

# GREGORY J. UHLENHAKE

1453 Bernwald Lane Dayton, Ohio 45432 Home: (937) 253-3967 greggo63@aol.com

---

**Highly skilled engineer with exceptional LEAN / Industrial / Manufacturing Engineering skills; MBA, B.S. Degrees in Industrial Engineering Technology and Mechanical Engineering Technology**

**Certifications: Six Sigma Black Belt (Passed Exam, Project Pending), LEAN Black Belt (Master Lean Certificate), LEAN Practitioner, LEAN Supply Chain Management, MOST, Six Sigma Green Belt, Manufacturing Technologist, and Competent Communicator Award**

---

## LEAN Manufacturing

Time studied over 300 processes to increase capacity by at least 10% to meet customer demand.

Tools utilized: LEAN training, Simulation to Reduce Cycle Time, Quick Changeovers to Reduce Downtime, Time Studies using MOST (Maynard Operating Sequence Technique) and MTM (Methods Time Management), Work Balancing, Standardized Work, Point of Use Storage, Kanban, Cellular Flow Manufacturing using AutoCAD

- **Continuous Improvement**

Directed and produced several major and minor Kaizen improvements to increase customer satisfaction.

Implemented material and labor cost savings projects. Internal costs reduced by at least 10%.

Tools utilized: Kaizen Events, TPM (Total Productive Maintenance), 5S, VSM (Value Stream Mapping), OEE (Overall Equipment Effectiveness), Brainstorming, Cost Analysis, Ergonomics, Statistical Process Control

- **Project Management**

Successful production launch management and TPM (Total Productive Maintenance) leader

Tools utilized: Run at Rate, Root Cause Analysis using PFMEA (Potential Failure Mode and Effects Analysis), Control Plans, PPAP, Drawing Reviews, Quality Boundary Samples, Process Parameters, Design of Manufacturing, Mistake Proofing

---

**LEAN ADVISOR.** Eagle Print (Delphos, Ohio) - Project for LEAN Black Belt

**2009 to 2010**

Publisher of Newspapers, Circulars, Catalogs, Magazines and Directories.

Started a LEAN program: taught LEAN concepts, wrote a LEAN charter, set-up 2 LEAN councils, created 9 current and 9 future value stream maps, provided several continuous improvement kaizen suggestions, implemented 5S and Kanban

**INDUSTRIAL ENGINEER.** Rittal Corporation (Urbana, Ohio) - Layoff due to Major Sales Drop

**2008 to 2009**

Manufacturer of Computer Server Cabinets.

Primary duties: Facilitated Rittal Production Teams, productivity metrics, set-up and updated work centers in SAP, cost analysis, mixed model work and material flow optimization, line balance, deployment board, LEAN continuous improvement

- Conducted work measurements using stopwatch, simulation, and MOST (Maynard Operating Sequence Technique) to standardize labor time and to develop operator timing early in prototype stage. Reduced labor cost more than 10%.

**PROCESS AND INDUSTRIAL ENGINEERING CONSULTING**

**2004 to 2007**

Engineer for PDSI (Production Design Service, Inc.), Formed Fiber Technologies, Inc., Acro Service Corporation, Jemstone Recruitment, and Bartech, Inc.

**MANUFACTURING / INDUSTRIAL ENGINEER.** PDSI/Siemens (Bellefontaine, Ohio) – Plant Closing

Distributor and Manufacturer of Circuit Breakers.

Studied and analyzed processes to improve LEAN efficiency by more than 10%, ergonomics, output, and quality

- Designed and purchased tooling, maintained metric reports, developed job instructions, updated Plant Layout using AutoCAD, monitored Bill of Materials, and established engineering changes to the process
- Created Kanban Cards to meet inventory demands

**PROCESS ENGINEER.** Formed Fiber Technologies, Inc. (Sidney, Ohio) - Temporary Contract

Manufacturer of Automotive Trunk Liners.

- Coordination of sheet size reductions to trim material cost by more than 5%.
- Improved productivity through better LEAN workflow and associate reduction using MOST (Maynard Operating Sequence Technique). Reduced non-value added activities by more than 20%.

**INDUSTRIAL ENGINEER.** Acro Service Corporation working at General Motors (Moraine, Ohio) – Temporary Contract  
Manufacturer of Sport Utility Vehicles.

Updated plant layout in 3D using Factory CAD.

- Calculated values for NIOSH (National Institute for Occupational Safety and Health) Lifting Equation to determine if a lift assist device was required for better ergonomics.
- Wrote up production work orders to reduce downtime and repairs, and to increase safety and LEAN by more than 5%.

INDUSTRIAL ENGINEER. Jemstone Recruitment working at Sypris Technologies (Marion, Ohio) – Temporary Contract Manufacturer of axles.

- Created timing charts on automated line with high random time variations using AutoCAD.
- Set several time standards in union environment and reduced workforce.

Consulted management in LEAN ways to increase production, reduce downtime and changeover time by more than 10%.  
INDUSTRIAL ENGINEER. Barteck, Inc. working at Delta Faucet (Greensburg, Indiana) - Temporary Contract Distributor and manufacturer of faucets.

- Conducted time studies using pre-determined times - MOST (Maynard Operating Sequence Technique) and stopwatch methodologies to determine standard time, Standardized a production runner's activity.
- Updated plant layout using AutoCAD.

- Improved production processes by reducing cycle times by more than 10% through use of simulation and LEAN.

**INDUSTRIAL ENGINEER.** KTH Parts Industries, Inc. (St. Paris, Ohio) **1999 to 2003**  
Manufacturer of undercarriages.

Primary duties: Time studies, line concept developments, equipment cost analysis, LEAN manufacturing, ergonomic standards, and plant layouts.

- Conducted time studies using stopwatch, work sampling, simulation, and MTM (Methods Time Management). Increased efficiency of numerous highly automated production lines at three plants by determining the most efficient sequence of movements. Actual cycle times were reduced to meet target cycle time, lowering overtime by more than 10%.
- Compiled comprehensive time standards book that provided data to determine associate and machine timing, which was used to calculate cost per unit. Reduced overtime by more than 10% to meet company's cost per unit target.
- Ergonomic standard development. Reduced medical costs by more than 20% after setting this standard.
- Coordinated design and installation of a lift assist with vendor, reducing potential injuries that saved the company more than \$10,000 per year.

Supervised 2 assistant industrial engineers.

- Managed TPM (Total Productive Maintenance) activities within Engineering Department by enforcing 5S policies, and calculating OEE (Overall Equipment Effectiveness). Produced 3 major and 10 minor Kaizen improvements. The 3 major improvements included: tooling communizing, ergonomic standards, and pre-determined time standards. Reduced KTH's internal costs by more than 5%.
- Implemented LEAN manufacturing activities by line balancing, standardizing work, reducing cycle time, improving capacity, reducing downtime, and eliminating the workforce. Calculated "takt" time, capacity and OEE (Overall Equipment Effectiveness) for each line, and mapped value stream that reduced risk of shutting down customer's production by more than 10%.

**PROGRAM ENGINEER.** Florida Production Engineering, Inc. (New Madison, Ohio) **1996 to 1999**  
Manufacturer of cluster bezels.

- Successfully launched the LEAN manufacturing development of cluster bezel from prototype stage to mass production.
  - Created Potential Failure Mode and Effects Analysis, Control Plans, Flow Process Charts, Warrants, Work Instructions, PPAPs, Run at rates, drawing reviews, boundary quality samples, process parameters, and package verification.
  - Safety team member.
  - Programmed 2 robots to reduce cycle time by half that eliminated cost of purchasing 2 additional robots.
- Produced cost estimates through use of time studies, material usage and ergonomics.
- Designed, built, tested, and installed a transfer device which eliminated 40 minutes of downtime per shift.
  - Designed and troubleshooted process equipment, fixturing and gauges.

## EDUCATION

MBA; University of Phoenix (3.8 GPA)

B.S. Degree in Industrial Engineering Technology; B.S. Degree in Mechanical Engineering Technology; University of Dayton

**Certifications:** Six Sigma Black Belt (Passed Exam, Project Pending), LEAN Black Belt (Master Lean Certificate), LEAN Practitioner Certification, LEAN Supply Chain Management Certification, Six Sigma Green Belt Certification by the Institute of Industrial Engineers

MOST Blue Card Certification (Maynard Operating Sequence Technique) by H. B. Maynard

Certified Manufacturing Technologist by the Society of Manufacturing Engineers

Competent Communicator Award through Toastmasters International

**Additional Classes:** AutoCAD, GD&T, Automotive Systems, FMEA, Applied Statistics, Project Management, Ergonomic Design Guidelines for Engineers, Honda's Capacity Management and Lean Manufacturing

