

JOHN O. BROCK

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OBJECTIVE

Director/VP/Plant Manager of Operations/Manufacturing in chemical, pharmaceutical, aerospace materials or other manufacturing industry.

SUMMARY

Experienced operations/manufacturing leader specializing in turnarounds and start-ups in businesses facing challenging marketplaces. Proven track record in continuous improvement with a focus on increasing productivity/quality/safety while dramatically lowering operating costs.

EXPERTISE HIGHLIGHTS

Proven Leader

- 29 years in manufacturing operations, 15 years in general/executive management of multi-site, multi-plant, batch and continuous operations.
- Led turnaround of two acquired manufacturing sites. In both sites, realized 40-50% productivity gains while reducing costs 25-30%.
- Elevated customer satisfaction 80% through aggressive quality/delivery improvement and intensive communication enhancement.
- Reduced injury rates by 75-90% in 3 separate plants using behavior-based safety and culture modification programs.
- Achieved 60% increase in productivity to attain the best-in-class automotive coatings plant in the NAFTA region.
- Launched three major start-ups, each involving \$25M+ facilities with innovative processes and staffing configurations. All three were on-time, on-budget and injury free.
- Led the safe closure and integration of 3 manufacturing facilities with no reduction in customer service level.
- Provided formal and informal mentoring to new-hire engineers and junior managers.
- Experienced in GMP/FDA and Military Spec plants.

Change Catalyst

- Achieved impressive improvement in the areas of quality, productivity, safety and cost reduction for the last 15 contiguous years.
- Early adopter of Lean Manufacturing, Kaizen, 5S, Six Sigma and Behavior Based Safety.
- Implemented planned cultural change program in two acquired sites to achieve dramatic improvements in safety, quality, productivity and housekeeping.
- Developed and implemented 6 bottom-to-top re-engineering efforts to deliver capacity increases of 60% - 100%.
- Implemented a new quality model to raise first-time quality by 100%.
- Guided the implementation of enterprise resource management software (SAP) and a new MRP model to deliver increased on-time delivery and double-digit reduction in material inventories.

Innovator

- Chief design engineer for the successful research/start-up/optimization of one of the world's largest aerospace carbon fiber plants with a capital project cost of \$25M.
- Guided the development and introduction of innovative dispensing systems in coatings and automotive catalysts businesses.
- Used expert level programming skills in SQL, Access, Visual Basic, PHP, and HTML to develop various systems to leverage data for business improvement.
- Developed innovative process monitoring software and the associated plant management techniques based on the theory of constraints resulting in 70% increases in batch productivity. The system was cross-licensed and marketed to paint companies in the U.S.
- Patent Pending holder of innovative method for raising safety awareness through daily email safety messages.

EXPERIENCE SUMMARY [details next section](#)

- 10 - **Site Manager, Hexcel Corporation, Decatur AL**
General Manager for all a large chemical facility making intermediates for the aerospace and wind power composites industries.
- 07 - 10 **Site Manager, BASF Catalysts, Huntsville AL**
General Manager for all functions of a vehicle and stationary catalyst manufacturing and product development operation.
- 03 - 07 **Site Manager, BASF Corporation, Decatur AL**
General Manager for all functions of a large industrial coatings manufacturing operation.
- 95 - 03 **Site Manager, BASF Corporation, Morganton NC & Grand Rapids MI ('95-'99)**
General Manager for all functions of a multi-plant site making automotive and industrial coatings.
- 94 - 95 **Production Manager, BASF Corporation, Morganton NC**
Production Manager for automotive and industrial liquid coatings plant.
- 85 - 94 **Senior Process/Project Engineer, BASF Corporation, Rock Hill SC & Morganton NC**
Chief engineer for design/implementation of new process technology for aerospace carbon fiber production. Process and project work at the Morganton plant.
- 81 - 85 **Process/Project Engineer, Abbott Laboratories, Rocky Mount NC**
Engineer for design/installation of FDA regulated sterilizers, filling equipment and distilled water generation for IV drug plant. Trained in GMP and FDA certification process.
- 78 - 81 **Co-op Design Engineer, BMA Consultants, Raleigh NC**
Design engineer for HVAC and process piping for institutional buildings

EDUCATION

- 04 - 07 **M.B.A.** Gardner-Webb University, Boiling Springs NC
- 76 - 80 **B.S. Mechanical Engineering**, North Carolina State University, Raleigh NC

OTHER SKILLS & AFFILIATIONS

- Chairman, Manufacturing Committee, National Paint and Coatings Association, 2005 - 2007
- Editor and Owner, dailySAFETYmessage.com
- Expert level in Office, Access, SQL, Visual Basic programming, Web Design, PLC programming.
- Intermediate level in Java programming, Linux, web server administration, SAP, network management.
- Graduate of Manchester Pro Coaching executive leadership program with high marks in coaching and strategic thinking

EXPERIENCE DETAILS

- 07 - **Site Manager, BASF Catalysts, Huntsville, AL**
 - Led turnaround of an acquired manufacturing site achieving 50% productivity improvements and lowering cost 25%.
 - Reduced injury rates by 70% using behavior-based safety programs based on peer-to-peer observations.
 - Halved scrap generation rates and dramatically improved precious metal control.
 - Led support of global manufacturing with engineering and manufacturing expertise in South Africa, China, India and Brazil. Mentored site managers at these sites on continuous improvement programs.
 - Led product develop group for new product introduction at global manufacturing sites.
 - Installed an innovative Customer Welcome program that uses plant operation tours and hospitality as a sales tool.
 - Oversaw the start-up of \$25M new line and a \$15M per year capital budget.

- Led the 500 person Huntsville site with the mission of local manufacturing of automotive and heavy equipment catalytic converters

03 - 07 **Site Manager, BASF Corporation, Decatur AL**

- Led turnaround of an acquired manufacturing site realizing extraordinary gains in all areas in only 24 months. Delivered 60% batch productivity gains while reducing costs 25%.
- Reduced injury rates by 80% using behavior-based safety program based on peer-to-peer observations.
- Reduced Cost of Poor Quality by 37% through error control, poke yoke, Kaizen events and operator & supervisor coaching.
- Created various cultural change initiatives resulting in dramatic improvements in quality, safety, housekeeping and morale. Extensive face-time with plant personnel through “walking around” and 35 communications meetings per year.
- Fostered striking improvement in Sales and Manufacturing relationships through open, extensive communication. Hosted over 20 customer visit utilizing the plant as a sales tool.
- Directed the formation of a quarterly Technical Exchange program facilitating improved cooperation and relationships among plant and design technical groups.
- Rejuvenated employee recognitions and celebrations. Held an employee event every month including, cookouts, ice cream events, off-site picnics and holiday safety dinners.
- Increased dispersion in-spec rate to 99%, up from 85%, while executing the successful transfer of dispersion products from a sister plant.
- Relocated the Color Formulation group from facilities in Ohio and delivered a doubling of productivity in the number of color formulations per person.

95 - 03 **Site Manager, BASF Corporation, Morganton NC, Grand Rapids MI**

- Led project to build and start a \$25M powder coatings plant. Project was injury free, on-time, on-budget, and on-quality. The new plant is based on self-directed high performance work teams.
- Dual site responsibility for Grand Rapids MI and Morganton NC site from 1995 – 1999. Led the closure team in transferring the products from Grand Rapids to Morganton and later the closing and decommissioning the Grand Rapids site.
- Reduced emissions by 40% while increasing production to maintain EPA true-minor source status.
- Led the team for transferring products from the Brantford Ontario site.
- Established and led a Community Advisory Panel for the local area.
- Guided the on-time, on-budget implementations of ISO 9000, QS 9000 quality registrations and the ISO 14000 environmental management registration.
- Implemented a behavioral safety system to reduce injury rates by 75% and severity rates to zero. Program focuses on the day-to-day behaviors that often result in injury.
- Increased productivity 60% by absorbing volume from three former plants without increasing headcount or fixed costs and without significant capital investment.
- Initiated and conducted a site process optimization that led to numerous improvements. This was a bottom-to-top total re-engineering effort.
- Developed a monthly program of individual coaching for the plant management team. Held annual seminars to teach leadership skills.
- Designed and programmed a production batch tracking database. The system allows supervisors and managers to optimize the number of batches in process and eliminate bottlenecks. This was cross-licensed and marketed to paint companies in the U.S.

94 - 95 **Production Manager, BASF Corporation, Morganton NC**

- Increased first-time quality 100% by implementing new quality model based on in-process testing rather than final inspection.
- Developed a culture of continuous improvement by measuring key performance indicators and implementing action plans to drive improvement.

- 85 - 94 **Senior Process/Project Engineer, BASF Corporation, Rock Hill SC, Morganton NC**
- Guided the R&D, design, installation and optimization of the world's largest carbon fiber production line. Responsible for all phases of the 4000°F conversion process.
 - Developed process definition through the use of Design of Experiments and advanced statistical methods.
 - Optimized production processes to increase line capacity by 50%.
 - Designed and programmed an Oracle SQL based laboratory information management system. Included on-line data acquisition from lab instruments and over 50,000 lines of program code.
- 81 - 85 **Process/Project Engineer, Abbott Laboratories, Rocky Mount NC**
- Designed and installed new processes related to manufacture of IV drugs including FDA regulated sterilizers, filling equipment and distilled water generation.
 - Conducted numerous upgrades and certifications of sterilizers and IV drug filling equipment.
 - Reduced cycle times by 25% for intravenous drug sterilizers via automation.
- 78 - 81 **Co-op Design Engineer, BMA Consultants, Raleigh NC**
- Increased engineers' efficiency by programming a computer aided design package to automate HVAC calculations.
 - Designed energy management systems for utility savings at hospitals and university facilities.