

## **W. ERIC SWEGLES, P.E.**

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**MANUFACTURING MANAGEMENT** Led teams in reducing waste and freeing capital through inventory and cycle time reduction. Improved performance through process mapping and analysis, led teams to implement improvement plans. Implemented Lean across industries. Instilled team cohesiveness by focusing on common goals.

### **EXPERIENCE**

#### **MANUFACTURING SPECIALIST**

**Feb 2006 - Aug 2008**

Wisconsin Manufacturing Extension Partnership (WMEP) (*Lean Consultant*) Madison, WI

Not-for-profit Lean consulting with small and medium manufacturers. Helped them improve productivity, keeping jobs in Wisconsin. Led teams/trained on 5S, TPM, Quick-Change-Over, Kanban, Value Stream Mapping. Led client companies into a Continuous Improvement Culture. Client companies reported \$2.5 Million of impact.

#### **LEAN MANUFACTURING FACILITATOR**

**2004 - 2005**

Marshfield Door Systems, Marshfield, WI (*Architectural Door Manufacturer*)

Developed and facilitated 5S concepts through workshops and shop floor implementing. Developed Standard Work workshops stressing Lean Manufacturing as a way of life. Facilitated Office Process Improvement events. Reduced New Order lead time to manufacturing from 2 weeks to 4 days. Facilitated TPM workshops leading to improved OEE (Operational Equipment Effectiveness) from 60% to 98% in a number of work centers. Developed an organized workplace throughout the facility, leading to a Continuous Improvement Culture.

#### **OPERATIONS MANAGER**

**2000-2003**

**ABB Drives & Power Products** (*Manufacture of Motor Control Devices to 500HP*) Milwaukee, WI

Led Enclosure Products planning, purchasing and production, \$40MM of the facility's \$104MM annual output in an ISO9000 environment. Implement Lean Manufacturing concepts. Supervised engineers, planners and operators.

- Improved production process throughput and efficiency. Internal customer response time went from 2 days to 1 hour.
- Developed productivity-based Team Efficiency Bonus Plan. Improved facility productivity from 52% to 71%.
- Managed inventory to improve turns and cash flow by implementing Kanban, both internally and with suppliers. Turns improved from 3 to 15/ yr with reduced stock-outs.
- Developed teamwork and peers resources sharing. Developed enhanced sense of "one team" with direct reports.
- Served as Sr. Manufacturing Engineer for 6 months planning, managing and implementing two new products introduction. Interfaced with sister plants in Finland and China on the new products introduction.
- Active participant of SAP factory-wide implementation team.

#### **MANAGER, PROCESS ENGINEERING**

**1999-2000**

SNE Enterprises (*wood and vinyl, windows and door manufacturer*) Mosinee, WI

Managed and directed the engineering resources to implement Demand Flow Technology (DFT, a form of Lean Mfg.) across all production lines in an ISO9000 environment. Managed four engineers and 2 technical support people.

- Improved factory productivity by 16%, improved on-time delivery from 87% to 97% and reduced manufacturing defects by 49 % using 'Touch for Quality'.
- Reduced inventory through Kanban of components at each workstation.

#### **CONSULTING-CONTRACT**

**1997-1999**

--Sr. INDUSTRIAL ENGINEER, ETEC Systems (*Semi-Conductor Equipment Manufacturer*) Hayward, CA

Analyzed manufacturing systems for problem root cause, assessed need for additional MRP system training.

- Established historical based labor standards and orchestrated the use of Capacity Planning Module in Oracle
- CONSULTANT, John Costanza Institute of Technology (*DFT Training&Implementation*) San Jose, CA & Denver, CO
- Assisted client manufacturing companies to implement DFT, a mathematically based version of 'Just In Time' manufacturing. Achieved lower inventory levels with better production.
- Successfully implemented DFT in 15 client manufacturing sites.
- Trained clients to run their businesses using DFT. Realized higher inventory turns and greater throughput.

**Work**

- Calculated line-design and Kanban sizing.
  - Wrote proposals to show monetary benefits assuming implementation of DFT as a business strategy.
- Sr. MANUFACTURING ENGINEER, KLA Instruments (*Semi-Conductor Equipment Manufacturer*) San Jose, CA  
 Developed outsourcing program and began implementation for the SEMSpec Division. Reduced in-house labor requirements to assemble a system. Documented non-core technology assemblies to be outsourced.

**MANAGER OF MANUFACTURING**

**1993-1996**

LAM RESEARCH (*Semi-Conductor Etch Tool Manufacturer*) Fremont, CA

Managed production and engineering of \$30 MM/yr. Chillers (Temperature Control Units)

- Achieved product improvement from 500 Hr MTBF (Mean Time Between Failures) to 5000 Hr over 18-month period while improving on-time delivery to 100% and reducing costs by 15%.
- Mentored staff to grow and take on more difficult assignments. Improved morale and workmanship.
- Outsourced PCBA and Harness Department. Reduced headcount by 50 and improved product quality.
- Developed Pareto Analysis of problems and established correction plans resulting in Lam TCU (Thermal Control Unit) being the chiller of choice by sales engineers and field engineers.

**PLANT MANAGER**

**1991 - 1992**

STECONE PRODUCTS (*Window Cleaning Tool Manufacturer*) Oakland, CA

Responsible for production, shipping, production\inventory control, purchasing and engineering and \$1.5 million in inventory, in a fabrication and assembly business.

- Shipped \$8 million in product, achieved over 98% on-time deliveries with a minimum of back-orders.
- Reduced inventory by 30% and overall material costs through JIT purchasing and partnering with suppliers.
- Established manufacturing controls including computerized BOM and inventory control.
- Reduced number of suppliers for \$3.2 million/yr materials purchases, improved on-time delivery and material cost.
- Established order and communication between departments on the production floor in what had been a hostile, uncommunicative environment. Reduced late shipments by over 50%.
- Improved safety record through training. Reduced back injuries from average of 3.5/ year to 1 in last 12 months.

**FINNIGAN-MAT, San Jose, CA** (*Mass-Spectrometer manufacturer*)

**1980 – 1990**

--**PROCUREMENT ENGINEERING MANAGER** (1987- 1990)

Responsible for technical supplier liaison in JIT environment.

-Reduced supplier base 60% by close analysis and certification resulting in 85% reduction in receipt rejections. Reduced incoming reject rate from 3.5% to 0.5% in less than 2 years.

-Purchased 'Design For Assembly' software and introduced it to the engineering staff with hands-on tutorials.

--**MANUFACTURING ENGINEERING MANAGER** (1980 – 1987)

Managed the sole technical resource for Manufacturing on complex systems with digital and analog electronics and an on-board computer. Managed twelve technical people.

-Managed \$500K manufacturing capital budget, Manufacturing Engineering Dept. \$250K annual expense budget.

-Performed ROI analysis on capital equipment to justify purchase.

-Managed the introduction of new products into Manufacturing. Introduced 'self test' on new PCBAs.

-Developed New Product Introduction Process, teamed with Engineering and Marketing.

**Technical/ Computer Skills**

Word, Excel, MS Mail, MS Project, PageMaker, Design for Assembly', Proficient in SAP; Oracle; ASK-MANMAN & MRPII. APICS trained, SPC practitioner, DFT; Flow Manufacturing; Lean Manufacturing; Process Mapping, ISO

**EDUCATION**

BS, Industrial Engineering, UC Berkeley

MBA Coursework (Finance, HR, Accounting)

Selected Computer Skills Training (MS Project, Excel )

Ken Blanchard's "Situational Leadership Training"

**PROFESSIONAL** California State Professional Manufacturing Engineer, #MF-1368

Senior Member - Institute of Industrial Engineering

Member -Association for Manufacturing Excellence

Lean Manufacturing Certificate from WMEP