

# JAMES OVERHOLSER

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## Project Manager ▪ Construction Manager ▪ Project Lead

*Electrical ▪ Engineering ▪ Manufacturing ▪ Disaster Recovery ▪ Defense ▪ Aerospace ▪ Construction ▪ Consulting*

A high level Project Manager who specializes in delivering multimillion dollar projects on time and under budget. Awarded numerous large contracts from Fortune 500 companies and Fortune 100 companies. **After successful completion thereof, I was awarded five more major contracts by General Motors and a second major contract by General Dynamics.** My 30 years of comprehensive Project Management experience includes electrical applications, facilities management, international projects, manufacturing engineering, new product development, budget control, schedule control, project reviews, subcontractor work reviews and facility startups.

## Areas of Expertise

- |                      |                             |                              |                      |
|----------------------|-----------------------------|------------------------------|----------------------|
| ◆ Plant Automation   | ◆ Electrical Engineering    | ◆ Strategic Planning         | ◆ CAD/CAM            |
| ◆ Budget Preparation | ◆ Construction Supervision  | ◆ New Equipment Applications | ◆ Kan Ban and JIT    |
| ◆ Training/Coaching  | ◆ Design Engineering        | ◆ Taguchi Method of Analysis | ◆ Poka Yoka          |
| ◆ Production Flow    | ◆ Manufacturing Engineering | ◆ Productivity Optimization  | ◆ OSHA/Safety        |
| ◆ Cost Analysis      | ◆ Project Management        | ◆ Materials Management/MRP   | ◆ Teamwork           |
| ◆ Consensus Building | ◆ Root Cause Discovery      | ◆ Factory Simulation         | ◆ Process Analysis   |
| ◆ Communication      | ◆ Concurrent Engineering    | ◆ Construction Documents     | ◆ Cost Containment   |
| ◆ Negotiation To Yes | ◆ Facilities Maintenance    | ◆ Problem Solving Skills     | ◆ Cultural Diversity |

## Accomplishments

- ◆ In October 2007 as Electrical Project Manager, **I enabled GM to save over \$80M USD** by reusing existing specialized paint shop equipment we moved from Oklahoma City location despite a collapsing schedule to get paint shop into production. We were able to complete this on only a 40 hour per week schedule **saving GM another \$5M USD** in overtime expense. After 1M man hours on this project we had only one minor injury.
- ◆ In January 2005 as Electrical Project Manager, I installed an energy management system designed to minimize energy costs for a GM paint shop facility in Lansing, MI. This resulted in **savings of more than \$1M/year** for the facility. This was achieved as a result of finishing well under budget and was not part of this project.
- ◆ On this same start up team for GM's new \$225M Paint Shop in Lansing, MI as Electrical Project Manager I discovered that the building itself was not grounded (grounding fault) properly **resulting in savings of at least \$3-5M USD** in future production problems and quality control problems per year.
- ◆ In 2006 as Electrical Project Manager on GM's Lansing, MI paint shop start up, I revealed and had corrected more than 4800 specification violations by subcontractors while reviewing the as built (final) drawings.

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## Accomplishments Continued

- ◆ May 2003, **Saved GM at least \$135M USD** as Electrical Project Manager in GM's Disaster Recovery efforts from a Category Four Tornado which hit the Oklahoma City paint shop facility and caused losses of over \$1M USD per day. GM's executive management estimated 6-8 months till plant was operational. I had power back in 3 days and paint shop was running again in 30 days and full production capacity was restored in only 45 days by working 20 hours per day seven days a week.
- ◆ Also as Electrical Project Manager on GM's Disaster Recovery Team: I designed and built a new air house for the paint shop in only 30 days. All switch gear destroyed in the paint shop was rerouted without down time **resulting in savings of \$30M USD**. New switch gear was installed and operational in only 30 days **saving an additional \$60M USD** due to reduced down time.
- ◆ On the Startup team for the paint shop facility in Oklahoma City, OK in 1999, as Electrical Project Manager I was challenged with a 60 day start up delay due to weather damaged (contractor negligence) switch gear. We were able to reroute power through other spare switch gear cubicles **for a saving of \$10M USD**.
- ◆ Delivered the Oklahoma City paint shop facility start up on time and under \$75M electrical budget in January 2003. Exposed and corrected 2800 specification violations by subcontractors in final review of as built drawings **saving GM at least \$2.5M USD**.
- ◆ 1997-1997 Shanghai, China; As Project Lead Electrical Engineer completed complex \$240M USD paint shop facility project on time and within budget making great use of my team building, consensus building and communication skills leading a diverse team of Chinese, German, Russian, Korean, Italian workers none of which spoke English. China owned the controlling interest here so just the completion was "challenging".
- ◆ **I saved \$150M USD** as Project Manager for the Borg Warner Powdered Metals Division in 1995-1997. Completed the project the CEO described as "impossible" on time and on budget, by successfully enabling the separation of two product lines and selling the hot forge/powdered metal business. The entire facility was moved to Ohio in phases in 12 months while production continued on existing contracts with zero down time.
- ◆ 1993-1995: While working for American Axle & Manufacturing (formerly GM) in Detroit, MI as Project Manager on a \$120M facility optimization/automation project, I delivered on time and **\$10M USD under budget despite** the challenge of a last minute 7 day advance of the agreed upon deadline. We increased production rate by 20% and decreased labor involvement put by 25% which resulted in a **\$1.5M/year savings**.
- ◆ 1986-1990: As Senior Project Engineer for General Dynamics Convair Division in San Diego, CA I led a team of two arch rivals (McDonald-Douglas and General Dynamics) in successful transfer of top secret technology for the Tomahawk Missile project. Mission was completed in two years on time and under budget.
- ◆ 1990-1993: As Project Manager for General Dynamics Land Systems Corp. in Riyadh, Saudi Arabia, I delivered a \$46M USD M1A1 Tank facility start up/tech transfer project on time and under budget overcoming language barriers, cultural/customs challenges and misunderstandings with an international workforce.

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## Professional Employment History

<b>Owner/Principal, OSYS Consultancy Inc., Fenton, MI</b>	1980 – Present
Utilizing my 30 plus years of wide ranging and comprehensive experience in project management, leadership, electrical applications, facilities management, manufacturing engineering, new product development, new construction and facility startups to reliably deliver large scale projects, while meeting project deadlines and containing costs. Routinely have success in challenging international projects due to my expertise in teamwork consensus building, communication and strong interpersonal skills.	
<b>Advanced Manufacturing Engineer, Westinghouse Electric Corp., Philadelphia, PA</b>	1976 - 1979
<b>Plant Engineer, Ford Motor Company, Sterling Heights, MI</b>	1972 - 1976
<b>Construction/Maintenance Supervisor, Marathon Oil Corp., Findlay, OH</b>	1967 - 1972

## Major Completed Projects

<b>Project Manager Electrical, General Motors, Spring Hill, Tennessee ▪ \$150M</b>	2008 - Present
<b>Project Manager, General Motors, Equipment Removal Oklahoma City, OK ▪ \$80M</b>	2007 - 2008
<b>Project Manager Electrical, General Motors, Lansing-Delta, Michigan ▪ \$225M</b>	2003 - 2006
<b>Project Manager Electrical, General Motors, Oklahoma City, OK ▪ \$225M</b>	1999 - 2003
<b>Project Electrical Engineer, General Motors Shanghai, Shanghai, China ▪ \$200M USD</b>	1997 - 1999
<b>Project Electrical Engineer, General Motors Thailand, Rayong, Thailand ▪ \$200M USD</b>	1997 - 1999
<b>Project Manager, Borg-Warner Powder Metals Division, Romulus, MI ▪ \$80M</b>	1995 - 1997
<b>Project Manager, American Axle &amp; Mfg. (formerly General Motors), Detroit MI ▪ \$120M</b>	1993 - 1995
<b>Project Manager, General Dynamics Land Systems Corp., Riyadh, Saudi Arabia ▪ \$46M USD</b>	1990 - 1993
<b>Senior Project Engineer, General Dynamics Convair Div. Corp., San Diego, CA ▪ \$150M</b>	1986 - 1990
<b>Manufacturing Engineer Senior Specialist, Avco Aero Structures, Nashville, TN</b>	1984 - 1986
<b>Senior Manufacturing Engineer, General Electric Corp., Nashville, TN</b>	1982 - 1984
<b>Manager of Manufacturing Eng. and Quality Control, Kennametal Inc., Raleigh, NC</b>	1979 – 1982

## Education

**Bachelor of Science in Electrical Engineering** from Siena Heights College, Adrian, MI  
**Master of Science in Environmental Management** from Chadwick University, Birmingham, Alabama  
**Associate's degree in Business Administration** from Highland Park College, Highland Park, MI  
**Certificate in Strategic Management** from Wharton School of Economics, Philadelphia, PA  
**Certificate OSHA 30 Hour Construction Safety Course** from ClickSafety Company, Alamo, CA

◆◆◆ Open to international relocation for the right opportunities to Europe, the Far East, Middle East, Australia and South America. I am conversant in Spanish, familiar with/speak some Chinese and Arabic. My passport is ready.