

James CH Henderson CEng, FIMechE

A strong international leader with 29 years of operational experience in Automotive & Space across 3 continents who cares for both Health/Safety & Quality whilst delivering volume, cost and delivery targets.

Can play at both strategic and detailed levels.

Expects the same honesty, integrity and reliability from his people as himself.

Task oriented; believes in both empowering and developing his team.

Likes to enjoy his work and have fun with the people he works with.

Areas of Expertise

Transformational leadership

Team development

Strategic thinking

Operational management

Project management

Product development

Production planning

Lean Manufacturing

Quality Systems

Personal skills

Building relationships

Creative thinking

Initiative

Contact details

3 Oxford Court

Weston-on-the-Green

Oxfordshire

OX25 3QZ

M: (07484) 222469

E: James@JCHH.org

Links

JamesHenderson.uk

[LinkedIn](#)

References

Available on request

(Interim) VP of Prodⁿ & Supply Chain, [Rocket Lab](#), New Zealand — 2018-19

Rocket Lab designs, makes and launches carbon-fibre rockets to deliver small satellites (up to 250Kg) into orbit.

Based in Auckland with regular trips to the engine facility in Los Angeles and with a mandate from the CEO of “make it happen”, the role involves doing everything necessary to get global operations to a rate of 1/week:

- Establish and formalise the Manufacturing and Supply Chain organisation including:
 - Establishing a manufacturing engineering group.
 - Establishing a maintenance and calibration group.
 - Establishing a quality organisation.
- Set, approve and execute the necessary CapEx/OpEx budgets for 2019.
- Set requirements for the HR functions of recruiting and training.
- Set requirements and sponsoring the implementation of MRP and both the Quality and Maintenance modules within ERP.
- Establish a company-wide co-ordinated manifest delivery process (Production, Engineering, Business Development, Finance and HR).
- ...and recruit the permanent VP position.

Senior Vice President of Quality & Mfg, [DAQRI](#), LA (USA) — 2016-2017

DAQRI is an augmented-reality startup based in LA with offices worldwide.

Introduced to the CEO by the CHRO (an ex-SpaceX exec) I was recruited to establish operations on behalf of the (mainly absent) EVP of operations.

- Responsible for:
 - Product & production quality
 - Quality management systems.
 - Contract manufacturing incl. supply chain & purchasing
 - Site management (leases, new builds, contract management)
- Contract manufacturing
 - Selected and gained board approval for contract manufacturing
 - Successfully negotiated the “Manufacturing Services Agreement” (MSA)
 - Budgeted and executed the Manufacturing Engineering and Product Tooling requirements
 - Agreed the final Bill-of-Materials and Value-Above-Materials costs.
 - Re-negotiated contract with helmet production manufacturer (current contract was not sustainable).
- Quality management systems
 - Achieved buy-in to implement a Quality Management System to achieve ISO-9001 and ISO-16949 in Q2, 2018.
 - Began documenting processes and writing the Quality manual

Professional qualifications

FIMechE

Institute of Mechanical Engineers
2013

CEng

Engineering Council
1994

MIMechE

Institute of Mechanical Engineers
1994

Higher education

MSc

Engineering Bus. Management

University of Warwick
1997

BEng

Mechanical Engineering

Manchester University (UMIST)
1990

Personal details

Nationality: British

- **Site management (was asked to manage all DAQRI sites as an extra role)**
 - Managed closure, build-back and sub-lease/assignment of 2 US sites.
 - Managed search and negotiation of a new site in Detroit & build-out of a new site in Austria.
- **Product/production quality management**
 - Re-negotiated contracts with optical engine supplier over failing quality standards (introducing better standards and rework requirements)

Vice President of Quality Assurance, SpaceX, LA (USA) – 2012-2016

Recruited by Elon Musk to overhaul the quality group (which was weak and therefore largely ignored) and make it lean yet effective.

- **Responsible for:**
 - Product quality, configuration and change management.
 - Non-destructive test and evaluation. Tooling Calibration.
 - Environmental health and safety including legal/customer compliance.
 - Quality management system.
- **Organisation**
 - Completely re-designed and upgraded the central group of ~130 people.
 - Embedded ~30 quality engineers into the various operational groups.
 - Developed a new leadership team (external recruitment and from within).
 - Introduced local production quality teams for faster reaction and analysis.
- **Production testing**
 - Invested heavily in latest non-destructive-test technologies and reduced dependency on technician skills. Moved people & equipment in-line reducing the waste of transport and WIP.
 - Altered NASA Radiography standards to incorporate digital techniques as a final inspection thereby increasing efficiency in the production process. As of Oct-2014, SpaceX was still the only organisation to achieve this.
 - Updated Calibration system and process to be “invisible” to production.
- **Problem solving**
 - Developed the systems to fully integrate the problem landscape (symptom, containment, root cause analysis, final solution) and gained approval by NASA as state-of-the-art within the Aerospace industry.
 - Developed/implemented First-Article & detailed-inspection tools.
 - Implemented a standardised solution for documenting all tests results providing a data-mineable mission overview of test status.
- **Safety**
 - Reduced accidents by 30% from 2012 to 2014.
 - Steered engineering to focus on systems safety through good design.
 - Introduced leadership behaviour into the annual review process
 - Established an IT reporting platform integrated into local team reporting.
 - Designed/implemented a company-wide *muster-less* evacuation system.
- **Quality Management Systems**
 - Gained AS9100 and ISO9001 re-certification in 2013.
 - Gained US Air-Force “Evolved Expendable Launch Vehicle” certification for Quality, allowing the launch of NSA, NRO and military payloads.
 - Reduced the number of official business processes from 15 to 6.

- Product Configuration and Engineering Change Management
 - Introduced “effectivity” into the engineering bill-of-materials.
 - Revised the change process to be simpler, faster and more robust.

VP of 5-Series Assembly+Logistics, [BMW](#), Shenyang (China) — 2010-12

- Responsible for BMW 5 Series Assembly and Physical logistics (~2400 staff) for daily volume, quality and budget achievement and all strategic planning matters including new product introduction, long term plant development and BMW-China production strategy.
- Chairman of the BMW social-responsibility charity.
- 25% productivity improvement using lean techniques.
- 33% volume increase (from 210/day to 264/day) with low cost invest.
- 17% reduction in throughout time to 9.5 hrs/car (best in BMW network).
- Best quality results for 5 Series Assembly for all BMW plants.
- Transferred 30% of my workforce to support sister plant startup with no impact on daily business results.

General Manager, [BMW](#), Oxford (UK) — 2008-2010

- Responsible for daily production, quality and cost targets for half of the Assembly process with an annual budget of £ 19M and ~900 staff.
- Ended MINI Cabriolet (R52) on time, with no quality or volume loss.
- Launched MINI Cabriolet (R57) whilst saving £ 1.2M in labour costs.
- Re-organised. Removed 13 low performing leaders and raised production from 49/hr to 53/hr with no additional labour, saving £ 1.9M annually.

Plant Leader for Lean Production, [BMW](#), Oxford (UK) — 2006-2008

- Reporting directly to the MD, established a 2 year program to initiate change throughout the Business (including engineering).
- Reduced waste by £ 5.7M in 2007, £ 7.8M in 2008
- Established BMW MINI's first business plan (secondary project)
- Trained & became a MINI Ambassador for external communications.

Plant Leader for Quality Management, [BMW](#), Oxford (UK) — 2003-2006

- Established new dealer feedback and analyses tools
- Launched MINI Cabriolet (R52) to it's quality target, on time.
- Achieved MINI as Best for all BMW models for Warranty. Only BMW product to achieve its strategic target.

Earlier (1990-2003)

- General Manager, Assembly Quality, BMW, Oxford — '01-'03
- General Manager, Assembly Planning, BMW, Oxford — '00-'01
- Chief Engineer, Assembly Planning, Rover Group, Oxford — '06-'00
- Project Manager, IT/Business processes, Rover Group, Oxford — '94-'96
- Strategist, Manufacturing Policy Unit, Rover Group, Warwick — '93-'94
- Engineer, Complex Quality / Supplier Quality, Rover Group, Oxford — '90-'94