

Andrew Seddon

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Personal Statement.

I am a highly motivated production manager who has developed from an Apprentice Packaging Engineer to a Departmental Manager. I am a very hands on person who thrives on a challenge. I use my experience to problem solve and build relationships within a manufacturing process. My engineering background has given me an excellent understanding about what is required in a FMCG environment, it has also helped me build relationships between engineering and production which traditionally are usually at loggerheads.

I have taken my current department from being very dirty (due to the nature of the product) and overstaffed, to a department which runs on lean principles hits its KPI's on volume, quality and budget. The department is now far cleaner and more efficient due to standard operating procedures and safe systems of work with a reduced staff turnover and retention. I with the help of the team implemented a training programme which was later adopted by the rest of BCT.

Work Qualifications and training

- ONC, HNC mechanical and production engineering.
- Time served apprentice covering all aspects of mechanical engineering. electrical knowledge.
- In house production manager training (Robert McBride Detergents)
- IOSH managing health and safety.
- Computer literate. Microsoft office
- Lean, six sigma training.
- Risk assessment and Auditing..
- Conflict resolution.
- PDR planning.

Main Achievements whilst working at British Ceramic Tile.

- Reduction in staff turnover and retention in the department. from 27% to 13%. Achieved by adapting induction and training methods. Developed a system which was later adopt by the rest of the manufacturing department.
- Reduction of budget headcount by 17% by utilising lean principles and good 5s practises to make the housekeeping and essential TPM work more efficient and focused. It increased production by 13% on each piece of equipment.
- Reduction of tooling changes by 75% by incorporating redundant tooling to help prepare tooling being changed.
- Reduction of tooling cost by %50 by looking into how we actually use and monitor tooling and why it was replaced.

The above achievements are detailed more in depth at the end of the CV.

Career History

March 2019 – present

Process and continuous improvement consulting, Aston Manor Cider.

- Contracted to investigate current process and procedure bottle necks on their main canning line which is not performing after switching to 24/7 shifts.
- Provide initial report on findings and present to senior managers on site.
- Investigate and advise training methods, highlighted as the main problem. With help from the operators and team leaders begin to write SOP's and SSOW.
- Working with engineering to implement highlighted equipment modifications to help smooth the process in line with lean principles.

Sept 2010 – Jan 2019

Raw materials and First fire, Departmental Manager, British Ceramic Tile.

- Responsible for the overall performance of the department from raw materials through to decoration.
- Ensuring KPI's are achieved to include quality throughput and planned maintenance time.
- Planning the future strategy of the department, short and long term. Planning improvements through lean manufacturing principles.
- Recruitment, training and mentoring of staff from operators up to team leader, passing on my experience also listening to their suggestions about the department with possible solutions to problems.
- Staff training plans for team leaders and operators.
- Health and Safety audits, risk assessments and risk assessment updates.
- Chaired monthly continuous improvement meetings between production and engineering, implemented and facilitated the actions raised.
- Problem solving some of the technical issues which arise from simple mechanical breakdowns up to ceramic issues such as cracking, sizing, weak tiles.
- Developing and implementing standard operating procedures, safe system of works.
- Health and Safety for my department, risk assessment and monthly audits
- Staff conduct monitoring, time and attendance, role performance, and dismissal if required.

April 2000 - Sept 2010

C Shift Production Manager. British Ceramic Tile.

- Responsible for running one of four shifts.
- Part of the team which brought British Ceramic Tile from initial installation to its best year at the time of 2007 when we hit target of 10000m per day which was when the company expanded to double its capacity and targets.
- Duties were similar to my current role but responsible for a shift rather than a department.
- The role at the time was very much in the moment planning.
- My experience was gained across the board in all departments and on all equipment. The nature of what a shift manager had to do at the time gave me a lot of exposure to the ceramic issues.
- Very hands on role due to staff levels and experience.

Dec 1997 – March 2000

Team leader Robert McBride detergents. Manchester

Home brand detergents, bleach, washing up liquid and fabric conditioner

- Responsible for all aspects of production and maintenance of a highspeed packaging line.

Duties included.

- Maintenance of the machinery also the day to day running of the line. Achieving throughput targets, quality also maintenance and downtime.

Dec 1988 - Nov 1997

Maintenance Technician. Robert McBride Detergents Duties included.

Repair and maintenance of highspeed packaging equipment.

- Experience of both volumetric and weigh filling, rotational bottling equipment. Kronos labelling machines. Nordson hot melt gluing equipment
- Bottle screen printing.
- Installation and commissioning of new equipment.
- Knowledge of bottle blow moulding
- Modification and project work on existing equipment.

Nov 1987- Dec 1988

Maintenance Technician. Robertson Jam, Manchester.

Preserve manufacturers.

Duties included

- Repair and maintenance of canning and bottling machinery.
- Installation and commissioning of new equipment.

Sept 1981 – Nov 1987

Unipack Ltd. Worsley. Manchester. contract Pharmaceutical packaging

- Apprentice Packaging Engineer.4 years.
- Trained in all aspects of mechanical engineering.
- Machine maintenance, repair and installation of machinery
- Vacuum forming, liquid and power sachets, strip sealing collation and carton filling.
- Gained a basic electrical knowledge

Studied for ONC and HNC in mechanical and production engineering.

Hobbies.

Running, Cycling, Sea Swimming, Triathlon. House Renovations

Here is a more detailed breakdown of the improvements achieved at BCT.

- Reduction in staff turnover and staff retention in the department. from 27% to 13%. Achieved by adapting induction and training methods. Developed a system which was later adopted by the rest of the manufacturing department.
After several brainstorming sessions with all staff within the department it was highlighted that the current method was not achieving the required level of competence or operator knowledge/wellbeing. New staff were feeling nervous and unsure about their role and knowledge. We developed a system of more frequent PDR's from a basic 12 week review to a 1,5,9,11 and final 12 week end of probation review. This incorporated written examples as to what had been achieved as well as oral discussions, a review of some of the previous training material was also discussed also what the next period of training would involve. This gave operators more confidence in their role and more feedback as to how they were progressing.
It gave the benefit for myself and team leaders and the company of ensuring operators could not say they had not been training if they were either not performing or had an accident and tried to use the very common phrase of "I haven't been trained properly". It also gave evidence if there had been any more serious incidents of accidents. This system incorporated all the SOP's and SSOW previously developed.
- Reduction of budget headcount by 17% by utilising lean principles and good 5s practises to make the housekeeping and essential TPM work more efficient and focused.
Initially the department was very dirty and inefficient, By sitting down with the team and discussing the challenges, we modified when various cleaning tasks were taking place and rather than shutting down for one long period and also getting in staff on overtime we scheduled all tasks to be done at set intervals ensuring that the tasks which needed to be done each shift were completed and other peripheral tasks were done on a rota basis, a section at a time. We designed and with help from engineering incorporated cleaning stations with equipment stored in its correct place and just as important returned after each task. This resulted in the headcount reduction also a reduction from approx 120mins down time across all the plant to each piece of equipment losing no more than 15 mins each shift to cleaning which gave an increase of 13% in production. Which ultimately gave more time for engineering maintenance and improved performance.
- Reduction of tooling change times by 75% by incorporating redundant tooling to help prepare tooling being changed.
When the individual profile of a die was changed it required a warm up time of the new tool before production could resume, whilst some of this time could be used for essential cleaning the change was sometimes required several times a shift. At one of the CI meetings it was suggested could the tools not be preheated, after various suggestions it became apparent that semi redundant tooling could be modified so prior to installing the dies whilst production was running the new tooling could be heated up ready. This reduced the time taken to 15 mins from initial 60 mins or even longer in winter. Later it was taken a step further and tooling was being stored at the side of the kilns and residual heat was being used so the tooling was preheated even before going onto the heater so reducing electricity costs.
- Reduction of tooling cost by 50% by looking into how we actually use and monitor tooling and why it was replaced.

Tooling was initially changed at a set number of cycles, this was both costly and inefficient. Because of the large amount of tooling changes a great deal of mechanical handling damage was being caused to individual tools. This resulted in certain pieces of tooling in a set of seven pieces which may only have been a fraction of the way through its life, being changed with all the rest when the set cycles were achieved.

We first set about identifying each die and logging the cycles for each at a tooling change, we also went to visual inspection and measuring of the tooling to check for wear. This resulted in extended life of the tooling and a huge reduction in cost of approx 50%.