

# ROBERT H. JEFFERSON

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## MANUFACTURING MANAGEMENT EXECUTIVE

### *International Marketing / Multi-Site Plant Operations / Industrial Engineering*

19 years of experience leading manufacturing operations. Establish and maintain strong customer relationships. Facilitate process change through building, training and managing teams of Sales, Management and Production personnel focused on common objectives.

#### *Selected Achievements*

<b>Fiscal Year Ending</b>	<b>Income</b>	<b>Return on Investment</b>
December 2002	22.9% of Sales	78.0%
December 2001	19.6% of Sales	82.7%
December 2000	5% of Sales	32.0%

**Doubled sales** 1998 to 2002 and increased income 7-fold.

**Decreased** operating expenses **27%, 39% and 44%** three consecutive years; cut overtime costs **37%** and straight-time labor **27%**.

Produced **73% increase in throughput** and sustained that level through high growth and aggressive industry challenges.

**Reduced** manufacturing process **setup time to under 3 hours** (from average of 16-plus hours)

On track to **cut post-setup time 25%** by end of 2004.

Key participant in team that **led negotiations to purchase new manufacturing company**

Led implementation of **QS9000 & 9001, TS26949** automotive certification

Introduced **MRP** and **SQC** data collection to streamline SPC process.

## PROFESSIONAL EXPERIENCE

### Chapman Industries, Inc., Carleton, DE

Director of Operations, 2001 to Present

Production Manager, 1998 to 2001

Maintenance Manager, 1991 to 1998

*Privately held company serving U.S. and international customers. Leading designer and builder of automation equipment. Recognized expert in robotic systems integration, cleanroom automation, and precision positioning and assembly. Employs more than 550 people corporate-wide. Carleton facility consists of 2 divisions and 5 plants, occupies over 350K square feet of manufacturing space, produces annual revenue that exceeds \$50M and houses 125-plus employees.*

Recruited to return as Production Manager. In 2001, named Director of Operations for division with \$20M in annual sales and 33 personnel. Directly supervise 4 managers (Manufacturing, Quality, Production Control/Materials and Sales) as well as contracted personnel that include Sales Representative Agency, Mechanical Engineer and Electrical Engineer. Key negotiator for purchase of new business.

- Administer \$10M operating budget and \$2M capital budget.
- Led ISO and QS certification processes as well as implementation of MRB.

**Continued...**

- Produced 73% increase in throughput from 1997 to 2000, and maintained that level while company went through periods of high growth and added complexity.
- Led planning and development of approximately 5 new products each year.
- Credited with turning division from annual revenue loss of \$400K to profit of \$970K in 2003.
- Led operation through period of high growth during which capacity went up 33% without adding employee due to increasing efficiency of processes, motivating workers and emphasizing teamwork.
- Instrumental in successfully negotiating contracts that will make company 2.5 times its current size by 2005.
- Negotiated \$7.8M in contracts with suppliers, and reduced costs 21% over 2 years to maintain pricing advantage over competitors.
- Reduced setup time from 16-plus hours to under 3 hours; on track to cut post setup time 25% by 2004.

#### Cantebury Plastics, Cleveland, OH

Maintenance Manager, 1993 to 1998

*Multi-plant facility operating in 4 U.S. states and marketing internationally. Offers high speed plastic injection molding and printing to companies in food container industry. Richmond plant employed about 150 people.*

- Reduced operating expenses 27% first year, 44% second year and 39% third year; continued cost-saving initiatives in subsequent years.
- Decreased straight-time labor 27% and overtime costs 37%.
- Conducted training programs and implemented safety procedures that increased employee efficiency and decreased accident rate.
- Led ISO certification process and ensured compliance.
- Supervised disassembly and reassembly of injection molding machines and printers during transfer between facilities.

#### Horvack Manufacturing, Dayton, OH

Maintenance Manager, 1988 to 1991

- Supervised 10 employees, and oversaw maintenance for facility and equipment.
- Improved product quality while increasing productivity through emphasizing lean manufacturing principles and establishing team-centered environment.

### **PROFESSIONAL DEVELOPMENT**

Center for Entrepreneurial Education

Class for Presidents, 2004

Strategic Planning, 2002

Computer experience includes AutoCAD; Allen Bradley, Giddings & Lewis, Mitsubishi and other PLC systems; Epicore Vantage MRP; Microsoft Office Suite