

## PROFILE SUMMARY

Executive with solid professional track record of Organizational Transformation, Change Management, Quality and Continuous Improvement, Occupational Health and Safety and Operations Management both in national and multi-national environment, in organizations of small and large dimension within different business areas of the industry and services sectors. Had the opportunity of going through professional challenges at all moments of the life cycle of Companies from start-up, organizational transformation, privatization and reengineering, in the roles of external Consultant and internal Executive leader.

Wide range and diversity of experiences, knowledge and competences allowing a comprehensive view of the whole business and critical variables for the success of the transformational process. Experience driving the deployment process from strategic goals into tactics, designing implementation tools, monitoring results through KPI and guiding teams to achieve the planned results and continuously improve them.

Strongly driven by challenging innovative new projects and team development. Skilled communicating effectively within complex contexts at all levels of the organization. Team player.

## KEY COMPETENCES

### CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

Project Management  
Cultural transformation, Work environment, Employee satisfaction  
Leadership Assessment and Development  
Strategic HR  
Internal/Corporate Communication  
Employee Performance Management  
Organizational analysis and design  
Strategy Deployment and design of KPI System  
Compliance  
Knowledge Retention and Management

### QUALITY, HEALTH AND SAFETY AND ENVIRONMENT

Quality, Health and Safety and Environment Management Systems in Industry and Services  
ISO9001, AS9100, AS9110, OHSAS18001, ISO14001 and other related standards  
Quality assurance and control for supply chain, raw materials and components, in process and final product  
Consulting, 1st, 2nd and 3rd parts auditing, training and team leadership  
Advanced quality tools

### PROCESS DESIGN AND CONTINUOUS IMPROVEMENT

Lean Management – Culture, Leadership, Core tools and Six Sigma in Industry and Services  
Business Process Management (BPM)  
Operational Excellence – Excellence Model EFQM

### OPERATIONS MANAGEMENT

Team Leadership and Coaching  
Industrial operations: Production Management, Customer Support, Suppliers/Supply Chain Development

## WORK EXPERIENCE

**Grupo Vendap, SA**  
Equipment Rental  
Since July 2014  
team: 1 direct

### Quality and Continuous Improvement Director

Reporting to the CEO, responsible for the Occupational Health and Safety (OHSAS 18001) and Quality (ISO 9001) System and for operational HS and environment activities including risk assessment and mitigation and response to emergency. Responsible for the access control system to all the people and machinery for big industrial facilities including oil refineries, maritime ports, airports, paper industry and wind power plants.  
TÜV tutor and consultant.

**Achievements:** design and implementation of the Occupational Health and Safety and Quality System; successful implementation of the Customer complaints handling system, achieving reduction of the number of complaints and operational performance improvement. Improvement and simplification of documentation management process and procedures to access industrial facilities.

### OGMA, SA

Grupo Embraer  
Aerospace Industry  
december 2013 to july 2014  
team: 3 direct and 23 with  
functional report

#### Continuous Improvement Manager

Responsible for the continuous improvement activities and the Operational Excellence Program, reporting to the Human Resources Director.

**Achievements:** redesign, implementation and sustaining of the Operational Excellence Program within a Company restructuring context.

### OGMA, SA

Grupo Embraer  
Aerospace Industry  
march 2011 to december 2013  
team: 10 direct people and 23 with  
functional report

#### Organizational Development Manager

Reporting to the President, responsible for the development and implementation of the corporate Operational Excellence Program, based on Lean principles and philosophy, strategic alignment, goals and targets, KPI and correspondent action plan definition, Strategic HR, Leadership development, Work environment and Employee satisfaction, Trainee Program, Internal communication, sharing of internal best practices and program to recognize employees' ideas on quality, health and safety and environment matters to improve the performance of their working areas.

**Achievements:** successful creation of the Assessment and Development Centre for Leaders; total reframing and reformulation of the Trainee Program to meet the Company's needs, bring added value to it and reach the planned goals; together with IT support, the customization and implementation of a Business Process Management Oracle software.

### OGMA, SA

Grupo Embraer  
Aerospace Industry  
may 2008 to march 2011  
team: 13 direct people and 23 with  
functional report

#### Corporate Quality Manager

Reporting to the Quality Director, responsible for the integrity and conformity of the Quality, Health and Safety and Environmental Management System in accordance with the requirements of ISO 9001/AS9100/AS9110/AQAP2110, OHSAS 18001, ISO14001 and respective regulation and legislation; programming and performing internal audits and managing the training and competence of internal auditors; following external audits performed by certification and inspection bodies; following up issued non-conformities until their effective closure; coordinating the mapping and updating of the business processes.

**Achievements:** achievement of NAD CAP certification for special processes.

#### Responsible for the Organizational Excellence Corporate Program (simultaneously)

Four months after joining the company I was appointed to assume the responsibility for the Operational Excellence Program, directly reporting to the President. For this reason, from that moment on, I was required to attend to the Board meeting.

**Achievements:** customization of the Embraer excellence model and its manuals, standards and requirements in order to fulfil the local needs at OGMA. Successful implementation of the excellence program, including internal training and involvement in continuous improvement initiatives of all the employees during the first year of the program. Together with a team of internal consultants under my coordination, oriented over 500 Kaizen workshops over 5 years.

### Business Unlimited, Lda

(startup)  
Management Consulting  
october 2006 to may 2008  
team: n.a.

#### Senior Partner

Participated in the *start-up* of the Company. Consultant, Auditor and Trainer for process modelling and improvement, Operations and Integrated Quality, Environment and Health and Safety Management Systems, in various sectors of industry and services, namely IT, medical devices, transportation, hospitality, environment, metalworking (detailed portfolio available if required). TÜV tutor and consultant.

**Achievements:** successful implementation of several Management Systems that led to customer Companies certification.

### Finupe, SA

(formerly Nónio Engenharia e  
Acabamentos)  
Building and Construction  
february 2001 to october 2006  
team: 4 direct people

#### Technical Director (Quality and Engineering)

Reporting to the General Manager, responsible for the Quality, Environment and Health and Safety Management System and for providing technical support to all departments of the Company, namely: suppliers development and continuous improvement, RFQ technical requirements analysis, product specification / development.

Point of contact with external organizations including certification bodies, laboratories

and specialized services suppliers.

Portugal representant in the Technical Committee of the CEN (European Committee for Standardization) that published the European Standard on Raised Access Floors.

**Achievements:** development of new products, including new raw material procurement, that led to cost reduction of approx. 30%; as Project Manager, responsible for mapping the processes and the successful parametrization and implementation of *phc Enterprise* software (elected as *Case Study* by the service provider TecniData).

#### Excelente, Lda

Management Consulting  
april 2000 to february 2001  
team: n.a.

#### Senior Consultant

Responsible for projects for Quality Management Systems ISO 9001 and Environmental Management Systems ISO 14001 in various sectors of industry and services.

**Achievements:** successful implementation of several Management Systems that led to customer **Companies** certification.

#### Nónio Engenharia e Acabamentos, Lda

Building and Construction  
1993 to april 2000  
team: 3 direct people

#### Technical Director (Quality and Engineering)

Directly reporting to the General Manager, from 1996 in the role of Technical Director, responsible for launching the Technical Direction of the Company that absorbed the former Quality Direction and its activities. New activities were added, such as new products and supplier development.

**Achievements:** responsible for coordinating the definition of practices and writing down all the documents supporting the Quality Management System of the company, that was certified ISO 9001. Definition and implementation of quality assurance and control procedures and specification for incoming, on process and final product are included.

#### National Starch & Chemical, Lda

(Unilever Group)  
Chemical Industry  
1991 to 1993  
team: n.a.

**Technical Commercial Representative:** directly depending on the General Manager for Iberia based in Barcelona, responsible for starting the business in Portugal.

**Achievements:** recruitment of big accounts; achieved approx. 2M € in sales during this period.

## EDUCATION

### Strategic Change Management

Kellogg School of Management - Northwestern University

### Executive Program in Leadership Development

Católica Lisbon School of Business and Economics

### Degree in Chemical Engineering – Quality and Environment

Instituto Superior de Engenharia de Lisboa

## OTHER RELEVANT TRAINING AND EDUCATION (detailed portfolio by request)

### Training

Tutor Training - Certificado de Competências Pedagógicas (CCP) since 2006

### Quality

Lead Auditor ISO 9001:2015 IRCA

Internal Auditor AS 9100

Internal Auditor 1st and 2nd Party IATF 16949

### Health and Safety

Lead Auditor ISO 45001 IRCA

Occupational Health and Safety CAP de Técnico Level VI nº 0609/8787/02 (2005)

### Environment

“Environmental Management Systems” ISO14001:2015

### Lean Management

Black Belt Six Sigma

## Project Management

PMBok training / Project Management Institute (PMI)

## Team Leadership and Management

Situational Leadership, Communication and interpersonal relationship management, Lean Leadership, Team Development, Human Resources Best Practices

## Coaching

International Certification in Coaching / International Coaching Community (ICC)

Executive Coaching / International Coaching Community (ICC)

## Aerospace

EC 2042/2003 IR Part M Continuing Airworthiness Requirements /Joint Aviation Authorities

EC 2042/2003 IR Part 145 Guidance for Maintenance Organizations /Joint Aviation Authorities

EC 2042/2003 IR Part 21– Subpart G /Joint Aviation Authorities

Regulamentação SFAR 88 (CDCCL) – Level I

Human Factors

AS 9100 Quality Systems - Aerospace - Model for Quality Assurance in Design, Development, Production, Installation and Servicing

AS 9110 Quality Maintenance Systems - Aerospace - Requirements for Maintenance Organization

AQAP 2110 NATO Quality Assurance Requirements for Design, Development and Production

## LANGUAGES

**Portuguese** native; **English** and **Spanish** fluently spoken and written; basic communication skills of **French** and **German**

## COMPUTER SKILLS

Very good computer skills. Experienced with Oracle, phc and MSF Office.