

# HOWARD KAUFMAN

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Senior Operations/Logistics Leader in Fortune 25 world class organization with proven track record of developing and implementing complex strategic and operational initiatives, coordinating and directing activities across large organizational groups to achieve results that support business priorities. Exemplary leadership experience in operations, safety, service, cost reduction, loss prevention, labor relations and operational excellence functional roles.

## QUALIFICATIONS

- Managed a \$27M profit and loss annual budget including management responsibility for over 600 management and non management employees.
- Exceptional leadership and motivational abilities.
- Distinguished track record building strong, productive, positive teams that exhibit high morale.
- Extensive experience and success in union and non-union environments.
- Intuitive sense in matching appropriate personnel to suitable jobs, accomplishing highest objectives.
- Outstanding analysis and problem solving skills.
- Proven track record for exceeding company goals in the areas of safety, cost control and service.

## PROFESSIONAL EXPERIENCE

**United Parcel Service, New York**  
*Senior Leadership* (2001 – Present)

**1987 to 2011**

Maintain high service and performance levels while simultaneously reducing cost and improving worker morale.

- Evaluated current management structure and implemented training and staffing changes to improve and bring service levels to world-class standards; from 80% to upper 90's within 7 months.
- Reduced auto and injury expense by over \$2M from the previous year.
- Exceeded profit and loss goals for the year in excess of \$5M.

*Operational Refinement/Change management (2000-2001)*

Managed 5,000 associates, improving service levels across several divisions in the New York District, focusing specifically on operational excellence (service and quality improvements).

- Improved all service indices in all 25 categories from 80% effectiveness to 98% effective.
- Contributed to an increase in revenue through improvements in on time delivery across the district resulting in increasing customer base by 20%.

*Logistics 3PL Experience (1999 – 2000)*

Directed a cross functional team of 60 employees in new business subsidiary (Small Parts Logistics) to provide shipping, receiving and warehousing for Compaq Computer. Evaluated team's expertise and directed appropriate resources to accomplish goals. Evaluated Compaq's shipping and receiving processes in conjunction with UPS procedures to improve Compaq's service to their customers.

- Implemented and grew this new business managing logistics for small parts from zero to \$250K/month in 8 months.
- Oversaw the building of warehouses to house Compaq's parts. Consolidated several Compaq warehouses to increase efficiency.

- Saved Compaq Computer \$40K per month in shipping, receiving and warehousing costs. As a result of this success with Compaq, SPL secured new business from IBM, Gateway and Hewlett Packard, handling their entire shipping, receiving and warehousing. SPL is now the fastest growing subsidiary of UPS.

*Operations Manager, New York (1998 – 1999)*

Managed a work force of over 200 employees with an operation budget of \$18M.

- Addressed morale and loss time injury issues. Reduced auto accident frequencies by 50% relative to industry standard. Reduced auto expense by \$1.25M and loss time injuries/compensation costs by more than \$2M.
- Improved all service levels to world-class standards.

*Loss Prevention Manager, New York (1997 – 1998)*

Reduced claims paid on packages by over \$7M thus reducing claims expense from \$23M to \$16M. Losses were from internal and external theft and damaged packages caused by poorly managed internal processes.

- Set up new high value and security procedures utilizing cutting edge technology.

*Implementation Manager, New York (1995 – 1996)*

Installed initial version of hand held computers used by 1,200 drivers to record deliveries. Worked with subsidiaries to develop software for the hand held computers. Managed industrial engineers and technical support staff of 100 people.

- Rolled out new technology to over 1200 drivers and several hundred management employees.

*Operations Manager, New York (1991 – 1992)*

Managed delivery and pick up services and associated costs for 2,200 regular customers daily utilizing an operating budget of \$20M.

- Addressed morale and loss time injury issues. Reduction in auto accident frequencies well above industry standard. Reduced auto expense by \$1.5M and loss time injury/compensation costs by almost \$2.5M.
- Improved all service levels to world-class standards.

*Division Manager, New York (1987 – 1991)*

Managed 2 facilities with 300 union and 50 management employees

- Brought both facilities from lowest to highest ranking position within 1 year.

## **EDUCATION / PROFESSIONAL DEVELOPMENT**

- BA, Management/Marketing, Mercy College, Dobbs Ferry, NY, graduated with high honors.
- Completed numerous training seminars to further personal development in labor relations, managing people, communications, public speaking, industrial engineering, cost control, safety prevention for OSHA regulations.
- Special assignment: Educated and trained over 200 UPS management employees' in various operational training seminars across the country.
- Special assignment: Educated and trained over 200 UPS management employees' basic concepts of handling union and non-union issues in the workplace.
- Special assignment: Claims reduction for Metro New York District; saved over \$7M during the first year of implementation of new plans.