

Candidate Profile



Candidate: Phil Darken

Submitted for: Vice President of Operations

Expected Compensation Outline:

Base	\$123,000	Vacation	2 weeks remainder of 2017 – 3 weeks as of Jan 1, 2018
Relocation	Don would need full relocation	Other	Phil is due his Quarterly bonus on July 1 – he is expecting \$3500 – we'll need to address this

Qualification Matching Grid

What you asked for:	What Candidate Has:
BS Degree	<ul style="list-style-type: none"> BS Dairy Science – 1981 MBA – Penn State – 1989
Dairy Experience	<ul style="list-style-type: none"> 10 years with Kraft Dairy Group 8 years with Saputo Cheese 18 years of Total Dairy experience
Multi-plant Experience	<ul style="list-style-type: none"> Has responsibility for 5 plants currently Has had responsibility for up to 8 plants in past Directly responsible for over 1200 employees
Management Experience	<ul style="list-style-type: none"> Has 26 Direct Reports at Director and Manager Level Has been in a direct supervisory role for over 15 years
Budget Responsibility over \$10M	<ul style="list-style-type: none"> Current budget is \$23 Million Has managed a budget up to \$110 Million
Developed other Managers	<ul style="list-style-type: none"> Strong in this area – his first four hires are now Plant Managers Hired 8 people at a Supervisory level that are now Directors or Vice Presidents
Other	<ul style="list-style-type: none"> Licensed Cheesemaker Gold medal winner – 1999 - 2006

Motivations for making the change:

Personal: Phil and his family are originally from Wisconsin so the idea of getting home is very appealing to them.

Professional: Phil's current employer has announced their intentions to sell the company and as such there is a great deal of uncertainty about the future.

Availability to Interview:

Phil is available on Tuesday May 22 between 2-4 pm and Wednesday May 23 all day.

Interview Highlights:

Describe Your Multi-Plant Management Experience?

For the past 5 years I have been responsible for 5 different locations, 3 in Wisconsin, 1 in Illinois and 1 in California. The largest plant has 290 employees the smallest 140. I am responsible for all aspects of the operations from full P&L responsibility to Shipping and receiving. I have 22 Managers that report directly to me.

Explain your knowledge of and participation in the budgeting process?

I am heavily involved in the entire budgetary process. Starting in October when we begin to put together preliminary budget outlines for the coming year through the final budget approval in late December. I monitor all budgets on a monthly basis and have budgetary review meetings on a quarterly basis with all my department heads. For the past 11 years I have brought in the fiscal plan at at least 10% below budget and shown a growth in profit over budget anywhere from 3 to 14%.

What do you do to develop the growth of your internal management team?

Each year I meet with all the members of my management team from Directors to Supervisors. We put together a personal growth plan for everyone of them that will include things such as personal development projects, outside education, mentorship programs, etc. I strive to give all members of my management staff a chance to advance their careers on a regular basis and I firmly believe that the success of the organization comes from giving people a direction and goals on what they need to accomplish in order to achieve this advancement.

This profile presented by:

Griffin Search Group - Greg Doersching Phone: 414-421-7522 Email: greg@bullseyementor.com



Phil Darken

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BACKGROUND SUMMARY

Manufacturing Executive with 23 years of progressive leadership in facility management. Demonstrated strengths include:

Team Building	Project Management	Capital Management
Labor Relations	Continuous Improvement	Strategic Planning
Budget Management	Quality Improvement	Communication

PROFESSIONAL EXPERIENCE

LITTLE LADY FOODS, INC., Elk Grove Village, IL

2002 – 2004

Contract manufacturer of frozen foods for retail and food service industries with annualized sales revenue of \$100M. Manufacturer of pizzas, calzones, antipasto, customized sandwiches for large food companies, restaurants, retail and food service chains.

Vice President of Operations

Responsible for all manufacturing at the Primerro East and West plants including production, warehousing, maintenance, human resources, P&L, regulatory compliance, project implementation and sanitation.

- Improved throughput efficiencies on the three largest volume pizza manufacturing lines by 15% through capital improvements and elimination of critical bottlenecks.
- Coordinated new product launch for major food manufacturer and improved throughput yields 60% and overhead staffing 21% within 60 days of launch.
- Successfully closed the Schaumburg, IL sandwich manufacturing plant and transitioned operations to the Gurnee manufacturing facility. Re-started sandwich manufacture within two weeks of Schaumburg closure with minimal impact to productivity and volume.
- Key member of the executive team that successfully launched the Gurnee, IL manufacturing and distribution facility one month before plan. Participated in budget development, plant design, staff recruitment, equipment acquisition and installation, utility installation, contract servicing involving utilities and supplies, regulatory clearances and new product introductions.
- Streamlined fixed operating overhead at the Primerro East and West facilities by \$350,000 through staff restructuring and position elimination.
- Member of the Executive Strategic Planning Team that developed and implemented three-year strategic plan for the organization.
- Key member of the Organizational Development Team assigned with implementation of the lean manufacturing initiative. Prepared East and West management staffing for 5S implementation, waste analysis and elimination, and value stream analysis to improve operational overhead and productivity.
- Achieved 2002, 2003 and 2004 A.I.B. superior ratings for the Primerro East and West facilities.

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AMERICAN DAIRY BRANDS, INC., Plymouth, WI

1998 to 2001

Dairy manufacturing and distribution center consisting of 350 union and 50 salaried associates. Manufacturer of retail, food service and institutional cheese and imitation branded and private label products.

Director of Operations

Responsible for facility operations, \$28M operational budget, 15 direct reports, union labor relations, project implementation and facility safety and risk management programs.

- Directed cross-functional cost savings team that delivered \$1.5M annually in ingredient, productivity, capital and packaging cost savings.
- Established budgetary spending controls that reduced overhead expenses and resulted in annualized savings of \$1.8M to the facility against plan.
- Instrumental in the early opening and successful negotiation of a five-year labor contract with Teamsters Local 75 through interest based bargaining of non-economic issues and traditional bargaining for economic issues.
- Collaborated with the union to establish a non-contractual issue forum that resulted in a tenfold decrease in union grievances.
- Directed cross-functional project management team to successfully commercialize natural chunk and shred manufacturing at the facility.
- Championed cross-functional project teams to implement facility shop floor data collection and demand/material planning systems.
- Key member of ADB Leadership Team that developed organizational mission, vision and strategic directives for the company.
- Coordinated establishment of facility risk management program through funding, recruitment and training of internal HAZMAT Team to handle or assist with emergency response needs of the facility.

RECRUITERS NOTE: Beatrice was purchased by American Dairy Brands in 1998.

BEATRICE CHEESE COMPANY, INC., Waukesha, WI

1988 to 1998

Dairy manufacturing and distribution center consisting of 270 non-union and salaried associates. The facility was a manufacturer of food service, institutional and retail cheese and imitation branded and private label products.

Plant Manager

1992 to 1998

Responsible for plant overhead management, budget development and implementation, labor relations, operations, quality control, warehouse and distribution, engineering and maintenance, and sanitation.

- Directed continuous improvement efforts that resulted in four consecutive years of incentive increases for plant associates from savings in production and distribution expenses.
- Achieved favorable absorption variances in raw material usage and direct labor.
- Directed \$2.75M project implementation that successfully converted individually wrapped slice manufacture and formulations from cold to hot fill systems.
- Coordinated project management team in \$3.5M equipment upgrade of plant grind, blend and cook operations.

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Quality Control Manager

1992

Responsible for plant quality assurance program, product quality control, facility regulatory compliance and consumer response programs. Collaborated with corporate research and development team to revise product and packaging specifications and upgrade of product analytical equipment and procedures. Co-directed production effort to improve operational capability and controls resulting in a 50% reduction in non-compliance loss to manufacturing.

Production Superintendent

1988 to 1992

Responsible for product manufacture and overall facility sanitation programs. Directed team of three supervisors and 50 hourly associates. Participated in successful plant startup after relocation of the manufacturing operation to Waukesha. Developed facility master sanitation schedule and SSOP program.

SAFEWAY CHEESE PLANT – SAFEWAY STORES, INC., LaCrosse, WI

1981 to 1988

Dairy manufacturer of retail brand and private label cheese and imitation cheese products.

Plant Supervisor

Member of plant supervisor staff overseeing facility operations through rotation throughout all plant departments. Gained extensive development and experience in all phases of plant operation, distribution and risk management.

EDUCATION

BS, Food Science and Technology, University of Nebraska – Lincoln, NE

Certification Programs:

Finance for Non-Financial Majors, University Wisconsin – Madison

Breakthrough Six Sigma, University Wisconsin – Madison

Lean Manufacturing – American Management Association

Lean Productivity Systems - PMMI

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Reference Information

Name: Scott Meacham
 Position Title: President
 Company Name: A123Systems, Inc.
 Phone: 734-772-0371

Please type your answers to these questions in the boxes provided the boxes are self expanding so answer in as much detail possible.

How long have you known the candidate and what was your relationship to the candidate?

Since June 2010. I was a co-worker in the same department.

What were his/her main duties?

Designing PHEV/HEV/EV Battery pack enclosures.

What were his/her strengths?

Very strong in Catia V5. Good design for manufacturing & assembly skills.

How would you describe his/her people skills?

Excellent. He is easy to approach & is considerate of others.

How would you describe his/her technical skills?

Excellent in Catia V5. Is a source of other designers for catia questions.

His/her reason for leaving?

Company is filing for bankruptcy

Would you hire this person again if it were your decision?

Yes!

Candidate Ranking Scale:

For each area listed below please rank this person according to your OVERALL impressions of these key work traits. Scoring: 1 = Poor, 2 = Below Average, 3 = Average, 4 = Above Average, 5 = Excellent

Work Trait	Score	Work Trait	Score
Assertiveness	4	Honesty/Integrity	5
Teamwork	5	Energy	5
Political Savvy	4	Leadership	4
Performance Under Pressure	5	Interpersonal Skills - Peers	4
Communication - Oral	4	Interpersonal Skills - Subordinates	4
Communication - Written	4	Interpersonal Skills - Supervisors	4
Decision Making	4	Interpersonal Skills - Customers	4

Additional Comments:

I strongly recommend Phil for any leadership role you have available – his work ethic and loyalty are beyond measure.

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