

James P. Stachowiak
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Experience:

2014 – Present Stainless Foundry & Engineering: Milwaukee, Wisconsin

President & CEO (February 2015 to Present)

Managed a successful financial turnaround of a \$25M Investment and Sand foundry.

- Streamlined operations with over 30% reduction overhead costs.
- Amended and improved bank credit agreement.
- Implemented Control Plans and Layered Process Audits.
- Developed new markets and customers to diversify customer portfolio.

Vice President of Manufacturing (January 2014 to February 2015)

Established metrics and controls to improve operational performance of the foundry.

- Implemented Lean & Six Sigma improvement activities.
- Reduced Scrap and Re-work from 5.7% to less than 4%.
- Develop & implemented productivity metrics with 3% improvement.

2011 – 2014 GE Energy – Waukesha gas engines: Waukesha, Wisconsin

Manufacturing Leader - Executive (February 2011 to January 2014)

GE acquired Dresser in 2011. Effectively managed the integration of the Dresser business into the GE operating rhythm. Leveraged GE systems and processes to establish rigor and drive continuous improvement to achieve operating profit of 24% above business plan.

- Negotiated 4 year labor agreement with IAMAW - District 10.
 - Eliminated the defined benefit pension plan and retiree medical.
 - Revised outsource language to increase supply chain flexibility and support dual source capabilities.
- Led the outsource of non-core machined components.
- Established a dual source strategy based on core competencies. Implemented a material kitting strategy with the use of super-markets and water spiders delivering material just in time to point of use.
- Reduced takt time and improved productivity by 10% with introduction of takt time clocks, andon system and pre-assemblies.
- Developed and implemented a Lean Road Map which included Control Plan deployment, Layered Process Audits, 5S, PFMEA, MSA, SPC, Standard Work/Job Combination and Visual Controls.

2006 – 2011 Dresser - Waukesha: Waukesha, Wisconsin

Director of Manufacturing/Interim VP of Manufacturing (May 2010 to February 2011)

Led the manufacturing operations of a \$350M business. Maintain positive labor relations while driving continuous improvement through lean/six sigma activities.

- Achieved business historical best, OSHA recordable rate, of 2.94 (down from 4.40).
- Utilized Value Stream Mapping of the order entry to order shipment process to increase throughput of engines and service parts.
- Improved on-time delivery from 29% to 75% while growing the business 40%.
- Developed and implemented visual schedule boards to monitor daily performance.
- Implemented inventory strategies to improve service part fill rate by 10%.
- Established communication boards focused on Safety, Quality, Delivery and Cost (SQDC Methodology) with weekly executive board walks.

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Experience: continued

Director of Assembly Operations (March 2009 to May 2010)

Manage the final assembly, test, paint and shipping operations for 5 product lines ranging in size from 160 bhp to 4500 bhp.

- Implemented a Kanban material flow system to improve the delivery of material to the assembly lines. The program provided 70% fewer material transactions while decreasing WIP inventory by 8%.
- Successfully managed the downsizing of the assembly operations from 1,000 units to less than 600 units to meet changing market conditions.

Director of Component Manufacturing (April 2007 to March 2009)

Ensure the on-time delivery of quality engine components to assembly and after-market through the efficient management of 30 salary and 277 hourly employees in machining and fabrication.

- Establish and manage cost center budgets averaging \$30M in annual expenditures.
- Maintain and develop positive working relationships with the IAMAW, International Association of Machinists and Aerospace Workers.
- Developed a capacity management tool based on theory of constraints.
- Implemented a Problem Solving Process (PSP) based on Six Sigma DMAIC methodology to engage the work force and increase quality performance.
- Decreased quality defects by over 10% through process improvements.

Focus Factory Manager (August 2006 to March 2007)

Manage the supervisors, hourly employees and mfg. engineers in core machined components.

- Developed a skills matrix, qualifications and training programs to increase employee flexibility and support increased customer demand.
- Increased staffing levels to reduce overtime and achieve 20% growth in sales.
- Developed and implemented standard work for critical machining processes.
- Created and implemented the organization structure to support focused factories.

1990 - 2006 P&H Mining Equipment: Milwaukee, Wisconsin

Facility Manager (January 2005 to July 2006)

Maintain the productive capacity of the Milwaukee operation, a 42 acre site w/ 1.2 M square feet.

- Approved capital equipment acquisitions with responsibility for an annual maintenance capital budget of \$5M with opportunity capital projects up to \$16M.
- Operated the maintenance and facilities departments within annual budget of \$4.5M.
- Increased capacity by 30% without incremental roof top through cellular manufacturing, new technology, and Quick Response Manufacturing strategies.

Strategic Sourcing Manager (August 2002 to December 2004)

Manage the selection and development of global alliance suppliers. Advise and consult the organization on strategic sourcing methodology.

- Managed multiple cross-functional teams across international divisions.
- Achieved annual savings of 10-20% depending on commodity.
- Led the strategic alliance negotiation team in Europe.
- Developed strategic sourcing methodology and training materials.
- Conducted negotiations training and establish supplier alliance management strategies.

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Experience: continued

Manager Large Weld and Plate Processing (April 2000 to July 2002)

Manage the heavy fabrication departments for a \$500M company with budget responsibility of \$4.5M annually. Coordinate and monitor the activities of 9 supervisors and 165 manufacturing employees.

- Implemented a \$2.2M capital project to process steel plate for large fabrications.
- Decreased past due hours by 65% and improved on-time delivery from 5 weeks overdue to less than 1 week in 6 months.
- Reduced an over-budget condition by 16% in 6 months.
- Developed weld excellence programs including certified weld inspector requirement.

Manager Plate Processing – Sub-Contract (May 1999 to March 2000)

Coordinated the sub-contract activities of a \$15M buy of steel plate components.

- Increased the on-time availability of material from 15% to 75%.
- Established cost controls for recovery of supplier defects. Recovered \$100,000 or 98% spent on re-work of supplier product.

Project Manager (August 1998 to May 1999)

Implemented a shop floor control and scheduling process based on theory of constraint management and capacity leveling models.

- Achieved a 90% on-time release of production orders.
- Established capacity models.
- Implemented buffers to minimize impact to bottleneck operations.

Production Planning and Scheduling (October 1995 to August 1998)

Factory Planner (February 1998 to August 1998) Developed an executable shop floor schedule through efficient scheduling and coordination.

Master Scheduler (June 1997 to January 1998) Provided a production schedule at reduced inventory levels and lead times, which meet the sales' objectives. Developed and implemented an S&OP process to improve customer satisfaction.

Planner/Scheduler II (October 1995 to May 1997) Analyzed MRP messages and processed engineering change notifications.

- Coordinated late changes with manufacturing, purchasing, and engineering.
- Restructured bills of material to improve material flow and reduce lead times.

Education: LOYOLA UNIVERSITY – CHICAGO
Executive M.B.A.

UNIVERSITY OF WISCONSIN – MILWAUKEE
B.B.A. - Production/Operations Management and Marketing
Graduated with honors: summa cum laude

MILWAUKEE AREA TECHNICAL COLLEGE
Machinist Apprenticeship Program

References available upon request.