**OVERVIEW**

**A passionate, results-driven, and enthusiastic Business Improvement** trainer and public speaker. Twenty-six years of experience in transforming professionals and organizations. My experience includes working for world-class organizations like Honda & Daewoo. I took my manufacturing expertise and applied it in the public sector with the City of Mississauga. In June 2017, I started my Business improvement Training and coaching firm, QCDMS consultants. I train people on Project Management (Waterfall & Agile Practices), Change Management, Leadership, Lean and Six Sigma courses.

I have trained 15,000 professionals, comprised of 500 different Project teams from 100 various organizations across Canada. I am a regular guest speaker at ASQ, American Society for Quality (Toronto, Kitchener, and London), APICS, Association for Supply Chain (Peel and London), OACETT (Ontario Association of Technicians & Technologists), Logistics Institute, PMI- Project Management Institute (Lakeshore, Hamilton, Durham, and numerous professional chapters).  I conduct open courses every month, and my classes range from Project Management essential Knowledge Areas, Change Management, Leadership and Continuous Improvement topics like Lean and Six Sigma. LEAN is the foundation of Agile Project Management.

**A training professional utilizing Experiential Learning** with a sound reputation of attention to detail and focus on end goals. Specialized in: Practical Project Management, learned Project Management from Japanese Sensei while working for Honda. Successfully launched new Products while working at Daewoo Car Manufacturing Plant, HONDA Car Manufacturing Plant and Tier 2 Automotive Plant. I managed 400 different product/program/project launches. I use best practices like LEAN, Agile, Change, Leadership Skills and Project and Program Management, Group Facilitation to deliver results. In Project Management, I have prepared course materials from 10 knowledge areas, done numerous training topics, PMP Exam Preparation, Managing Project Teams, Leadership Skills, General Management and shared his experience with trainees across Canada.

**The big picture and Detailed orientedness, b**eliever of the Purpose or Kye objectives which is part of the Big picture, can also zoom into the details when required. I strongly believe in “Devil lies in the Details.”

**26 years of multi-disciplinary experience** in different business aspects from Program / Project Management, Operations, Finance, support processes like Tooling, Maintenance, Quality Control, across all the sectors includingManufacturing, Service, Public Service, Construction, Healthcare,

**Public Speaker** for PMI (Lakeshore, Durham, Hamilton), APICS (Toronto, Peel, London), ASQ (Toronto, Peel, London, Kitchener) & OACETT.

**Extensive knowledge** about planning, executing, monitoring and controlling (applying Deming’s continuous PDCA cycle daily), closing, and multi-disciplinary programs and projects.

**Master of Employee engagement** through daily Project Huddles or Scrums, keeping everyone focused on Project Scope, Budget, Schedule and Time

**Teaching Daily application of PDCA** and Daily Lessons Learned to keep the project in control

**EDUCATION & PROFESSIONAL CERTIFICATIONS**

* Mechanical Engineering Diploma (Specializing in Automotive),
* Project management professional, PMI- PMP from PMI USA,
* Agile Certified Practiion, PMI-ACP, from PMI USA,
* Certified ADKAR Change management professional from PROSCI USA,
* Everything DICS-Leadership Partner, Wiley Group (Train the Trainer for Work of Leaders, Workplace and Agile EQ Training Modules),
* Lean Six Sigma Black Belt (CSSBB®) from ASQ USA,
* Lean Six Sigma Master Black Belt from International Six Sigma Institute,
* Certified Scrum Master, Scrum Alliance,
* Certified Facilitator from ICA Associates, Canada,
* Certified Microsoft Data Analysis, NIIT, India,
* I am certified in MOST, Maynard Operation Sequence Techniques-Time & Motion studies from Accenture USA.

**PARTNERSHIPS WITH PROFESSIONAL ORGANIZATIONS TO TRAIN OTHER PROFESSIONALS**

* Certified Training Partner and Facilitator for PMP® Prep. Course, PMI USA & PMI -ACP® Course
* Working towards becoming a Certified Training Partner and Trainer for ASQ® Six Sigma Yellow (CSSYB®), Green(CSSGB®), Black (CSSBB®) and Master Black Belt (CSSMBB®) and other courses,
* Working towards becoming Train the Trainer Scrum Courses (CSM and CSPO) for Scrum Alliance,
* Authorized Partner with Eevrything DISC®, A Wiley brand to deliver their Leadership Courses – Workplace, Work of Leaders and Agile EQ,

**KEY SKILLS**

* Business Improvement Coaching by using best practices like Leadership, Project Management, Change Management, Leadership and Continuous Improvement skills like LEAN Six Sigma
* Strategic as well as Detail-Oriented,
* Strong Staff Engagement skills and experience in working with Unions,
* Expertise in Group Facilitation techniques and innovative Adult learning methodologies to engage the audience while training
* Coaching Leadership team on setting Purpose, Key Performance Indicators, Communication structure, Leadership Skills, and Employees Engagement,
* Coaching staff and trainees on Process improvements to keep the projects on track through Daily Root Cause Analysis, Process Improvements, A3 Thinking, Six Sigma DMAIC, and LEAN or Kaizen Event methodology,
* Robust Data Analysis and analytical skills – Conversant with 7 Quality Control tools, Six Sigma methodologies, Statistical analysis, and can coach Project management professionals on analyzing large databases to find trends and themes, to analyze and improve their Project or Product KPIs,
* Excellent presentation and engaging skills with 97% Training survey satisfaction score,

**PMP COURSES**

* Introduction to Project Management- Completed twenty 4-hour sessions and have trained close to 1000 trainees and focus was on Initiation and Planning phase,
* Authorized Training Instructor for 35 Hour PMP® Prep Course,
* Project Management, Difference between LEAN, Agile, Project, Program and Portfolio Management
* Integration Topics – Project Charter, Overall Project Management Plan,
* Scope Topics – Scope Planning, Scope Statement and Work Breakdown Structure
* Schedule Topics- Network Diagram, Estimation of Schedule, Critical Path, Burndown Chart
* Cost Topics – Estimation of Costs and Confidence Levels, Earned Value Management,
* Quality Topics – QC Vs. QA, Cost of Quality, Cost of Poor Quality, 7 Quality Control Tools (Histogram, Fishbone Diagram, Process Flow Diagrams, Correlation Diagram, Control Charts, Pareto Analysis, Check sheets)
* Human Resource Topics – Type of Org Charts, RACI Chart, Tuckman’s model of Team Formation, Project Leadership Skills, Skills Development, Employee motivation, engagement and Conflict Management
* Communication Topics – Communication Model, Communication Plan,
* Risk Topics – Risk Register, Quantitative Risk Analysis, FMEA, Control Plan and Strategics to avoid and control Risks
* Procurement Topics- Procurement Strategy, Types of Procurement RFP, RFQ and RFI, SOW,
* Stakeholder Management – Stakeholder Analysis, Stakeholder Engagement Plan,
* Agile Project Management (Scrum, Lean and KanBan) Training courses also provided.

**OTHER COURSES**

* Lean Six Sigma- White, Yellow, Green and Black Belt Courses, more than 300 courses delivered
* Introduction to Business Improvement, LEAN Six Sigma, and connection to Project Management
* Different levels of Belts for today’s Project Managers
* Change Management
* Data Analysis
* Business Analysis
* Agile Project Management
* Scrum
* Process Mapping
* Group Facilitation
* Leadership Skills
* Quality Function Deployment
* Big Data – Tableau and Power Bi (IN partnership with other professionlas)
* Artificial Intelligence (In partnership with other professionals)

**CJ’s PROFESSIONAL EXPERIENCE**

**June 2017 to Present- Owner, Founder of QCDMS Consultants, Business Improvement Coach**

Committed to ommitted to embed the culture of Project, Change Management and Continuous Improvement in Organizations that engage with us. We have trained 15,000 trainees and supported 500 Project teams from 120 different organizations in this journey. Our trainees came from all other sectors.

***Key Responsibilities –***

Coach Senior Management, middle management, and staff to embed a culture of Project, Change and Continuous Improvement through the following steps-

* Setting the right Purpose-Vision,
* Selecting their regular projects (like new Software, new plant, new machinery, new strategy),
* Selecting Projects to improve the business, small to large size project teams solving business roadblocks or opportunities,
* Selecting Project Teams,
* Following Project Management methodologies to launch a culture of Continuous Improvements across their Projects and day to day operations,
* Coaching trainees and teams on the People side, Leadership, Project, Technical Data Analysis, and Change Management
* Supporting teams from the start of their Projects through Hands-On Coaching

***Industries / Companies Served, Trained and Coached***

* *Public Service,*

City of Vaughan (HR, Legal, Tax, Purchasing),

Town of Whitby (Roads and Construction),

City of Markham (HR),

City of Oshawa (By-Law, HR and Fire),

City of Barrie (Environment),

TTC (Material) and

GO Transit or Metrolinx (Bus Maintenance).

* *Construction,*

Ontario Power Generation (Nuclear Reactor Refurbishment 13 Billion Dollar project),

NPX Innovation (Nuclear Innovation),

NPX Innovation – Bruce Power,

Road Construction,

FUGRO, and

Facilities Maintenance organizations,

* *Information Technology,*

IT Teams at *OCIO* Office City of Vaughan,

Erco Worldwide,

GO Transit, and

Royal Conservatory of Music,

* *Service*,

Finance –

Intact Insurance,

Munich Re-Insurance,

Ontario Credit Union Bank, and

Wealth Stewards,

Supply Chain & Transportation –

Interline (Industrial Equipment),

Morton Wholesale (Food Distribution),

RS Rush (Logistics),

Collision sector or Automotive –

Fix Auto (5 Locations),

Matheson Collision,

Mississauga Bus & Coach, and

Skyway Coach,

Housing Management –

Maple Ridge Community,

* *Manufacturing*

Automotive Manufacturing-

Kobay Enstel,

Amra Plastics,

Ram Plastics,

Fellfab,

NUCAP Breaks, and

VUTEQ Canada,

Construction Manufacturing-

TORO Group (Aluminum, Railings, and Windows),

ProTemp Glass,

Mirion Technologies,

Erco Worldwide,

NIICO Kitchen Cabinets, and

Quad Steel,

Food –

Embassy Food,

VG Meats,

Rowe Farms, and

Rothsay,

MEdisun Inc. (Canabis).

Packaging –

Coveris,

* *Healthcare*

Astra Zeneca,

Candian Medical Alliance (5 Imaging clinics in Ottawa),

Pace Cardiology in Southlake Hospital,

Wise Elephant Family Health Team,

Urgent Care, and

Endoscopy Clinic.

***Achievements-***

* Teams that we coached were able to challenge the status quo with the help of our Project Management, Change Management and Continuous Improvement Training approaches,
* Projects complete in Scope, Budget, Schedule and Quality,
* Savings of 1000 Million Dollars, in the form of direct and indirect cost savings, freed up Capacities, space freed up, and inventory reduction,
* Improved customer satisfaction by reducing process Lead Times and improved Quality or Yields of the process,
* Increased employee satisfaction as they were engaged to enhance processes,
* Improved Safety and Security of operations across the organization,
* We reduced the Carbon footprint.

**October 2013 to June 2017- City of Mississauga, Ontario**

Project Manager, Lean Deployment – Corporate Performance & Innovation, Business Improvement section

***Responsibilities-***

* Strategic Planning to embed a culture of continuous improvement across the City,
* Program management of the complete CJ (Lean) Program across the City. Handled numerous Projects at the same time that included, Training, Tools & Templates development, Training, and Coaching Presentation development, Website development, Vendor management, SharePoint development for hosting of tools and templates, Project Management, Change Management, Reporting and Benefit monitoring and Project initiatives,
* Project Management, training, and coaching numerous improvement initiatives,
* Coaching and Supporting Trainees (Green Belts and Yellow Belts) on various large projects,
* Coaching and supporting Front line staff (Yellow and White Belt) on small to medium size process improvements,
* Coaching and supporting Middle Management to create a Lean Daily Management culture through KPIs, Huddle Structure, and Huddle Boards.

***Achievements -***

* Initiated culture of Lean in 5 out of 22 divisions, coached Commissioners, Directors, and Managers through KPIs, Huddle Structure and Huddle Meetings,
* Trained 1500 Lean White Belts,
* Coached 50 Yellow Belts,
* Coached 36 Green Belts,
* Coached 50 large projects, across City processes, including Building Permits, Road Construction, Hiring, Tax, Recreation, Transit Maintenance, Information Technology, and Building section,
* Coached White Belts to initiate 500 small or medium size improvement projects,
* Cost savings (direct or indirect) of up to 5 Million Dollars, City Service process Lead time reduced, Freed Up capacities, Service quality enhancement, and Employee’s moral enhancement.

**January 2010 to October 2013 – City of Mississauga, Ontario, Canada**

Assistant Superintendent– Transit Maintenance, Mississauga Transit,

***Responsibilities -***

* Improve Transit Maintenance efficiency and reliability on the road,
* Manage daily KPIs of Maintenance,
* Managed a team of 30 automotive technicians and 30 General service person, and 6 Supervisors,
* Engage and support staff to achieve daily, weekly, monthly, quarterly, semi-annual and annual KPIs,
* Engage staff to find opportunities, inefficiencies, and motivate or train them to improve and remove roadblocks.

***Achievements-***

* Cost avoidance of 50 Million dollars,
* Numerous technical projects completed to improve the reliability and safety of the buses on the road,
* Maintenance Inspections improved and freed up the technician to do more mission-critical work,
* Improved Preventive Maintenance and reduced the number of breakdowns on the road.

**November 2003 – January 2010- Kobay- Enstel Automotive Inc., Scarborough, Ontario**

Programs Manager, Engineering &LEAN

***Responsibilities-***

* Launch new Product from design to mass production, following AIAG Manual and APQP methodologies,
* Coaching staff on Project and Change Management for the successful launch of
* Coach staff on LEAN Six Sigma and support numerous improvement projects.

***Achievements-***

* Coached 50 trainees and supported 100 small to medium size improvement opportunities,
* Improved efficiency of Honda Riveting line by 30%,
* Reduced Die change over time by 40% across all the Stamping presses and Stamping Dies,
* Cost savings of 2 Million Dollars, through numerous small to medium size process improvements, in the form of direct and indirect cost savings,
* All new Product launches delivered within Scope, Cost, and Schedule with high Quality.

**March 1997 - October 2003- Honda Cars, Uttar Pradesh, India**

Senior Manufacturing Engineer- Project Coordinator of Launching New Model and Frame Assembly Line

***Responsibilities –***

* Initiation of Honda new manufacturing plant and set up a brand-new Assembly line,
* Launching new Honda models on the Assembly line,
* Responsible for a team of 50 technicians and 3 Supervisors,
* Responsible for Assembly line KPIs- Quality, Cost, Delivery, Morale, and Safety,
* Train staff on the HONDA way of LEAN methodologies, also known as “Quality Circle” or “New Honda Circle,”
* Coach and engage staff to find inefficiencies, make daily small process improvements or work on complex root cause analysis problems, and remove waste and inefficiencies from the assembly line.

***Achievements-***

* Lean Project Management and Construction of the Assembly line,
* Launched three new Honda models on Honda Assembly line – Honda City 1997 model, Honda Accord 2000 model and Honda City 2003 model,
* Engaged staff and made close to 3000 process improvements (small, medium and large),
* Cost savings of close to 1 Million Dollars through the above projects. Projects included cost savings, quality enhancement, safety enhancement, lead time reduction, freeing up capacity, Cycle time Vs. TAKT Time improvements, and freeing up space,
* Won Year 2003 Best Quality Award from Honda Japan. This competition happens every year across all the HONDA plants worldwide, and the company which showcases the best problem-solving project wins.

**May 1995 – March 1997- Daewoo Cars Manufacturing, Uttar Pradesh, India**

Junior Engineer, Frame Assembly Line, and Repair Line

***Responsibilities –***

* Responsible for a team of 20 technicians and 2 Supervisors,
* Responsible for Assembly line KPIs- Quality, Cost, Delivery, Morale, and Safety,
* Coach and engage staff to find inefficiencies, make daily small process improvements or work on complex root cause analysis problems and remove waste and inefficiencies from the assembly line.

***Achievements-***

* Engaged staff and made close to 300 process improvements (small, medium and large),
* Cost savings of close to 200 Thousand Dollars. The projects include cost savings (direct or indirect), quality enhancement, safety enhancement, lead time reduction, freeing up capacity, and freeing up space.

**LIST OF REFERENCES**

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| --- | --- | --- |
| NAME & POSITION | COMPANY | CONTACT INFORMATION |
| Edith Dell,  Operations Manager / Genetics Counsellor | Pace Cardiology, South Lake Hospital, New Market | 613 413 3840  edell@pace-cardiology.com |
| Bobby Jo (Fehr) Smith, PMP  Clinical Service Manager | Community Addictions and Mental Health Services of Haldimand and Norfolk | bjsmith@bell.net |
| Thomas Wardman, PMP, CISSP  VP IT/Digital Transformation & CIO | The Royal Conservatory of Music | thomas.wardman@rcmusic.ca |
| Vincent Noome  IT Infrastructure Manager | Erco Worldwide | vincent.noome@ercoworldwide.com |
| Jennifer Oxley- Weekes  Project Manager | Jenworb Consulting | 416 564 4829  jenworb.consulting@gmail.com |
| Margie Singleton  CEO | Vaughan Public Libraries | Margie.singleton@vaughan.ca |
| Frank Di Palma  CIO | City of Vaughan - CIO Office | 416 659 8390  Frank.DiPalma@vaughan.ca |
| Lucy Passianotto  Business Improvement Coach | City of Vaughan – CIO Office | 416 407 3977  Email- Lucy.Pasianotto@vaughan.ca |
| Sandra Brunet  Manager Environment | City of Barrie- Environment division | 705 790 1148  Sandra.brunet@barrie.ca |
| Mickey Frost  Director | City of Mississauga-  Enforcement Division | 905 615 3200 x4020  Mickey.frost@mississauga.ca |
| Michael Cleland  Director | City of Mississauga- Culture division | 416 300 1584  [Michael.cleland@mississauga.ca](mailto:Michael.cleland@mississauga.ca) |
| Rob Bowslaugh – Manager of Facilities and Preventive Maintenance, Corporate Service section | City of Mississauga | 289 242 2050  rbowslaugh@gmail.com |
| Gavin Galansky  President | Kobay Enstel Automotive Inc. | 416 579 3523  gaving@kobay.ca |
| Chris Campbell  Plant Manager | Kobay Enstel Automotive Inc. | 416 518 7867  chris.campbell@kobay.ca |
| Vee Shivprasad  Plant Manager | Pro Temp Glass | Phone- 416 881 1551  vee@protempglass.com |
| Allan Berry  Production Manager | Toro Aluminum | 416 771 4857  Allan.Berry@toroaluminum.com |
| Peter  Plant Manager | Toro Railing | 416 919 4762  peter@toroaluminumrailings.com |