

Connie Tolman

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Improvement Manager

Create positive, certified value stream processes through proven lean methodologies

Energetic process Business Process improvement Leader with certifications in Lean, Six Sigma and project management. Hands-on experience leading medical device and life sciences companies solving company challenges in a challenging environment that requires cross functional communication.

Areas of Expertise:

Operations Project Management | Cross-Functional Collaboration | Process Excellence | Business Process Improvement | Performance Metrics | Value Stream Process Mapping | Technical Team Leadership & Mentoring | Supply Chain, R&D, Manufacturing | Organization Improvement | Standard Work | Visual Management | Change Agent | Root Cause Analysis

DEXCOM, San Diego, CA

Business Process Improvement Manager

06/19 - present

Manage multiple programs of work involving enterprise solutions, process improvements, process engineering, strategic and automation for the business enterprise. Specifically, focus on programs with extensive impact to the customer and customer experience. These will include cross-functions from such groups as Sales, Marketing, QA, Finance and others.

SECURE IT 11/16 – 03/19– Consulting in Southern Ca. Jenavalve **Process Improvement Manager** (11/18-3/19)

Achieved measurable results through cross functional team process improvement management. Condensed large amounts of data into actionable plans and presentations to create workflow processes. Change agent by stimulating, communicating, and institutionalizing business process improvement initiatives using a variety of tools across various functions.

DECISION SCIENCES, Poway, CA

Quality Engineering Manager

12/16 – 06/18

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

Continuous Improvement Manager

03/14 – 09/16

Partnered with teams from tissue culture, purification, conjugation and packaging to improve processes. SAP user for problem solving analysis.

- 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.
- 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 .
- Maintained and created KPI metrics for the following:
 - Right First Time % (RFT) (Leading- Internal) %
 - Mix (Leading) %
 - Backorders \$000
 - Turns (Lagging) Rate
 - CI Effectiveness Index
 - Total Plant Perf \$ vs Budget - F / (U) \$ in 000 (Lagging)on procedures.

VIASAT, Carlsbad, CA**Manufacturing Engineering Manager/Lean Leader**

06/10 – 12/13

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**Integrated Project Team Leader**

02/07 – 05/10

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. Used lean processes to select suppliers for key Modernized User Equipment project.

- Recognized, leveraged and brought best practices using lean and business process improvement processes to external customer for hardware and complicated software projects for the 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**Manufacturing Director for Long Term CGM group**

09/05 – 01/07

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.

- Visualized and documented as-is and to-be business processes (process mapping) and process performance (process modeling) and assisted business teams to develop a clear understanding of process change impacts and adopted approaches 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 - discontinued long-term monitor division due to inconsistent results of clinical trial.

MEDTRONIC HEART VALVES, Santa Ana, CA**Principal Manufacturing Engineer**

06/04 – 09/05

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)**Manufacturing Engineering Manager, Service Integration**

12/98 – 06/04

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 product line global service integrator.

- 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.

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)
- Competent Communicator, Toastmasters (2016)