

ANDRZEJ BERNAT

Hamilton, Ontario

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A dynamic Manager & Manufacturing Efficiency Expert

Success is measured by results! I will provide significant results for you!

During my performance-driven career, I have been recognized for my ability to meet and consistently exceed high targets and I have been applauded for my work and production levels.

Recruited to progressively challenging and responsible positions, I have had diverse opportunities to contribute to corporate growth and profitability.

- > My track record in business and process improvement has helped enhanced performance and reputation of number of companies.
- > I fully understand the challenges inherent in creating and maintaining a dynamic team environment, as well as the importance of operational excellence.
- > I have demonstrated my skills and process improvement ability through successfully eliminating production bottle necks, continuous process improvement, training programs, quality programs, manufacturing operations managements, operations turnarounds, process optimization, lean manufacturing cost reduction, plant assessments, quality audits, team building and over-all communication.
- > I have continuously contributed my leadership skills in a corporate setting, while managing the process, motivating and empowering team members and juggling multiple projects. I am a proficient manager and profit minded leader.
- > Experienced in working in unionized environment.
- > Most significantly, I have positioned my employers as the market leaders in all tasks.

I am confident that I can add value to your company and look forward to participating in your selection process.

Thank you for your time.

Sincerely,



Andrzej Bernat

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Over 25 years of leadership and management experience in manufacturing operations. Strong portfolio of achievements that includes cost reductions, 180-degree turnarounds for under-performing operations, and significant quality, safety, productivity, and efficiency improvements.

Overview:

A catalyst of change with the ability to build and execute strategies that exceed goals, and positively impacted the organization's bottom line.

Quality-driven leader with extensive experience and filed knowledge in manufacturing environments. History of positive results in driving internal growth, leading start-up and turnaround efforts, maximizing team performance and using innovative approaches to achieve production efficiency and accuracy. Able to manage complex, multimillion dollar operations, skilled coach, and motivator for diverse, cross-functional teams. Positive attitude, strong work ethic with amazing capacity to direct many diverse initiatives simultaneously.

Knowledge and skill areas:

Multilevel and Siempelkamp Production lines, Process and Cost Control, Continuous Process Improvements, Manufacturing Operations Management, Operations Turnaround, Team Leadership Training and Mentoring, Vision for Success, Project Planning and Capital Improvements.

CAREER HISTORY

Satin Finish Hardwood Flooring Toronto, Ontario

2015

Plant Manager

- Lead development and execution of comprehensive human resource strategies to develop key manufacturing employees and future prospects to meet the immediate and future needs of the company
- Direct and coordinate plant operations within company policies and procedures.
- Develop accurate manufacturing, financial and operational metrics.
- Maintain a clean and safe plant.
- P&L responsibility
- Establish and direct plant policies and procedures.
- Establish and maintain a positive community relationship.
- Foster a well-trained and motivated staff.
- Confer with department heads to ensure coordination of purchasing, production, shipping, and process improvement.
- Responsible for developing strategic plans for the growth of the company.
- Select and train plant supervisory and administrative staff.
- Conduct direct reports performance reviews.
- Schedule and conduct plant meetings.
- Responsible for the product quality control for the plant.
- Attend scheduled corporate training and meetings.
- Responsible for effective planning, delegating.

Weyerhaeuser OSB Edson, Alberta**2013 – 2014****Manufacturing Manager**

- Worked with Team Leaders to develop and maintain business manufacturing priorities and strategies.
- Effectively directed 90 employees and 7 Team Leaders, in management systems, process improvements, safety and departments projects.
- Worked with process reliability through understanding and implementation of process control techniques. Reliability activities included: continuous improvement, waste reduction, quality improvements, uptime, and maintenance enhancement.
- Assisted in the annual capital needs assessment and in the development of the capital five-year plan.
- Actively supported all plant projects to ensure implementation process is successful and cost effective.
- Continuously improved the organizational capacity to deliver both business and unit target results.
- Reduced fines production by 2 million dollars through implementation of Yard Circulation System and the Raw Material Quality Standards.

FPIInnovations- Wood Product Division. Stoney Creek, ON**2007 – 2012****Industry Advisor**

FPIInnovations is the world's largest private not-for-profit forest research institute, with the goal of strengthening the Canadian forest sector's global competitiveness through research, knowledge transfer and implementation.

- Set up contacts and linkages between the Ontario industry, the provincial government and end-users.
- Worked with the province and other stakeholders to identify and work on initiatives that further the interests of the stakeholders.
- Provided technical support and advisory services to the forest products industry, focusing on Ontario, and other provinces as required.
- Developed new business opportunities and provided business advice to the wood sector.
- Supported and advised on business improvements, recommended and assisted with the implementation of new technologies or practices that contributed to the growth of the wood industry.
- Analyzed statistics, prepared reports, and presented information to diverse group of audiences that included: Industrial Associations, Companies and Government representatives
- Transferred technical information and research results of FPIInnovations' various research programs, and managed specific projects and programs.
- Developed relationships with government and industry management.
- Provided visibility and support for FPIInnovations activities, and assisted senior management in attaining FPIInnovations' greater objectives.
- Directed networks and alliances designed to serve the strategic direction of FPIInnovations.

IKEA Trading Services Canada Inc., Toronto, ON**2002 – 2007****Process Improvement & Business Support Analyst**

Analyzed manufacturing setups and made sound recommendations to improve production line quality and productivity. Initiated production line efficiency programs at solid wood and flat line furniture suppliers. Developed and participated in management training, altered equipment layout to create improved production flow, defined quality standards, identified critical parts list and improved shipping and receiving areas.

- Audited and analyzed suppliers' environments ensuring that product quality, working conditions, and environmental performance standards consistently met IKEA's standards.
- Developed a good understanding of quality and environmental management systems.
- Identified and evaluated the effectiveness of supplier corrective action plans regarding product quality, safety, and environmental issues.
- Ensured on-time, efficient, cost-effective and reliable flow of goods from suppliers to IKEA Distribution Centers in North America and Europe.
- Developed a solid understanding of both local and international wood sector legislation, including health and safety, and raw material laws.
- Reviewed and communicated forecasted product requirements for six IKEA suppliers.

- Effectively increased production volume (25-30%) and quality by 20%.
- Planned and managed product introductions and exits.

WABI Development, Englehart, ON**2001 – 2002****Research & Development & OSB Consultant**

Spearheaded the vision, strategy and execution of modifications to Forming Lines, Forming Heads, press recipes enhancement, new resin trials, gluing process improvement and new products opportunities.

- Accepted contract with Wismar Germany Egger OSB plant.
- Modified blending system and substantially reduced resin consumption on both surface and core layers, resulting in considerable cost savings (10-15%)
- Identified and effectively corrected a series of process concerns such as:
 - Pallmann modifications (fines reduction, strands geometry improvement)
 - Wet Bin modifications (eliminated strands searches, improved strands feed)
 - Forming Line improvements (10%- improved density profile, distribution, strands orientation)
 - Press cycle enhancement - increased the press throughput
- Produced special OSB products intended for the Japanese market.

Lamwood Products (1996) Ltd., Toronto, ON**2000-2001****Plant Manager**

Successfully improved net profit margin by 27%. Established relation with European OSB manufacturer who contributed over 40% of annual revenue in the first 12 months of this partnership.

- Effectively managed day-to-day operations of a 170, 000sq/ft facility with 30Mln turnover
- Trained, scheduled and led a staff of 65 - 80 employees.

- Promoted a culture of continuous learning and quality improvement by developing key performance indicators and by conducting process improvement initiatives
- Established procedures for purchasing, inventory management and set up maintenance program.
- Resolved union issues and doubled plant production level in only one year.
- Developed and implemented strategies that stabilized short and long term goals and initiatives.
- Significantly improved efficiencies, product quality and reduced manufacturing costs .

Rexwood Products (1996) Ltd., New Liskeard, ON**1998 - 2000****General Manager**

Returned company to profitability, while reporting directly to the company President. Brought on board to create an organization capable of having its systems designed to facilitate production schedule, customers and market demands. This highly successfully challenge included:

- Refining the scope of all mill departments - building the team
 - Defining the roles and responsibilities - designing and executing the plan
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- Oversaw plant operations including production, maintenance, and an employee base of over 140 in a 600,000 sq/ft facility.
 - Identified best practices and implemented systems that improved bottom-line results, including long-range strategic planning.
 - Established global competitiveness program, lowered production cost (20%) and improved board quality (25%).
 - Returned company to profitability through strategic and efficient restructuring.
 - Orchestrated 24 different construction and equipment modification projects that quadrupled production levels.
 - Played a key role as part of the plant management team in establishing effective policies, procedures, goals and objectives.

Kronopol, Zary, Poland**1995 - 1998****OSB Process Consultant**

With Siempelkamp Team and other consultants, commissioned and started the world's first OSB continuous press build by Siempelkamp.

- Successfully started and commissioned production line.
- Identified, initiated and coordinated process improvements and enhanced press recipes.
- Wrote and delivered training programs on every aspect of the OSB process.
- Developed and maintained appropriate internal control processes and accountability structures for entire production process.
- Trained entire management team
- Led cross functional team that designed and implemented new Performance Management System resulting in accelerated decision making and substantial production annual savings.

Grant Forest Products, Englehart, ON**1987 - 1995****Supervisor/Line Operator/Lab Technician**

- Maintained board properties and specifications through adjustments to Forming Line and pressing cycles.
- Developed press recipes to enhance board properties and to increase pressing efficiency.

EDUCATION & ACCREDITATION

- Industrial Engineering, WISZ Engineering University Poland
- Integrated Industrial Process & Process Flow, IKEA 6-month training program
- Kiln Course, Forintek Canada Corp.
- Troubleshooting and Problem Solving Skills, KAIZEN
- Manufacturing Leadership Certificate Program, Coaching & Developing People
- Occupational Health & Safety Act and Regulations
- Accident Investigation, Ontario Forestry Safe Workplace Association
- Business Management Diploma, (2 years program) Correspondence School, Montreal PQ
- Officer Navigator, Nautical College, Poland

Speaker in Thunder Bay Ontario - Growing Forest Value Opportunities in Ontario -"Big Box Chains supply challenges and Globally Competitive Businesses"

INTERESTS

Outdoor activities, Karate and Kung Fu Black Belt , Travel, Reading, Theatre