

JOSEPH L COFFMAN

Sarasota, FL – 816-500-8203 – joseph.coffman@yahoo.com

OBJECTIVE

Operational Excellence

My goal is to work with existing leadership to create new standards of excellence, develop goal and plans to meet the standards, and follow through with actions that will ensure attainment of new levels of excellence.

PROFILE

- 15+ years experience as a professional manager
- Strong background in Operational Excellence, Continual Improvement, Lean, and many other process improvement methodologies
- Successful career in manufacturing operations with progressive promotions and additional responsibility
- Ability to work with all organization levels to achieve short-term and long-term benefit as well as a sustainable culture of improvement
- Achieve stellar results consistently

RELEVANT EXPERIENCE & ACCOMPLISHMENTS

Operations, Project Management, & Continuous Improvement Leadership

- Program manager for several multi-million dollar enterprise projects
- Program leader for automation projects in medical device industry
- Successful deployment of Operations Management and Lean Production Systems, a.k.a. Toyota Production Systems at medium to large manufacturing organizations (1000 – 7000 employees)
- Create structure and manage PMO for dozens of program/project managers in multiple environments (manufacturing, IT/IS, financial services, development banking)
- Align employees with business objectives and strategies through annual strategic policy deployment flowdown
- Manage activities for program and project managers, engineers, production managers and quality personnel
- Facilitate Visual Factory development and deployment at various manufacturing locations and drove the management routines to support it
- Leader of Standardized Work using Job Instruction (JI) training with TWI, making problems visible, kaizen improvements
- Implementer of Maynard Operation Sequence Technique (MOST) for standard labor requirements at large production facilities

Management/Supervision

- Directed project management activities for more than 100 employees
- Managed P&L > \$100M
- Develop and manage performance management objectives
- Train, supervise and evaluate staff, coach improvement skills
- Upgrade technical workforce abilities by introducing Green Belt and PM skills into their performance objectives
- Establish project management programs at multiple companies including visual performance and risk management
- Successfully established Lean Production System and Six Sigma process improvement programs at multiple companies growing the departments to hundreds Black and Green Belts in total with many millions of savings dollars

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EMPLOYMENT

Business Owner / Entrepreneur

Sarasota, FL

2013 -
Present

- Built a cleaning company from the ground up
- Created multiple divisions dedicated to different types of cleaning
- Managed all company employees, timecards, payroll, taxes, etc.
- Create proposals for business development / growth
- Primary customer interface for all aspects of the business

Director of Operations / Continuous Improvement

2008-2013

Program Manager of EIS

Alliant Techsystems (ATK) – Independence, MO & Radford, VA

- Program manager for multiple transformational projects at LCAAP, including Deltek ERP, Advanced Material Handling & Control, Process Control Technology, Manufacturing Execution System, Business Intelligence, EIS Portal and others
- Director of the Performance Enterprise System, Industrial Engineering, and Reliability Engineering
- Promoted and moved to the flagship facility in Independence, MO
- Accountable for bottom-line results and substantial EBIT challenges
- Responsible for policy deployment and strategic objective development
- Leader of Lean Production or Toyota Production System deployment and associated activities
- Implementation of the Visual Factory across entire operational facility, which includes 10 distinct plants and 1300+ employees, with 900+ direct labor
- Responsible for Standard Work implementation and driver of Maynard Operation Sequence Technique (MOST) at facility with development of many engineers as certified MOST analysts
- Leader of Six Sigma activities, including program development, training activities, project leader development, and operational deployment
- Creation of current ATK Business Model - Performance Enterprise System (PES)

Manager of Process Innovation & Excellence (Contract – 1 yr)

2007-2008

PSCU Financial Services - St. Petersburg, FL

- Lead new Lean Six Sigma project management initiative
- Win support and develop commitment from senior leadership for process improvements
- Supervise process improvement project managers and leaders in the DMAIC project process
- Developed base DMAIC project plan for use throughout the organization

Master Black Belt

2004-2007

Smith and Nephew, Medical Device Manufacturing – Largo, FL

- Operations leadership managing the activities of more than 100 people
- Responsible for culture change throughout Largo Operations – Six Sigma and Project Management Program development
- Led Lean Six Sigma deployment activities at Largo and additional US locations – also strategic partner locations
- Managed more than thirty Black Belts and Green Belts in their improvement activities
- Created project tracking and updating system to help management receive project status reports and to help manage the multi-project landscape as well as the ever-present resource capacity issues
- Led an initiative to change the operational efficiency throughout Largo Operations. The \$200k project to develop and install a shop floor OEE system was an unqualified success and shifted the entire organization operational efficiency greater than 5%
- Conducted 5 waves of Six Sigma Training which include: In-house Green & Black Belts, outside vendors, Green, Black Belts, & MBB's in Smith & Nephew Orthopedics Division, and NuCryst Pharmaceuticals in Canada. Additionally, the entire management team received Six Sigma DMAIC overview training (Yellow Belt) in bi-weekly sessions of 3 hours each

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Black Belt

1999-2004

IMC Phosphates, Chemical Manufacturing – Mulberry, FL

- Operations leader for large-scale chemical and mining operations in phosphate industry
- Project Manager of various Six Sigma projects in plant operations to increase production and efficiencies and to reduce production variability, defects, downtime, and waste - Completed six projects totaling more than \$5MM in savings or revenue
- Developed and delivered Six Sigma Green Belt training programs and Action Workout™ project teams to affect process change and achieve bottom-line results in sixty days or less
- Successfully managed four Advanced Process Control development projects. The \$8-million projects spanned three years of implementation

Process Control Engineer

1998-1999

Boeing – Kennedy Space Center, FL

- Managed development and implementation project for Advanced Process Control strategies for predicting process pressures and flows of liquid hydrogen fuel and liquid oxygen oxidizer during the pre-launch filling of the Space Shuttle's external tank
- Implemented automatic PLC-based checkout procedures for a high-pressure system - System reduced the time required to pressure check the system from five days to several hours
- Developed application procedures for the testing the system hardware for the engine control unit (ECU) of the Delta-IV rocket

Engineer

1996-1998

NASA – Kennedy Space Center, FL

- As Engineer, developed Advanced Process Control strategies for use during the fuel and oxidizer loading of the Space Shuttle's external tank
- As part of my Master's thesis, and through internships and fellowships, developed Advanced Process Control strategies for use during the fuel and oxidizer loading of the Space Shuttle's external tank

EDUCATION

MBA - Colorado State University – Current GPA 3.5/4.0

M.S., Chemical Engineering Florida Institute of Technology

B.S. Chemical Engineering Florida Institute of Technology

CERTIFICATIONS

Project Management Professional (PMP) Certification PMI

Six Sigma Master Black Belt Certification BMG

Certified Maintenance & Reliability Professional (CMRP)..... SMRP

Maynard Operation Sequence Technique (MOST) Certification Accenture

Lean Master SP College

Six Sigma Black Belt Certification ASQ, GE & BMG

Stellar Service Facilitator Certification Achieve Global

Action Workout® Coach Certification Leap Technologies

HONORS & AWARDS

Magna Cum Laude BS ChE

Tau Beta Pi The National Engineering Honor Society

Sharing Space Technology NASA
