



DIRECTOR OF ENGINEERING SAMPLE BUSINESS PLAN

During the first year, the Director of Engineering must achieve certain critical results in order to meet the goals for this position. These are as follows:

Strategy and Vision

The DE will work with the SVP for Completions and the VP of Engineering to determine a strategy and vision for completion engineering company-wide, developing a plan to best implement strategies and initiatives, which is to include active involvement in the following areas:

- Improve efficiency through acceleration of learning curves and design optimization;
- Improve revenue by increasing billability of R&D work to customers;
- Achieve cost reductions through reduction of rework, reduction of cycle time, creation of standard floor plans, and inclusion of more standard components on production aircraft;
- Identify new areas of revenue, such as completion of interiors on non-[Company] aircraft;
- Incorporate new technologies into engineering, including innovations in seating, GPS, electronic components, telecommunications, lighting, entertainment systems, etc.;
- Further the integration of completion engineering with production aircraft engineering;
- Create "premium" floor plans;
- Reduce vendor costs by providing more complete engineering data.

Standardization

To achieve engineering efficiencies and reduce cost and project cycle time, the company is implementing a design standardization program. The DE will assist in this program as follows:

- Identify design work to be standardized for the components and systems most appropriate to standardized design;
- Determine which site is best to handle each standardization project;
- Allocate resources as needed to accomplish the standardization work;
- Disseminate the completed standardized designs to other sites and achieve full integration of the program.

Schedules

The company has implemented a company-wide initiative to improve schedule performance. The DE's role in this initiative is to assist the site managers as follows:

- Allocate personnel resources;
- Ensure adequacy and proper use of tools and equipment;
- Review of weekly performance schedules, and providing advice on adjustments to stay on schedule;
- Help resolve problems with configuration issues, certification issues and similar obstacles that could delay projects;

- Reallocate resources between sites as needed to keep all sites on schedule.

Quality of Drawings

The DE will implement strategies to ensure consistency across sites and production of high-quality drawings to meet customer requirements. The DE will review best practices / standardization projects and export from developing site to others to improve quality. The DE will ensure that STC data is available and visible to all sites.

FAA Relations

The DE will implement common DAS practices for the company and assist DAS Coordinators in their efforts with the FAA. With a goal of creating a single DAS manual for company-wide use, the DE will develop and implement a plan to deal with each ACO and FSDO, negotiate changes, challenge requests, and move the FAA offices toward approval of a common manual.

FAA Personnel

In addition to other hiring and departmental development, the DE must ensure that each site has the appropriate personnel (DAS coordinator and/or DER certified engineers). The DE will prioritize the hiring of such individuals needed to meet the company's goal of having each site certified as a DAS.

Budgets

The DE will play a key role in budgeting for engineering. The DE's involvement in budgets will include the following:

- Ensure that each site develops an accurate forecast for the year that takes into account hours per engineering package, including shop floor liaison and support;
- Review the assumptions made by each site to ensure compliance with corporate goals and the overall company budget;
- Ensure that each site has a resource-loaded plan that specifies tasks to be performed, hours expended over the time span of the project, people needed to support the plan, and how to support peaks and valleys over time;
- Monitor budget performance at each site and ensure compliance;
- Make changes as needed, including shifting work to other sites, changing overtime levels, shifting skills to different sites, etc.;
- Collect and distribute data on a weekly basis to senior management.

Teamwork

The DE must ensure that completion engineering is fully integrated and is a functional part of the operations team at each site, as well as fully integrated into company-wide engineering strategies. Key issues include:

- Ownership: The engineering team at each site must buy-in to new processes and departmental structure, as well as develop an understanding and appreciation for how such improvements benefit the company;
- Communication: The team must exhibit willingness to talk openly with members of other functional teams, to communicate with the people actually working on the aircraft, and to provide a courteous, efficient and rapid response when issues arise;
- Attitude: The team members must take an approach of "how can I help?" rather than "who can I blame?"

Departmental Development

The DE must ensure that each site has a plan to develop the skills and capabilities of its engineering group. This plan must incorporate an analysis of the strengths and weaknesses of the engineering organization, as well as the development of a skills matrix for each site, which can be used for resource allocation and as a guide to develop future training programs and hiring plans. The development plan for each site will incorporate the concept of continuous improvement.

Customer Interaction

The DE will handle high-level customer demands and work with customers to ensure that they understand what can or cannot go into a [Company] aircraft, serving as the ***final authority*** on engineering issues for completion.

Product Improvement

The DE must have knowledge and understanding of the latest technology and design concepts in aircraft completion in order to provide input to improve manufacturing and production processes. The DE will assess all current processes and implement changes as needed to produce more efficiently, reduce cycle time, and improve product quality.

CATIA Initiative

As part of the Standardization program described in objective 2 above, the DE will ensure that the implementation of a standard CAD system at all sites occurs smoothly, with no impact on engineering schedules.

Vendor Relations

The DE's involvement with vendors will include improving reliability of vendors and ensuring rapid delivery of accurate drawings to vendors at all sites. The DE will contribute to the initiative to increase price leverage for the company through the use of common vendors at all sites, including cost/benefit analysis of standardization.