

JOSEPH L COFFMAN

1134 Camper St. Pulaski, VA 24301 – 941-447-9741 – joseph.coffman@yahoo.com

OBJECTIVE

V.P. Continuous Improvement

My goal is to successfully lead your organization to operational excellence through Continuous Improvement Program initiatives and deployments. As your company embraces the culture change to a Lean Enterprise and Six Sigma, you need someone with proven international experience to lead the way. If you take the time to discuss how I can help your organization, you will discover I am the leader your company needs to develop your culturally diverse environment.

PROFILE

- 12+ years experience as professional manager
- Holistic approach to Continual Improvement and Lean Six Sigma activities
- Integration of all employees into the culture of continual improvement
- Responsible for creation and rebirth of Lean Six Sigma initiatives in a variety of industries
- Execution of policy deployment and translation of objectives to all levels of workforce
- College instructor of Six Sigma and Project Management principles
- Organized, highly motivated problem solver
- Facilitation of project scoring and selection matrix for executive prioritization and decision making
- Future-minded strategic planning
- Mentor and leader for management and production associates
- Able to win respect of factory floor associates, technical staff, and executives alike
- Negotiation experience during program execution with contractors and vendors
- International consultant of Lean, Six Sigma, Project Management, and Continuous Process Improvement
- Proven ability to motivate all staff levels, from floor personnel to Chief Executives
- Able to direct complex projects from concept to fully operational status including development schedules and earned value reporting and analysis
- Goal-oriented with strong leadership capabilities
- Ability to help other business leaders achieve their area goals by ensuring projects are aligned with the strategic needs of the business and support their objectives

RELEVANT EXPERIENCE & ACCOMPLISHMENTS

Continuous Improvement Leadership

- Successful deployment of Lean Production Systems, a.k.a. Toyota Production Systems at medium to large manufacturing organizations (1000 – 7000 employees)
- Achieved results consistently during Lean Six Sigma implementations
- Managed activities for Lean Coordinators, engineers, production managers and quality personnel during Lean Production System daily and weekly SQDEC roll-up meetings
- Facilitated Visual Factory development and deployment at various manufacturing locations
- Driver of Standard Work, making problems visible, kaizen improvements

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Program 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
- Established project management programs at multiple companies
- Facilitated Six Sigma projects and managed Black and Green belts to achieve millions in cost savings and revenue
- Managed multi-million dollar operational control system projects
- Managed multi-million dollar residential and small commercial construction projects
- Develops project management repositories and reporting systems for easier management of multiple projects and resource utilization
- Developed project dashboards, tracking systems and metric reporting
- Train large corporations in Lean, Six Sigma, & Minitab
- PMP Exam Prep training events
- Regularly develop business cases
- Implemented MS Project Server for helping to manage the project landscape, tracking and managing PM's, and ensuring one version of project truth in data
- Developed Black Belt and Green Belt training materials and curriculum for use at many companies
- Chosen provider for Lean Six Sigma Black Belt and Green Belt Certifications at St. Petersburg College Corporate Training
- Curriculum developer for the Lean Six Sigma certification program at St. Petersburg College Corporate Training

Management/Supervision

- Directed project management activities for more than 100 employees
- Develop and manage performance management objectives
- Trained, supervised and evaluated staff, coached improvement skills
- Upgraded technical workforce abilities by introducing Green Belt and PM skills into their performance objectives

EMPLOYMENT

Director of Continuous Improvement

Alliant Techsystems (ATK) – Radford, VA

2008-
Present

- Leader of the Performance Enterprise System and Reliability Engineering
- 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 Kaizen activities system for support of the Visual Factory

VP of International Process Excellence

Process Improvement, LLC - Bradenton, FL

2006-2008

- Principle consultant and Lean Production System deployment leader for team of 6 consultants in project activities, training initiatives, and Lean Six Sigma project improvement activities
- Generate new business opportunities, proposal development and contract execution
- Win support and develop commitment from executive leadership for process improvements, training and project concept and initiation

Manager of Process Innovation & Excellence

PSCU Financial Services - St. Petersburg, FL

2007-2008

- 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

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Master Black Belt

2004-2007

Smith and Nephew, Medical Device Manufacturing – Largo, FL

- 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

Black Belt

1999-2004

IMC Phosphates, Chemical Manufacturing – Mulberry, FL

- 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
- Coached and managed multiple Action Workout™ project teams to affect process change and achieve bottom-line results in sixty days or less – Quick, schedule-driven improvement projects
- Developed and delivered Six Sigma Green Belt training program
- As part of the first Six Sigma project at IMC, initiated, developed business case, and successfully completed an automatic reagent blending, batching, and delivery system - Reduction in variability of the blended reagent changed from a process capability resulting in 2.5% in-spec product to 99.999% in-spec product
- 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, and Intern and Fellowship

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

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EDUCATION

MBA Current GPA: 3.5/4.0
Colorado State University - Fort Collins, CO
M.S., Chemical Engineering 1998 GPA: 3.87/4.0
Florida Institute of Technology - Melbourne, FL
B.S., Chemical Engineering 1997 GPA: 3.54/4.0
Florida Institute of Technology - Melbourne, FL

CERTIFICATIONS

Six Sigma Master Black Belt Certification BMG
Lean Master SP College
Project Management Professional (PMP) Certification PMI
Six Sigma Black Belt Certification ASQ, GE & BMG
Maynard Operation Sequence Technique (MOST) Certification Accenture
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

ADDITIONAL SKILLS

Leadership, Team and Meeting facilitation, Cost/Benefit Analysis, Problem Solving, Oral and Written Communication
International trainer of: Project Management (PMP), and many process improvement methodologies. MS Project,
Minitab statistical software, Visio, Microsoft Excel, Word, PowerPoint, process mapping, Work Breakdown Structures

AFFILIATIONS

ASQ The American Society for Quality
PMI The Project Management Institute