

# IAN ALBERT KRIX B. Eng (Prod)

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## Career Profile

Versatile Production Engineer with proven Operational / Manufacturing Management expertise and value-add performances across Copper, Aluminum, Glass, and Steel industries, covering a broad range of size & maturity of operations and functional needs.

Robust capabilities extending across business planning, implementation, and improvement; effective Safety and Environmental management; alignment and performance of Capital Engineering and Maintenance resources; management of Internal & Contractor Service Providers; strategic management of Non-Trading Inventory, and delivery of Quality systems.

Divisional and Business Unit Lead Team member with solid skills in leadership and development of Team and process improvement activities, driving organisational change management and performances consistent with People, Business, and Customer values.

## Key Competencies

- **Leadership** - successfully leading and working with individuals and teams to set and achieve organisational objectives, build capability, and to improve ongoing performance from productive change management in organisations of 45 -100 people.
- **Team Membership** – resilience and commitment, using technical and personal skills to engage and influence, delivering \$6M inventory reductions across four key Businesses; and achievement of respective goals at Business Unit and Divisional Lead Team levels.
- **Safety Management** – development and implementation of effective Safety systems and Contractor Management procedures and training systems, resulting in 30% reduction in injury, increased employee involvement by 20%, and improved work practices.
- **Customer & Stakeholder relationships** – initiating and building strong and on-going relationships with Customer and cross-functional / specialised groups of employees and Contractors, to grow market and services, and achieve mutual business benefit.
- **Business Management** – identification of opportunities, development of effective Business strategies, plans and communication, to align goals and expectations, with accountability for operational and financial performance for \$23M pa Manufacturing organisations.
- **Process & Business Improvement** - analysis and evaluation using data, technical training, and practical exposure in Six Sigma / LEAN methodologies with intuitive understanding from diverse experience, to reduce costs by 10% and improve delivery / service performance up to 15% in a Manufacturing Service organisation.

## Career Overview

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| • Consultant                                  | <b>Peter Graham Training &amp; Development</b> |
| • REMS Manager, (Business Unit & Dept)        | <b>OneSteel, Rod &amp; Bar Division</b>        |
| • Site Service & Production Mill (s) Manager, | <b>BHP / Tubemakers Pipe &amp; Tube</b>        |
| • Manager Metpol Unanderra,                   | <b>Metpol / Tubemakers Sheet &amp; Coil</b>    |
| • Metals Processing Manager,                  | <b>BTM Fencing &amp; Fabricated Products</b>   |
| • Quality Control Officer,                    | <b>Smorgon Glass Containers</b>                |
| • Production Engineer,                        | <b>Crane Enfield Metals</b>                    |

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**Career History**
**Peter Graham Training & Development****Current**

Consultant.

Develop and refine business specific training packages, including delivery and assessment for OneSteel, Market Mills and Distribution divisions:

- Internal training and assessment for Contractor Management – ensuring alignment to business policy and best practice, and effective application.
- Internal training and assessment for plant and equipment Isolation, plant assessment for implementation of practices and controls to AS4024.

**OneSteel, Rod & Bar Division****2001 - 2009****REMS\* Manager / Manufacturing Services Manager,**

\* Reliability Engineering, and Manufacturing Services

**Responsibilities**

Initial focus on implementation activities of newly formed group, then Departmental, & ultimately full Business Unit (interim) responsibility over a range of services across Newcastle, Sydney, and Geelong site operations, including:

- Workshops (Engineering Machining & Overhauls, and Roll Machining),
- General Services / Facilities & Infrastructure,
- High Voltage Electrical, Cranes and Fluid Power,
- Condition Monitoring and tactical Reliability, and
- Administrative / Support functions within the group.

Other specialist projects as agreed.

REMS business post-Bar Stream, comprised approx. 85 employees (from ~120), with an Operating Cost budget exceeding \$23M, and Capital programme exceeding \$12M.

**Key Achievements**

- Review and restructure of the REMS group, associated change management, and recruitment & consolidation of key Lead Team and Supervisory roles after decision to close & integrate Newcastle Bar Mill.
- Accountability for, and realisation of, Department and Group, business planning and budgeting targets.
- Directed improved Work Management and Capital investment programmes delivering 12% reduction in average Workshop costs & 15% improvement in Delivery Performance, and \$2M of plant Capital Expenditure in Workshops.
- Coordinated group's Capital and major R&M planning & review activities, including development of Buildings and Infrastructure strategies.
- Achieved 38% reduction in Workshop employee hand injuries; 20% improvement in safety involvement activities, & almost 2 years without MTI
- Co-authored initial OneSteel Contractor Management Code of Practice; key contributor and Divisional representative for initial Forklift Code of Practice, developed and audited Work Safety Permit systems and procedures.
- Influenced development and implementation of Capital Project Management Processes as part of OneSteel Worley Parsons Engineering Alliance.
- Worked with external Consultant to lead Divisional team to realise \$6M (20%) reduction in Non-Trading (Spares) Inventory. Initiated new SAP report and inventory management procedures.
- Completed review of Contractor Management and specific Safety procedures, contributing to 30% reduction in Newcastle Contractor injuries; managing associated training and assessment processes across divisional sites in NSW, VIC, SA, and WA.

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**Tubemakers Pipe & Tube, Newcastle**  
**Site Services Manager / Production Mill(s) Manager,**

1997 - 2001

**Responsibilities**

Management of Site Services Group, 60 employees and Contractors.

No: 2 Mill Manager, (In-line Galvanized and Painted Steel Hollows), 70 employees, 70kTonnes pa, continuous 5 day shift;

No: 4 Mill Manager, (Black & Painted Steel Hollows), 50 employees, 50kT pa.

Mill Departmental responsibilities typically include Safety, Quality & Customer complaints, throughput and performance to Schedule, Operating and Maintenance budgets, Personnel and Team development and performances.

**Key Achievements**

- Met reduced Departmental budgets whilst maintaining quality and output.
- Positively engaged as a key stakeholder, and ultimately in implementation of Engineering & Maintenance Review leading to formation of REMS Group.
- Attained 1% improvement in Yield, 7% reduction in Customer Complaints in In-Line Galvanised Tubular Steel Sections.
- Exceeded 12 months without Lost Time Injury in each Mill, improved Risk and Hazard Management processes, and employee involvement.
- Capital Engineering and R&M programmes – building, plant, waste water.
- Business review team with Price Waterhouse – product complexity / profit.
- Improvements in Water Based Coatings – cost, application, and performance; and product improvements in weld condition & galvanising.
- Process improvements in Mill Set-Up Standards and refurbishment programmes, and improved Isolation systems.

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**Prior Experience**

- **Manager Metpol, Unanderra.** Metpol / Tubemakers Sheet & Coil (Steel Coil processing & Slit Flats) - 1997
- **Metals Processing Manager,** Tubemakers BTM Fencing & Fabricated Products, Smithfield
- **Quality Control Officer,** Smorgon Glass Containers, Penrith
- **Production Engineering / Cadet,** Crane Enfield Metals, Penrith (Copper Billet & Pipe Drawing, and Aluminium Billet & Extrusions)

**Key Achievements**

- Achieved / exceeded performance targets to Business and Financial plans – full Site accountabilities including Customer relationships.
  - Sustained improvements in Safety - 80% reduction in Lost Time Injuries.
  - In conjunction with Consultants, led development of replacement Quality System, achieving & maintaining certification to AS3902 / ISO9002.
  - Co-developed and implemented Competency-based Skills Model.
  - Implemented process capability investigations and improvements – production / processing, scheduling, and inventory.
  - Implemented business rationalisation and sale / licensing strategies – maintaining technical support, & ongoing business upon hand-over.
  - Sales & Service management and sales growth in Commercial and Consumer markets, assisting in product development programmes.
  - Commissioned 5-Axis, GEC Robotic Welding Facility.
  - Management of Patents and Registered Designs & Intellectual Property.
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**Personal  
Details****Qualifications**

- Bachelor of Engineering (Production)  
NSW Institute of Technology, Sydney (now NSW University of Technology)

**1985****Professional & Other Memberships (excluding recreational)**

- Past member Institution of Production Engineers, and Engineers Australia
- Green Point Foreshore Reserve Committee

**Development Programmes**

- Certificate IV, Training and Assessment (TAA40104).
- Completion of Six Sigma Black Belt Training (OneSteel / Sinclair Associates)
- LEAN 2 Day Supervisor Training (OneSteel / LMR)
- Working Together Workshop (MacDonald Associates for OneSteel R&B)
- Drug & Alcohol Training for Supervisors (OneSteel / Frontline Diagnostics)
- Safety Leaders Development Program & ICAM (SafetyWise)
- Root Cause Analysis (RCA-Rt) – SIRF Roundtables Pty Ltd.
- OHS Risk Management (WorkCover approved course).
- Basic, Intermediate & Advanced, Contractor Controller Courses (OneSteel)
- Dupont Operations Manager Safety Training (& equivalent)
- GLP2 – Developing Effective Organisations (BHP)
- Competency Assessment (BHP Internal Programme – Consultant)
- Internal Quality Auditor (BHP Internal Courses)
- TQM & Residential Management Courses (Tubemakers)

**Computer Competency**

- Proficient in use of Microsoft Office packages (Word, Excel, PowerPoint), and functional use of SAP (PM / MM), Microsoft Project, and Minitab.

**Interests**

- Interests include motorcycling, rowing, surfing, sailing, and volunteer work.
- Seeking fresh challenges suited to operating style, skills and experience - delivering process and team improvements in diverse operations, continuing personal development with balanced contributions to life's "ledger" of work, family, and community.

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**Referees /  
References**

***Contact details available upon request.***