

# Richard Reynolds

<b>Summary of qualifications</b>	1986 - Present <b>Vice President Operations</b>	DRS Power & Control Technologies Milwaukee, WI
	<p>A motivated, results focused Operations leader experienced in implementing change, increasing operational performance through Business Excellence approaches utilizing Lean, Six Sigma and Malcolm Baldrige concepts. Proven track record of business process improvement, program management, operational management and quality management. Broad knowledge from Engineering, Manufacturing, Finance, IT, Human Resource and sales and marketing. Experience/Responsible for Strategic Planning, Capital and Expense planning, Organizational Evaluations, Union Negotiations and Resource planning. Demonstrated professional and personal growth through advancements with increasing responsibilities. Strengths include understanding cultural issues that affect organizational performance, process &amp; people focused, operational financial experience, broad knowledge of business operations.</p>	
<b>Education</b>	1997 - 1999 <b>Master of Science Management of Technology</b>	Brooklyn Polytech University Brooklyn, NY
	<p>Concentration of Management of Technology and technological implications to businesses. Including Strategic Management, Innovation Management and general business courses. 4.0 GPA.</p>	
	<p><b>Six Sigma Black Belt Certification</b> Became first certified Black Belt in Division of 700 people</p>	
	<p><b>Senior Examiner Eaton Business Excellence program</b> Senior Examiner in Malcolm Baldrige Criteria program adopted by Eaton Corporation.</p>	
	1982 - 1986 <b>Bachelor of Science Mechanical Engineering</b>	University of Bridgeport Bridgeport, CT
	<p>Graduated Cum Laude, 3.8 GPA</p>	
<b>Professional experience</b>	8/2001 - Present <b>Vice President Operations</b>	DRS Power & Control Technologies Milwaukee, WI
	<p>Overall leadership of 600,000 sq.ft. 440 person highly engineered design and production facility with sales in excess of \$85mm. Responsible for Profit &amp; Loss, Capital spending of \$4.0 mm per year, departmental budgets in excess of \$12mm per year and overall facility planning. Directly responsible for all production activities, production planning,, finance performance, Information Technology, Safety/Health, Facility, Product Line and Program Management. Division lead and participant in divesture and integration activities, including due diligence, business integration, Manufacturing Integrated Planning teams, etc. Successfully negotiated with (2) Unions with radical contract changes. Lead process improvement initiatives to reduce inventory by 10%, reducing space by 45% and 20% reduction in labor content 4 year period utilizing Lean, Six Sigma, Vendor Managed Inventory and process cycle time reductions. Collaborated with and developed Balanced Score Card used across other operational facilities. Successfully received ISO9001/2000, ISO14001 and CMM Level 3 certification. Coordinated facility assessment and evaluation process for city, state and government grants for facility replacement and upgrade, with grant and funding in excess of \$5M. A Board Member of the 30th Street Industrial Corridor consortium and working with other community leaders to improve the business environment. Executive Steering Committee for Oracle ERP evaluation and implementation. Lean Supplier Initiative representative with a major</p>	

customer. FY06 demonstrated cost reductions in excess of 13% resulting in \$800k + savings through increased employee utilization and cost reductions.

9/1989 – 8/2001 Eaton- Navy Controls Division Danbury, CT

**Plant Manager (3/2001-8/2001)**

Overall leadership of 100,000 sq.ft., 4 facility, 260+ employee highly engineered design and production facility with sales in excess of \$60mm. Responsible for Profit & Loss, Capital spending of \$600k per year and departmental budgets in excess of \$7mm per year. Improved plant profitability by 1.4 % ROS (increased from 6.8% to 8.2%) through restructuring, improved alignment of efforts and implementation of effective performance management system. Separated and installed a new AS400 business system from previous divisional ties with Eaton as well as re-located a 3500 sq. ft. clean room based production facility to the main plant. Implemented Six Sigma council and improved business performance review process. Re-layed out the production floor to implement single piece flow techniques and deployment of cells from a job shop arrangement.

**Manufacturing Manager (4/2000-3/2001)**

Responsible for coordination of all production, test and quality activities for a \$55mm, 65+ employee organization. Improved project profitability by 4% (\$400k direct labor savings) and departmental cost reductions of 12% (\$300k labor/costs) while supporting a sales growth of 10% through process improvement and executed a 15% reduction in force. Moved business from purely financial based metrics to balanced metrics while introducing Lean, Six Sigma and Cycle Time reduction techniques to the workforce.

**Process Improvement Manager/Focused Factory Manager (1/1999-4/2000)**

Responsible for coordination of all production, test and quality activities for a \$5mm, 15+ employee focused factory for a new product line. Introduced Lean, Six Sigma and Cycle Time reduction techniques to reduce product lead times from 20 to 12 weeks, reduce Dock to floor cycle times by 90% with a 90% reduction in variation for an annualized savings of \$300k, reduced stock room cycle time from 5 days to 3.5 days resulting in \$50k annualized savings. Designed re-organization strategy for the overall manufacturing environment and implemented. Developed and deployed Green and Yellow Belt training modules as well as Lean working training sessions. Lead 3 benchmarking visits to other Eaton organizations.

**Mechanical Design Manager/Senior Project Engineer (9/1989-1/1999)**

Responsible for coordination of all mechanical design activities and design quality. Implemented Pro-E system for advanced product development. Responsible for preparing all labor quotes, worked with vendors for design cost reductions, performed Finite Element structural and thermal analysis. Executed a Research and Development project for new Navy Nuclear sensor and performed Program Management of multiple programs in excess of \$3.0mm per year.

1/1988 – 9/1989 Nuclear Energy Services Danbury, CT

**Project Manager**

12/1986 – 1/1988 Sikorsky Aircraft Stratford, CT

**Transmission Design Engineer**

**Skills &  
Additional  
Information**

Strong working knowledge of all Microsoft based programs (Excel, Word, Access, Power Point, Outlook, Project), Minitab statistical programs and Visio graphical tools. Knowledgeable in CAD, FEA and Business systems.

Strong organizational skills, team player, solid oral and written communication skills. Ability to communicate effectively at all levels in the organization and gain employees respect and trust. Willingness to take on additional responsibilities and challenges