



VICE PRESIDENT OF OPERATIONS

SAMPLE BUSINESS PLAN

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

Implement Lean Manufacturing

The VP of Operations must continue the Lean Manufacturing initiative that is underway. Implementation will include the following:

- One piece flow
- Rapid changeover methods
- Quality function deployment
- Visual manufacturing systems

Build Team Environment

The VP of Operations will be expected to apply good leadership, management and communication skills and must create a positive cultural change by implementing a new approach that will facilitate a team environment. Key elements of this approach will include:

- Creating communications plans for various levels of employees within the organization;
- Ensuring that each employee understands the company's goals and the business impact of the actions they take;
- Creating open channels of communication including encouraging suggestions;
- Establishing a trusting relationship with key managers;
- Clarifying goals, responsibilities and authority levels for each employee;
- Increasing the frequency and focus for employee meetings;
- Following up on all initiatives to ensure success.

Organizational Development

To increase the overall effectiveness of the group, the VP of Operations will implement a plan to develop each individual. This will include:

- Developing a skill profile for each required position;
- Understanding each individual's skill set as compared to the skills required;
- Creating goals and objectives for each person;
- Ensuring that each individual takes ownership of his/her personal development plan;
- Implementing training, cross training, mentoring, and so on, to ensure that development plans succeed.

Improve Product Quality

The VP of Operations must take steps to improve product quality, including:

- Rapidly developing an understanding of how the products are manufactured;
- Assembling input from the team on critical processes and identify problem areas;
- Analyzing root cause of problems;
- Determining best solution and implement;
- Documenting entire process improvement sequence;
- Following up to ensure that the solution implemented has cleared the problem and improved the process and the product.

Deliver on Commitments

The VP of Operations must ensure that the motion control products group consistently delivers on commitments made, producing its products on time, with high quality, and within budget. To ensure success in this area, the VP of Operations will combine the factors mentioned above: assemble close-knit teams, improve processes, empower each person, and improve communication. As well, the VP of Operations will work closely with engineering and sales & marketing groups to ensure that the flow of information between groups achieves maximum accuracy and timeliness.

Cost of Manufacturing

It is anticipated that one of the positive results of implementing the steps described above will be a reduction in the cost of products.