

CHARLES DOLAN C. Eng MIMechE

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Chartered Professional Engineer, with strategic and operational achievement in Engineering, Production and Quality management roles; Excellent track record in blue chip international organization and in FMCG, Food and Manufacturing environments

KEY STRENGTHS

- Increased efficiencies, reduced waste and downtime, leading to £750k savings p.a.
- Hands-on, results orientated, proactive team leader
- Focused on customer and business needs, rather than functional needs
- Worked across all departments to resolve issues and identify practical solutions
- Initiated and managed strategic change through to successful local level implementation
- Specialist skills in continuous improvement and world class manufacturing
- Implementing effective quality improvement programs
- Effective communication skills at all levels both internally and externally
- Project management skills to deliver and commission projects on time & on budget

CAREER HISTORY

CHARLTONS READY MEALS/ FREEMANS FOODS

2007 – present

Freemans is largest independent manufacturer of ready meals products in the UK and holds the Charlton's franchise, with annual turnover of £35M and up to 250 employees (seasonal business).

Chief Engineer and Acting Operations Director with joint responsibility for all production and associated operations; Sole responsibility for all on-site engineering work: managing department of 18 engineers; with an annual budget of £1.1M; and capital project responsibility for >£5M over the last 4 years.

- Key member of management team which launched £25M per annum Charlton's ready meals business within 3 years, introducing 5 new product ranges
- Changed factory to quality culture from volume culture, by prioritising quality and waste reduction over output, focusing on introducing easily understood, workable systems
- Changed focus of engineering personnel and practices to best suit customer/business needs
- Raised line efficiency across production unit by 30%, by re-engineering the processes and focusing on key problem areas
- 50%+ reduction unplanned downtime across the factory, and 15% reduction of line manning
- Installation and smooth commissioning of 2 new major production lines within budget
- Managed quality department for 10 months - pushing quality down to shop floor personnel rather than the quality department personnel, through cultural change, SPC disciplines and training

SETTOY LIMITED

2006 – 2007

Settoy is the market leader for kettle controls; turnover of £60-70M

Automation Manager: Full responsibility for managing introduction of £10M high-speed flexible automation program. Managed the introduction of £2.5M of flexible automation lines into Settoy to replace existing labour intensive manual assembly lines

- Managed production on each line, from commissioning through to handover to local management once target output and ppm defect levels achieved, includes set-up of QA systems and training

- Integrated the new equipment into the different sites, and set up the systems and cultural changes needed to maximise machine utilisation from day 1
- Liaison with internal suppliers to ensure that component quality and design was improved for automatic assembly
- Implemented a structured methodology for automation across the group, including TPM, planned maintenance and product design: aiming for world class manufacturing performance standard

PENDLEBURY MICROELECTRONICS

2001 – 2006

Production Manager 2004 – 2006

- Full manufacturing responsibility for the Displays business, comprising 95 staff on a 4 set continuous batch operation, with sales of £10M in 1995/6
- Empowerment of all staff, by full shift involvement on process development and Total Productive Maintenance (TPM) initiatives: leading to improved quality
- Achieved shift in cultural from functional needs to focus on quality and customer satisfaction, by changing people's attitude to work and each other, using internal customers and individual responsibility for work as the motivator
- Output doubled over 15 mths, with yields improved 15% and customer complaints reduced 50%

Works Engineer 2001 – 2003

- Full responsibility for all on site engineering, with £750K maintenance budget and department of 8 engineers/technicians
- The initiation and implementation of a planned preventive maintenance system for the whole factory, leading to 75%+ reduction in unplanned breakdowns
- The integration of engineering into production, focusing on production needs and aims, resulting in improved effectiveness and plant availability

PENDLEBURY PLC

1997 – 2001

Various engineering/development roles within group

EDUCATION

University of East Anglia

1993 – 1997

B. Eng. (Hon.2 I) in Mechanical Engineering whilst sponsored by Europower Hydraulics.

Cottisham High School

1986 – 1993

5 A Levels, 13 O Levels

TRAINING

- **Wigan College of Technology** HNC Electrical/Electronic Modules **1998 – 1999**
- **Sheffield Business School** Postgraduate Certificate in Management **2001 – 2002**
- **Open University** Quality Management and Methods modules **2006 – 2007**
- **I Mech. E** Chartered Engineer (C. Eng.) **2001**

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