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Professional Profile

Experienced academic and industry professional with 20+ years of expertise in process engineering, operations management, strategic management, big data and supply chain optimization. Proven track record in teaching, research publication, and leadership. Known for bridging practical industry knowledge with academic rigor through applied analytics, AI, and machine learning in logistics and operational excellence.

Educational Background

Education:
Ph.D. (in progress) – Computational Sciences & Engineering (Big Data, Optimization, ML, AI in Supply Chain)
McMaster University
MBA – Operations Management & Strategy Management
Schulich School of Business, York University
Bachelor of Applied Science – Mechanical Engineering (Mechatronics)
University of Toronto

Certification:
Certified Lean Six Sigma Black Belt (CLSSBB)

Professional Organization

Licensed Professional Engineer (P.Eng.) with Professional Engineers of Ontario since 2009

Employment History

a) Academic Experience:
Sheridan College – Faculty Lecturer, Business Analysis (2016–2019)
- Delivered in-person and online courses with practical industry insights
- Mentored students on analytics careers, interviews, and resume building
- Integrated real-world applications of process design and optimization

b) Industry Experience:
2020 – Present as **Director, Regional Process Engineering – Ontario & Nunavut** Canada Post, Mississauga, ON
- Leading a team of *4* managers and *21* engineers in Ontario & Nunavut to ensure safety is paramount by ensuring to incorporate it in all workcentre and process designs
- Lead the team to design and implement processes and provide documentation such as playcards, process maps, material flow diagram, traffic flow diagram, work centre layouts, require-to-operate (RTOs) and processing strategies to sustain the processes and conduct audits to provide continuous feedback to operations for process sustainment to ensure key KPIs i.e., productivity, service level agreements (SLA) and safety targets are achieved
- Coordinate project activities in Nunavut, North Ontario, Southwest Ontario and East Ontario by engaging process engineering managers for respective areas and ensuring they have regular touchpoints with Regional Operation Directors to work closely in partnerships
- Select, interview, hire, coach, build and sustain Ontario Process Engineering organization in competitive market
- Identify and continuously transform smaller non-standard operations in Ontario portfolio
- Identify talented students during interview process, hire them and coach them to develop skills and respect for Canada Post processes to keep them motivated to return to employ with Canada Post
- Conduct weekly *1on1* with employees for continuous development leading *T1* employees to attain *T2* roles, *T2* employees to attain manager roles and other engineers to learn various process areas by providing them with cross training opportunities
- Conduct regular meetings with senior executives to ensure strategic regional initiatives are identified and well supported by engineering and other stakeholders
- Propose and lead projects to increase EBITDA
- Identify and support all phases (concept, design, roadmap and future state) of DCF Business case for Barrie, Dryden, and Kingston
- Support Kitchener automated sorter and other transformation initiatives (namely Hamilton automation and Ottawa new plant)
- Provide business requirements, use cases, and support sorter testing and IT testing for new automated sorter in Kitchener
- Identify and support Area Planning and Real Estate multi-year projects from concept to completion
- Optimize team workload and reduce work-related stress through regular discussions in *1on1* and by reviewing and negotiating expectations and workload with local operation stakeholders in recurring team meetings
- Establish partnerships with various stakeholders to discuss ongoing business gaps and formulate opportunities to meet future business requirements

- Engage in key projects to enhance customer service through sustaining processes i.e., Amazon, Nespresso, Cogeco and Landmark
- Meet consumer expectations and ensure mail journey is optimized by reducing touches in Canada Post processes
- Work closely with staffing to enable labour optimization targets through continuously improving processes and workcentre design
- Lead regular kaizen events in multiple facilities across Ontario to improve existing processes, eliminate waste, improve productivity and reduce costs
- Conduct lean and six sigma training sessions for yellow belt, green belt and black belt
- Mentor employees to complete green belt and black belt projects and complete certification
- Lead projects to create end-to-end value stream maps to identify, eliminate or reduce waste and promote lean methodology and practices
- Continuously work on capacity enhancing projects through peak budgets such as improving conveyer belt performance
- Coach employees to complete *A3*s for continuous improvement projects to demonstrate the best practices
- Host and gate-keeper of CI idea generation hopper
- Work with service and quality team to ensure various process changes are tracked for service improvement wins

2019 – 2020 as **Manager, Process Engineering – Ontario** Canada Post, Mississauga, ON
- Lead Amazon induction implementation along stakeholder awareness until sustainment of process is achieved *100*%
- Support staffing and operations to meet operating hours reduction by leading generations of standard templates, playcards and work centre readiness documentation by engineers and managers for respective cities in Ontario
- Ensure standardized process and equipment solutions are implemented safely
- Lead team to support staffing and operations to establish processing strategies and capacity targets to meet peak operations *2019* and day-to-day operations processing targets during COVID period in *2020*
- Coach my team to use actual process volume data to conduct process capacity analysis, identify gaps to build processing strategies and staffing profile to meet productivity and tasking hour reduction (financial) targets in plant and delivery operations respectively
- Manage a team of up to *10* employees from diverse backgrounds including one student
- Work on prospective future readiness projects from idea to conception in Ontario region
- Lead parcel conveyor enhancement, lettermail flat sorting machine removal, revenue verification operation relocation and high docks addition in Hamilton mail processing plant
- Lead parcel conveyor installation and mail flow enhancement activities including *2019* capacity readiness in Kitchener
- Lead parcel conveyor replacement, mail flow enhancement activities in Sudbury and Barrie to increase capacity for *2019* peak
- Lead the review for weekly service failure results, perform root cause analysis (RCA) by collecting data and analyzing data to find broken or non-compliant process and propose future state improvements
- Improve Service performance for Amazon injection at London mail processing plant from *92%* to *99%*
- *14* Risk Assessments and *42* Risk Reductions completed in *2019*

2018 – 2018 as **Manager, Process Engineering – Supply Chain** Canada Post, Mississauga, ON
- Manage a team of up to *5* employees from diverse backgrounds including students
- Lead implementation of rural network supply chain solution for GTA
- Manage implementation of Scan to Vehicle program in GTA providing visibility of mail movement in supply chain
- Support development of Dashboard to display Scan to Vehicle data from PDT scanning
- Lead process engineers to conduct level *1* quality audits for GTA and SWO supply chain using InTouch Check application
- Lead engineering feasibility studies to enhance customer experience through offering new services such as weekend delivery
- Work with route measurement team to conduct and improve on shunt utilization and propose a new schedule after completing analysis
- Conduct weekly *1on1* with employees to ensure continuous engagement leading to increase in employee performance

2016 – 2018 as **Manager, Process Engineering – Parcels** Canada Post, Mississauga, ON
- Lead a team of *11* engineers in design and implementation of mail sorting and material handling processes with utmost safety
- Coach six direct reports to complete Green Belt lean six sigma certifications
- Support various capacity evaluation projects to identify capacity shortfalls at Gateway and in central region and work closely with project teams to install new equipment and upgrade existing sorters
- Utilize my team to ensure before and after performance is captured as equipment upgrade is executed
- Establish SME process engineer for each area and assign a back-up for each area for cross training opportunities
- Encourage and coach engineers to complete professional engineering certification
- Lead development of service and quality tool to analyze data and identify service failures in Canada Post supply chain
- Coach employees to utilize DMAIC, DFSS and engineering design process approach to improve processes and enable operational performance targets (service, productivity, safety, cost)
- Encourage employees to utilize data driven approach for decision making and continuous improvement
- Coach process engineers to engage shift managers, superintendents, supervisors, and clerks to discuss current challenges and seek their input as they initiate new projects

- Coach team to ensure all documentation is prepared and maintained in SharePoint for stakeholder access, buy-in and for continuous training of new employees
- Collaborate with regional stakeholders from operations, staffing, service and quality, maintenance, transportation, network, process engineering, line of business, customer service network, and sortplan management to review and improve mail processing strategies and to enhance sorter performance to reduce cost, increase productivity, increase asset utilization, and enhance customer experience
- Coach an employee to complete an *A3* on Kestrel/Returns service improvement from *83.6%* to *88.1%*
- Lead addition of SWO splits improved service for Expedited from *88%* to *91.4%* and Xpresspost from *85.7%* to *88.8%*
- Mentor process engineers carry a project on YDC and reduce reject by *1,400* per week. Cost savings of *$92,000* per year
- Coach an employee to complete YDC infeed conveyor modification that resulted in increase of feed rate by *1,200* pcs/day
- Organize team activity at Captive Escape Room and Christmas Lunch for employee engagement and team building
- Manage and lead commissioning of large parcel sorter *420* and large parcel sorter *402* to increase Gateway sort capacity for parcels
- Ensure my team is continuously working on improving service standards and operational productivity
- Promote record of decision process to ensure stakeholder awareness, buy-in and cost/benefit is understood for changes made to parcel sort throughout the network

2012 – 2016 as **Process Engineer** Canada Post, Mississauga, ON
- Over *50,000* labour hours saved from operational processes in *2013 & 2014* (savings of over *$2.5 MM*)
- Lead on parcel sorter upgrade enabling us to looseload *15-20%* of total volume inducted
- Support parcel sorter user cases to ensure sorter performance is tested before going live
- Lead Registered mail migration from lettermail to parcel stream enabling Canada Post to achieve on-time service performance of *95%+*
- Lead on SLA, enabling service improvement at Maro from *75%* to *83%* and at GTA hub from *22%* to *77%*
- Lead on refurbished documents flat sorter *611* installation enabling us to achieve acceptance rate of over *90%*
- Lead on conveyor *1* installation providing additional capacity of *5,000* pcs to be processed per shift
- Evaluate processes at Gap facility and CNIB Library to improve service and operational efficiencies
- Provide engineering leadership by engaging and promoting employee participation to transfer process knowledge to teams
- Function as a manager in absence of the Process Engineering Manager
- Represent Canada Post Process Engineering in University Career fair
- Provide coaching through various tools to the new hires to enable them to perform
- Provide Gateway tour to various internal/external customers as Process SME
- Lead Process Engineer in the team supporting Gateway East operations
- Design end-to-end processes for packets, documents, and parcels operations in Gateway East
- Actively utilize Lean and Six Sigma tools to achieve continuous improvement and process excellence
- Utilize data and business analytic techniques to evaluate data and make informed decisions based on findings from the data
- Work in close collaboration with operational specialists and other stakeholders to attain business objectives (costs, services, deadlines, health & safety, and employee commitment)
- Implement engineering techniques in improvement projects to optimize processes and reduce waste
- Identify and implement initiatives to reduce process variations, thus making them more reliable
- Develop Process Maps for all operational processes and value streams
- Evaluate business proposals to determine viability, operational impact & ROI
- Develop strategies to maximize operational space
- Evaluate capacity issues for shared resources (equipment, docks, machine time, people, space, supplies) and optimize performance with buy-in from CUPW employees
- Work with joint health and committee to improve the ergonomics of employee work areas to improve on overall workcentre safety
- Analyze and recommend changes to the work environment to improve employee comfort and performance
- Evaluate suggestions from employees and incorporate approved suggestions into the improvement plan
- Review equipment reliability and usage issues for all major and minor equipment used within value streams and ensure that equipment problems impacting operational efficiency are identified and resolved

2011 – 2012 as **Lean Six Sigma Black Belt (Team Manager)** Linde Canada (formerly Praxair Canada Inc.), Mississauga, ON
- Manage *6* Lean Six Sigma Green Belts
- Conduct Lean Six Sigma Black Belt Projects as per DMAIC methodology
- Deliver yearly savings of *$2.5 MM* from various business processes
- Facilitate idea generation within diverse work processes i.e., logistics, production, plant operations, product billing, customer service, sales, and human resources
- Optimize logistics network to move liquid and gaseous products i.e., utilizing rail vs fleet
- Facilitate process mapping exercise to identify non-value-added steps to eliminate and achieve cost saving goals
- Design and establish end-to-end processes for new and existing customers
- Lead and provide support to multiple lean six sigma projects simultaneously across the entire organization

- Utilize data to establish and monitor KPIs & maintain required project documentation
- Consult with regional operation teams, business units, senior management, and VPs to deliver cost savings
- Analyze data to drive solutions, design and implement, ensuring alignment with business objectives
- Present verbal briefings and written reports to executive management committee
- Train, coach, and mentor employees on various lean six sigma tools

2008 – 2011 as **Product Engineer (Green Belt)** Siemens Power Generation, Hamilton, ON
- Over *$1.2 MM* saved in *2009* and *2010* by carrying continuous improvement projects
- Main Contact person for customer support on day-to-day technical issues in the manufacturing plant
- Utilize data analytic techniques to continuously improve production processes
- Write technical engineering reports, sign-off on drawings and technical specifications
- Consult with specialists and coordinate efforts amongst various SME groups
- Play a key role in ensuring that manufacturing process capabilities match the engineering design and customer satisfaction
- Conduct Product Development Process Reviews at various stages for new and existing products
- Lead Product Development Life Cycle (PDLC) for new product targeting customer needs and market demands
- Provide leadership role to manufacturing, to lead special cost savings and process improvement projects
- Analyze the data and perform statistical analysis to improve existing processes
- Optimizing the layout and increasing efficiency of warehouse, logistics and distribution process
- Manage special Projects to improve quality and efficiency & lead meetings to generate FMEA, MQCP, FAI and SOPs
- Coordinate meetings to review and update process maps and process routings
- Collaborating and solutioning with multi-disciplined engineering team on short-term and long-term projects

2005 – 2008 as **Project Engineer** U. S. Steel Canada Inc. (formerly Stelco), Hamilton Works, ON
- Manage Capital Projects with budget up to *$3 MM*
- Provide technical support to the largest steelmaking and continuous casting production departments in Canada to improve production processes and reduce cost
- Manage project teams, including engineers from various disciplines & conduct routine meetings to discuss ongoing project issues
- Manage projects using waterfall methods from planning, estimating, bidding, installation, start-up, commissioning to final inspection
- Lead request for proposal (RFP) process for various projects
- Prepare bid package, organize pre-bid tours and meetings, invite contractors
- Review proposed equipment replacement or upgrades, including capital projects
- Prepare all project documentation from start to end including bid documents, meeting minutes, initial and as-built drawings
- Work with consultants & equipment vendors to ensure process requirements, codes, and standards are met
- Investigate process improvements and participate in facilities upgrades to increase production efficiencies
- Working along with civil, electrical, structural, materials and welding engineers in providing solutions to daily Ops issues

2003 – 2003 as **Mechanical Engineer** Contract Pharmaceuticals Limited (CPL), Mississauga, ON
- Preventive Maintenance Scheduling
- Generating and Writing Standard Operating Procedures
- Implementing new Standard Operating Procedures and Good Manufacturing Practice
- Improve Efficiencies in Packaging Line Setup
- Proposing New Layout for Company's warehouse using Turbo CAD
- Drawing Packaging Line setup in Turbo CAD
- Organization and Automation of 'Material Safety Data Sheets'
- Reviewing bottling process for efficiency improvements
- Automating the maintenance and trades personnel scheduling

1997 – 2005 as **Operations Manager** McDonald's Canada, Mississauga, ON
- Train crew members, shift supervisors and swing managers
- Conduct employee reviews
- Handle customer complaints and inquiries
- Maintain weekly scheduling to optimize labour cost
- Ensure smooth operations of three restaurants in the retail franchise network
- Ensure optimal product inventory levels are maintained
- Minimize food waste through various initiatives
- Lead routine equipment maintenance for most optimal performance
- Promote design of visual aids for employees and customer benefits
- Re-design the restaurant floor layout for smooth and effective preparation of food
- Tandem drive-thru process introduced to improve overall efficiency
- Work with various equipment vendors to launch new efficient equipment and processes

c) Other Experiences:

Entrepreneurship

2015 – Present as **Co-founder JSAQ.ca**, Mississauga, ON

- Work with landlords and property management companies in providing renovation and construction services to residential, commercial and industrial properties
- Partner with companies providing construction services
- Provide architectural, engineering and interior design services
- Project coordinate amongst customers, city, contractors and vendors
- Work with various builders and provide trade services

2018 – 2023 as **Co-founder** Pilaf, Waterloo, ON

- Start with a restaurant concept and write a business plan
- Confirm investments and arrange funding
- Finalize the menu
- Develop and finalize the layout and acquire necessary permits
- Work with Nella kitchen to finalize and order the restaurant equipment
- Interview and hire contractors to complete the construction
- Post and hire chef and staff
- Create a marketing plan and start advertising
- Start the restaurant with a soft opening
- Business sold in 2023

Areas of Interest

- Research in field of optimization and its application in supply chain and postal industry
- Utilization of data science principles, big data, machine learning and AI in supply chain and postal industry
- Interest in teaching at executive and professional levels to mature students

Courses Taught (2016-2019)

- MGMT70044 Business Case Development
- MGMT70015 Business Process Modeling and Improvement

Contributions to Teaching Practice

- Generated MGMT70015 Business Process Modeling and Improvement course curriculum
- Developed Lean Six Sigma Yellow Belt & Green Belt Training Program and curriculum at Canada Post including testing and certification process

Lifetime Publications

Peer Reviewed:

Optimizing Warehouse Space Allocation to Maximize Profit in the Postal Industry, Computers & Industrial Engineering, Elsevier - https://www.sciencedirect.com/science/article/pii/S1366554524005155

Working Paper:

Postal Labour Scheduling to Reduce Trapped Hours, to be submitted to International Journal of Production Research

Presentations at Meetings

Invited:

- Panelist, Career Paths in Analytics 2025, CORS Conference, Edmonton
- Speaker, Home Delivery World 2025, Nashville – Choosing the Right Customer: How to Best Utilize Capacity
- Speaker, CORS Industry Night 2025, Hamilton – From Research to Real-World Impact: Bridging Academia and Industry

Contributed:

- Speaker, CORS 2025 Annual Conference, Edmonton – Postal Labour Scheduling to Reduce Trapped Hours
- Speaker, CORS 2025 Annual Conference, Edmonton – Optimizing Warehouse Space Allocation for Postal Office Operations