

# BRUCE K. WOLFMAN

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**PROFILE** A results-driven manager with experience in Operations, Warehousing, and Logistics. Achieved dramatic improvements in total production by implementing metric based management style to overall operations.

*Operations Management ♦ Purchasing / Sourcing ♦ Continuous Improvement ♦ Training ♦ Logistics  
Customer Relations / Partnerships ♦ Employee Relations ♦ Warehouse / Materials Management  
Sales Management ♦ Budget Accountability ♦ Safety Team Facilitator ♦ Staffing ♦ Scheduling*

## EMPLOYMENT HISTORY

**CUSTOM SERVICE MANUFACTURING** – Elkhorn, WI 2008 – 2009

A new start up business opening in 2008.

Tier Two supplier to the automotive industry for insulating products installed in catalytic convertors.

Due to economic downturn, this job was eliminated

### Plant Logistics Manager

- Responsible for human resources functions, production scheduling, shipping & receiving, and warehousing, with 5 salaried direct reports and 81 hourly direct reports in a non-union facility.
- Responsible for tabulating payroll and performance reviews.
- Created standard operating procedures, work instructions, and laid initial groundwork to 5S program
- Developed preferred truck line map for 20% cost savings.
- Created warehouse flow with parts put away and cycle count to have 98% inventory accuracy that included high pick areas and bulk areas.
- Responsible for all staffing additions and subtractions.
- Created and tracked performance metrics for areas that included in full on time to order date, inventory accuracy, and shipping department on time deliveries.
- Instituted a three phase training program with auditing functions to ensure effectiveness.
- Formed a safety team from all areas to meet weekly and report monthly on findings and suggestions.
- Developed customer requirement check off list that follows production order from production floor through shipping department with written sign-offs to ensure 100% customer satisfaction.

**ENDRIES INTERNATIONAL INC.** - Milwaukee, WI 1997 to 2008

A supply chain solutions provider and a supplier of innovative inventory management programs worldwide since the 1970's.

### Branch Operations Manager

- Responsible for 8 person fastener sales staff with monthly goals. Customers included 2 of the company's top 5 in yearly sales revenue. RFQ's were sourced domestically and internationally with supplier negotiation after bids were received. Metrics kept for deliveries made in full and delivery dates to customers.
- Managed 75 non-union associates and 6 salaried supervisors in a 3 shift warehouse environment in 3 separate warehouse locations including shipping and receiving. Computer warehouse management system with RF Scanners used.
- Held monthly update meetings with all personal which included a brainstorming period to get all team members input to look for process improvements in the operations, problem-solving, along with reviewing sales metric trends. Handed out outstanding employee contribution awards.
- Weekly monitoring of warehouse productivity and accuracy metrics. One on one meeting held with under performing warehouse team members to work on performance improvement plan.

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- Responsible for all staffing additions and subtractions along with personnel reviews. Created a pre-employment aptitude test for applicants prior to any interviewing resulting in more reliable and adept workforce.
- Developed and trained all associates in 5 separate job procedures for increased inventory accuracy.
- Increased productivity by 30% in warehouse picking activities by implementing a same part, shelf consolidation program along with establishing primary shelf locations.
- Re-negotiated pricing with 2 separate supplier's to a savings of \$175,000 per year. Vendor partnerships allowed for the savings along with strategic sourcing initiatives.
- Facilitated Safety Team meetings held once per month.
- Created and managed a \$4.6 million budget with total responsibility to P&L.

**STRATTEC SECURITY CORPORATION - Milwaukee, WI** 1977 to 1997

The world's largest designer and producer of automotive door and ignition locking systems and precision die castings with annual sales of \$168 million.

**Die Cast Division Group Leader** 1992 to 1997

- Managed 60 associates in the day to day operation of 120 zinc die cast machines and 2 cellular manufacturing assembly areas in a union facility.
- Headed Project Team that resulted in increased productivity from \$4 million per month to \$4.4 million per month by reviewing critical tooling needs, increasing cycle times, and implementing SPC on critical jobs.
- Provided direction and developed work procedures ultimately leading to QS 9000 certification.
- Trained and acclimated all associates to Total Quality Education System.
- Streamlined assembly lines into 2 cellular manufacturing areas.
- Formulated production tracking system to show performance levels on a daily, weekly, and monthly basis to the departments via graphs and charts.
- Expanded the amount and radius of machine replacement component vendors from the local market to include the entire Midwest region resulting in a 20% cost reduction.
- Reorganized the tooling department with the design of new shelving and reference systems for easy access to tools, increasing machine up-time efficiency and reducing unnecessary need for additional manpower.

**Production Control Scheduler** 1987 to 1992

- Responsibilities included for the scheduling functions of die cast and plating for component parts.
- Implemented a JIT pull system for 47 of the high dollar volume die cast parts, reducing WIP and finished inventory from 40 to 50 days supply to less than 5 days within 7 months. This reduced associated inventory costs and waste by 85%.
- Developed and implemented an equitable compliance to the schedule reporting system for the die cast department to aid in production performance later adopted throughout the company.
- Reduced department scheduling time from 1½ days to 6 hours through creation and implementation of an Excel spreadsheet.

**Education / Training**

Associate Degree: Business Management  
Waukesha County Technical College – In Progress

**Computer Skills**

Proficient with PC-Local Area Network (LAN),  
Microsoft Office Suite, Windows, Excel, Word, PowerPoint, Outlook, Lotus Notes