

**Scott J. Payne**

**6515 Leona Lane Sheboygan, WI., 53081**

**Home Phone: 920.458.6265**

**Cell Phone: 262.853.4271**

**Objective:**

I am seeking an Operations related management position where my experience and proven accomplishments in the areas of Lean Manufacturing, Continuous Improvement, planning, and leadership will have a positive impact on my employer.

**Values:**

I value: family, trust, honesty, and being both fair and firm. I believe in punctuality, operational discipline, planning and measurement, and high professional ethics. I believe that good people with a shared vision and working as a team are hard to beat. I believe in change as a constant activity that must be embraced if we are to go forward and succeed. I approach my job as if the company were my own.

**Accomplishments/Competencies:**

At **HB Performance Systems** we made improvements in the areas of continuous improvement, Lean manufacturing, the installation of pull systems, implementation of operational metrics, systems for monitoring and communicating shop status, 5S, ISO, and employee development. I brought into the company a Six Sigma expert (from Motorola) and we have organized teams to gather data that has helped us identify the true cost drivers in our operation. Under my direct leadership the direct labor productivity at HB has improved by 42.5% from mid-2003 through the end of 2005. In 2006, we negotiated a seventy-three month contract with the Steelworkers that averages two percent labor rate increases over the term. This allows us stability in labor costs and labor harmony for over six years. In 2007, I led a global HB Performance team in building a new factory in Jinhua, China.

At **General Automotive** I reorganized the manufacturing operation into four business units for better focus, control, and communication across the shifts. The company needed strong headcount management to control costs and I accomplished that.

I played a key role in the merger of **Jacobsen (Textron)** and Ransomes in 1998 as a Vice President of two of the facilities involved in the merger. In this process I helped with cost reduction activities that saved the combined companies over \$20MM. I sponsored the logistics council, the purchasing council, the inventory reduction council and the manufacturing best practices team.

Because of the challenges that I have had in some of the operations I've been assigned to, I have done much work in the Human Resources area, such as: developing self-funding incentive plans, reworking job classifications, reworking the labor rate tables, helping negotiate union contracts, fighting union drives (twice, successfully), and have experienced a strike and all the work that goes on before, during, and after it is over. I have developed work stoppage contingency plans.

## **Qualifications:**

I am multidimensional leader with experience in all operational areas. I am experienced with ISO/QS certification, high tolerance, high volume work, kanban, kaizen, cellularization, and use Lean Manufacturing as the driving force underlying the activities in the plants. I have managed multiple facilities simultaneously. I am an experienced team builder and leader, who is also a team player.

I have been responsible for profit and loss performance of multi-site operations. I work well on my own in independent command situations.

## **Work History:**

### **Jan. 2009 – present: Vice President of Operations, Mechanical Industries, Milwaukee, WI.**

- Responsible for all operations of this supplier to many Fortune 500 companies such as Deere, BRP, Kohler, Detroit Diesel, etc.
- The mission here is to bring Lean Manufacturing and other continuous improvement strategies to the company.

### **July 2007 – January 2009: Vice President of Global Operations, HBPSI**

- My responsibilities changed as we added operations in Asia.
- Responsible for oversight of these facilities regarding standardization of processes, Continuous Improvement, HB's Lean Enterprise, and other items such as 5S. I have responsibility for the leases of the facilities.
- In 2007 I led the global team in the construction efforts for our two new factory buildings in Jinhua China. I have made multiple trips to Jinhua to train our employees in Lean Manufacturing to use in the design of the plant layout and operations going forward.
- Currently (2007+) I am responsible for overseeing our global operations including two facilities in Wisconsin, one in Taipei, Taiwan, and two in Jinhua, China.

### **May 2003 – July 2007: Vice President of Operations, HB Performance Systems, Mequon, WI. (Formerly known as Hayes Brake)**

HB Performance Systems is a designer and manufacturer of disc brakes for the non-automotive industry. We count OEM's, Harley Davidson, Polaris, Arctic Cat, John Deere, and Textron among our customers.

- Responsible for Operations: manufacturing, maintenance, manufacturing engineering, Continuous Improvement, quality assurance, and support areas.
- Improved the company using lean techniques to drive continuous improvement. We established the HB Lean Enterprise system, a philosophy of being flexible, quick, lean, and safe. Our Continuous Improvement department held regular kaizen events. We installed a pull system we developed internally and then adapted to our ERP vendors latest release.
- Using visual management tools and metrics that provide info to make priority decisions, what to build, stock status, and customer pulls. We build to our plan

and our plan is flexible enough to respond to customer demand changes on each shift if need be.

- We are ISO certified and we use the audits as tools to improve, not to be feared.
- Along with our Vice President of Human Resources, I am heavily involved in labor relations with our union, The United Steel Workers.
- In 2006 I spearheaded the acquisition of a second building into which we moved an operation we purchased in Indiana.
- In 2006 as a lead member of our contract negotiating team, we completed a seventy-three month contract with labor rates increasing only two percent a year over the term of the contract.

**August 2000 – February 2003 Director of Operations, General Automotive, Franklin, WI.**

General Automotive was a precision, high volume manufacturer of machined components for the diesel engine industry. Our customers were Caterpillar, International, Navistar, and Siemens.

- I had responsibility for the planning, directing, budgeting, measuring, and scheduling of the 260 employee operation. The plant had over 250 machine tools, manufacturing over 50k components a day. GA was QS certified.
- I divided the operation into four business units each with its own mission and style of operating with regular and frequent metrics for measuring shop performance
- We utilized pull systems and cellular manufacturing, with three of the four business units being over 90% cellularized.
- During 2001 we rationalized two plants into one eliminating redundancy, lowering overhead costs, and better utilizing the surviving plant's space.
- We changed the shop culture from one of a large job shop to a high-volume, cellularized, pull system driven, QS certified contract manufacturer.
- One business unit's profit improvement team reduced tooling costs by over \$750k per year. We reduced scrap from over 7% to less than 4%.

**Sep. 1997 – August 2000: Vice President of Operations, Textron Turf Care and Specialty Products; Racine, WI. I was promoted to VP and transferred to Racine.**

- Responsible for the Charlotte, N.C., Johnson Creek WI. And Racine, WI. factories, and the Charlotte Parts Center.
- Responsible for leading the initiatives regarding Lean Manufacturing and Continuous Improvement.
- At that time I also had the design engineering groups reporting to me.
- I had P+L responsibility for the operations under my supervision. These facilities employed over 600 people and produced over \$100 million dollars in sales. Ops: welding, machining, fabrication, assembly, paint, and distribution.
- We lowered the operating budget while increasing output, reduced overhead, and improved build schedule attainment.
- Improved manufacturing communications and improved service fill rates.

- We also achieved ISO certification in eight months.
- In 1999 we launched the largest number of new products in the company's history.

**Feb. 1996 – Sep. 1997: General Manager, Charlotte Operations, TTCSP, Charlotte, N.C. Produced turf maintenance tractors and specialty vehicles.**

- In February of 1996 I was promoted and transferred to the Turf Care Division (Jacobsen) in Charlotte, N.C.
- Responsible for: production, HR, production/inventory control, manufacturing engineering, materials, quality, and warehousing. The facility had 200 employees and produced \$45mm at cost.
- In March of 1996 we successfully defeated a UAW organizing attempt.
- After that time we built up an organization from one with a demoralized workforce to one that achieved such things as 100% build schedule attainment for 16 months in a row, lowered absenteeism by 50%, lowered scrap costs from \$1.28 per earned hour to \$.62 per earned hour. Productivity improved by 11 points.
- These successes were accomplished by hiring good people, building a can-do attitude and promoting teamwork, and creating a self-funding incentive plan.

**Nov. 1993 – Feb. 1996: Plant Manager, Greenlee Textron, Genoa, IL.**

- In this plant of 130 employees that produced \$24MM of product at cost.
- Responsible for: production, HR, production and inventory control, industrial engineering, and quality control.
- We reduced inventory, increased inventory turns while increasing our service level to customers and plant productivity.
- In 1995 we successfully fought back an IAM union organizing drive.
- From 1990 to 1993, I was the Manufacturing Manager at this plant.

**From 1986 through 1989 I held positions such as Manager of Integrated Systems Development, Manufacturing Manager at Greenlee's newest plant, and Manager of Distribution Logistics at Greenlee's CDC. Details of these positions available.**

**I started with Greenlee in 1979 and held various positions such as Supervisor of Industrial Engineering, Assistant Production Control Manager, Warehouse Manager, and Inventory Control Analyst.**

**Education:**

BGS degree, Northern Illinois University, May 1992; GPA: 3.54/4.0  
Honors in History, NIU: Phi Alpha Theta, International History Honors Society

**Further education/seminars/training/associations:**

APICS certification, CPIM

Executive Development Program, Textron: Harvard Business School program  
OPT, Goldratt Institute

Logistics and Facilities Planning, General Motors Institute

Member: AME (Association for Manufacturing Excellence)