

CURRICULUM VITAE

EDUCATION

1998 – 1991 University of South Australia
Bachelor of Engineering in Mechanical Engineering with Honours

KEY EXPERTISE

- Operations Management
- Engineering Management
- Lean Manufacturing
- Project Management
- Product and Process Development
- Quality Systems
- Maintenance Systems

ACHIEVEMENTS

- Implemented ISO9001:2008 at Australian Clutch Systems (2007 SA Business of the Year) with zero non conformances.
- Managed the operations of a high volume export department (\$40million in sales) with 120 staff. Improved labour efficiency by 25%, reducing staffing and eliminating night shift. Reduced scrap from 1.6% to 0.5% of sales.
- Championed and Project Managed the consolidation of Clipsal in Australia due to manufacturing outsourcing (\$850k spending affecting all plants and sites whilst maintaining customer service levels)
- Creation, management and on-going development of a new Business Unit within Waltan Australia (Projects and Automation, \$1.5million sales in 3 yrs)
- Multiple Lean Assembly Cells for Dana, Air Intl, GMH, Mitsubishi etc...
- Successful green-fields start-ups for Holden Front and Rear Suspension Modules, Ford Rear Suspension module (over \$1 million project). Improved the throughput of Suspension Module from 400 to 600 units per day.
- Site wide implementation of TPM and computerized maintenance system
- Obtained and maintained CSR's compliance to AS3902 (*now AS9001*)

CAREER SUMMARY

Nov 08 – current	Director	Perpetual Results Australia
	Lean Systems Engineer	Vative Australia
Oct 06 – Oct 08	Production Manager	Visiocorp Australia
Nov 03 – Sep 06	Senior Manufacturing Engineer	Clipsal Australia
Feb 00 – Nov 03	Engineering Manager	Waltan Australia
Nov 98 – Feb 00	Plant Engineer	Dana Australia
Oct 97 – Nov 98	New Process Engineer	Email Cooking Products
Jun 96 – Sep 97	Manufacturing Engineer	Email Cooking Products
Sep 93 – Jun 96	Plant Engineer / Quality Manager	CSR Building Materials
Apr 92 – Sep 93	Quality Manager /Operations Assistant	CSR Building Materials

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DARREN LEE

EMPLOYMENT HISTORY

- | | |
|---------------------|---|
| June 2009 – current | Vative – Lean Business Improvement Coach |
| Nov 2008 – current | Director – Perpetual Results Australia (PRA)
Woodside, South Australia |

Perpetual Results Australia is my own business whose aim is to add value to the operations of my clients businesses via thorough analysis of processes, honest feedback, effective training, creation of partnerships and on-site implementation.

Responsibilities

- Full business operations for PRA
- Lead Trainer “Motor Sport Academy”
- Federal Government “Enterprise Connect” Tailored Advisory Service provider

Achievements

- Creation of Quality Management System for Australian Clutch Services
 - Certification to ISO 9001:2008 (with zero non-conformances)
 - Training and Induction of all staff including internal auditors
 - Created and implemented a Corrective Action System incorporating Customer Complaint tracking
 - Created and implemented an employee based “Ideas System” to generate shop floor improvements
 - Implemented an “accelerated learning” 5S system and audit sheet (AMAZING RESULTS!! – best I’ve seen in my total experience.)
 - Implemented new Safety Systems including Risk Assessment.
 - conducted all required training
- Lead Trainer for “Motor Sport Academy”
 - Completion of first ever “complete” tarmac rally training module in Australia

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EMPLOYMENT HISTORY

Oct 2006 – Oct 2008

Production Manager – Actuator Assembly
Visiocrp Australia, Lonsdale, South Australia

Visiocrp Australia is part of a global business that develops, produces and supplies high quality exterior and interior mirrors and mirror actuators. Visiocrp supplies all three Australian car manufacturers plus exports products all around the world. Export products represent 80% of the business.

Responsibilities

- Managed the operations of Actuator Assembly – reporting to the Manufacturing Director.
 - Up to 114 direct operators over three shifts
 - 6 indirect staff (supervision, quality, TPM)
 - \$4 million / sales per month
 - 850,000 units produced / month
- Hiring and discipline of staff.
- Performance appraisals and wage reviews.
- Operational Budget setting, maintaining and tracking.
- Preparation of Capital Budgets.
- Management reporting, creation and tracking of KPI's.
- Production planning and maintaining sea freight pipeline (to avoid air freight).
- Quality Assurance and problem resolution and 8D reporting.
- Promote and improve Health and Safety.
- Identification and implementation of:-
 - Lean Manufacturing improvements
 - Plant improvements
 - Housekeeping improvements (5S)
- Maintaining production records and archiving.

Achievements

- Consolidated operations and reduced manufacturing costs by recognising and reducing wasteful processes.
 - empowered workers to allow for greater responsibilities
 - simplified supervision structure
 - conducted training, greater access to tools for decision making
 - streamlined information flows
 - greater co-ordination with planning (JIT production)
 - identified unreliable equipment and improved it (greater uptime).
 - identified causes of scrap and reduced/eliminated it (greater quality)
 - cellular layout (balancing the operations).
 - plant layout improvements (consolidate like operations together).
 - this drove great reductions in inventory
 - achieved 5S Housekeeping standard throughout entire area.
 - eliminated Night Shift (prior to fall in market)

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- reduced other shifts by up to 25% (prior to fall in market)
 - considerable labour rate improvement
- Managed the Redundancy Program of 74 workers due to global fall of automotive market

EMPLOYMENT HISTORY

Nov 2003 – Sep 2006

**Senior Manufacturing Engineer
Clipsal Australia, Bowden, South Australia**

The Clipsal brand is Australia's number one brand of electrical accessories. Established in 1920, Clipsal is also a market leader in data comms, industrial and home automation markets.

Comprising over 20,000 different lines, Clipsal's vast product range is manufactured at its head office in Bowden, South Australia as well as regional satellite factories in Wingfield, Nuriootpa and Strathalbyn.

Responsibilities

- Managed the manufacturing engineering function for Clipsal Australia
- Co-ordinate the engineering services of 9 engineers across multiple sites
- Interface with a broad spectrum of management and shop floor personnel
- Daily management of all work and project activities
- Hiring and discipline of staff
- Performance and wage reviews
- Working with Quality, Design, Purchasing, Sales & Marketing departments to ensure customer requirements
- Management Reporting, creation and setting of KPI's.
- Promote and improve Health and Safety
- Mentor and provide leadership to junior engineers and maintenance staff
- Identification and implementation of:-
 - Lean Manufacturing processes and projects (PLT, OEE, 5S etc.)
 - New Product Introduction
 - Plant improvements and problem resolution (quality concerns)
 - Automation projects
- Preparation of Capital Requests
- Authorisation of Purchase Requisitions
- Maintaining well organised project records

Achievements

- Project managed the consolidation of the Clipsal Manufacturing Site (on-time and budget) by merging sites and equipment through improved product family groupings (utilising lean principles) and SMED programs
 - reduction of Bowden site (approx 40,000 sq.m) via:-
 - ~ merging two mould shops together (15 machines made redundant, 50+ moved)
 - ~ utilising JIT deliveries of raw materials to reduce stores area and relocating CNC ops. into saved space next to Press Shop (2 CNC's and multiple manual stations scrapped)
 - ~ outsourcing of painting operations (not core to business)
 - supported 5S programs to further improve and sustain improvements
- Leadership of many Engineering improvements eg.
 - OEE improvements to GPO terminal making machines from 50% to 80% by systematically identifying and rectifying root causes
 - rate improvement from 20ppm to 40ppm of switch mechanism terminal manuf.
 - quality improvements to thread inserts from 85% first time yield to over 99%

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- Developed companies NPI procedures and documentation in-line with automotive APQP processes.

EMPLOYMENT HISTORY

Feb 2000 – Nov 2003

Engineering Manager (Projects and Automation)
Waltan Australia, Keswick, South Australia

Waltan Australia is a South Australian privately owned Company. They are the Master Distributor for Atlas Copco Tools. The company has a great deal of expertise in the torque industry and have applied practical solutions to assembly problems on the factory floor since 1989.

Responsibilities

- Consultant to majority of automotive industry manufacturers in S.A. (and VIC.)
 - eg. Holden, Mitsubishi, Dana, Castalloy, Numetric, Air International etc
- Guide and influence Plant Managers and Business owners with strategic decisions regarding manufacturing, quality and maintenance.
- Obtained and managed the companies compliance to AS9001
- Manage and continually improved Dana's (SA & VIC) assembly equipment and capability
- Liase and work with customers (providing engineering support and sales)
 - Prepare and submit Engineering Proposals / Quotations
 - Design Special Purpose Equipment, Machinery, sockets and adapters
 - Design 'Poke Yokes' for to overcome problems with assembly and part design
 - Demonstrate to the capabilities and benefits of the Electric Assembly Tool System
 - Design and manage Assembly Consumable Consignment Systems
 - Design and manage Tool Preventative Maintenance Systems
 - Train customers in the use and maintenance of the equipment
- Manage the design, manuf., installation and commissioning of Special Purpose Machinery

Achievements

- Developed a new department and turned it into a very successful and profitable arm of the business in less than three years. Turnover in excess of 1.5 million pa (growing each year).
- Member of a team with Ford and Dana design engineers to design the Barra front and rear suspension modules for ease of assembly.
- Worked with Dana production engineers to create the Barra front and rear suspension module process control plans.
- Design, manuf. and installn. of the Holden V6 and V8 oil pan assembly cells for Numetric
- Designing and supplying "World Class" assembly systems for Dana Australia (S.A & VIC)
- Supplied the first "intelligent" electric torque system to Mitsubishi Motors
- Design, manufacture and installation of a Tailshaft assembly machine for Ford. Capable of assembling multiple models in less than a minute with full process control and traceability.
- Wrote and maintained the businesses Quality Manuals, obtained license and then managed through to tri-annual audit (without a NCR)

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EMPLOYMENT HISTORY

Nov 1998 – Feb 2000

Plant Engineer
Dana Australia, Salisbury, South Australia

Dana is a leading supplier of drive-train, chassis, structural and engine technologies. They design and manufacture products for every major vehicle producer in the world.

Responsibilities

- Production Manager of 8 employees (Front Suspension Module start-up program 6 mths)
- Develop the production processes and line balance labour
- Develop Production Reports and Key Performance Indicators
- Manage Trial and Pilot builds of Holden suspension modules
- Manage the maintenance of Buildings, Plant and Equipment and contractors as required
- Develop/design new plant and equipment – manage Capital Expenditure program
- Design and implement 'Poke Yokes' for production
- Develop the companies Asset Register
- Develop and maintain Preventive Maintenance Schedules

Achievements

- Designed and managed the creation of the complete Facility Layout from the placement of the car park, the position of the assembly lines to goods outward within tight timeframes
- Successful production start up of both suspension modules exceeding all expectations and ensuring seamless supply of modules to Holden (and ongoing supply)
- Replaced the original Front Strut Assembly line with one of my own design increasing production from 400 units/day to over 600 units/day whilst improving quality, reliability and safety(\$100k project)
- implemented TPM into the plant allowing the business not to have any permanent maintenance specialists on site

Jun 1996 – Nov 1998

New Process / Manufacturing Engineer
Email Cooking Products, Dudley Park, South Australia

Email is now part of the Electrolux Group who are the world's largest producer of powered appliances for kitchen, cleaning and outdoor use. More than 55 million Electrolux Group products (such as refrigerators, cookers, washing machines, vacuum cleaners, chain saws and lawn mowers) are sold each year in more than 150 countries around the world.

Responsibilities

- Plan, organise and manage Capital projects
- Manage assembly from pilot builds through to production
- Continuous process improvement for production, quality and maintenance.
- Reduce wastage in areas such as energy, labour and maintenance.
- Design of Special Purpose Equipment
- Provide leadership and encourage teamwork through team involvement.
- Trained production operators in the use of equipment
- Be an engineering resource for other areas as required - eg. design and maintenance

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EMPLOYMENT HISTORY

Email Cooking Products, Dudley Park, South Australia (cont'd..)

Achievements

- Successful start-up of Wall Oven assembly line meeting production and quality targets
- Training of all production personnel in required assembly procedures
- Planned, designed and commissioned a six stage pre-treatment plant for washing steel components prior to enamel finishing. Project was previously unable to get off the ground but due to my ability to minimize the required processes was able to justify the expenditure (\$120k).
- Introduced and implemented a computerised maintenance management system

Apr 1992 – Jun 1996

Quality Systems Manager / Plant Engineer
CSR Building Materials, Wingfield, South Australia

Responsibilities

- Facilitate and lead Quality Improvement Teams
- Managed and maintained compliance to AS3902 and AS2588 Quality Standards
- Organise and conducted all Quality training of personnel
- Organised, conducted and managed Internal Quality Audits
- Manage teams of contractors for CSR Gyprock and other sites as required
- Plan, organise and control engineering and maintenance activities
- Plan, cost and supervise capital expenditure for CSR Gyprock and Monier PGH.
- Continuous process improvement and product changes
- Manage site and building services

Achievements

- Member of South Australian Procurement Committee responsible for organizing group wide purchasing agreements
- Member of CSR Quality council
- Wrote the Quality manuals for CSR Building Materials.
- Trained all personnel in Quality Improvement.
- Successful passing of tri-annual audit with no major NCR's.
- Upgraded Monier PGH's safety standards to comply with Workcover requirements.
- Planned, designed and commissioned a new plaster feed system that reduced plasterboard weight by 6% and reduced its variation by 50%.
- Team member of plaster improvement team that increased the plaster conversion from gypsum by 9%. This team represented the company at the national team awards in Sydney.
- Reduced unplanned delays in a plasterboard factory from 6% to 2% whilst reducing maintenance costs.
- Was involved in the implementation of a Patented R&D project that revolutionized the process of plasterboard manufacture.
- Upgraded Monier PGH's safety standards to comply with Workcover requirements.

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PROFESSIONAL DEVELOPMENT

- Equal Opportunity and Workplace Behaviour for Managers (2006 – Garside Consulting)
- Microsoft Project – advanced (2005 – KAZ) ; concepts (1997 – MTE)
- 8-step Problem Solving (2005 – Onkaparinga TAFE)
- Six Sigma introduction / white belt (2005 – Schneider Electric)
- Professional Negotiation Skills (2005 – Invisage)
- Leadership and Influencing (2005 – Invisage)
- Financial Evaluation (2005 – Mark Coleman consultant)
- Project Management – Certificate IV (2004 – Invisage)
- Polymer Training Modules (2004 - Polymer Training Institute certified)
 - The Moulding Process
 - Working with the Mould
 - Working with the Machine
 - Moulding Machines and Process Troubleshooting
- Internal Auditing (2001 – SAI Global)
- Design for Manufacture and Assembly (1998 – Boothroyd - Dewhurst)
- PLC Programming (1998 – Allen Bradley)
- Problem Solving Process (1997 – Xerox)
- Total Quality Management (1997 – Xerox)
- Public Speaking (1997 – Adelaide Hilton convention)
- AutoCAD (1997 – Cadvantage)
- Total Productive Maintenance Workshop (1996 – Synergy Conventions)
- Accident Investigations (1995 – CSR)
- Training / Group Facilitation (1994 – Corporate Vision)
- Leadership Development (1994 – Corporate Vision)

INTERESTS

- Motor sports – Rallying in particular
 - Classic Adelaide class winner 2006, 2007, 4th quickest 2008
 - Previous state champion driver and co-driver (N2 class)
 - building Mini Cooper S classic rally car (slowly!!)
- Keeping fit and social sport
 - Continually extending my home gym
 - Still actively playing competitive sport
 - Ex junior and senior football coach
 - Supporting my kids sporting interests
- Camping and bushwalking
 - Enjoy the great outdoors

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