
CHRISTOPHER E NORTHINGTON

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Profile

Career Operations Manager with twenty-five years of hands-on experience, twenty-three of which in the meat industry and over eighteen years working with pork slaughter, fabrication, conversion, further processing, and Value Added. Demonstrated ability to lead all levels of employees with a proven track record of increasing performance. Superior communication, interpersonal and organizational skills. Possesses advanced level of technical experience with various processing and packaging equipment.

Leadership Skills

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| <ul style="list-style-type: none">• Yield Management• Efficiency Optimization• Workforce Leadership• P&L Management• Plant Startups | <ul style="list-style-type: none">• Inventory Management• Cost Control• R&D Implementation• Employee Relations• Microsoft Office, SAP, Lotus | <ul style="list-style-type: none">• Mentoring Programs• Hiring, Disciplinary, Evaluations, and Terminations• Quality Control• HAZMAT, CPR, First Aid |
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Professional Experience

Indiana Packers Corporation, Delphi, Indiana

Indiana Packers is a fully integrated pork production company located in the heart of Indiana. With gross sales near \$1 billion and employing 2000 workers, IPC is a fully integrated food company that provides numerous food brands for both retail and food service sectors.

March 2016 to Present; Plant Manager, Frankfort Division

- Directly leads the day-to-day operation of a double shift conversion facility that employs 120+ team members.
- Reduced recordable injuries by 50% each year for past three years. Received The Indiana Governor's 2020 Safety Hero Award for lowering TRIR below 4.0 and maintaining DART rates at 0.
- Increased yield and throughput year over year by realigning sales/production forecasts and evaluating operating processes.
- Reduced plant overtime hours to only 5.5% of total hours worked.
- Implemented New Team Member Mentor group to help new hires adjust to their first two weeks of employment. This program helped reduce first 30-day turnover by 33%.
- Started new boning and packaging line 2019-2020, that added an additional 200,000lbs of capacity per week.
- Increased team member hiring by creating community initiative program with Clinton County Chamber of Commerce.

May 2014 to March 2016; Operations Analyst Manager

- Operation Analyst reporting directly to the VP of Operations for yield, P&L, labor efficiency, and process improvement initiatives.
- Boneless loin trim modification test performed for the Sales Department. Results showed an annual yield dollar increase of \$1.27 million.

- Conducted a yield study test in ham boning that measured actual yield, standard yield, and technique improvements that realized a \$735,000 annual opportunity.
- Evaluated standard carcass break method on the Cut Floor. Proposed a modification to the shoulder and ham break method which resulted in a \$1.60 per head gain in yield dollars.
- Process improvement study in the Offal/Head Boning room. Identified \$2.63 million in annual opportunities by improving technique and redirecting red lean into higher valued product codes.
- Tested 3 styles of raw material belly specifications for improving slicing yields for the Bacon Department. Study identified highest performing trim spec belly and showed an increase of 5% in bacon slicing yields.
- Plant wide packaging study yielded \$1.2 million in cost savings by utilizing plastic totes for internal transfers, reconfiguring corrugated box styles for lower costs per unit, and evaluated new vendors for shrink plastics that reduced leakers and low vacuum defects.
- Operational Project Manager for the newly acquired Frankfort, Indiana facility startup. Involved in equipment selection and layout, safety and food safety protocols, employee staffing and hiring, and product development. Coordinated packaging trial testing and established new vendors to reduce overall packaging costs. Worked with sales and transportation departments to outline production start date, ramp up volume, and projected throughput at 30, 60, and 90 day increments.

JBS/Swift & Company, Louisville, Kentucky.

JBS is the global leader in protein production with a \$9.35 billion North American line of beef, pork, lamb, and poultry processing facilities. Employing more than 120,000 valued individuals globally, the Louisville, Kentucky plant is a single shift Kill/Cut pork processing facility with approximately 200 management and 1000 union employees. Louisville is the only Season Marinated/Value Added plant in the pork division and markets the 158 year old Swift & Company label to various retail, private label, food service, and further processing customers.

January 2010 to 2014; Product Manager Value-Added Division

- Coordinate and test all new R&D initiatives for new product roll-outs and perform new equipment technical tests to evaluate ROI.
- Calculate product costing and determine plant break-evens for Corporate Sales team.
- Increased overall department throughput by 25% due to eliminating inefficient product lines.
- Decreased annual ingredient/spice inventory costs by 36% and achieved an annual \$150,000 savings by creating JIT inventory ordering and coordinating seasonal production runs with vendor.
- Lowered overall departmental packaging costs by 20% through more efficient scheduling, new packaging sizing, and educating operators.
- Increased season/marinated department volume by 50% for top 3 JBS retail customers.
- Designed automated scheduling computer program for Value Added department. Increased scheduling productivity by 96% and reduced overruns by 90%.
- Conducted a yield dissection carcass test on 250 head to establish cut and boning standards for the entire company.
- Directly manage 3 Superintendent, 5 General Forman, 26 supervisors, and approximately 900 indirect union reports.

Greatwide Distribution and Logistics, Houston, Texas

Prominent leader in the OTR freight, logistics, warehouse management, and pallet repair sector 26 facilities in North America. Greatwide D&L operates under a turn-key contract with CHEP USA to service and repair the CHEP pallet for further distribution and collection and manages over 3 million square feet of warehouse space that moves over 274,000 orders annually. The Houston facility employed 65 individuals that processed pallets for the food service, food retail, manufacturing, and freight industries that covered all of the southern/eastern territory in Texas.

July 2008 to August 2009; Plant Manager

- Directly manage day to day operations of a three-shift manufacturing and warehousing facility employing 80 individuals. Responsible for a P&L annual budget of \$3 million dollars.
- Increased operating efficiency by 44% and realized a 20% reduction in total labor cost by merging two shifts of operations.
- Implemented new quality control program and lowered quality claims by 35%. Outlined inspection process and formulated an AQL inspection format.
- Managed all vendor relations, equipment/supply purchasing, and human resources. Responsible for controlling bottom line cost expense.
- Instituted new safety initiatives resulting in a reduction of worker's compensation claims by 50%.
- Emergency management during Hurricane Ike. Resumed full operations within 48 hours of landfall, returned 90% of the workforce back to duty and achieved 100% non-interruption of customer service.
- Reduced turnover by 25%. Initiated quality of work programs and facility improvement initiatives.

CHEP USA, Houston, Texas

CHEP USA, North American division of the global Australian parent Brambles, is a major manufacturer and supplier of leased pallets in the logistics sector. Based out of Orlando, Florida, CHEP employs 9,450 corporate and field operations representatives to manage turn-key contracted facilities that process over 200 million pallets, 14 million containers, and 170 million RPC's with over \$3.7 billion in annual sales.

September 2007 to July 2008; Field Operations Representative

- Directed operations of two service centers, Houston and San Antonio, to maximize operational cost, efficiency, logistics, and quality; supervised third party contractors with 70 employees
- Reduced labor cost in Houston by 25%. Generated operational savings in the excess of \$3000 per month through recycling of production waste materials
- Increased operational efficiency by 33% in Houston through analyzing production floor product flow, inventory rotation, and employee work procedures
- Reduced quality claims in San Antonio by 75%; conducted employee training programs focusing on product specifications and customer expectations; created a Critical Customer List to focus on quality loads prior to shipment
- Successfully worked with upper management on two new plant start-ups, Dallas and Lubbock, providing business development profiles for both facilities
- Reduced overall shipping costs for both service centers by analyzing dedicated fleet efficiency and equipment transfers resulting in an annual savings of \$102,000
- Created a "mock" drop yard for customer loads to improve unloading efficiency and increase customer satisfaction which generated an overall cost savings in excess of \$156,000 per year
- Designed and facilitated the installation of a new production line in the Houston facility

Swift & Company, Louisville, Kentucky

(See JBS description above)

January 1999 to September 2007; Product Manager/Operations Manager

- Increased yield and bottom-line performance of cut, kill, and conversion departments on a range of 50 to 100%
- Reduced plant operating expenses of \$2/head to increase bottom line of plant P&L
- Directly supervised 3 product schedulers and 1 traffic logistics manager
- Resolved customer product claims over the past 4 years with a 95% success rate
- Responsible for creating four new products over the previous year for food service and processor divisions and to help establish new product pricing

Operations Manager

- Guided the daily operations of 3 plant superintendents, 5 general foreman, and 25 supervisors for a plant which employs 900 union members
- Assessed operational strengths, weaknesses, and opportunities, creating strategic action plans for the mandated fiscal year goals resulting with a 15% increase in operational efficiency
- Mentored the Swift Management Trainee (SMT) Program of the Louisville Division for the development and guidance of high potential candidates for future plant leadership
- Developed new training and retention format for the SMT Program, initiating first stages of the new program

Swift & Company, Louisville, Kentucky

(See JBS description above)

January 1999 to January 2001; Quality Control Supervisor

- Monitored facility for food safety, quality and yield issues
- Conducted Pre-operational sanitation inspections
- Documented and addressed daily SSOP and HACCP records
- Supervised up to 26 technicians and increased their performance by furthering their experience and knowledge of the product and plant processes
- Developed specifications for new products
- Succeeded in lowering product claims by 35%

Hampton Meats, Hopkinsville, Kentucky

Family owned meat processing/distributing company located in Western Kentucky. Hampton Meats processes fresh beef, pork, lamb, and poultry and also markets smoked and cured meats. Hampton also specializes in private label slaughter and processing and caters to a boutique retail consumer.

October 1997 to December 1998; Production/Quality Control Supervisor

- Supervised daily operations in a wholesale/retail facility with 30 employees
- Performed quality control and CCP monitoring for fully cooked products
- Developed and implemented HACCP plan covering slaughter, processing, heat treated, and fully cooked processes

Hudson Foods, Robards, Kentucky

Prior to being purchased by Tyson Foods in 1997, Hudson was a premier Beef and Poultry processing company based out of Rogers, Arkansas, employing over 9,000 people and annual sales of \$1.04 billion. The Robards facility opened in 1996 and was built as a flagship plant specializing in tray-pack, deboning, and IQF capabilities.

November 1996 to October 1997; Production Supervisor

- Supervised daily production for live-hang and evisceration departments
- Implemented new production line, increasing plant efficiency by 100%
- Managed daily payroll and line gang hours
- Monitored 28 employees

Education and Other Skills

Master of Science in Management; 3.98 GPA. Indiana Wesleyan University: Marion, IN. April 2008

Bachelor of Science Major: Animal Science. University of Kentucky: Lexington, KY. May 1996

HACCP certified

Certified SQF Practitioner

OSHA 10 Hour Certification

Received Indiana Governor's 2020 Safety Hero Award for reducing workplace injuries.

Served six years on Board of Education for St. James Lutheran School with a total enrollment over 200+

Served three years as Financial Chairman for St. James Lutheran Church with a \$3 million P&L

Proficient in all Microsoft Office and SAP based inventory systems.