

Professional Profile
RENE GALARZA

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CORE STRENGTH

Directing the design, implementation and management of efficient production and distribution operations by the application of progressive industrial management & engineering techniques and organizational development. Turning around poor production performance by coaching and training management staff and production teams on continuous process improvement, lean - sigma disciplines, material control systems and change management.

CAREER SUMMARY

Senior multi-lingual professional with experience in successful business development and growth. Blue Chip background includes Storage Technology, Texas Instruments, Compaq, EAS and La-Z-Boy. Expert at increasing efficiencies, reducing costs, troubleshooting, resolving problematic operations, managing change and leveraging technology to provide a competitive business advantage. Experienced in production environments specializing in manufacturing, warehouse and distribution center start-ups, project management and in the development of performance improvement programs. Working knowledge in all aspects of industrial engineering, production management and organizational development:

- *Flexible / Scalable Facility – Layout Designs*
- *Supply Chain / Supplier Development*
- *Lean - Sigma: Kaizen / 5S+1 / TOC / DMAIC*
- *Team Building / Facilitation / Staff Coaching*
- *Organizational Training & Development*
- *Cost Controls and Reductions*
- *TPS / JIT / Pull / Kanban / Mfg. Cell Systems*
- *Inventory Control & Materials Management*
- *Occupational Ergonomics & Safety*
- *Process Flow Analysis & Value Stream Mapping*
- *Material Handling / Distribution / Storage Systems*
- *Engineering & Production Management*
- *Cycle Time Reduction / Throughput Improvements*
- *Project Planning & Management*

QUALIFICATIONS

Knowledgeable in quality and productivity improvement techniques and systems. Skilled in coordinating and managing program development projects. Experienced in the planning and implementation of effective facility layouts, workstation design, work flow analysis, inventory control and distribution systems, work measurement, cost control, and performance improvement programs. Recognized for effective system analysis and problem-solving ability. Proficient in the application of a comprehensive approach to production performance improvement by examining the business operations as a "system" taking in consideration tasks performed at the individual level, to the overall organizational structures. Effective in maximizing the utilization and integration of resources to include facilities, personnel, inventories, equipment and information. Highly skilled at lean process re-engineering, material management and certified as a six sigma black belt.

Confident coach, leader and trainer. Strong interpersonal and communication skills. Understanding and emphatic in dealing with individual and group morale. Great motivator. Highly knowledgeable of team dynamics and empowerment. Ability to positively lead the organization toward the corporate strategic direction and the attainment of goals and objectives. Effective in implementing organizational and participatory change within the existing corporate culture. Strong oral and writing skills. Bilingual professional level fluency in Spanish and English.

Thorough and careful with detail. Certified in various quality management systems as advocated by Deming, Juran, Krensky and Crosby. Seasoned hands-on implementer of TPS, JIT and Lean Enterprise initiatives. Technically current and proficient on productivity and quality concepts, techniques and philosophies by means of trade association membership and continued education. Knowledgeable in many computer software applications such as CAD, spreadsheets, dynamic simulation, databases, word processors, presentation graphics, web development and utility programs. Experienced in providing inter-cultural professional services and training, nationally and abroad. Willing to travel extensively.

CAREER ACHIEVEMENTS***LA-Z-BOY, INC. 2003 - 2007*****Continuous Improvement / Engineering Manager**

- Guided the lean operational excellence deployment in multiple facilities across the U.S. Provided lean enterprise training and coaching to engineering staffs and lead plant management groups. Developed and establishing lean production initiatives, strategic plans, corporate training and performance improvement. Reported to the corporate VP of Manufacturing and VP of Continuous Improvement; *La-Z-Boy, Six Production Facilities Nationwide*
- Directed an engineering group as the **Continuous Improvement - Engineering Manager** for a ~265 employee plant: strategic planning, process development, tooling design, cost reduction, time studies, facility planning & layout and work cell installations. Reporting to the Plant Manager and to the Corporate VP of Continuous Improvement; *Lincolnton, NC.*
- Led an eight-site corporate engineering team as the **Engineering Project Manager** in the development of the La-Z-Boy Production System. Designed lean production cells and support systems. Established corporate production standards.

WORKPLACE SCIENCES, LLC 1997 - 2003**Sr. Management – Engineering Consultant**

- Re-engineered assembly lines and warehouse management operations. Implemented lean initiatives that reduced production cycle time from 3.7 days to 3.1 hours, reduced work-in-process inventory by 82%, and increased production throughput by 18% without adding resources or capital equipment; *RCF, Reggio-Emilia, Italy*
- Implemented a lean pull-flow manufacturing cell and trained management, engineers and production personnel on pull-flow production design, operations and support; reduced work-in-process inventory by 67 % and dropped manufacturing cycle time from 1.8 weeks to 1.7 hours; *Mackie Designs, Woodinville, WA*
- Led a team in the design of a consolidated and integrated power amplifier assembly factory. Provided consultation on lean pull-flow production systems and kanban material control; *Peavey Electronics, Meridian, MS*
- Designed and implemented a 132k sq. ft. national distribution center increasing order processing efficiency and accuracy by 35%. As interim **Director of Distribution** developed and implemented a lean paperless inventory and order fulfillment management system, and product lot control system utilizing real-time RF information systems and bar code technology. Reengineered all receiving, storage, order picking, packing and shipping processes. Raised inventory accuracy to 98.5%. Increased same day order-to-shipment performance to 96%; *EAS, Golden, CO*
- Designed and installed a computer assembly & configuration production facility, including the distribution center. Doubled the production capacity. Project completed on time and within budget. Received two contract awards: August '98 & September '99; *Compaq, Tempe, AZ*
- Developed and delivered custom training programs for management and production operators on manufacturing process breakdown and on-the-job training using “Training Within Industry” techniques; *Celestica, Fort Collins, CO*

ELECTRO-MECHANICAL SOLUTIONS, INC. 1996 - 1997**Director of Engineering & Manufacturing**

- Supported the \$170M revenue growth of the 4th largest contract manufacturer in the U.S. of wire and cable, electro-mechanical assembly, and value-added services (later acquired by Sanmina). Member of the company’s leadership team actively involved with business growth, building customer relationships and enhancing strategic positioning through improved manufacturing processes and technology.
- Started and directed an engineering organization of 24 people: mechanical engineers, electrical engineers, industrial engineers, drafters, and first article-prototype technical personnel, in support of a 450 employee manufacturing facility.

STORAGE TECHNOLOGY, INC. 1991 - 1996**Advisory Industrial Engineer – Consultant**

- Initiated and led the Supplier Development Group providing management and engineering consulting services to supply-chain vendors. Resolved supplier capacity, delivery, logistics, scheduling and cost escalating problems.
- Accelerated \$23M in revenues by bringing a manufacturing project back from six-month production deficit.
- Directed the development and implementation of the \$3.5M flagship product manufacturing facility.
- Determined material flow requirements and installed a \$1.5M automated material handling system using RFID.
- Developed detailed process specifications for inventory control and distribution systems.

TEXAS INSTRUMENTS, INC. 1980 - 1991**Lead Industrial Engineer – Manager 1984 - 1991**

- Designed, implemented and supported JIT - TPS / "World-Class Manufacturing" assembly factories for the Defense Systems & Electronics Group. Developed layouts, processes, tooling, material management and information systems based on the Toyota Production System. Designed and implemented material handling and inventory control systems based on pull production techniques. Implemented Total Quality Management initiatives and trained teams in continuous productivity improvement. Member of the corporate Factory Integration Team (factory design & start-up based on TPS principles).
- Developed statistical production performance measurement and management systems; including progressive time study techniques and production delay reporting systems.
- Managed staff of industrial engineers and techs supporting circuit board and electro-mechanical assemblies.

Production Manager 1983 - 1984

- Coached, trained, motivated, and appraised 37 employees in the wire and cable assembly shop.

Manufacturing Engineer – Supervisor 1980 - 1982

- Directed the manufacturing of sheet metal, plastic, paint/coatings and screw machine parts to include production scheduling, material purchase, cost forecasts, and supervision of manufacturing engineering technicians. Provided manufacturing engineering support for printed circuit boards and electro-mechanical equipment.

EDUCATION

- BS+ Industrial Engineering (BSIE), University of Puerto Rico - 1980
- MBA Course Work, University of Dallas - 1981-1982
- MA - Human Resource Development (MAHRD), Webster University - 1993

ASSOCIATIONS

- Registered / Licensed Professional Engineer (1984-2007) - Texas 61067
- Past President of the Institute of Industrial Engineers (IIE) – Rocky Mountain (CO) and Texoma (TX) Chapters.

OTHER QUALIFICATIONS

- Certified Six Sigma Black Belt
- Multilingual: very fluent in Spanish (read/write/speak). Can effectively interface with production employees, suppliers and customers in Spanish. Can provide training in Spanish.
- MTM Association for Standards and Research Blue Card Certified: MTM-1, MTM-2, 4M, MTM-V, and MTM-UAS & MTM-UAS II (Predetermined Time Study Systems). Certified in Motion Time Standards (Time Study).
- Certified in disciplines as TQM (Juran, Deming, and Crosby), JIT (Schonberger, APICS), MRP (APICS, Wight), SPC/SQC (Krensky), Effective Negotiations (Karrass), Supervisory Development, Team Building & Dynamics.
- Dynamic Simulation Software: certified in ARENA and hands-on experience with SIMUL8.
- PC proficient: AutoCad / MS Project / MS Word / MS Excel / MS PowerPoint / Basic programming language / Visio / Internet / Simul8 / PC-Windows Utilities / LAN / MS FrontPage / Warehouse Management Systems
- Training & Development: Boulder Center for Accelerated Learning - "Dynamic Accelerated Learning System" graduate.
- Designed and delivered workshops in Occupational Ergonomics, Performance Measurement, Work Standards Development, Fundamentals of Process Training, Basic of Lean, 5S+1 and Pull-Flow Production Systems.
- Papers written and presented: "Workplace Team Codependency", "Intercultural Training", "Dealing with Resistance to Change".
- Speaking engagement topics: "Lean-Streaming Your Operations", "Implementation Agents Wanted!", "The Future Of Manufacturing"
- Highest Department of Defense Security Clearance: Confidential