

## **ENGINEERING AND OPERATIONS MANAGER FOR MANUFACTURING, QUALITY & IT PROJECTS**

Engineering and operations manager with 20+ years experience. Expertise in global contracts, go-live project management, and contracts management for operations or IT. Demonstrated skill in managing startups and new product introductions, documentation, and training. Exceptional problem diagnostician and root cause eliminator, with help-desk skills in PC computer hardware and software. Control schematics and components for AC and DC applications, PCB assembly including SMT, and fluidics and hydraulics. Proven ability to lead high-performing, cross-functional teams, to consult successfully on widely varied projects, and to bring projects in on time and on or under budget. Started career as manufacturing engineer in bearings, with multiple plant & line startups plus retrofits working with Fafnir then Rollway.

**Contract Negotiations • Customer Service • Operations Management • P&L Responsibility • Process Improvement  
Project Management • Quality Control • Software Management • Start-Up Operations • Systems Installation**

---

### **CAREER ACHIEVEMENTS**

- Managed global project and contracts for quality and cost improvement. Eliminated \$40 million in warranty exposure to achieve lowest PPM in company history, trained system users & tech personnel in best practices.
  - Architected recall program for 1.5MM TRW RKE Transmitters as COO at half the budgeted \$23 million, using innovative materials and data handling and rural bulk mail to achieve desired turnaround time with minimal errors. Resulted in receiving **TRW Chairman's Award for Innovation despite being non-employee.**
  - Developed and implemented retrofit adaptation for Duracell Blister Paks for rapid changeover from hanging to free stand paks in existing floorplan for both captive and contract shops to save \$45 million on secondary packaging costs for display.
  - Established GE Power Systems vendor qualification specs and quality plan maintenance, inspected and witnessed testing, and mentored other engineers for global quality assurance on electrical grid equipment.
  - Provided customer support and negotiation, plus design and progress review meetings and actions list maintenance and dissemination, for Chinese transformer manufacturer seeking North American market.
  - Adapted multiple machines for retrofit through ground-up for packaging, slitting, coating, winding, molding, milling and cutting, heat treat, grind and polish, and welding assembly in precision metalworking for bearings and compressors, specialty filters and library supplies, electronics, and consumer and fashion goods, both high volume and discrete. Multiple Plant and Line Startups, Process Automation, Machine Design & Deployment.
  - Developed OCLC software system to work with the patented Se-Lin to produce library-quality continuous strips of labels and other specialty labels reliably.
  - Secured patents for label printing adaptation for low-torque computer printers, specialty filters, and reverse osmosis modules and components.
  - Adapted web-based OpenEMR to operate under Windows as stand-alone for use by house-call providers with remote VPN connectivity for billers and other staff.
  - Provided volunteer global help desk services, including publishing wiki instructional materials, and conducted installs, modifications, and training on EMR use.
  - Set up medical practice management software and systems for small practices, including clinical, financials, medical billing and recovery, credentialing, and authorizations for care, along with e-Rx coding for Medicare plus X-12 (837P) and CMS 1500 billing process.
- 

### **PROFESSIONAL EXPERIENCE**

**Idea Man.** Chittenango - Liverpool, New York. 6/1/1986 – Present.

#### *Consultant*

- Functioned as project manager, office manager, quality manager, COO, quality mentor, and chief engineer.
- Performed medical practice business management for Comp Holistic Health and House Calls.
- Processed all payments, handled financial reports and IRS filings, credentialing, digitized documents, filed patient records in EMR, and forwarded scanned EOBs and payment records to billers.
- Developed and installed customized software systems and trained plus documented on their usage.
- Eliminated RF quality concerns, implemented manufacturing, for warranty recall and lowest PPM.
- Developed and installed customized MRP barcoded pick system software, and trained users.
- Converted burned-down property to full mobile office support site, meeting all NEC, NSF & Other codes.

### **Selected Accomplishments**

- Provided global sourcing quality engineering and mentoring for contracts review and performance by vendors to meet GE, UL, CE, CSA, ISO, DIN, QS9000 etc. specifications, including negotiating with engineering authorities for testing protocols and specifications for equipment.
- Eliminated \$40 million warrantee exposure for TRW RKE transmitter intermittency.
- Moved switch production lines from Canada to plant in Auburn.
- Architected and functioned as COO for unrelated TRW recall for Ford to rework and return 1.5 million transmitters to original owners, and met all requirements at half projected cost of \$23 million using LAN, WAN, WiFi, and web services.
- Rescued production for the Auburn team by negotiating with local vendors for expedited services, creating tooling design, and instructing personnel while developing ISO compliant documentation. Performed testing and discovered design flaw, then developed both an immediate and a long-term fix.
- Discovered contract flaw allowing IBM to have no deliverables when functioning as project manager, so renegotiated contract and learned programming languages needed to meet each client site's desires for first barcoding and RFID in GE Power Systems Warehouse MRP pick system.
- Developed retrofit systems for Duracell packaging to allow for immediate change-out between traditional hanging blister packaging and free-stand blister pak to eliminate need for \$45 million secondary packaging; met plan for cost and time.
- Developed and sold OCLC library support data conversion to produce specialty labels directly on low torque printers, expanding the usability of the Gaylord patented Se-Lin labeling systems
- Ported web-based EMR system to work as stand-alone in Windows for use by house-call and limited-internet accessible medical practice management users; implemented systems at multiple users' sites, including allowing for remote billing and data entry via secure VPN.
- Developed and managed production of prototype scroll compressor for Carrier Carlyle. Negotiated rapid turn-around of prototype parts and decreased time to develop compressors.
- Served as Chief Engineer for Fastek, a venture of Kodak. Developed specialty filter housing with make-before-break disposable valves. Also developed lowest cost reverse osmosis membrane assembly.

**Gaylord Brothers.** Liverpool, New York – Work below was as a direct contributing employee pre-June 1986  
*Engineer/Product Development Specialist*

- Provided all engineering services needed to support product and process development for library supply company, plus patented specialty labeler and supplies and developed OCLC data-scraping software.

### **Selected Accomplishments**

- Implemented powder coating for metal bookends and file drawers.
- Designed and implemented specialty display furnishings.
- Revived existing patent about to lapse for Se-Lin label system and patented consumables.
- Developed specialty pick-place robots and control systems for producing specialty envelopes, record jackets, and other library supplies that had circulation card pockets in a continuous process instead of the multiple handling previously needed for one-up production.

**Joanna Western.** Ogdensburg, NY and **Rollway & Fafnir** Bearing Cos. Liverpool, NY & New Britain, CT  
*Engineering Manager, Supervisor Machine Development and Manufacturing Engineer*

- Managed maintenance, tool room, engineering and quality in plants making industrial & consumer goods.
- Assumed duties of plant manager in his absence, including hiring and firing.
- Managed product and process improvements and cost reductions, and automation machine development.

### **Selected Accomplishments**

- Developed consumer adjustable vertical blinds and window shades on existing production equipment.
- Implemented various manufacturing cost improvements, with special emphasis on mistake-proofing upstream and related processes to allow for multiple machine handling by operators.

---

## **EDUCATION**

**M.B.A.** in Labor Relations. Syracuse University. Syracuse, New York.

**B.S.M.E.** in Production Engineering. Clarkson College. Potsdam, New York.

**Online:** Circuits & Electronics - MIT, Machine Learning - Stanford, Strategic Innovation – Vanderbilt, Others Ongoing

---