

KEVIN SPENCE

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SUMMARY

- Experienced **operations manager** with 30+ years of progressive leadership growth gained in high volume / low margin **manufacturing / distribution** environments operating under continuous **safety, quality, customer service, cost control, budget management and deadline pressure.**
- Practical **multi-department / team leadership / project management** leading department managers, shift supervisors, operators, assemblers and material handlers. Accountable for **safety, environmental and labor law compliance** and enforcing **ethical business practices** and fostering **two-way communications** while remaining focused upon **increasing shareholder value, profits, efficiencies** and **reducing operational costs.**
- Resourceful and motivated with success forging strong relationships to lead, manage, motivate and capitalize on opportunities to gain higher productivity levels by implementing and fostering **Continuous Process Improvement / Lean Manufacturing** principles with positive customer and employee relations in both **union & union-free, 7 /24 operations environments.**

Hallibuton , Ft Lupton-Windsor Sand Plant - Foreman

Halliburton Rockies Region - Windsor Sand Plant 01/16/2018 to 09/03/2019

A 30 employee / 1million sq. ft. division of the international, \$20.6 billion Sales energy company - this division specializes in supplying 16 Fracturing crews with all types of sand to maximize oil/gas production.

- *Principal, on-site, team leader, mentor, troubleshooter, problem solver and go to person for Customers, Vendors, Sales & Account Managers, Finance, Purchasing, and HR with P&L accountability.*
- *Direct continuous process improvement strategies, implementation and measurement with accountability for Production, Warehousing and Distribution operations including safety, security, environmental, labor law and business principles and ethics compliance and P&L accountability.*
 - *Lead and direct a team of experienced department managers in Human Resources, Accounting, Customer Service, Scheduling/Purchasing, Manufacturing, Logistics, and Maintenance.*
 - *Foster team-work, cross-functional skills, strategic-thinking and initiative while demanding accountability for Safety, Environment, Quality, Productivity, Customer Satisfaction, Vendor Relations, Positive Community and Employee / Union Free relations and Profitability.*

QUAD/GRAPHICS, Martinsburg, WV 2015 to 5/2017 (consolidation)

A 380 employee / 400K sq. ft. division of the international, \$4.8B Sales commercial printer – this division specializes in printing high quality books for all major publishers. The market for printed books is shrinking, resulting in the closure/consolidation of this division into other Quad/Graphics facilities.

Plant Manager 2015 - 2017

- *Principal, on-site, team leader, mentor, troubleshooter, problem solver and go to person for Customers, Vendors, Sales & Account Managers, Finance, Purchasing, and HR with P&L accountability.*
- *Direct continuous process improvement strategies, implementation and measurement with accountability for Production, Warehousing and Distribution operations including safety, security, environmental, labor law and business principles and ethics compliance and P&L accountability.*
- *Now leading the phase/down and production transfer processes – ensuring all targets are met.*
 - *Lead and direct a team of experienced department managers in Human Resources, Accounting, Customer Service, Scheduling/Purchasing, Manufacturing, Logistics, and Maintenance.*
 - *Foster team-work, cross-functional skills, strategic-thinking and initiative while demanding accountability for Safety, Environment, Quality, Productivity, Customer Satisfaction, Vendor Relations, Positive Community and Employee / Union Free relations and Profitability.*

QUAD/GRAPHICS, Loveland, CO 2001 to 10/2015 (Division closure)

A 200 employee / 170K sq. ft. division of the international, \$4.8B Sales commercial printer – this division specializes in printing high volume, targeted and regional directories. The market for printed directories is shrinking, resulting in the closure/consolidation of this division into other Quad/Graphics facilities.

Plant Manager 2012 - 2015

- *Principal, on-site, team leader, mentor, troubleshooter, problem solver and go to person for Customers, Vendors, Sales & Account Managers, Finance, Purchasing, and HR with P&L accountability.*
- *Direct continuous process improvement strategies, implementation and measurement with accountability for Production, Warehousing and Distribution operations including safety, security, environmental, labor law and business principles and ethics compliance and P&L accountability.*
- *Now leading the phase/down and production transfer processes – ensuring all targets are met.*
 - *Lead and direct a team of experienced department managers in Human Resources, Accounting, Customer Service, Scheduling/Purchasing, Manufacturing, Logistics, and Maintenance.*
 - *Foster team-work, cross-functional skills, strategic-thinking and initiative while demanding accountability for Safety, Environment, Quality, Productivity, Customer Satisfaction, Vendor Relations, Positive Community and Employee / Union Free relations and Profitability.*

Manufacturing Manager 2001- 2012

- *Production leadership team with full accountability for producing, finishing and packaging high volume / low margin products – ensuring customer satisfaction, profitability, productivity, efficiency, equipment maintenance and performance.*
 - *Led, trained, scheduled, mentored, evaluated and directed a team of production shift supervisors, skilled set-up operators and their production crews plus material handlers.*

- Ensure employee safety and positive employee relations, selection, training & development.

RR DONNELLY & SONS, H.Q. Chicago, IL 1981 to 2001

A global print provider serving customers in the publishing, healthcare, advertising, retail, technology, financial services, and many other industries.

Manufacturing Manager - Greeley CO division 1999 - 2001

- Senior, division, production manager with full accountability for leading, training, developing and directing shift supervisors, set-up operators and their crews including assemblers and material handlers and maintenance technicians.
- Continuously improve quality and performance through process control, training, development, and enforcement of work instructions plus a knowledge of all products, capabilities, costs, and standards

Customer Service / Finishing & Packaging Manager - Greeley CO division

1998- 1999

- Principal, on-site, Customer and Sales Department contact accountable for customer satisfaction with responsibility for binding / finishing operations. Oversee the entire production process including requisitioning job-materials, ensuring customer-supplied data is received and oversee the entire production and delivery process.
- Support Sales and Finance Departments - ensuring accurate cost-estimating and contract interpretation to capture all billing and costs.

Plant Manager - Krakow Poland division 1996- 1998

- *Key member of the plant start-up team with responsibility for all operations of the Poland Directory facility. Led all Manufacturing, Accounting, Distribution, Sales & Customer Service, Maintenance, Safety, Quality and Continuous Improvement requirements.*
- *Achieved profitability within the first 12 months of operation.*
 - Directed the equipment installation and commissioning / start-up and hired and trained all manufacturing and staff employees.

Production Supervisor - Greeley CO division 1989- 1996

Team Leader and Production Set-Up Operator - Greeley CO division 1983- 1989

Apprentice - Glasgow KY division 1981- 1983

EDUCATION & TRAINING

Education: Multiple college business and operations classes and course work.

Diploma / Graduate: Barren County High School

Process: Six Sigma & Lean Manufacturing / Lean Leader plus Root-Cause Analysis (RCA), 6S, Kaizen, GEMBA walk process, Statistical Process Control (SPC), ISO9000 Standards & Compliance and Continuous Process Improvement Training.

Leadership: Labor Law and HR Policy compliance training. Management Development, Leadership, Supervision and Communications Skills and Constructive Performance Feedback, Quality Leadership, Understanding Diversity, Problem & Conflict Solving, Team Building, and Decision Making, Recruiting, Interviewing and Selection skills. Sexual Harassment, Workplace Violence and Substance Abuse Awareness and Prevention.

Safety & Environmental: Safety (OSHA), Accident Investigation and Hazardous Materials (MSDS / HAZMAT & Spill Prevention & Response) training including Hearing Conservation, Rigging, Machine Guarding, Confined Spaces, Arc Flash, Hot Work, Lock-Out / Tag-Out, Fire Prevention, Safety & Extinguishers and Personal Protective Equipment and "Move Smart" ergonomics and Emergency Procedures and Evacuation.