

Randy K. Pound

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Career Summary

Innovative and energetic senior executive (MBA and Engineer) with a record of outstanding success leading and consulting manufacturing, reliability, engineering, safety, quality, technology, and R&D in world-class corporations. Proven leader of game-changing performance and profitability turnarounds of manufacturing facilities and functional departments worldwide. Expert in leading complex change and continuously improving every key performance metric. Team-oriented leader who effectively engages all team members to contribute to their highest potential. Consistent 98th percentile worldwide ranking in the Gallup Global Employee Engagement process. Recognized developer and provider of highly-skilled and effective leadership talent for the organization.

Areas of Expertise

Performance Turnaround	World-Class Safety Performance	ISO 9000 Series Quality Systems
Unionized and Non-Unionized Leadership	OSHA Voluntary Protection Program	Reliability-Centered Maintenance
Team Development and Coaching	Capital Investment Optimization	Lean / Six Sigma / Troubleshooting
Research & Development	Modern Manufacturing Methods	Supplier Quality Improvement

Professional Experience

Cintas Corporation (*Cincinnati, OH*)

2005 – 2009

\$4 billion manufacturer and multi-business company with over 900,000 customer accounts, 32,000 employees, and 400 facilities worldwide. Provides products and services including uniforms, first aid and safety supplies and equipment, fire suppression systems, document storage/imaging/shredding, and other facility management services.

Vice President of Engineering and Safety

Led all aspects of engineering, safety, and reliability. Responsible for 72 safety and engineering professionals. Directed all disciplines of engineering and R&D to design, construct, maintain, and optimize the performance of company facilities. Optimized safety, productivity, costs, and regulatory compliance at 400 facilities, including 175 large processing plants. Provided technical and safety expertise for customer interaction, product development, and sales initiatives. Proactively re-designed and optimized the safety and engineering functions to remain ahead of, and in full alignment with the company's rapidly changing and diversifying business needs.

- Improved company-wide safety performance by 28%. Analyzed data to identify and eliminate prevalent injury types and root causes. Implemented an effective combination of engineering, work re-design, training, workforce engagement, communication, and detailed safety system auditing.
- Initiated OSHA Voluntary Protection Program (VPP) certification at over 20 facilities. Championed formation of the Cintas Executive Safety Council. These and other initiatives improved safety results, culture, and relationship with OSHA leaders and politicians.
- Implemented Reliability-Centered Maintenance tools and systems in 175 processing facilities. Achieved significant improvements in product quality, equipment uptime, energy/chemical/water costs, overtime cost, capital investment, and development and retention of plant Reliability personnel.
- Designed and patented industry-first specialized processing equipment for a large and rapidly growing product line. Reduced energy and chemical costs by over 95%, labor by 50%, and capital cost by 75%.
- Implemented over 40 facility design improvements resulting in significant improvements in safety, equipment reliability, productivity, energy usage, and capital cost.
- Designed, constructed, and commissioned 11 new multi-million dollar processing plants and modified existing plants to support increasing business volume. Constructed the company's first plant in China.
- Completely re-engineered the environmental site remediation process at 60 remediation sites nationwide. Developed and implemented a systematic, results-based approach. Significantly improved site assessment, prioritization, technology selection, project execution, and remediation contractor management.

International Paper Company (Loveland, OH)**1999 – 2005***\$27 billion worldwide manufacturer of paper and packaging products. Industry leader in technological innovation.***Senior Manager of Reliability (2003 - 2005)**

Provided Reliability leadership for 40 paper manufacturing facilities world-wide. Directed the evolution from traditional “maintenance” to modern “reliability.” Implemented state-of-the-art Reliability tools, systems, and cultures to ensure realization and sustainability of performance gains.

- Reduced facility operating costs by \$600 million per year by implementing effective Reliability metrics, tools, and management systems.
- Implemented SAP “Plant Maintenance” Computerized Maintenance Management System (CMMS) worldwide to centralize and optimize Reliability data storage, performance reporting, and compliance with best practices.
- Sustained gains, reinforced training, and spread best practices company-wide by conducting and communicating detailed, periodic audits of each facility’s Reliability program and performance results.

Senior Manager of Paper Technology (1999 – 2003)

Directed a team of 80 process engineers, capital project engineers, manufacturing experts, and R&D researchers. Provided capital project management, manufacturing optimization, leadership and technical training, and R&D services worldwide. Managed a capital budget of \$750 million per year.

- Personally led a successful performance turnaround project in 2000-2001 that resulted in the reversal of the CEO’s decision to close a 700-employee manufacturing facility very near his hometown.
- Engineered complex performance turnarounds of entire manufacturing facilities worldwide. Turnarounds enabled development and qualification of high-quality, price-competitive products from International Paper facilities in the United States, Europe, and South America.
- Created the “Effective Manufacturing Management” process that was endorsed by the CEO and senior management team of the \$27 billion corporation.

Champion International Corporation (Canton, NC)**1996 – 1999***\$7 billion manufacturer of paper and building products. Purchased by International Paper Company in 2000.***Production Manager**

Personally recruited by Champion’s new CEO to lead the performance turnaround of this troubled facility.

Managed production and maintenance of four 24 hour per day, 7 day per week manufacturing and packaging operations that produced 750 tons per day of specialty paper products. Led a team of 310 unionized employees and salaried supervisors. Managed an operating budget of \$108 million per year.

- Improved facility profitability from a \$30 million annual loss to a \$40 million annual profit within two years by implementing improved production management systems, product development, training and engagement, Lean / Six Sigma utilization, and effective capital projects.
- Led the facility’s rapid progression from company-worst to a No. 1-2 ranking in nearly every key performance metric.

Georgia-Pacific Corporation (Zachary, LA)**1990 – 1996***\$13 billion manufacturer of paper, packaging, and building products.***Production Superintendent (1994 – 1996)**

Led a 48-member unionized production team operating 24 hours per day, 7 days per week to produce 800 tons per day of high-quality grades of office paper. Managed an operating budget of \$69 million per year.

- Consistently ranked No. 1 or No. 2 in company-wide performance metrics. Results were achieved via improved process reliability, technical training and engagement of the workforce, utilization of data-based tools, effective capital investment, and an improved performance management system.
- Set multiple productivity, production cost, and equipment efficiency records that reduced operating costs.
- Team experienced only one OSHA Recordable injury in three years. Proactive safety was established as the top priority of all tasks, behaviors were closely monitored and managed, and successes were celebrated.
- Earned OSHA Voluntary Protection Program (VPP) “Star” certification, the premiere recognition of sustained safety system discipline and results. Led safety by example and personally ensured that all elements of the VPP process were documented and followed continuously.

Quality Manager (1993 – 1994)

Directed continuous quality improvement initiatives in all departments. Interacted directly with customers and sales force to provide proactive communication and resolve problems. Owned the ISO 9002 Quality System.

- Led two plant-wide ISO 9002 quality management system certifications by Lloyds of London.
- Reduced customer complaints by 75% and complaint response time by 91% via utilization of Lean / Six Sigma tools, and improved engagement and training of employees, suppliers, and customers.
- Engineered the facility-wide conversion to a new, technically-complex manufacturing process that improved quality, manufacturing cost, and environmental stewardship.

Process Engineering Superintendent (1991 – 1993)

Led a team of 14 multi-disciplined process engineers that improved plant-wide safety, environmental compliance, quality, productivity, and manufacturing cost. Coverage included six diverse production/technical environments.

- Selected by the company's senior management, based upon individual and team leadership performance, as one of the 100 most effective and progressive leaders in the \$13 billion company. Served actively on the corporate team that designed and implemented the Georgia-Pacific Leadership Development Process.
- Directed two company-wide Coordinated Sourcing Teams that sourced over \$60 million per year in operating supplies for 14 production facilities. Achieved price savings of 20% and improved supplier quality through technical competence, collaborative negotiation, and effective communication.
- Achieved \$5 million in operating cost reduction while partnering with McKinsey Consultants during a multi-site cost management and productivity improvement initiative.

Assistant Production Superintendent (1990 - 1991)

Coordinated maintenance, engineering, capital projects, and troubleshooting to support the operation of two world-class paper production lines. Managed all facets of contractor and supplier utilization.

- Coordinated the successful installation, commissioning, and production ramp-up of a \$12 million productivity and quality improvement project. Integrated the capital project with existing production schedules and demands. Increased annual revenue by \$6.5 million.
- Solved a complex, ongoing quality and productivity problem by using data-based Analytic Troubleshooting tools. Reduced annual manufacturing cost by \$2.9 million.

Champion International Corporation (Courtland, AL)**1982 – 1990**

\$7 billion manufacturer of paper and building products. Purchased by International Paper Company in 2000.

Technical Assistant to Production Manager (1988 – 1990)

Coordinated maintenance, engineering, capital projects, and supplier utilization to support six world-class paper manufacturing production lines operating 24 hours per day, 7 days per week.

- Led successful implementation of the company's first centralized process information management system. Improved productivity, quality, and manufacturing cost. System was then implemented company-wide.
- Implemented Key Performance Indicator tracking and reporting systems that facilitated and improved effective management of the large, complex manufacturing facility.
- Improved disciplined planning, scheduling, execution, and analysis of equipment maintenance activities.
- Trained and coached operators, supervisors, and senior leaders, many of whom were resistant to computerization, to effectively utilize the new technology. Achieved rapid and full buy-in to the change.

Production Supervisor (1987 – 1988)

Shift Supervisor of a 30-member unionized production team manufacturing high-quality coated papers for demanding customers including "National Geographic" and "Architectural Digest" magazines.

- Led the overall production area in safety, equipment uptime, productivity, and quality metrics.
- Planned and executed trials to develop new products, optimize quality, and reduce costs.
- Succeeded as one of the company's first Process Engineers to transition into a Shift Supervisor role.
- Earned the trust and respect of union leadership while directly supervising the union's President and several top union officials.

Senior Process Engineer (1986 – 1987)

Engineered and implemented productivity, quality, and manufacturing cost optimization initiatives on five production lines. Facility was, at the time, the largest producer of office papers in the world.

- Engineered projects and trials to improve productivity, develop new products, improve quality, reduce manufacturing costs, and qualify alternate raw material and chemical suppliers.
- Developed and led the “Raw Material Quality Assurance Process” that resulted in improved raw material quality and cost. Process was adopted by senior management and implemented company-wide.
- Implemented improved raw material usage tracking systems and served on the core team that modernized computerized tracking of all manufacturing processes.

Capital Project and Maintenance Engineer (1982 – 1986)

Engineered, installed, and sustained reliability of manufacturing processes. Trained and equipped operators, mechanics, and supervisors to operate and maintain equipment safely and properly. Supervised suppliers and installation contractors to achieve required project deliverables. Maintained and utilized detailed equipment history and maintenance records. Ensured that predictive and preventive maintenance tasks were completed properly and on time. Coordinated large, complex, scheduled shutdowns of production areas for maintenance and capital project installation. Provided process troubleshooting expertise to achieve production goals.

- Successfully engineered and managed many multi-million dollar capital projects and large project teams in multiple, diverse production areas. Effectively integrated capital project requirements with ongoing production schedules and requirements.
- Continually and effectively managed an average portfolio of over 30 active projects.
- Earned a U.S. patent for the design of a full-length tree sawing system that improved sawing productivity by 300 percent via increased throughput and improved equipment reliability and maintainability.

Education and Professional Development**MBA – Business Administration**

Vanderbilt University (*Nashville, TN*)

BS – Engineering

University of Illinois (*Urbana, IL*)

- Certified LEAN / Six Sigma Black Belt
- Certified Maintenance and Reliability Professional (CMRP)
- Certified Plant Maintenance Manager (CPMM) – Association of Facilities Engineering
- Certified Analytic Troubleshooting Program Leader – Kepner-Tregoe Inc.
- Member of Society of Maintenance and Reliability Professionals (SMRP)
- Member of Association of Facilities Engineering (AFE)
- Statistical Process Control (SPC) courses
- “Design For Six Sigma” course
- “Voice of Leadership” and “Advanced Executive Communication” courses
- “Communication With The News Media” course
- Associate Safety Professional certification course
- OSHA 10-hour and OSHA 30-hour safety course
- Multiple engineering, reliability, safety, quality, and technical courses and seminars
- “Diversity and Inclusion” course
- “Leading An Issue-Free Workplace” course
- “Meticulous Hiring” course
- Champion International and Georgia-Pacific Leadership Skills programs