

Connie Tolman

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Continuous Improvement Manager

Create positive, certified organizations using proven continuous improvement techniques

Energetic quality and process improvement professional with certifications in Lean, Six Sigma and project management. Supports and applies Six Sigma and Lean tools to achieve company goals. Facilitated cross-functional teams to drive to breakthrough performance. Excel in quality systems that achieve ISO 9001:2015 and cGMP results.

Areas of Expertise:

Cross-Functional Collaboration | Process Improvement | Metric Tracking & Reporting | Project Management | Training | Project Management | Management Presentations | Statistical Data Analysis |

Professional Experience

DECISION SCIENCES, Poway, CA

12/16 – 06/18

Quality Engineering Manager, Reporting to President CEO

Developed and directed quality systems that passed ISO 9001:2008 in March 2016 and ISO 9001:2015 in October 2017. Utilized lean and quality management principles such as brainstorming & process mapping to solve complex problems.

- Led interactive 5 lean kaizen events to determine the method of manufacturing and test of critical systems that enabled the company to receive 20% of contract value payment from one of the first customers.
- Transitioned company from a "time and material" manufacturing strategy to a contract manufacturing model with the capability to measure performance at each operation.
- Directed the test and build stations for the MMPDS instrument that measured first pass yield for subassemblies and installations performing verification and validation of products.

BECTON DICKINSON LIFE SCIENCES, San Diego, CA

3/14 – 9/16

Continuous Improvement Manager / Quality Leader

Partnered with teams at biotech company processes tissue culture, purification, conjugation and packaging to improve processes.

- Led quality weekly Executive Steering Committee and monthly Continuous Improvement Council, setting strategic direction, communicating quality metrics and meeting corporate requirements for closing customer quality complaints.
- Saved \$1.2M bottom line savings, completion of four Six Sigma Projects and 10 kaizen events in one year.
- Trained 50% of employees in Lean principles reducing the cycle time of the product by 25% by streamlining the quality notification closure process and movement of Quality Control samples and results.
- Drove projects such as implementation of good documentation practices by creating useful guidelines, which improved number of batch record defects from 3 to 1 per 100 opportunities.
- Developed Lean leaders by implementing employee rewards for Lean improvements, resulting in identification of 15 system-wide projects and 3 completions within 2 months.

VIASAT, Carlsbad, CA

6/10 – 12/13

Manufacturing Engineering Manager

Manufacturing Engineering / Quality Manager

Established Lean department for commercial and military products.

- Led the formation of the Lean Organization by completing fifteen kaizen events and saving over \$352,000 per year.
- Represented Manufacturing on the core design team for regulated FAA product line resulting in the formation of a manufacturing cell reducing the lead time from 42 days to 6 days and improved quality from 20% rejections to 5%.

L3 COMMUNICATIONS, Anaheim, CA

2/07 – 5/10

Integrated Project Team Leader

Managed multimillion-dollar operations budget and reported to Air Force monthly on variances to budget, including developing weekly reports, providing risk analysis and identifying corrective actions.

L3 COMMUNICATIONS (Continued)

- Recognized, leveraged and brought best practices to external customer, GPS Wing for Modernized User Equipment and internal customer L3 Program Office, resulting in business process improvements and 100% on-time delivery to customer.
- Supported key business improvement projects which drove cost, efficiency and quality for transfer of data between engineering and operations, reducing transfer time by minimum of 54%.

DEXCOM, San Diego, CA**9/05 – 1/07****Manufacturing / Quality Director**

Led team to successful build of clinical trials of long-term continuous glucose monitor performed in New Zealand, while managing facilities move of R&D, operations and chemical laboratory to new building. Directed manufacture of clinical trials.

- Utilized Lean manufacturing systems such as current and future-state value stream maps, resulting in yield improvement from 60% to 90%.
- Directed build and release of critical clinical trials in New Zealand and oversaw design of history records, device master record and device history record for FDA approvals

MEDTRONIC HEART VALVES, Santa Ana, CA**6/04 – 9/05****Principal Manufacturing / Quality Engineer**

Led quality manufacturing engineering team in highly regulated tissue heart valve industry, tasked with identifying, verifying and qualifying new materials and processes.

- Improved stent machining process, reducing inventory by 30% and decreasing lead time from 2 months to 1 week.
- Performed value stream analysis for supply of stent from Santa Ana to Mexico for sewing, reducing inventory by 30% and improving lead time from 2 months to 1 week.

GE HEALTHCARE, Tustin, CA (previously VitalCom)**12/98 – 6/04****Manufacturing Engineering Manager, Service Integration**

Transferred new products from engineering to manufacturing and provided floor support and technical service as part of VitalCom. Moved network monitoring system from Tustin to Milwaukee and served as global service integrator for all product lines.

- Integrated 3 product lines into Oracle Option Order system which improved ordering process by 80% and allowed service technicians to order parts at site.
- Received GE award for transfer of product lines to Milwaukee in 3 months.

Additional Relevant Experience**ROCKWELL COLLINS (previously Sony Transcom), Manufacturing Engineering Manager****THALES AVIONICS (previously ACCTV Nellcor Puritan Bennett), Manufacturing Manager, including Manufacturing Engineering****L3 COMMUNICATIONS (previously Interstate Electronics), Manufacturing Engineer / Manufacturing Engineering Manager****Education / Training****Bachelor of Arts (BA)**, Social Sciences, University of California, Berkeley, CA**Active Certifications**

- Six Sigma Black Belt, American Society of Quality, #1014 (2003)
- Silver Lean Certification, SME / ASQ / AME / Shingo Prize, #14819241 (2015)
- Project Management Professional, Project Management Institute, #204653 (2004)
- Internal Auditor Training Certification, TUV Management Service (2017)
- Secret Clearance (2011 - 2013 at Viasat)
- Competent Communicator, Toastmasters (2016)