

Summary

A tradesman's manager, able to lead and direct a diverse team of skilled service professionals, so they can meet and exceed their potential, to maintain and improve process reliability with regard to production equipment, facilities or core services, on budget, on time and in a safe manner.

1. Improved a stagnant CMMS program with new relevant analytical data from an RCM program.
2. Managed equipment upgrades on a +20 year old critical process to improve line speed from 26 feet per minute to 32 feet per minute while improving production quality output.
3. Directed an +\$800 K maintenance budget value, controlling cash flow and adjusting cost priorities due to the unexpected.
4. Accounting was pleasantly surprised by the \$4,200 utility rebate cheque mailed to them. This occurred by upgrading outside lighting without losing light output. \$7,400 in annual energy costs was saved with an annual reduction of +\$4000 in maintenance costs.
5. From older used equipment and spare parts, a production line was built. Internal skills were managed and external contractor was directed as required. I facilitated electrical control designing and wiring. This added process was created to increase annual revenue potential of \$200 K.
6. As a management Joint Health and Safety Committee representative, true safety issues were discerned and considered while maintenance issues were resolved.
7. Directed multiple groups of mature skilled service professionals, of various skill sets, to use a dynamic CMMS program that they would take ownership of, for increased maintenance efficiencies and production equipment reliability.

Highlights of Management Experience

1. Transitioned an RCM (Risk Centered Maintenance) analysis project into a CMMS (Computerized Maintenance Management System) program for Preventative Maintenance (PM) coverage on Equipment and Facilities, eliminating or minimizing risks associated with schedule, part resources and manpower while ensuring reliability of processes.
 - 1.1. RCM required a team effort from various departments to note and quantify the risks at each stage of the process revealing missed opportunities for improved maintenance coverage.
 - 1.2. The RCM assessment was transferred to the CMMS program to allow the Maintenance Team to stay ahead of the noted risks, increasing production reliability and productivity.
2. Applied a "Follow the Money" mindset to understand and resolve inefficiencies while improving production reliability. Assessed quality shortfalls such as inferior equipment or building components and determined root causes to deliver a viable and cost effective solution.
 - 2.1. Quality is a number that needs decoding. The Maintenance Team is able to use their skills to resolve quality issue once the quality short fall is explained to them.
3. Responsible cost structures were established and followed so accounting could predict and justify the annual maintenance budget
 - 3.1. A current CMMS structure aids in maintenance purchases, quantities required and spare part reliability. Once established, maintenance can then assess if change or upgrades are warranted. In the end a more expensive purchase may save money and improve production reliability.
4. A problem utilities (gas, hydro) has is they are required to reduce their energy consumption in their regions. They have provided rebates in the past as incentives to meet their goals. Establishing a relationship with utilities helps them meet their goals while reducing production costs.

- 4.1. Changes to exterior building lighting made financial sense and a rebate was received, but contract offers were turned down for interior lighting conversions due to the lack of cost savings in a timely manner.
 - 4.2. Due to increased production efficiencies made by various departments including maintenance support, significantly less natural gas was being used, causing the utility to come and offer a rebate, \$87 K.
5. There is an eagerness in the air when skills are brought together with the opportunity to create a process that makes a valuable product from waste by-product (out of spare parts and obsolete equipment).
 - 5.1. Flexibility was required when planning the scope of the project. It kept growing as more waste product types were applied to this recycling application.
 - 5.2. Resourcefulness was required due to utilizing old, used parts for cost savings. There was very little money assigned to this project but internal skills from the maintenance staff was utilized as time permitted.
 - 5.3. Timelines were developed to deal with the fact that integrating this new process had to work around existing production demands.
 - 5.4. Not every plan works the first time it is turned on. Patience and objectivity created more changes that made the process work.
 - 5.5. This custom production process that spanned 2 rooms, 2 levels, 50 feet and integrated with existing processes utilized some of the following skills:
 - 5.5.1. Electrical power, control circuits and safety circuits were created from old prints and new concepts.
 - 5.5.2. Coordination of outside contractors and internal union staff to work together with a common focus to build this process.
6. A challenge of the JHSC is discerning what real safety issues are versus a power trip that people feel they are entitled to in the name of safety.
 - 6.1. The advantage of being a representative of Management on the Joint Health and Safety Committee (JHSC) was:
 - 6.1.1. If there was a legitimate safety concern with regards to equipment or building, I would be involved with the repair process.
 - 6.1.2. I could also speak to the unreasonable state of some requests or investigate the requests at a future time.
 - 6.1.3. I would also challenge procedure as to why safety requests were hidden until the JHSC meeting, verses being resolved in a timely manner through the maintenance work order procedure.
 - 6.2. My responsibility was for PHSR equipment inspection and completing the documentation process to ensure safe start up's of revised equipment or safety upgrades.
7. Managed and directed Union Trades staffing, multiple trade skills/multiple shifts/multiple companies so service teams were able to support production requirements in an efficient and safe manner.
 - 7.1. Utilizing the CMMS program, priorities were assigned for the relevant time/shift periods.
 - 7.2. Projects outside the PM scope of maintenance activities were coordinated with service staff as well as contractors when required.
 - 7.3. Recruiting was a task I liked when the proper monetary conditions existed and career upgrades were in play.
 - 7.4. Disciplined or dismissed maintenance staff as necessary for company policy adherence or safety compliance.
 - 7.5. Assessed and assigned required training to allow for the productivity and safety of the service staff.
 - 7.6. Provided proper tools or contractor support for the service team when circumstances were beyond the resources of the maintenance department.

Employment History

2015-Present | Kraus Flooring| Waterloo Ontario
Site Maintenance Manager|Site Electrical Supervisor

2007 – 2015 | KV (CompX) | Kitchener-Waterloo, Ontario
Automation Specialist / Maintenance Electrician

1. Equipment wiring and facility wiring from prints or conceptual ideas were completed to replace inadequate process controls were upgraded to improving production costs and safety controls.
2. Developed a Facility Arc Flash Layout with the information presented to the engineers contracted for the study for the improvement of Electrical safety throughout the plant
3. Practiced utilizing Arc Flash Safety for personal safety as well as plant electrical safety to meet new electrical safety regulations
4. Experienced in PLC debugging, programming and HMI interface programming and communication to resolve issues, upgrade processes or fault decoding
5. Completed electrical maintenance of electrical Substation as per Insurance Company risk assessment request.

2000 – 2007 | Meikle Automation Inc. | Kitchener, Ontario
Service Coordinator / Project Manager / Service Electrician / Programmer

1. As Project Manager I ensured project timelines were met, budgets were kept in line, and customers received their quoted service.
2. Performed 24/7 customer service for automation equipment installed in North America
3. Managed multiple trades for equipment upgrades on existing automation equipment, as well as installation of new equipment in North America. This included the wiring and servicing of custom equipment.
4. Provided programming support on automated equipment.

Prior to 2000, held progressively responsible electrical and maintenance positions within Manufacturing Industry.

Training/ Certifications

- Master Electrician, Province of Ontario, 309A Electrician, Red Seal
- PLC Technician: George Brown College
- Millwright 433A
- WSIB Basic Level 2
- First Aid/ CPR/AED
- WHMIS
- Asbestos Awareness Training
- Forklift Training/ Propane Cylinder Handling
- Scissor Lift/Boom Lift Training and Fall Arrest
- Confined Space
- Lockout/TagOut
- Hot Work Permit