded. After a six month qualification process that involved [company] engineers on-site we began production. This product line dropped over \$xx million to the bottom line over the next 2 years. Not all new products are as successful but this lesson validated for me the importance of picking product on the correct "growth" platforms and supporting new product introduction efforts.
FAA	I have worked with a few different AS9100 registrars on the audit of existing quality systems and response to findings and observations.
Budget	I developed the current fiscal year budget for [the company] which includes presentation and approval from Division President. This includes establishing Sales, EBIT, OWC, Variable Cost, Fixed Cost, Scrap goals. I have exceeded budget expectations on EBIT in first two quarters of the year. Part of this includes the use of hedging on raw material and utilities.