



Name Hugh R. Alley
Title Senior Manager
Location Vancouver

Functional and Industry Experience

Hugh is a senior manager in the Grant Thornton B.C. management consulting practice. His extensive experience includes over 20 years in business, both as a consultant and in a variety of management roles in the private and public sectors. His private sector work has been primarily in manufacturing. Hugh's work has focussed on improving operational performance against key indicators such as quality, throughput, capacity and timeliness of delivery. He has assisted organizations develop new business processes and use information more effectively. He has done extensive strategic planning and managed multi-million dollar projects. A skilled facilitator, he emphasizes a consultative approach, as well as carrying out careful analytical studies.

Hugh has helped many organizations improve their performance against key indicators. He has used a wide range of tools, including constraint analysis, lean processing, value stream mapping, Kaizen blitz, 5S, SMED (single minute exchange of die), statistical process control, Kanban, enterprise resource planning systems and performance management to achieve significant improvements in process times, set-up times, capacity, quality and throughput and reductions in rework and inventory.

Hugh is an experienced project manager, and has helped rescue a number of large IT projects, as well as managing both IT and service projects. His particular focus has been to ensure that the business requirements are well understood and that business needs drive the project decisions.

Hugh has led a wide range of strategic planning projects for firms from small manufacturers to international resource companies. The work has included identifying who the key customers are and what provides real value to them, selecting key business opportunities, developing core competencies, setting ethical standards, and developing action plans.

His experience spans work in a broad range of industries.

- *Manufacturing*: in a variety of industries, including secondary wood, primary and secondary steel, food processing and assembly, Hugh has achieved significant improvements in throughput, quality, and capacity; implementation of plant

information systems with attention to customer value; conducted operational reviews; prepared business cases for new investment, provided plant design services and supported plant start-ups

- In a lumber reman plant, improved layout to reduce fork lift travel by 20-30%
 - In a custom reman plant, developed improved costing tools to allow more accurate estimates
 - In a structural laminated beam plant, developed assembly practices that reduced wood waste by 5-7%
 - In a door and window plant, redesigned internal processes to reduce rework which reduced raw material use by 20% and improved on-time-delivery from 10% to 90% within 12 weeks
 - In a furniture factory improved set-ups to eliminate “test pieces”
 - In a sheet metal factory improved layout to reduce material handling 30%
 - In an appliance assembly firm, designed a plant layout that allowed for doubling capacity in a plant only 40% larger
 - In a wire mill, reworked production in one line to add almost \$1 million in sales from new products
- *Government agencies:* improved operations based on client-centred measures, achieved significant performance improvements in time to deliver services and time to reach decisions, led strategic planning efforts, managed major business redesign projects
 - Reduced decision time for a key decision process from 80-100 days to 40-50 days in a complex public-sector agency
 - Reduced elapsed time for a clinical evaluation process from referral to reporting from 120 days to 30-40 days
 - *Financial sector:* used project management experience to assess major IT initiatives
 - Identified key requirements for successful completion of a complex customer service IT initiative that avoided over \$400,000 in extra costs

Professional Designations and Memberships

A Professional Engineer (Industrial), Hugh has an Applied Science degree from University of Waterloo, a Masters degree in Resource Economics from Cornell University, and a Masters degree from the Vancouver School of Theology where he focused on business and ethics, conflict resolution, and adult education. He is a Senior Member of the Institute of Industrial Engineers.