

Frank Obal

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PROFILE

A motivated, results oriented Quality and Management professional with over 23 years of experience in Quality Management, technical services, Industrial Engineering and production management in the manufacturing industry, committed to designing, leading and supporting continuous improvement initiatives such as 6 Sigma and Lean Manufacturing. Excellent people skills with strong interpersonal and communication skills and ability to adapt to changing needs. Skilled at coaching, mentoring and developing people and in designing, developing and training in the use of new control systems. Able to lead improvement projects effectively and efficiently, and manage both salary and hourly paid employees. Works well with all levels of an organization.

PROFESSIONAL EXPERIENCE

SKYJACK INC. 2006-2008

A Division of Linamar Manufacturing

Quality Manager (2006-2008)

- Developed and wrote the Quality plan and set-up Quality Systems for the manufacturing facility
- Successfully led the Quality Group through 2 product launches and 2 product line assimilations. Each launch required detailed requirements for sample submissions from various suppliers and follow-up with each to ensure timeliness and acceptable quality levels.
- Developed a Supplier Score Card system which allowed each supplier to be rated for Quality and Delivery performance. This information was then used to determine continued or future business potential for each supplier.
- Reviewed and summarized warranty claims and developed corrective actions to reduce future claims. Follow-up meetings and phone conferences with large suppliers helped show suppliers the effort that was being made to implement corrective action and this was particularly successful in maintaining a healthy ongoing relationship with a large customer.
- Led several cross-functional teams which were responsible for setting up containment, rework and corrective action by suppliers in order to prevent defective product from being sold to customers. Quick and appropriate responses allowed the facility to have "0" recalls or service bulletins due to supplier quality issues.
- Was accountable for ensuring that supplier quality issues did not affect the productivity of the assembly or fabrication lines. Each incident was dealt with in a fair but firm manner, often resulting in financial penalties for suppliers where non-conformances affected line output.
- Managed and mentored 1 Supplier Quality Engineer, 2 Quality Engineers, 1 Quality Supervisor and 5 Quality Inspectors
- Starting out in a Quality Supervisor role, Quality systems needed to be developed in their entirety. As the production lines grew and the facility took on new products I was promoted to Quality Manager in May 2007 and began to increase the staff in the quality department to ensure effective responses to daily issues. At present the facility is half-way through a 3rd product launch while at the early design stages of a 4th product launch, while at the same time assimilating 2 product lines from external companies. In addition a number of product transfers from 1 facility to another have also been taking place. All of these changes presented their own challenges for supplier development and assurance of high quality products while performing under an extremely compressed time frame.

BFGOODRICH TIRE MANUFACTURING 1985-2006

A Division of Michelin North America (Canada) Inc.

QUALITY PROCESS TEAM LEADER (2005-2006)

- Developed and maintained detailed setup specifications and operating procedures to ensure that all tire building equipment was capable of producing tires within specifications for quality, productivity and safety.
- Designed and delivered Quality Awareness training sessions to building room personnel.
- Ensured that the necessary equipment and procedures were designed and available as quality standards and

specifications tightened and new tire constructions were developed.

- Maintained and upgraded the plant's statistical technique and database systems.
- Assured that ISO 9000 and ISO 14001 standards were in place and acting effectively. Co-ordinated efforts for both internal and external audits and achieved zero corrective action requests (CAR's) for two ISO audits.
- Managed Process Engineer, Quality Process Technician, Uniformity Technician and 19 Hourly Wage Technicians. Trained and mentored two new salary technicians.
- Reduced Building Room Scrap from 1.33% to .67% by leading the 6 Sigma initiative which included reorganizing the manning and driving accountability down to the machine (M/C) operators.
- Administered the development and installation of interlocked visual measuring systems in order to guarantee higher levels of tire construction endurance. Results demonstrated an 83% reduction in outgoing quality issues that were directly related to tire endurance.
- Designed and trained technicians in use of new, improved verification check system. System included alert levels, allowing verification of out of control conditions. New system ensured technicians were held accountable for their responses to these situations.
- Led 5S initiatives in our Tooling Shop. This resulted in a more efficient layout and a 30% reduction in inventory.

UNIFORMITY ENGINEER (2000-2005)

- Created, developed, and implemented processing specifications and conditions, ensuring production of uniform components and finished tires throughout the plant.
- Developed and maintained a comprehensive verification check system and various statistical techniques in order to ensure a Quality Obtention.
- Monitored, reported, and created action plans based on current and trend data. Completed tests and analyses. to recommended Right First Time (RFT) maximizing efforts.
- Managed wage force of 20 hourly paid technicians.
- Reduced uniformity related scrap by 87% and improved Key Operating Indicator results (RH1) 35% with neutral cost impact on productivity by leading the following 6 Sigma and Lean Manufacturing initiatives:
 - Created a new technicians position and developed audit and monitoring system, ensuring known standards rigorously applied.
 - Delivered training courses directly related to obtaining quality results with emphasis on process control.
 - Led development and installation of Vision Measurement systems, used by operators to control their processes. Two steel belt cutters and 14 Tire building M/C's outfitted with this technology. Utilization of system put plant tire building facility in lead for quality breakthrough strategy initiatives, and was first plant to be qualified to build new high-end quality tires.
 - Planned projects resulting in installation of equipment and software tools to automatically shut down processes when out-of-tolerance conditions existed. Reduced scrap from 300 to one tire per incident eliminating major outbreaks.
- Coordinated development of improved new tire industrialization system, ensuring lead times for new tires were reduced from normal 30-45 days and ready for production within 28 days of receiving a mold. System allowed plant to industrialize over 30 new tire designs, over six month period, on or before the 28th day after receiving the mold.

INDUSTRIAL ENGINEER (1994-2000)

- Certified as Industrial Engineer under the Michelin system, following a six month training program in the C1 plant, Nova Scotia.
- Drove Lean Manufacturing initiatives through continuous improvement in cost reduction, productivity, and capacity gains in specific work posts, plant-wide, inter-plant and corporate systems.
- Applied Industrial Engineering (IE) method, prioritizing work based on most promising opportunities.
- Completed work methods, procedures, job descriptions, job evaluations and ergonomic studies for variety of positions throughout the facility.
- Achieved cost reductions and avoidances either through job elimination and more efficient operating systems.

Studies resulted in improved productivity through manual and technical cycle time reductions, which eliminated 52 positions and avoided adding 23 additional positions.

- Led a project team to design, develop, and install sealant application into Nailgard [Run flat] tires in Kitchener facility with budget constraint of US \$1.1Million.
- Designed production flow through system for Final Finish, using IE processes. Minimized delays and optimized cycle times to ensure maximum throughput and quicker feedback of quality data, resulting in elimination of 48 positions and 90% of WIP inventory.
- Operated and resolved processing and software issues during installation phase of robotic sorter and palletizer. Supervised and trained 5 hourly-paid personnel during installation.

AREA PRODUCTION MANAGER (1990-1994)

- Led and managed production groups throughout Tire Assembly and Tire Component manufacturing areas, including, 15 direct salary reports, over 200 hourly-paid employees, Technical, Statistical Process Control (SPC), Employee Involvement (EI), Industrial Engineering (IE) and maintenance support services assigned to the area.
- Planned, organized and provided the resources to meet production schedules, achieve quality standards, and meet safety goals, while maintaining positive labour relations.
- Developed a culture committed to working as a team to achieve continuous improvement objectives by maintaining effective communications and setting SMART objectives for each of the direct salary reports.
- Coordinated process of increasing production schedule by 23% while maintaining the existing headcount.
- Created the role of a Wage Safety Coordinator, focusing on operator accountability and systems development to address Ministry requirements.

PRIOR TO 1990 PERFORMED ROLES OF:

Targets for Excellence Coordinator (1989-1990)
 Supervisor Plant Quality Audits and Statistical Training (1985-1989)

EDUCATION

Bachelor of Science. Chemistry, McMaster University

PROFESSIONAL DEVELOPMENT

- MDP – Managing Daily Improvement
- Process Based Leadership
- Performance Management
- Michelin Leadership Series
- WHMIS
- Lockout/Tag out Certification
- Four-Part Safety Awareness
- Industrial Engineering
- Root Cause Analysis Technique
- ISO14001
- Basic Rubber Technology
- Maynard MOST and MINIMOST Certification

COMPUTER SKILLS

Proficient in Word, Excel, PowerPoint, Visio and Access

AFFILIATIONS

Member of ASQ – Kitchener Section - Quality Management Divisions

INTERESTS

Home Improvement Projects, Travel, Gardening