

David William Norris

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Education	1998 - 2001	Master of Business Administration University of Central Lancashire, Preston
	1992 - 1994	BSc (Hons) Industrial and Business Systems (2:1) De Montfort University, Leicester
	1983 - 1985	HNC Mechanical and Production Engineering Lancashire Polytechnic, Preston
	1980 - 1983	ONC Mechanical and Production Engineering Certificate of Apprenticeship Leyland Motors Technical College, Leyland

Career Profile

A highly experienced and successful Operations Director with a proven background of implementing operational strategies to exceed customer expectations in terms of product quality, cost and delivery. Has a demonstrated track record of delivering improvements through team led change, raising productivity and efficiencies whilst reducing costs by managing to aggressive KPI's in a variety of industries.

Major Achievements

- Reduced customer quality ppm's from 2240 to 32 in 18 months for components supplied to major automotive OEM's. Achieved quality accreditation to TS16949:2002 at two sites
- Improved on time delivery from 60% to 98% whilst improving productivity by 37%
- Drove operational excellence via cultural change with the adoption of Six Sigma and Lean manufacturing techniques
- Reduced inventory by €6M whilst improving both customer delivery and lead times
- Launched a wide variety of new products on time and to budget whilst managing growth of 20%
- Reduced first aid accidents by 60% and gained ISO14001 Environmental and OSHA180001 Safety Behavioural Standards
- Established low cost sourcing from emerging regions gaining 40% material savings

Career Details

June 2010 – to date **Productivity Consultant / Coach** - Perth, WA

Improving clients business results engaged as a self-employed consultant / coach conducting business analysis and lean manufacturing baselines / health checks to improve client's operational competitiveness. Supporting clients with their lean transformation programs and delivering accredited training packages in Competitive Manufacturing, Transport and Logistics and Business (Cert III, IV and Diploma).

Oct 08 – May 2010 **Operations Director** - Belden Wire and Cable - Manchester, UK

Reporting directly to the European general manager and responsible for the performance, management and leadership of Beldens European cable manufacturing plants located in the UK, Holland, Hungary and Denmark. Having accountability for the manufacturing, supply chain and purchasing functions encompassing strategy development, budgeting, new product introductions and the implementation of lean manufacturing objectives.

Achievements include;

- Deployment of lean daily management and the creation of a lean transformation roadmap
- Implementation of a Sales, Inventory and Operations Planning process
- Developed manufacturing strategic three year plan
- Reduction in inventory by €6M whilst improving customer delivery performance to 95%
- Restructured the operations generating €5.1M of annual savings

March 07 – Oct 08 **Integrated Supply Chain Director** - Honeywell Friction Materials, Cheadle Heath

Responsible for all manufacturing engineering and supply chain functions covering four European operations located in France, Germany and Spain. Reporting to the Global Integrated Supply Chain VP and accountable for strategy formulation, new product introductions and the achievement of key operational performance indicators covering quality, cost, delivery and safety targets. The combined operations manufactured 70 million brake pads per annum for passenger and commercial vehicles. Major customers include Toyota, Ford, DC, BMW, Continental and Knorr-Bremse.

Achievements include;

- Recruitment and development of new management team in a matrix organisation
- Established a turnaround in operations increasing productivity by 15% in one year
- Created a management operating system including the introduction of KPI's
- Introduced quality initiatives resulting in a 70% reduction in ppm defects
- Implementation of a total productive maintenance program

July 04 – March 07 **Plant Manager** - Honeywell Turbo Technologies, Cheadle Hulme

Reporting to the European VP Operations having responsibility for a £60m revenue 1st tier automotive turbocharger manufacturing facility of 160 employees. Major customers include Ford, DC, BMW, Nissan and Perkins. Responsible for production, supply chain, finance, engineering, HSE, quality and six sigma departments.

Achievements include;

- Accreditation to TS16949:2002, ISO14001, OSHA18001
- Improved customer quality to less than 100ppm from 700ppm
- Increased on time delivery to customers from 60% to 98%
- Established 3rd party European distribution centre in Metz, France
- Maintained union free environment during campaign from Amicus
- Implemented successful lean transformation initiative resulting in 30% productivity improvement
- Lead cultural change from traditional behaviours to world class standards
- Launched new product introductions into OEM and OES channels

Jan 02 – July 04 **Plant Manager** - Garrett Thermal Systems (Serck), Birmingham

Full P&L responsibility for three businesses totalling 260 employees. The company is a first tier supplier to VW, BMW, Hyundai and Land Rover. Carried out a complete operational restructure and modernisation of this traditional and unionised business to world class standards.

Achievements include;

- Successful restructuring of traditional business which resulted in a dramatic reduction in overall costs, whilst achieving aggressive business target improvements
- Created a mature lean and six sigma culture via training and deployment of OEE, 5S, TPM, Kaizen, Kanban, TPS etc
- Launched numerous new products introductions with major automotive OEM's
- Transformed production methods to world class standards and introduced automation
- Creation of a proactive and enthusiastic leadership team with a bias for action and results
- Established low cost country sourcing of materials with a 40% reduction in spend

Aug 97 – Jan 02 **Business Unit Manager** - Garrett Engine Boosting Systems, Skelmersdale

Led the operation from a traditional manufacturing culture to a customer focused approach adopting world class manufacturing techniques, Responsibility for the creation of a continuous improvement culture to drive world class automotive measures. Part of leadership team responsible for the re-engineering of the business.

Aug 96 – Aug 97 **Senior Group Leader** - Garrett Engine Boosting Systems, Skelmersdale

Management of 330 operators in a unionised environment working a three shift system manufacturing turbochargers for all major European truck manufacturing OEM's.

Jun 94 – Aug 96 **Production Manager** - Rainford Group (Telecommunications), Rainford

Leading a team of operators and support staff working a three-shift system manufacturing a wide variety of engineered components and assemblies for the telecommunications industry. Having direct responsibility for safety, production output and quality levels.

Jan 92 – June 94 Travelled throughout America, Australia and South East Asia before attending De Montfort University, Leicester.

July 89 – Jan 92 **Project Engineer** - Leyland DAF Ltd, Leyland

Responsible for developing the detailed planning and justification of manufacturing improvements, the budget control, installation and commissioning of new facilities, plant and equipment. Projects implemented include the adoption, JIT production, cell technology and TQM.

Nov 85 – July 89 **Assembly Planning and Facilities Supervisor** - Leyland Bus (Volvo) Ltd
Promoted to supervisor responsible for the design, development and installation of production processes and equipment to support vehicle build including, layout, man power planning, work allocation and manufacturing methodology.

Dec 83 – Nov 85 **Manufacturing Engineer (Jig & Tool Design)** - Leyland Vehicles Ltd, Leyland

Responsible for the design of machine tool, assembly, welding jigs and fixtures for a wide variety of manufacturing processes. Adopting both conventional and CAD techniques.

Sep 80 – Dec 83 **Technician Apprentice** - Leyland Vehicles Ltd, Leyland

Achieving recognition as a qualified vehicle fitter. Gained experience in a wide variety of vehicle manufacturing activities including engine, gearbox and chassis assembly, inspection, prototype, design office and various machine shops.

Training Courses

Studying for certification in Training and Assessment Cert IV Completion Jan 2011, Phoenix College, Joondalup
Trained Six Sigma Blackbelt, Honeywell
Certified Six Sigma Greenbelt, Honeywell
Design for Six Sigma, Honeywell
Lean Expert, Motorola University
Lean Manufacturing, Honeywell
Advanced Health and Safety Certificate, Chartered Institute of Environmental Health
ISO/TS 16949:2002, QS 9000 Certified Internal Auditor, Lloyds Register Quality Assurance
Finance for Managers, CIMA
Advanced Product Quality Planning, Ford Motor Company
Enterprise Resource Planning (ERP), Buker Inc USA
Nissan YK04 Lean Manufacturing, Switzerland
Finance for Non Financial Managers (Honeywell), Brussels
Leadership Development Program, Morristown NJ, USA

References:

On request only