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## **Detailed Experience Record**

### **Summary:**

Extensive progressive engineering and executive management experience with both high volume consumer capital goods and specialized commercial systems manufactured in branch plants. Proven track record managing multiple complex programs and teams concurrently implementing innovative solutions that meet business quality and cost objectives through design focused on standardization utilizing DFM. Demonstrated ability to prioritize programs and allocate resources to achieve practical cost-effective designs meeting marketing and manufacturing requirements consistent with business strategy, utilizing disciplined product development procedures incorporating TQM. Consistently meet business financial budgets and forecasts. Strong analytical, problem solving and results oriented skills, creates a shared vision through communication with colleagues. Recognized as technical expert in refrigeration systems, furnaces and product development procedures and processes. Respected for integrity, ethics, communication and leadership within organization. Demonstrated ability to attract, develop and retain technical staff and management personnel. Represented the company and industry in trade, technical and standards activity. Team experience for mergers and acquisitions, international joint ventures and sourcing. Environmental and facilities operations experience.

## **Business Experience**

**A. Kessler Consulting, LLC** (2011 – present) Provides professional management services for improving engineering and quality operations, technical program management and general business development including strategic planning support. Programs range from definition of product design and development processes through manufacturing implementation, including supplier identification and qualification. Programs are prioritized to meet business needs and plans with coordinated product, capital and implementation strategies that achieve manufacturing and marketing objectives. The design and development process improvements focus on specification documentation, program scope, resource requirements, standardized Design for Manufacturing (DFM) and lean thinking concepts with critical attention to details required for Total Quality Management (TQM) and requirements of 6 $\sigma$ , assuring safe reliable products.

### **Accomplishments:**

- Provided strategic product plan review and program priority analysis
- Supported technical literature review and technical sales & service training for new WH product
- Provided technical support for production transfer of existing product lines to international plant requiring documentation and qualification of alternate components and suppliers, identified existing product design and specification opportunities for improved quality and developed program statement of work quantifying scope and activities required for success
- Developed competitive market analysis for new WH product opportunity with recommendation for next steps in product development for differentiated product features and benefits
- Developed and documented product development procedure with forms and guidelines to ensure product specifications, schedule, costs and quality objectives are achieved

**BOM Exhibit 1029**

- Provided Engineering and Operations organization structure review for changes to optimize resource allocation
- DOE reviewer for technical program funding: Energy Savings through Improved Mechanical Systems and Building Envelope Technologies
- Provided retail client with insight on general WH design and cost structure and potential impact of energy regulations on designs
- Provided investment banking client with insight on HVAC market and historic changes and consolidation relative to a specific competitive manufacturer
- Provided investment banking client with assessment of competitive WH manufacturers relative to quality, innovation and growth
- Developed automated spreadsheet for individual performance appraisals with variable weighting of performance factors for different positions and developed associated training tools
- Developed spreadsheet for MBO for Individual Performance Objectives to calculate performance relative to targets to be used to develop bonus compensation
- Developed alternate design cord attachment method to reduce inventory of multiple models
- Proposed alternate construction changes to UL 923 and IEC Standards to improve safety and allow alternate designs with power cord plug attachment to unit to reduce inventory of multiple models
- Developed spreadsheet model for financial analysis of programs for justification and sensitivity analysis of a wide variety of parameters including product costs, investments and business operation costs
- Developed business plan/framework for R&D Consulting company to transition/expand into product/component manufacturing via licensing, JV or full manufacturing
- Developed business quality management structure and plans to improve quality and reduce warranty costs, included position descriptions and interviewing candidates
- DOE Energy Efficiency & Renewable Energy Funding Application Reviewer
- Technical Innovation Funding proposal reviewer for Bonneville Power Administration/DOE
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**Rheem Manufacturing Co.** (2004-2011[retired]) A leading manufacturer of water heaters, air conditioning and heating systems for residential and commercial applications

**Corporate Vice President, Research and Development**, (2007-2011) Executive Management responsibility for Engineering on all product lines – residential and commercial water heaters, residential split & packaged systems, furnaces and commercial split and packaged systems including technology and support services – Advanced R & D/ support, electronic controls, design documentation, laboratories, model shops. Operations management responsibility also includes Air Conditioning Division Quality. (Budget = \$21+M, 160+ Engrs. & Techs.) Offices in Ft. Smith, AR, Montgomery, AL and Atlanta, GA with multiple plant manufacturing locations in NA

Accomplishments:

- Continued focus on PDP and PSC with cross functional communication to assure proper allocation of resources to meet business sales and profit objectives from new products.
  - Sales from new products (<2 yrs. old) increased from 35% to 85% of total sales (2004/10) with 10+% increase in market share
  - Introduction of new basic models increased 17+% CAGR over same period to 400+/yr.
  - Product development schedules were reduced significantly with defined program scope early. Example: similar programs were years, then 15 mo. in 2005/6 to 9 mo. in 2008/9

- Continued disciplined product cost reduction program management, achieving annualized savings of 1+% of sales, 25% of PAT average over 5+ years
- Focused engineering resources on customer quality issues and plant metrics – field warranty incidents (ppm) and \$ as % of sales declined while increasing both warranty coverage/scope and providing longer customer warranty periods
  - Rheem quality as measured by *Consumer Reports* (CU) Rate of Repair research improved faster than competitors, resulting in **#1 Rating** (Lowest Repair Rate) for both furnaces (2007) and central air conditioners (2009)
- Maintained focus on both product design safety and operations safety achieving over 900,000+ man hours worked in labs and model shops without an OSHA reportable injury
- Redesigned all AC products, converting from R-22 to R-410a to comply with EPA Clear Air Rule
- Developed 95+% AFUE furnace lines in record time to provide product for energy tax rebates along with higher efficiency AC and HP systems
- Developed new design R-410a Heat Pump Pool Heater line
- Developed residential Heat Pump Water Heater and associated controls
- Co-Developed and implemented in production serial communicating control systems for residential split systems and BAS controls for commercial products, all with enhanced diagnostics

**Vice President, Research and Development**, Air Conditioning Division, (2004-2007) Executive Management responsibility for Engineering, Quality and Global Sourcing on all product lines – residential split & packaged systems, furnaces and commercial split and packaged systems including technology and support services – Advanced R & D/ support, electronic controls, design documentation, laboratories, model shops. Operations management responsibility also includes Quality and Global Sourcing. (Budget = \$10+M, 90+ Engrs. & Techs.) Offices in Ft. Smith, AR with multiple plant manufacturing locations in NA

Accomplishments:

- Restructured R&D organization to focus on critical new product development to meet efficiency, cost and feature requirements due to DOE regulations and changing customer needs
- Staffed new Electronics and Controls Development Engineering Design Group
- Established co-op engineering program with local/regional universities
- Implemented Product Development Process (PDP) with regular executive Product Steering Committee (PSC) program reviews
- Implemented revised Cost Improvement Project tracking and reporting, increased results from \$2M to \$12+M/yr, exclusive of major redesign programs that had \$38M/yr.
- Managed implementation of 24 new product programs in 18 mo., using PDP, plans for 44 in next 18 accelerated to 79 implemented in 18 months, meeting aggressive costs and schedules
- New products, less than 3 years old, represent 75% of current year sales, up from 35%
- Warranty costs as % of sales declined 4+%/year.
- New products supported first back to back market share gains in 17+ years, regained #3 market position, up from #5 – now 3 consecutive years of share gains.
- Productivity (sales, \$/R&D employee) increased 9+%/year.
- Co-developed integrated electronic control system with strategic supplier that received Comfortech Product Showcase Award for Outstanding Product Innovation – Diagnostics and Controls
- Redesigned and cost optimized all 13+ SEER products to meet new DOE minimums

**Fisher Controls Intl., LLC**, Emerson Process Management, (2002-2004), Leading global manufacturer of process control systems

**Manager, Engineering and Order Management**, Special Products Group, (2002-2004), Fisher Controls Intl., Engineered Products. Engineering design and order management of the low volume, large and special valves manufactured world wide – custom-engineered process control solutions for specific application needs that typically have major operational impact on customers' critical processes. Order management included quote and pricing support, order entry documentation, procurement and production scheduling of special designs manufactured in Marshalltown plant. Valves range from several thousand dollars up to a million each, depending on the temperature, pressure, capacity and control characteristics required primarily for the chemical, petroleum, pulp and paper and power industries.

Accomplishments:

- Lead team in documentation of "quote to manufacturing" for current and future state using Lean tools to reduce cycle time 50+% with additional continuous improvement in progress.
- Average order completion to schedule increased from 27% to 86% through use of order scheduling processes
- Order throughput time decreased from 23 days to 6-12 days with constant rate of ~12 orders/wk
- Developed draft new product development procedure, prioritized programs and accelerated results using MS project schedules and weekly status reports for key projects.

**Principal, Kessler Consulting, (2001-2004)**, A sole proprietorship providing professional management services for improving engineering operations, technical program management and general business development. Programs range from definition of product design and development processes through manufacturing implementation, including supplier identification and qualification. Programs are prioritized to meet business plans with coordinated product, capital and implementation strategies that achieve manufacturing and marketing objectives. The design and development process improvements focus on standardized Design for Manufacturing (DFM) and lean thinking concepts with critical attention to details required for Total Quality Management (TQM) and requirements of 6s, assuring safe reliable products.

Accomplishments:

- Developed plan for client supplier quality improvement focusing on product specifications through delivery and business practice improvements to enhance supplier quality and costs/profitability.
- Provided analysis of design and design processes relative to product/component failure modes and effects for breach of warranty and design/manufacturing defect determination
- Developed options with preliminary design of new and remodeled facility including construction estimates, test instrumentation, data acquisition and operating cost elements for business plan analysis to bring client services in house from subcontractor.
- Managed Special Products Group Engineering, Fisher Controls, during transition focusing on new product development processes and sales order product design, integrating manufacturing operations. Defined product development program scope and resource requirements, established implementation schedules and allocated resources to meet ongoing special products customer support and new product development concurrently for client undergoing restructuring of business units. Included identification of external resources needed to achieve technical objectives and integration of manufacturing and marketing into both the new product development process and ongoing special products sales orders to accelerate orders.
- Conducted extensive on site reviews of European clients' products – design, performance and features. Provided detailed recommendations for energy efficiency improvements and enhanced features for customer acceptance of international design to be modified for compliance with NA market requirements.

• Review of fire incident to identify compliance involved and possible cause and origin sites

- Conducted detailed contract review for client in support of arbitration, provided expert interpretation of technical design relative to business issues addressed.

**Amana Appliances, (Amana Company, LP a Subsidiary of Goodman Holdings, LP) fka, Raytheon Appliances and Amana Refrigeration, Inc., (1987-2001)**, A leading manufacturer of major appliances (refrigerators/freezers, cooking, laundry), Microwave (domestic/commercial cooking, industrial process) and heating and cooling (furnaces, central, RAC, PTAC) products

**Vice President, Technology and Government Relations (1999-2001)** Amana Appliances and Goodman Manufacturing Co. Staff Executive responsibility for Technology and Government Relations on all product lines, product safety/liability including expert litigation support, patents and licensing, product development procedure and process. Retain and direct consultants and lawyers to support activities as appropriate. Company representative for industry and trade association activities/participation. Safety committee, Patent committee and Product quality committee member. Purchasing/supplier cost analysis, contract reviews.

Accomplishments:

- Key industry team member successfully negotiated unique 2-tier clothes washer energy standards.
- Lead negotiations for successful multiyear (8+) contracts for critical HFC materials, \$45+M
- Technical team member finalized multiyear OEM contract to manufacture new expanded TM product line for new customer.
- Initiated team for excess warranty labor cost recovery from suppliers in addition to part costs for high field failure rate components as added incentive to improve quality.
- Assisted in successful lobbying with Iowa congressional delegation, US Commerce Dept. of EC Members of Parliament in maintaining standardized HCFC phase out dates for Europe and USA
- Participated as technical and business team member (30(b) 6 Corporate Representative) finalizing negotiated settlement to multiple lawsuits for breach of contract and performance.
- Managed washer development test program to quantify and qualify design options to achieve super efficiency increases anticipated to be required to meet revised energy standards.
- Average annual profit contribution of \$15+M/yr. resulting from key projects managed.
  - In-house Visual/Industrial design plan
  - EnergyStar Clothes Washers
  - R & D Tax Credits
  - Litigation Support/Billing reviews
  - AHAM/CPSC R/F Latch Education
  - EnergyStar Small BM Refg./Frz. approval
  - Negotiated Clothes Washer Standards
  - Texas TNRCC/EPA Reg. mitigation
  - Texas Washer Standards reporting only
  - AHAM/CPSC Range & Dryer Fire Analysis

**Vice President, Engineering and Quality (1997-1999)**. Amana Appliances, Executive Management responsibility for Engineering and Quality on all product lines - Refrigeration, Laundry, Cooking/Controls, Heating/Air Conditioning, Microwave and sourced products. Operating management responsibility for Refrigeration, Laundry and Cooking/Controls Engineering including technology and support services - Industrial/Visual Design, design documentation, laboratories, model shops, acoustics and materials/ processes. (Budget = \$21+M, 200+ Engrs. & Techs.) Member Executive Steering Committee (Part of Raytheon Appliances purchased by Goodman Holding Co.)

Accomplishments:

- Restructured Engineering department organization following sale and reorganization of company to focus on critical quality, cost and new product programs.
- **Safety Record!** - Completed over 1,000,000 man-hrs. (50+ Techs.), worked without OSHA



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