

# BRUCE BLACKMON

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## SENIOR QUALITY AND OPERATIONS EXECUTIVE

*Electronics • Processing • Manufacturing • Consulting*

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Accomplished management executive offering expansive, cross-functional qualifications in general management and operational leadership with experience encompassing expertise in domestic and international management of 2 divisions and 12 sites for *Fortune 500* company. Change agent and creative problem solver who continuously drives operational and administrative performance improvements for small and large organizations. Highly skilled in building value and managing resources through achievements in customer satisfaction, operational performance, and bottom-line profitability. **Core competencies include:**

- Strategic Business Planning
- Quality Systems Implementation
- New Product Development & Launch
- Cross-functional Team Leadership
- Supply Chain Management
- P&L Accountability & Budgeting
- Multi-site Operations Management
- Key Account Relationship Retention
- Continuous Process Improvements
- Turnaround & Change Management

Broad-based background spanning wide range of concepts, practices, and procedures for industrial-based products. Proven corporate leader, defining and driving vision, strategies, and goal attainment. Exceptionally capable team builder and people manager, inspiring motivation, group cohesion, and cooperation to achieve common objectives. Results-oriented individual with strong professional ethics and presentation skills.

### PROFESSIONAL EXPERIENCE

EATON CORPORATION – ELECTRICAL GROUP, Pittsburgh, PA 2004–Present  
*Premier diversified industrial manufacturer with sales revenues of \$11 billion, \$4.7 billion in electrical group.*

#### **Operations Quality Manager**

Direct operations and drive deployment for strategic quality plan and continuous process improvements within business systems accountable for residential/commercial electrical and industrial control products. Ensure implementation of corporate initiatives, including lean and quality systems, Six Sigma implementation, and component design for PROLaunch New Product Development Tool. Oversee operational performance and process improvements for key financial measurement of Cost of Non-conformance (CONC).

#### *Key Achievements:*

- Ensured successful deployment of Eaton Quality System Phase 1 through on-site coaching and assessment of 12 sites. Implementation of initiatives resulted in all sites achieving targeted assessment scores and no major findings during third party registration audits.
- Initiated and supported 3 Six Sigma process improvement projects in supported locations achieving improvements as follows: 10% in Stock Fill Rate, 90% in machine OEE metric, and 25% supplier quality parts per million (PPM) for critical components.
- Instrumental in improving site location capacity by 25%; successfully developed and executed supplier quality initiatives, which resulted in on-time delivery of new capital equipment.

### **PROFESSIONAL EXPERIENCE (continued)**

EMERSON ELECTRIC COMPANY – VENTILATION PRODUCTS DIVISION, Lenexa, KS 1995–2004  
*Premier diversified industrial manufacturer with over \$17 billion in sales and over 40 divisions.*

#### **Director of Quality Control & Customer Service**

#### **Director of Design Engineering & Testing**

Managed division strategic quality plan and monitored performance requirements on key metrics. Oversaw customer service/satisfaction activities, including key customer performance and post sales functions. Led plant quality functions for manufacturing facility, including design, testing, manufacturing, and assembly of over 450 ventilation equipment models. Ensured supplier integrity and offshore sourcing of components/assemblies.

#### *Key Achievements:*

- Recipient of *Customer Preferred Supplier Award* for superior performance in designing and implementing customer satisfaction surveys and improvement plans in 2001.
- Selected for *Chairman's Award for Operational Excellence*; successful in leading Lean Management, Six Sigma, and Customer Satisfaction initiatives in 2001.
- Orchestrated and executed quality improvement activities resulting in reductions in Cost of Quality from over 3% to less than 1.1% of sales.
- Led supplier certification activities, evaluated *low cost country* opportunities, and implemented cost containment actions achieving 25% reductions in material costs and ultimate expansion of product offerings.
- Successful in reducing failure rates by 35% near-term and 20% long-term for marginal product design. Identified containment actions and thoroughly redesigned affected models. Established cross-functional team to determine root causes and implemented corrective/preventative action plan.
- Swiftly managed and initiated actions to identify cause and determine scope for supplier-generated field campaign. Field campaign was closed within six months, generating cost avoidance of \$350,000 below estimated cost.
- Assumed leadership role for introduction of new product line awarded prior to completing prototype development phase. Implementation of initiatives resulted in 10% improvements in product quality and 20% improvements in on-time delivery performance and completed project within customer mandated timeline.

DEXTER CORPORATION – AUTOMOTIVE MATERIALS DIVISION, Kansas City, MO 1994–1995  
*Specialty materials manufacturer with operations in automotive, processing, and chemical industries.*

#### **Quality Manager**

Managed plant Quality Plan and monitored performance requirements on key metrics. Oversaw quality control functions and supplier quality initiatives within manufacturing facility, including inspections, testing, manufacturing, and warehousing of acoustical abatement materials.

#### *Key Achievements:*

- Closely led cross-functional team in development and deployment of QS9000 registered quality system.
- Interfaced and communicated with General Motors and Chrysler to ensure effective corrective action for complaints within assembly plants. Successful in reducing issues by 20% and improving supplier rating for 2 key customer accounts.
- Acted as Operations Manager during critical period of manufacturing operation and markedly improved throughput by 85% and reduced quality costs by 20%.

### **PROFESSIONAL EXPERIENCE (continued)**

TEXAS INSTRUMENTS, INC. – DEFENSE SYSTEMS & ELECTRONICS GROUP, Dallas, TX 1985–1994

#### **Quality Supervisor and Engineer**

Managed implementation of procedures, internal audits and inspections, and process improvement activities, including SPC and gage calibration. Primary point of contact as on-site customer representative within plant.

#### *Key Achievement:*

- Pivotal in creation of Process Audit Program to engage inspectors in improvements for manufacturing processing. Instrumental in reducing lead time by 15% (scrap by 10%), gaining support from inspection to improve customer satisfaction, and forming team environment with manufacturing division.

### **EDUCATIONAL BACKGROUND**

**MBA—Marketing, UNIVERSITY OF NORTH TEXAS, Denton, TX** (*Beta Gamma Sigma*)

**BS—General Engineering, UNITED STATES MILITARY ACADEMY, West Point, NY**

### **CERTIFICATIONS & TRAINING**

- **Eaton Business Excellence Assessment**—Examiner (Malcolm Baldrige Criteria)
- **Six Sigma Process**—Certified Green Belt
- **ISO 9001:2000**—Internal Auditor
- **QS 9000**—Automotive Industry Action Group (AIAG)
- **Lean & Continuous Flow Manufacturing**—Certified Trainer
- **Design for Manufacturability**—Motorola
- **Statistical Quality Control**—Paul D. Krensky Associates, Inc.
- **Quality Improvement**—Juran Enterprises, Inc.
- **Managing Safety**—DuPont
- **Geometric Dimensioning & Tolerancing**—Texas Instruments
- **High Quality & High Reliability Soldering**—Instructor (Naval Weapons Center)
- **Airborne & Ranger Schools**—United States Army

### **MEMBERSHIPS & AFFILIATIONS**

*Member, AMERICAN SOCIETY FOR QUALITY (ASQ)*

*Member, WEST POINT SOCIETY*

*Facilities Planning Committee, BLUE VALLEY SCHOOL BOARD*