

THOMAS L. HOUSTON

Simi Valley, CA 93063

805-404-5605

tomhouston@hotmail.com

PROFESSIONAL SUMMARY

Manufacturing/Operations management professional with a track record in lean manufacturing, continuous improvement, total quality, inventory control and customer service excellence. Demonstrated leadership in streamlining processes, managing change, identification and elimination of waste and driving continuous improvements. Able to resolve complex issues; participative open-door management style with outstanding communication, computer and problem solving skills.

- Lean/JIT Manufacturing
- Training/Development
- Total Quality Management
- Engineering/OPS Interface.
- ERP/MRP Implementations
- P & L Management
- Multi-facility Management.
- Six Sigma (Green Belt)
- SPC
- Kaizen Event Mgmt.
- KPI Creation/Mgmt.
- Off Shore Supply Chain

PROFESSIONAL ACHIEVEMENTS

MRV Communications, Chatsworth, CA (April 2007 to March 2009)

Producer of high speed networking products (Ethernet & Fiber Optic) for the Telecommunications industry.

Director of Operations

Management of Distribution-Light Manufacturing facility including Production Assembly (Test, Final Configuration), Shipping, Receiving, Material/Production Planning, Purchasing, Manufacturing/Supplier Engineering, Product Returns/Customer Service and Facilities, (80 division employees). Led ISO9000, TL9000 Management Teams. Managed 1 product line for Government/DOD Products.

- Responsible for Lean Manufacturing Training and Implementation for all Operations/Eng. departments
- 30% Lead time reduction to customers
- 52% WiP reduction, 90% reduction in past due jobs
- On-Time delivery improvement from 60% to 98%
- Conducted/Developed training methods/curriculum to facilitate division Lean manufacturing initiatives
- Work closely with HR for New Hire and overall workforce development
- Member of Engineering NPI (New Product Introduction) team
- Implemented KPI measurements company wide
- Participated/managed implementation team for SAP/Mapics ERP system
- Managed offshore sourcing and Supply Chain (Mexico and Asia)

Hydra-Electric Company, Burbank, CA (July 2004 to March 2007)

Producer of precision electro/mechanical switches for the Airline, Military and Aerospace industries.

Director of Operations

Management of CNC Machine Centers, Precision Electro/Mechanical Assembly, Material/Production Planning, Purchasing, Facilities, Customer Service>Returns, FAA Repair Center and Quality Assurance. (170 employees, 2 facilities) ISO9001, AS9100.

- Responsible for Lean Manufacturing\Kaizen implementation for all departments
- 60% Lead time reduction to customers
- On-Time delivery improvement from 40% to 95%
- Management of on-time delivery programs in a Make-to-Stock and Make-to-Order environment
- Conducted/Developed training in support of company-wide Lean manufacturing initiatives
- Work closely with HR for new hire and overall workforce development
- Re-implemented and trained personnel for Mapics ERP use
- Direct customer interface to customers (Boeing, Pratt & Whitney, Northrop Grumman, etc.)

Empower, Inc, Foster City, CA (2000 to 2003)

Consultant firm delivering Team Performance and Advanced Problem Solving training to fortune 500 commercial and defense clients. Created Lean Manufacturing module for client offering.

Sr. Project Manager/Director

Managed/directed field projects in support of company goals and commitments. Provided senior project management, technical curriculum development/delivery and various computer support operations (Internet) for remote offices.

- Conducted Customer Service Training for KPMG, SGI, Unilever and United Technologies
- Introduced Lean Manufacturing concepts to client companies (Commercial & Aerospace/Defense)
- Implemented an Oracle based ERP/CRM system in support of Call Center requirements and ERP
- Trained Client Employees in Team Building and Problem Resolution reducing start-up time by 52%
- Managed an environment where three very diverse industry cultures could operate together as a cohesive team

Intermedia Communications – Shared Technologies (Worldcom), Camarillo, CA (1995 to 2000)

A global \$450 million manufacturer of electronic telecommunications equipment.

Director of Operations/Plant Manager

Managed successful P/L operation of a 165K sq. ft. manufacturing facility engaged in product engineering, procurement, planning, production, inventory control, distribution, customer service and repair/refurbishment for an electronic telecommunications product line. Direct responsibility for Manufacturing Operations, Materials, Engineering, Quality and Human Resources that resulted in consistent annual profitability. Approximately 150 employees.

- Led division turnaround effort utilizing Lean, Kanban, Just-In-Time and inventory control programs.
- Managed domestic manufacturing/distribution for 18 authorized repair centers resulting in 72% reduction in system downtimes for material shortages
- Improved the accuracy of bills of materials leading to an 80% reduction of MRP errors and exceptions.
- Reduced non-conforming incoming material by 80% through effective use of MRB, supplier partnership and certification programs
- Brought in additional work (Voice over IP product assembly) to offset facility expenses in critical assembly areas using point of use inventory management and lean techniques
- Reduced finished goods inventories through lean principles by 40%

Manpower Professional/Executive Staffing, Thousand Oaks, CA (1994 to 1995)

A \$100 million professional (temporary) staffing organization for senior management personnel.

Operations Manager

Provided management for daily operations and employee training in Advanced (Lean) Manufacturing and SPC for Wheelabrator Clean Air Systems and Technicolor Optical Media Services in Southern California. Consultant position helping multiple companies increase efficiency and profitability.

- Participated in corporate re-organization of division, 24% productivity increase (Altech/Wheelabrator)
- Managed daily operations for purchasing, planning, inventory, logistics, C/S and manufacturing (Altech)
- Managed California state ETP and JTPC training contracts, implemented Job Boss ERP (Technicolor)
- Provided training development and presentation for SPC, TQM and JIT as they applied to optical media (CD) and commercial manufacturing (Technicolor, LeFiel Manufacturing)

MetOne, Inc, Grants Pass, OR (1993 to 1994)

A \$100 million Environmental Monitoring Equipment Manufacturer.

Systems Group Manager

Provided direction for the systems integration, customer service and installation training group utilizing MetOne environmental monitoring instruments configured for comprehensive computer data analysis of various environmental, clean room and industrial applications.

- Provided overall direction for the domestic and international systems integration/installation group
- Developed customer service equipment installation services and repair for major environmental (clean room) applications of MetOne equipment both domestically and international
- Directed a support staff of 8 managers located in diverse geographic locations

Litton Guidance and Control Division, Grants Pass, Or - Woodland Hills, CA - SLC, Utah (1989 to 1993)

A \$2 billion manufacturer and defense products for the US Military.

Sr. Operations Research Specialist

Provided senior staff project management, custom training development, and concurrent engineering direction for 3 manufacturing facilities. Duties included corporate reporting responsibilities for Advanced Manufacturing Engineering. Acted as chairperson for group CFC reduction activities. Products include defense guidance systems, gyroscopes, inertial navigation systems and commercial products.

- Successful implementation of Lean Manufacturing (JIT) for three facilities engaged in defense related product development and manufacturing
- Implemented demand flow system resulting in 50% reduction of inventory and cycle time reduction of 85%
- Led the Advanced Manufacturing Engineering and CFC reduction efforts for the division
- Designed and produced a 6 tape VHS training program in support of division wide implementation of JIT

Early Career History

Terminal Data Corp. - Mgr, Operations Engineering, New Technologies 1987 to 1989

Harris Corp. – Project Technician, Mfg. Operations Mgr, - Mfg. Eng. Mgr, - Plant Mgr. 1976 to 1987 (400 employees, 3 facilities)

EDUCATION & PROFESSIONAL DEVELOPMENT

Trinity University, Baton Rouge, LA 2001 **BSIE**

Meyers – Briggs Training and Development Certified 2000

Pierce College, Woodland Hills - CSUN - Moorpark College, CA - 1987 **ASIE**

Professional Technical Institute, Ventura, CA. Computer Science Certification.

Certified by APICS (CPIM - 1987) and SME (CMfgE 1993).

Certified Six Sigma Green Belt - 2005

Graduate of the JIT Institute of Technology - Denver, CO 1985

Graduate of Harris Senior Management Development Course 1986