

# BRAD MORROW

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## OPERATIONS LEADER

PRODUCTION OPERATIONS MANAGEMENT | TRANSFORMATION LEADERSHIP | TEAM DEVELOPMENT

Operations Leader with career track of developing, implementing and managing processes, strategies and goals to meet production and organizational objectives. Demonstrated expertise in developing operational policies and procedures, establishing operational programs and creating strategies that align with corporate expectations. Advanced leadership skill set with proven ability to build, develop and manage top-performing workforces through ongoing coaching, training and guidance. Highly adept at building partnerships with cross-functional leadership, executive teams and workforces to ensure the attainment of operational goals, vision and mission. Recognized as a collaborative leader with contributions to strategic planning, short and long-term goal attainment and continuous improvement

### Core Competencies:

Operations Planning & Management • Team Building, Training & Leadership • Business Transformation/Improvement  
Budgeting & Cost Control • Change Management • Process Improvement • KPI Improvement • Lean Methodologies  
Productivity Improvement • Professional Development • Performance Management • Quality Control & Improvement

## PROFESSIONAL EXPERIENCE

### NXP SEMICONDUCTOR/CHANDLER FAB, Chandler, AZ

2004 – Present

#### Operations Manager/Production Line Manager – CVD, Metals, Photo, Etch, Diffusion, Cleans, EPI

Promoted to provide leadership of operations across the unit, including building, developing and managing a team of 4 direct and 65+ indirect reports consisting of shift managers, associate maintenance technicians and process technicians. Establish, implement and direct processes and procedures to ensure attainment of productivity, safety, quality and performance goals. Manage and allocate \$4M annual budget.

- Developed, tracked and monitored key performance indicators (KPIs), including safety, cycle time, on time delivery, balance, quality, cost and productivity; identified trends and introduced processes to drive improvements.
- Established a culture of growth, performance and accountability through the introduction of Lean methodologies, 5S standards and improved team training, which delivered 5% YOY productivity improvement.
- Improved preventative maintenance process for tools, reducing completion time from 48-hours to <10-hours while simultaneously decreasing preventative maintenance requirements by 75%.
- Effectively trained all team members and established strong quality measures through the creation of playbooks and standard work procedures, reducing human error scrap by 80%.
- Owner of the Last Minute Risk Assessment (LMRA) process; provided guidance and support for full workforce on planning, coordinating and facilitating the assessments.
- Chaired factory-wide initiatives, leading delivery teams through various challenges focused on improving KPIs; led teams to achieving 98% cycle time and productivity goals.

#### NXP Chandler DL Hiring Manager / Contract Labor Manager

- Manage day to day staffing levels for the direct labor workforce, assess critical needs of the organization.
- Collaborate with NXP Recruiting organization to create and fill requisitions as needed, including interviewing, selection process and onboarding.
- Collaborate and organize NHO (New Hire Orientation) for incoming talent.
- Partner with contingent workforce provider (contract labor force) on staffing needs.
- Ownership for the contract labor contract (fiscal responsibility), monthly and quarterly reviews with provider to discuss performance of the talent and provider performance to goals.

**Global Coach/Mentor – Toyota Quality System (TQS) Initiative (2010 – Present)**

Selected as member of 6-person team for global initiative, supporting the rollout and ongoing management of the TPS initiative across all global facilities spanning US, Malaysia and China. Partnered with Toyota Japan on the development and implementation of TPS across facilities. Appointed as owner of Employee Suggestion System, Standardized Work Compliance and Standardized Work Check, providing ongoing training and support for all staff on processes.

- Functioned as QC Circle Facilitator responsible for driving quality improvements through introduction of improved culture, training and performance management.
- Implemented Employee Suggestion Program across all facilities; trained 350+ associated on the system and problem identification, which was designed to improve employee engagement and morale.
- Delivered training for management on implementing employee suggestions to achieve 95%+ attainment.
- Led introduction of Standardized Work Compliance, including developing process checklist and progress reviews. Trained management and staff on the system.
- Championed Managing Daily Improvement (MDI) and Daily Continuous Improvement (DCI) for Chandler Fab and served as member of MDI/DCI steering committee; drove MDI compliance to 98% with 44 cells reporting.
- Selected as Certified KAIZEN Facilitator and Certified 5S Auditor.
- Recipient of Diamond Chip Award for implementing TQS across the organization.

**Operations Manager – Electro Plate Manufacturing/Photo/Yield Enhancement (2013 – 2017)**

Managed daily operations across the unit, including leading team of 6 direct and 130+ indirect reports, providing ongoing coaching, guidance and support to ensure optimal performance. Established, allocated and managed \$2.5M annual budget, created staffing models and introducing quality control process to boost KPI performance.

- Served as integral members of the 5S Core Team, as well as NXP Way Coach; introduced processes, practices and methodologies to improve productivity, quality, performance and KPIs.
- Championed a human error scrap initiatives, which reduced incidents by 30% through enhanced employee awareness and completion of 8D methodology.
- Implemented automated lot tracking systems, which eliminated paper from the shop floor.

**Production Line Manager – Photo Operations Manager (2012 – 2013)**

Functioned in a dual role with direct accountability for overseeing daily operations within the manufacturing production line and the Photolithography departments. Managed a combined team of 8 supervisors and 124 associate level staff across 4 shifts. Led the design and implementation of processes and procedures to support daily operations.

- Oversaw facility operations across 4 shifts, ensuring attainment of business line goals across productivity, scrap, 5S, Toyota Quality Systems/Freescale Way and Safety functions.
- Established short/long-range goals for manufacturing production, performance management and quality.
- Facilitated free capacity process improvement initiative, introducing new standards to identify improvement opportunities for capital equipment, which resulted in \$8M capital cost avoidance.

**Operations Manager – Implant/Metalization (2004 – 2010)**

Oversaw daily operations for the section, including driving safety, quality and financial oversight. Built, developed and managed team of 4 direct and 135+ indirect reports and managed \$10M annual budget.

- Spearheaded the implementation of Field Service Contract/internal maintenance organization, eliminating vendor contracts and driving \$2M annual cost savings.
- Introduced culture improvements across the section, including a Single Job Family and professional development opportunities, resulting in improved productivity and performance.
- Drove the rollout of 8D methodology, which reduced human error scrap by 30%.
- Recipient of Lead Systems Award and receive recognition for leading #1 Kaizen event at facility, which increased availability by 8% and drove \$200K cost avoidance.

## ADDITIONAL EXPERIENCE

**FREESCALE (Formerly Motorola), Chandler, AZ**

**Shift Manager**

**Photo/Etch Manufacturing Section Manager**

**Manufacturing Manager**

## EDUCATION

**UNIVERSITY OF PHOENIX, Mesa, AZ** – Bachelor of Arts, Business Management

**FREESCALE/NXP** – Certified KAIZEN Facilitator • Certified 5S Auditor