

## Steven A. Rudnicki, MBA, CSCP, CPIM

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**PROFILE:** Experienced professional with 34 years in manufacturing in Machine Tools, Custom Signs, Automotive, Defense Related, and Nuclear Fuel industries in a variety of positions focusing on planning, project management and production. Through organizational and teambuilding skills, marginal performing operations have been released to their true potential with minimal disruption on the shop floor. Utilizing the most important asset in a company, the people, my methods “enable them to succeed” as demonstrated through the improvements in throughput, quality and profits with minimal employee turnover. I systematically progressed in responsibility at each company.

### CORE COMPETENCIES:

- **Sales and Operation Planning**
  - **Software Modeling of S&OP and Business Plan:** I currently utilize SAP Long Term Planning software for the global modeling of demand and supply. 2 years ago I transitioned to SAP from the initial software of ESOPT from Oliver Wight which launched the effort in 2009. Utilizing ESOPT (an SQL Database) I created and helped colleagues to create a global model for US, Sweden and UK production locations. Further developed process by building a “mini MRP” system to create Global view of assets capacities and utilization for internal and vendor business planning which helped global optimization exercises. Currently coordinate US/Asia Monthly Demand and Supply Review meetings, involving 3 vertically integrated production sites and coordination with Sweden and UK operations. I have dual APICS certifications.
- **MRP (Material Resource Planning)**
  - **Utilized 4 different MRP systems:** COPICS, Glovia, MFG/PRO, and SAP.
  - **Helped select and implement** Glovia as a replacement for COPICS to meet Y2K compliance.
  - **Implemented SAP MRP replacing spreadsheets** in my area of responsibility at Westinghouse 1 year before company embarked on companywide implementation, in order to improve my ordering control and drive toward reducing my inventory and improving inventory turns.
- **Master Scheduling**
  - **Cleaned up Item Master database** allowing use of “exception” or “action” report in place of full MRP detail printout. Doing this enabled complete issuing of the work orders and purchase orders for the week in one day, leaving 4 days for dealing with issues and long range planning at AMBAC International
- **Production Planning**
  - **Created spreadsheets** for Bill of Materials tracking and Production Flow that could be understood on the shop floor which allowed detection of problems as they arose.
  - **Reduced Work In Process** by 30% at AMBAC while, at the same time, improving deliveries. The same logic used at FN Manufacturing allowed a **40% increase in throughput** to meet government orders with minimal additional personnel.
- **Purchasing**
  - **Consolidated steel purchasing** at FN Manufacturing to a single vendor yielding better pricing, and “on demand” delivery as the vendor held a minimum stock in their inventory.
  - **Protected** the company position with the steel mill as capacity issues were causing allocation.
- **Project/Contract Management**
  - **Managed domestic and international projects** for construction, shipping and installation of signs in Saudi Arabia and Transit Authorities in New York, Chicago and Philadelphia.
  - Successfully completed “60 day bonus/penalty” contract by using revised manufacturing layout.
- **Program Management**
  - **Implemented workflow system** for signs allowing the complete building and loading of signs onto truck at the rate of 2 sets per day by radically condensing the workspace and layout.
  - **Implemented “Same Day Build & Ship”** for remanufactured fuel pumps to increase sales and improve customer response time. Created self-calculating spreadsheet for “core pump credits”.

- **Plant Management**
  - Proven track record of **raising efficiency from 70% to 89%** at AMBAC and **70% to 90%** at FN Manufacturing while reducing scrap.
  - **Implemented Management Operating System** that graphed Efficiency, Scrap, Overtime, and listing of “in-process” solutions to those issues keeping employees informed.
  - **Utilized Computer Simulation, Theory of Constraints and Principles of Lean Manufacturing** to drive plant floor toward the goal of thinking like a “World Class” organization. Taught the principals of the Theory of Constraints to both supervisors and manufacturing engineers.
  
- **Adjunct Faculty**
  - **Taught 4 semesters of Supply Chain Management** as Undergraduate course at the University of South Carolina in the Global Supply Chain and Operations Management (GSCOM) Major under Management Science Degree
  - **Course focused on APICS CPIM** (Certified in Production and Inventory Management) certification materials.

**EDUCATION:** MBA, Rockford College, 1985 (attended at night)  
BA, Marketing, University of Notre Dame, 1981

**CERTIFICATION:**  
CSCP (Certified Supply Chain Professional), APICS Certification 2007  
CPIM (Certified in Production and Inventory Management), APICS Certification 2008  
CPIM-F (Certified in Production and Inventory Management Fellow), APICS Certification 2018

**ACTIVITIES:**  
Professional Development Committee - APICS Corporate – 2014-Current  
National Alumni Board – University of Notre Dame Alumni Association – 2011-14  
Faculty Advisor – University of South Carolina SCOPE (Supply Chain Operations Excellence) Student Group – 2016-Current  
District Staff – APICS Southeast District – 2010-14  
President – APICS Mid-Carolina Chapter 2008-09  
Treasurer – APICS Mid-Carolina Chapter 2009-current  
President - Notre Dame Club of SC/Midlands – 1991-96, 1999-2010  
President – Columbia Running Club – 2001-05

## **Westinghouse Electric Company, Columbia, South Carolina – 2005 – current**

Westinghouse Electric is a \$2B manufacturer of Nuclear Power Plants, Services and Fuel

Sr. Planning Specialist – Supply Chain Planning – 2005-2008

Master Scheduler – Supply Chain Planning – 2009-2010

Project Manager – Global Production Planning – Sales and Operations Planning / Business Planning – 2010-current

- Responsible for S&OP both for annual Business Plan and Monthly Demand and Supply Review involving 4 globally located final assembly plants and 2 US supporting Manufacturing plants. Moved the process from a stand-alone database to utilizing SAP. Have expanded the reviews to include Global Supply Chain Management Category Leads who report on their categories and global tube manufacturing planning.
- Responsible for capacity analysis and issue identification for annual Business Plan activity. Provide long range estimates of internal demands and external vendor demand to allow business and vendor optimization. Perform as needed project analysis for Strategy and Supply Chain groups.
- Provide long range level loaded production schedule and Uranium demand to planning/purchasing allowing production and purchasing analysis and optimization.
- In the role of strap planner, I planned the fuel assembly components and the required coil material to fabricate those components. Managing inventory of \$8.7M of coil and components.
- Successfully implemented Material Resource Planning utilizing the existing SAP module to replace the historical spreadsheets in my area of responsibility. Reduced inventory by \$1M. Developing methods to reduce purchase lead-time to further shrink inventory on site and improve inventory turns by utilizing this tool.

## **University of South Carolina – GSCOM program, Columbia, SC – 2016-current**

Adjunct Professor in the GSCOM (Global Supply Chain and Operations Management) program

- Instructing Operations Management class utilizing the APICS CPIM (Certified in Production and Inventory management) course material.
- Mentor to the SCOPE (Supply Chain and Operations Excellence) Student Group.

## **Philadelphia Sign Company, Palmyra, New Jersey – 2005**

Philadelphia Sign Company is a \$50M manufacturer of Corporate Identity

Project Manager on Contract Agreement – Citizens Bank NY/VT Conversion

- Responsible with co-project manager for coordinating through the Bank, Philadelphia Sign and our 13 installation subcontractors the visual renderings, permitting, manufacturing and installation of new Corporate Identity Signage for the 125 former Charter One Bank branches that Citizens Bank purchased. Completed the program on time.

## **FN Manufacturing, Inc., Columbia, South Carolina – 2000-2004**

FN Manufacturing is a \$45M manufacturer of Military Small Arms for the United States Government.

### **Business Unit Manager – Commercial - 2004**

- Charged with implementing production of new designed products to Law Enforcement and Civil Market. Worked with Design Engineering, Vendor Base and a small group of workers to build prototype and production runs.

### **Business Unit Manager – Barrel Shop – 2002-2004**

- Managed Commercial Department while running Barrel Shop.
- Improved efficiency from 70% to 90% while reducing scrap per dollar sold from 4% to 2%.
- Increased volume of product produced by 40% to \$1.8 million per month through daily communication and introduction of new equipment to shop floor and application of the *Theory of Constraints*.
- Created and posted monthly “measurables” for the shop employees to read and understand.

### **Planner – Barrel Shop and Commercial Department – 2000-2002**

- Created WIP reports and worked with production supervisors to prioritize 3 competing product lines.
- Brought all three product lines from behind schedule to 1 month ahead of schedule.

## **AMBAC International Corporation, Columbia, South Carolina – 1993-2000**

AMBAC is a \$30M manufacturer of Diesel Fuel Injection Pumps and Parts. AMBAC had in-house machining, heat treating, assembly, test and remanufacture of company’s proprietary pump. In addition, AMBAC performed contract manufacture, assembly and test of engine governors on a Tier 1 basis for Caterpillar Engine Division.

### **Program Manager – Remanufacturing – 1999-2000**

- Implemented “In by 10AM, Out by 4PM” shipment production through reducing WIP by revising line organization. This resulted in improving on-time shipments to above 90%.
- Raised Remanufacturing Gross Margin from 40% to 50% while improving quality level.

### **Planning Manager – 1998-1999**

- Reorganized MRP administration, reducing planning workforce by 50% while reducing WIP by 30%.
- Improved projected invoicing per month to 90% and created 18 month rolling invoice forecast.
- Installed new Material Resource Planning system (Glovia) that was Y2K compliant.

### **Manufacturing Manager – 1996-1998**

- Raised profit from \$2.0M loss in 1996, to \$657K profit in 1997, to \$506K profit in first 8 months of 1998 through raising efficiency to 89%, reducing scrap by 33% and reducing supplies by 12%. Guided facility to 11 straight months of profit and 3 quarters of employee profit sharing.
- Worked with consulting firm to implement Management Operating System of posted weekly “measurables” and “variance” solving techniques through 9 supervisors over 187 plant employees.
- Oversaw plant accreditation of **ISO9002** certification and implementation of employees’ on-line labor input.

### **Department Supervisor – 1993-1996**

- Responsible for employees in 3 departments and earned responsibility for 6 of the 9 departments on shop floor.

## **Colite Industries, Incorporated, West Columbia, South Carolina – 1985-1993**

Colite was a \$9M manufacturer of custom design and fabricated sign systems and Corporate Identity Signage. Specialized in Airports, Convention Centers, Sports Arenas and Transit Authorities. Colite operated its own trucking and installation departments with shipments and installations both national and international.

### **Project Manager – 1992-1993**

- Managed and produced \$1.1M project in Saudi Arabia including 7 weeks on project site. That project was not included in the sale of the company to an investment firm.

### **Plant Manager - 1990-1992**

- Increased shipment dollars per employee by 25% in 65 person workforce resulting in an increase in invoicing to \$650K per month and dropping break even by 13%.
- Re-organized plant floor to reduce space required and encouraged teaming as needed.

### **Contracts Manager – 1985-1990**

- Managed contracts with municipal authorities in New York, Chicago and Philadelphia for signage on their public rail systems.

## **Ingersoll Milling Machine Company, Rockford, Illinois – 1981-1985**

Ingersoll was a \$400M manufacturer of Custom Designed Machine Tool Systems for Automotive, Heavy Industries, and Aerospace. Complete in-house design, fabrication and control system development. Machines included gantry mills, 5 axis milling machines and engine block transfer lines for automotive and truck companies.

### **Project Manager – Advanced Technology Group – 1983-1985**

- Performed Computer simulations to test custom designed “proposed” systems.

### **Marketing Analyst – 1981-1983**

- Developed analysis that led to creation of Flexible Manufacturing System division.
- Performed capacity analysis and forecast for automotive engine block lines in USA.