

Joan H. Shifflett, MBA

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LEADERSHIP SUMMARY

Strategy Planning & Continuous Improvement Leader with an MBA and over 18 years of success in change management roles driving profit and cost savings, increasing efficiency, analyzing KPI data, continuously improving processes, and leading up to 15 employees. Highly effective in managing projects, budgets, capital expenditures and creating models and systems for statistical analysis and data interpretation of KPIs and operational functions. Effective in building/sustaining relationships and working cross-functionally on change management initiatives that impact stakeholders company-wide.

Selected Achievements:

- Career history of 19 years of experience in leadership roles (Operations; Strategy; Quality; Continuous Improvement, and Customer Service) coupled with promoting data-driven decision making.
- Proven ability to drive positive results in cost savings, productivity, safety and employee relations.
- Used Statistical Process Control, SPC, to develop an innovative tool that predicted waste and cost savings.
- Consistently successful in hiring and coaching employees into top-performing teams.
- Skilled in managing projects, planning, transformation initiatives and coordination of personnel and resources.

PROFESSIONAL EXPERIENCE

SHENANDOAH VALLEY ELECTRIC COOPERATIVE, Rockingham, VA 2022-Present

Strategic Planning & Analytics Manager

Socialized the adoption of the organization's first formal strategic plan with 7 institutional pillars and related initiatives. Reporting to SVP Chief Financial & Strategy Officer, ensure timely and cost-effective execution of change management and transformation initiatives designed to create a culture of excellence for this 175-employee electric coop with 95,000 members. Lead cross-functional projects using advanced data modeling and analysis techniques to discover insights that guide strategic decisions and reveal optimization opportunities.

Selected Achievements:

- Assisted in leading the development of an Enterprise Data Warehouse enabling a complete view of operations and membership, helping improve performance, unlock value from existing data and ultimately grow revenue.
- Launched a technology-driven data warehouse program by incorporating the human element with training, employee engagement, processes and overall integration into organizational culture.
- Launched the foundation of mission-critical continuous improvement projects and the onboarding of a 2-member process improvement team.
- Oversee all aspects of grant writing for Federal opportunities available for rural electric companies and communication of SVEC benefits for the community.
- Managed a member satisfaction survey to capture highly relevant data. Introduced Net Promotor Score (NPS) to member satisfaction survey.

FREEPORT PRESS, New Philadelphia, OH

2020-2022

Director - Customer Service and Production Control

Reporting to VP of Operations, managed 15 direct reports in Production Control and Customer Care for rapidly growing manufacturer with \$50M in annual revenue, a 15% increase over 2019. As a member of the executive leadership team, contributed to vision, strategy, long-term sustainability and roadmap of the entire organization and Customer Care. Charged with assessing and improving overall departmental structure, talent, systems, and effectiveness in a Lean and Continuous Improvement environment by designing, implementing, and managing change to desired future state. Coached employees into promotional roles; launched a formal task-driven training program.

Selected Achievements:

- Overhauled processes, products and people by implementing a customer-centric culture of continuous improvement that addressed KPI data, time management, job performance, standardized methods, and customer satisfaction. Reduced errors 32% with zero staffing increases while managing 15% revenue growth.
- Launched a high-profile, process-driven Voice of the Customer initiative that drove Net Promotor Score from 40% to 67% for response time, quality, sales, delivery, shipping and invoicing. Directed trend analysis and process improvements across 5 departments.
- Launched a data-driven customer evaluation model with multiple criteria to assess viability of business relationship.

- Member of leadership team charged with implementing a new Management System; aligned processes throughout organization-wide during the construction of much-needed additional square footage.
- Assessed and addressed COVID impact across supply chain, manufacturing, production, shipping, and staffing to moderate unrealistic customer expectations and drive on-time delivery increase of 100%.

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LSC COMMUNICATIONS, formerly RR Donnelley, Perry Judd, Strasburg, VA

Manufacturing Process Supervisor / 2020 Edge Plant Lead

2014-2020

Managed all administrative aspects of operations in a manufacturing department with 2-4 direct reports. Oversaw production; manufacturing equipment; projects and processes for a 24/7 plant with a total of 400 employees manufacturing printed materials. Analyzed production standards, machine productivity, equipment maintenance, training, quality, safety, compliance, waste and spoilage. Assisted with yearly plant budget process and monitored projected vs. actual spend variance. Maintained oversight for safety, quality, compliance, OSHA, and EHS. *Cont'd*

Selected Achievements:

- Selected by senior leadership to succeed Manufacturing Manager in 2022 with developmental assignments and expanded exposure to operations leadership to groom for the role.
- As the first female Manufacturing Supervisor in the plant, demonstrated skills in hiring and developing talent, with numerous employees coached into promotional opportunities.
- Served as Backup Bindery Manufacturing Manager with oversight for a 200-employee department.
- Guided creation of a job performance analytic that drove cost containment continuous improvements.
- Created a Bindery Helper 2 position that effectively served as developmental role for Assistant Crew Leader.
- Selected by senior management as 2020 “Edge” Material Yield Plant Leader on a high-profile corporate cost saving initiative in an industry with rapid decline.
- Realigned 9 specialists with job complexity, increasing productivity, retention, efficiency, and accuracy.

CS Lead / Continuous Improvement Special Projects, RR Donnelley

2009-2014

Retained after a workforce reduction in a new role to drive plant-wide process improvements and cost savings during a massive industry downturn. Developed accounting process narratives to serve as a complete narrative of documentation of accounting controls for Sarbanes Oxley (SOX). Trained supervisors and managers on Team Leadership. Performed extensive analysis of workloads, workflow, employee development, and KPIs.

Selected Achievements:

- Developed the first formal process to forecast bindery waste using Multiple Regression analysis that predicted waste % with high reliability and generated \$136k in savings in the first year alone.
- Prograph Superuser for Prograph Distribution module (2009- 2011).
- Rotated into every department in an invitation-only Leadership Development program for 2 years.
- Directed launch and managed forest sustainability initiative with plant earning FSC certification.

Customer Relations Supervisor-RR Donnelley and Perry Judd’s, Inc.

2005-2009

Managed 15 customer service professionals in processing print orders requiring extensive review and refinement of costs, specifications, page files, and delivery timelines. Collaborated with sales, production, prepress, pressroom, bindery, shipping and clients to reduce rework, cost overruns, waste and inefficiencies. Administered annual performance reviews.

Selected Achievements:

- Served in a PR capacity, assisting in the promotion and launch of OneRRD, positioning RRD as a one-stop provider for publishing, manufacturing, and distribution. This program branded and provided a differentiated entrance into the local market for RR Donnelley after their 2007 acquisition of Perry Judd’s.
- Managed team for optimal financial performance by directing expense, revenue and manufacturing activities. Hired, trained and developed reports to achieve optimal job performance.
- Restructured department and realized significant cost savings; reduction in errors and improved efficiencies.
- Provided feedback to management staff; coworkers and subordinates relative to workload and possible challenges. Managed departmental workforce reductions due to industry decline.
- Developed SME-level expertise on Printflow layout app; trained team members on functionality.
- Championed the creation of multi-variable analytics to level workload across 15 team members.

Account Manager

1996-2005

Managed 7 monthly and bi-monthly publications including the largest Company account; directly interfaced with internal and external customers in the timely delivery of publications that met customers’ specs and quality standards. Directed the

full end-to-end life cycle of print production projects with accountability for meeting timelines, budgets, and all deliverables. Recognized for 9 as a top performer with Key Contributor rating.

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Additional Relevant Experience

Customer Service Director, Banta Book Group, Harrisonburg VA | Plains District Board of Zoning Appeals, Board Member, Rockingham VA | Owner, Shenandoah Valley Umpires, LLC, Broadway VA

Education & Professional Training

Lean Six Sigma Certification, James Madison University, Harrisonburg VA 2023
Master of Business Administration, Eastern Mennonite University, Harrisonburg, VA, 2013
Essentials of Human Resource Management, SHRM (13.5 hours certification credit), VA, 2010
RRD Leadership (Team Leadership and Gateway to Leadership), Lynchburg VA, 2007 and 2009
Bachelor of Business Administration (BBA), Summa cum Laude, Averett University, Danville, VA, 2002
Associate of Science in Business (ASB), Magna cum Laude, Averett College, Danville, VA 2000
Statistical Process Control, SPC, Blue Ridge Community College, Harrisonburg, VA 1993
Program & Project Management Training, James Madison University, Harrisonburg, VA 1992 & 1993

Technologies & Tools

Microsoft Excel and Excel Add-on Analysis Toolpak; Power BI; Prograph; MS Windows; MS Project; SmartSheet; ADCS; Labor and Distribution System (LDS); Report Builder;

Volunteer Experience

Non-Profit: Finance Chairperson, Former Trustee and Administrative Council Member, Broadway, VA
Former Executive Board Member, Broadway, VA | Civic: Former Member of Broadway / Timberville Ruritan Club
Member – Board of Zoning Appeals Broadway VA