

Curriculum Vitae

Personal Data

Name: **Michael Peter Windhausen**
Born: 23rd May 1946
Degree: Diplom Ingenieur Maschinenbau (degreed engineer for mechanical engineering), University of Applied Sciences Niederrhein, Germany
Address: Wielandstr. 19, 49078 Osnabrück, Germany

Executive Summary / Core Strengths

Project manager and quality manager with international experience and outstanding skills in the practical realisation of concepts with the objective of considerably enhancing a company's key business figures.

Extensive industry experience in the mechanical and plant engineering sector and automotive parts industry.

Professional Background (Synopsis)

04.2012 – today	Member of the Team ZF Senior Professionals ZF Friedrichshafen AG, Friedrichshafen, Germany Main focus on Project and Quality Management
11.2002 – 03.2012	Senior Project Manager / Quality Manager ZF Friedrichshafen AG, Friedrichshafen, Germany Systems and components for automobile industry
01.2001 – 09.2002	Project Engineer Hydro Automotive Structures AS, Tønder, Danmark Production of aluminium profiles.
04.1993 – 12.2000	Head of Project Management and Technical Field Service Keller GmbH, Ibbenbüren, Germany Machinery and equipment for the brick making industry
10.1986 – 03.1993	Head of the Planning Department of the Research and Development Division Rheinmetall GmbH, Düsseldorf, Germany Military Technology
06.1974 – 09.1986	Head of project management in the area of metallurgical engineering Krupp Industrietechnik GmbH, Duisburg, Germany Metallurgical engineering equipment
01.1974 – 05.1974	Project Engineer Ford-Werke AG, Cologne, Germany Automotive Industry
07.1970 – 12.1973	Project Engineer Rheinmetall GmbH, Düsseldorf, Germany Military Technology

Professional Background (Details)

- 04.2012 – today **Member of the Team ZF Senior Professionals**
ZF Friedrichshafen AG, Friedrichshafen, Germany
Main focus on Project and Quality Management
Projects:
- 07.2021 – today **ZF Friedrichshafen AG, Business Unit Chassis Technology,
Stemwede, Germany**
Supplier Development Engineer
- 03.2018 – 08.2018 **ZF TRW Steering Systems Poland Sp.zo.o., Bielsko-Biala, Poland**
Manufacturer of steering column and steering gear
Task Force Leader “Quality Improvement Project”
Initial situation:
High number of complaints from customers VW, FORD and FCA,
i.e. 16 complaints in March 2018.
Measures:
Auditing and optimisation of the quality of supplies
Auditing and improvement of internal production processes
Strengths and weaknesses analysis (SWOT) of the management team.
Result:
Reduction of customer complaints to 1 complaint in August 2018.
Management team now works based on data, facts and priorities
- 02.18 **ZF TRW Automotive Italia S.r.l., Ostellato Ferrara, Italy**
Manufacturer of high performance pumps for steering gear
Senior Expert for validating the quality management system
Initial situation:
It was unclear to management whether the process landscape was
rolled out in accordance with ISO/TS 16949 and OHSAS 18001.
Strengths, weaknesses, opportunities and threats analysis (SWOT) of
the management team
Auditing of series product
Auditing development project
Outcome:
Definition and scheduling of corrective actions.
Review of efficiency and effectiveness of corrective actions
- 04.2017 – 07.2017 **ZF Friedrichshafen AG, Saarbrücken, Germany**
Manufacturer of gearboxes for the passenger car sector
**Task Force Leader for Supply of E-Modules of Transmissions for
BMW 6 & 8 HP**
Initial situation:
The Tier 2 supplier in Germany did not deliver the desired number of
E-modules to ZF Saarbrücken.
Delivery performance of Tier 2 supplier was 61 % in March 2017
Measures:
Audit Tier 3 supplier in the USA including Run@Rate
Auditing of Tier 3 supplier in Hungary including Run@Rate

Auditing of Tier 2 supplier in Germany including Run@Rate

Result:

Main weakness is insufficient vendor management of the Tier 2 supplier

Definition and scheduling of corrective actions.

Review efficiency and effectiveness of corrective actions.

Delivery performance of Tier 2 supplier was 98.8 % in July 2017

03.2016 – 10.2016

ISRINGHAUSEN GmbH & Co. KG, Lemgo, Germany

Tier 1 supplier of seats for passenger cars, vans and trucks

Supplier Development Tier-n as part of the VAN VS 30 Sprinter project on behalf of Daimler AG

Initial situation:

Seven Tier-n supplies have been coordinated by purchasing only

Measures:

Project management in accordance with readiness assurance of new parts according to VDA "Maturity level assurance for new parts"

Assurance of the quality of deliveries according to VDA 2 "Securing the quality of supplies production process and product approval"

Organisation and execution of regular meetings

Assessment of prototype production.

Results:

Over a period of six months, seven tier-n were intensively supervised.

All activities were carried out in time and with the required quality.

02.2014 – 04.2015

ALFOT Technologies Co., Ltd., Taichung , Taiwan

Manufacturer of forged parts from high-strength aluminium for the automotive industry

Development of the strategic supplier according to the specifications of ZF Friedrichshafen AG

Initial situation:

Production scrap rate > 30 %, therefore delivery performance < 70 %.

Material testing (dye penetration test) at the end of production was deliberately suspended with the knowledge of the General Manager.

Material inspection of raw parts at goods receipt not available

Spare parts for machines and equipment only insufficiently available

No management reviews according to ISO/TS 16949

Measures:

Introduction of a contract-compliant rework process

Establishment of an incoming goods inspection with spectral analysis

Efficiency of material inspection at the end of production is checked daily.

Introduction of predictive maintenance and servicing of machinery and equipment

Process audits of all products for ZF Friedrichshafen AG

Introduction of a monthly management review

Strengths and weaknesses analysis of the company's management team

Reorganization of the management team

Result:

Delivery performance of ALFOT to companies of ZF Friedrichshafen AG could be increased to > 90%

06.2013 – 07.2013

ZF Chassis Components Toluca, S.A. de CV, Toluca, Mexico

Manufacturer of components for the front and rear axles of passenger cars

Auditing of manufacturing processes and leading role in the introduction of improvements to the audited processes

Initial situation:

Delivery performance to customer < 70 %

The machines and systems did not comply with the safety requirements of ISO 14001 & OHS 18001

Rework on components is not carried out in accordance with regulations.

Calibration of test equipment was not carried out according to regulations.

Delayed processing of customer complaints (8D Report)

Measures:

Process audits according to VDA 6.3, ISO 14001 & OHS 18001

Development of specifications for rework processes

Calibration of all inspection and test equipment

Acceleration of the processing of customer complaints

Strengths and weaknesses analysis of the management team.

Result:

Delivery performance to customer > 90 %

Customer audits have been passed successfully

05.2012 – 03.2013

ZF FAWER Chassis Technology Co. Ltd., Changchun, China

Supply of components and front and rear axles to the joint venture FAW Volkswagen

Project Manager for the introduction of the front and rear axles of the Audi Q3 to the joint venture FAW Volkswagen, Changchun

Initial situation:

The certified front and rear axle of the Audi Q3 had to be delivered to FAW Volkswagen on 26.11.2012 (SOP).

Measures:

Establishment of a professional project team

Introduction of a change management

Continuous adjustment of the project budget

Conducting regular team meetings

Management of the installation and commissioning of the equipment

Delivery verification

Step-by-step verification of the individual production processes

Test run of the production line

Commissioning of the plant and assembly of the first front and rear axle Audi Q3

Result:

The milestone "production release" was achieved on 26 November 2012

The first series axle was delivered to the customer on 26. November 2012.

The milestone "project completion" was finalized on 4. March 2013.

Permanent Positions

- 11.2002 – 03.2012 **ZF Friedrichshafen AG, Friedrichshafen, Germany**
Delivery of systems and components for automotive industry
In Detail:
- 11.2002 – 01.2004 **Advanced Product Quality Planner**
ZF Lemförder GmbH, Lemförde, Germany
Development and production of components for automotive industry

APQP planning for the new production line of BMW axles in Shenyang China
- 02.2004 - 07.2005 **Senior Project Manager Start of Production**
ZF Lemforder Automotive Systems Co., Ltd, Shenyang China
Establishment of a new production line for BMW axles E46, E60 and E90.
Measures:
Production part approval process of BMW axles E46, E60 and E90
Establishment of a quality management system according to ISO/TS 16949
Result: 3rd party certification according to ISO/TS 16949
Timely delivery of certified axles to BMW
- 08.2005 – 10.2007 **Quality Manager with 14 employees**
ZF Lemforder Australia Pty. Ltd., Edinburgh Australia
Establishment of a new production line for the GM Holden axle VE & WM Commodore
Measures:
Production part approval process of GM Holden axles VE & WM
Establishment of a quality management system according to ISO/TS 16949
Result: 3rd party certification according to ISO/TS 16949
On-time delivery of certified axles to GM Holden
- 11.2007 – 11.2010 **Quality Manager with 30 employees**
ZF Lemforder Shanghai Chassistech Co., Ltd., Shanghai China
Construction of a new production line for control arm GM Delta II and for chassis parts of the Daimler C and E class
Measures:
Establishment of a quality management system according to ISO/TS 16949
Production part approval process of the control arm GM delta II
Production part approval process of chassis parts of the Daimler C and E class
Result: 3rd party certification according to ISO/TS 16949
On-time delivery of certified components to GM and Daimler
- 12.2010 – 01.2011 **Supplier Quality Assurance**
ZF Lemförder GmbH, Lemförde, Germany
Development and production of passenger car components
Result: Auditing of selected suppliers.

02.2011 – 03.2012

Team Leader Quality Management with 12 employees

ZF Lemförder GmbH, Kreuztal, Germany

Production of stabilizers for passenger car axles

Initial situation:

Quality Management Team was co-led by the logistics manager

Q1 qualification suspended by FORD

Measures:

Realignment of the Quality Management Team

Definition of "Key Performance Indicators" for quality management

Auditing of all production processes

Introduction of professional "Shop Floor Management"

Establishment of a laboratory for the inspection of weld seams

Regular verification of customer complaints

Representation of the management team to the company management

Result:

Q1 qualification was regained

The new plant manager was handed over a functioning quality management team.

01.2001 – 09.2002

Hydro Automotive Structures AS, Tønder, Danmark as part of Hydro Norsk Group Norway

Extrusion and machining of aluminium profiles

Project planner and Advanced Quality Planner for starting the series production of the frame construction of the new BMW Rolls Royce. In detail:

- Planning products, processes, devices and gauges
- Auditing & claim management of subcontractors
- Control of series start-up

Successful coordination of first article inspection between BMW, Hydro Automotive and sub-suppliers

04.1993 – 12.2000

Keller GmbH, Ibbenbüren, Germany

Development and manufacture of machinery and equipment for the production of clay tiles

Head of Central Project Management and Technical Field Service with 45 employees. In detail:

Member of the extended management board and co-responsible for the realisation of a turnover of 190 million DM at that time

Reorganisation of the central project management and the technical field service

Increasing order profitability and reducing warranty expenses by introducing multi-purpose team structures

Project management of orders for central customers such as Wienerberger AG Ziegelindustrie, Austria

- 10.1986 – 03.1993 **Rheinmetall GmbH, Düsseldorf, Germany**
Development and production of defence systems
Head of the planning department of the research and development division with 15 employees. In detail:
Management and coordination of project planning for the Research and Development department.
Development and implementation of a company-wide technical and economic project information system.
Member of the project management team responsible for the development, series readiness and series start-up of a new artillery ammunition (SMART) within the framework of a bilateral contract
- 06.1974 – 09.1986 **Krupp Industrietechnik GmbH, Duisburg, Germany**
Development and production of equipment for metallurgical technology.
Head of order management of major projects in the field of metallurgical engineering with 18 employees. In detail:
Project planning for the delivery, assembly and commissioning of a 100-ton electric furnace to VEB Stahlwerk Hennigsdorf.
Head of order control for the delivery of metallurgical plant equipment in a joint venture with Mannesmann Anlagenbau, AG VOEST Alpine AG and Walther Bau AG to the Iron & Steel Projects Misurata, Libya.
- 01.1974 – 05.1974 **Ford-Werke AG, Cologne, Germany**
OEM passenger car supply
Project engineer in the area of trim and assembly
Operation planning in the area of production control assembling passenger cars
- 07.1970 – 12.1973 **Rheinmetall GmbH, Düsseldorf, Germany**
Development and production of defence systems
Project planning and project management of the introduction of a weapon system for the 8x8 armoured reconnaissance vehicle Luchs with turret system at the Bundeswehr.
Planning and control of development, prototype production, factory testing, testing on the E 91 of the Federal Office of Defence Technology (BWB), troop testing, integration into the vehicle and subsequent readying for series production.
Monthly reporting to the BWB, company management and to the project team.

Training and Further Education

- 06.1967 – 06.1970 Studies as a mechanical engineer with a degree in engineering at the University of Applied Sciences Niederrhein, Krefeld, Germany
- 03.1963 – 03.1966 Training as a machinist at the machine factory Eduard Küsters, Krefeld, Germany

Additional Experience

- IATF 16949, 1st/2nd Party Auditor (TÜV). Certificate 3116571
- External and internal process audits according to VDA 6.3. Certificate P-6.3-1203-C-1284-2
- Organisational and methodological concept of project management
- Courses Quality Assurance B1 and B2 at the University of Applied Sciences Berlin
- Publication of the book *Projektplanung und Projektcontrolling* (Project planning and project controlling) in cooperation with Heiner Schmitz published by VDI Verlag, ISBN 3-18-40 0633-6

Operations Abroad

Israel, Libya, China, Australia, South Korea, Mexico, South Africa, Poland, Taiwan, Turkey, Portugal and the USA

Languages

German: First language
English: Fluent

IT Knowledge

MS Office 365 and VDA 6.3 prozess audit tool.

CV Update

23.12.2021