

OPERATIONAL EXCELLENCE CONSULTANT

Business Process Re-Engineering · Lean Production Launch

QUALIFICATION SUMMARY

Mr. Harvey is a corporate pathfinder; a former senior executive with 29 years of demonstrated leadership in moving complex organizations from a vision to full implementation of that vision with bottom line results. Seasoned expert in using Toyota inspired lean principles and methodologies. Applications have been in industries of automotive (vehicles, engines, transmissions, and components), heavy equipment, locomotives, defense - light armored vehicles, and home construction.

Consulting focus areas:

1. **Business Process Re-Engineering** where clients want to implement lean principles into their business processes and best practices.
2. **Lean Production Launch** - where clients want better launches of their products to meet customer driven quality and timing expectations.

AREAS OF EXPERTISE

- Lean Business Best Practices
- Lean Production Launch
- Lean Product Development
- Lean Manufacturing
- Strategic Planning
- Mfg. Engineering & Operations
- Supplier Quality
- Business Planning & Tracking
- Technology Implementation
- Team Building/Coaching/Training
- Learning Organization
- Value Stream Mapping

PROFESSIONAL EXPERIENCE

DENNIS L HARVEY CONSULTING, INC

2005 to Present

Business management consulting in the two focus areas listed above. Visit the business website for further information: www.DennisLHarveyConsulting.com

2007-present: Pro-bono consulting for **DuPage Habitat for Humanity** (DHFH), an affiliate of Habitat for Humanity in the Chicago-land area. Led the successful implementation of lean principles to triple DHFH home building capacity from <3 homes/year to 10 without increasing paid staff. Approach started with a value stream map of the core business of building homes. From there, work was standardized, scheduling systems developed, best practices documented and training developed and conducted. December 2009, was elected to the board of directors as Vice President of Operations.

GENERAL MOTORS CORPORATION

1979 to 2005

DIRECTOR, Locomotive Quality, Lean Mfg., and Associate Operations

2003 to 2005

Appointed by the COO of the GM Electro-Motive Division in LaGrange Illinois to be responsible for overall quality of manufactured locomotives. Included seven direct reports and a supplier quality organization. Quality Managers at two plants dual reported to this position and their plant manager. **Major Challenge:** *Eliminate the quality problems experienced at the beginning of a new customer order.*

- Created a turnaround program for initial quality problems. Six-Sigma type effort identified root causes in product design and supplier capability plus shortcomings in quality and service data.
- Implemented a *Lean Production Launch Process* to assure rigorous problem solving during production launch. Led production launch of 10 locomotive, 4 engine and 11 electrical component programs.
- To assure first time quality on a customer orders and to reduce lead-time by 50%, led a complex value-stream mapping workshop that yielded a significantly improved product development process.

DIRECTOR, Manufacturing Engineering, Locomotive/Defense/BCT

2001 to 2003

Selected by the General Manager to lead manufacturing launch of the complex \$4B US Army BCT (Stryker) for the GM Defense Division in London, Ontario manufacturing Light Armored Vehicles (LAV). Staff: 30 salaried with 6 direct reports. **Major Challenge:** *Execute a complex launch that increased volume to 2.5 times while working effectively with a new joint venture partner General Dynamics Land Systems (GDLS).*

DIRECTOR, Mfg Engineering, Locomotive/Defense/BCT (continued) 2001 to 2003

- Implemented a *Lean Production Launch Process* (PLP). Drove on-time delivery of parts for first builds to >99% where historically on-time part availability ranged from 60% to 80% at best.
- Leadership responsibility for production launch of 17 LAV and turret programs that met their targets.
- When GDLS bought GM Defense in 2003, led the facility transition to separate the defense and locomotive businesses at the London Ontario site. Work finished on schedule and on budget.
- Created a Manufacturing Engineering Department to support future oriented and growth activities. Hired, coached, and mentored all personnel before turning function over to GDLS.

DIRECTOR, Manufacturing Engineering Locomotive 1999 to 2001

Appointed by COO of GM Electro-Motive Division in LaGrange Illinois to lead the divisional Manufacturing Engineering function. **Major Challenge:** *Implement significant lean and cost reduction initiatives.*

- Conducted eight lean 5S workshops to reduce floor space by 30%, improve workflow 20%.
- Responsible for the division wide *Continuous Improvement Program* that achieved typical savings of >6% against budget for material and labor. This was essentially a Six-Sigma type program.
- Created a business planning and tracking process that made accountability for deliverables visible and standardized business metrics. Reduced planning and tracking work effort by more than 60%.
- Led reduction of housekeeping expense by 30% to benchmark levels using Lean Six-Sigma methodologies. Headcount reduced from 38 to 29. Full employee participation with no grievances.

PRODUCT MANAGER, High-Volume, Cells, and Power Pack 1998 to 1999

At the GM Electro-Motive Division manufacturing plant in LaGrange Illinois, managed production for machining and assembling of locomotive engine pistons, liners, connecting rods, and cylinder heads. Met all operations performance targets, led plant for safety improvements, and started implementing lean. **Challenge:** *Stretch assignment for hands-on responsibility of production and working with 200+ UAW.*

MANAGER, Manufacturing Technology, Strategy and Planning 1995 to 1998

Appointed by Executive Director at the GM Manufacturing Center in Warren Michigan to facilitate the development of GM corporate manufacturing strategies and best practices to help GM's recovery in the 1990's. **Major Challenge:** *Gain consensus on use of best practices from diverse parts of the Corporation.*

- Executive leader of interdivisional team that developed GM's first *Production Launch Process*. Responsible for training and implementation of this process on 11 car and truck programs.
- Executive leader for mfg. requirements section of the *GM Global Vehicle Development Process*.
- Executive leader for the development of the *Manufacturing Technology Transfer Process* to get manufacturing technology implementation off the critical path for new vehicle programs.

MANAGER, Equipment Engineering 1988 to 1995

Promoted to executive at the GM Advanced Manufacturing Engineering Center in Warren Michigan. Led the development of machining and assembly technologies. Staffing varied from 35 to 45 technical people, where one third had PhDs. **Major Challenge:** *Develop and implement into production, highly relevant technologies for vehicles and powertrains in GM Manufacturing worldwide.*

SENIOR PROJECT ENGINEER (1979 to 1983) and **SUPERVISOR, ENGINEERING** (1983 to 1988)

At GM Advanced Engineering Staff located in Warren, Michigan, developed and validated a wide range of technologies in hydro-forming, machine vision, body assembly, robotics, and others for the Corporation.

EDUCATIONAL RESEARCH COUNCIL OF AMERICA 1972 to 1977

Research Associate in what was the largest nonprofit curriculum developer in the US with 300 employees located in Cleveland Ohio. Co-authored three kindergarten through high school level science programs.

EDUCATION AND CERTIFICATION

Case Western Reserve University
University of Michigan
Chicago Deming Association

B. S. Mechanical Engineering · M. A. Education · B. A. Chemistry
Mfg. Executive Program
Six-Sigma Green Belt Certification