



## **VICE PRESIDENT OF ENGINEERING**

### **POSITION PROFILE**

#### **OVERVIEW:**

[Parent Company] was founded in 19XX and is a worldwide producer of a broad range of engineered control products for industrial niche markets. [Parent Company] acquired [Company] in 19XX. With headquarters in and an assembly operation in [Location], the company also has manufacturing and sales sites in [other locations]. [Company] is an ISO 9001 registered manufacturer, with market leadership in oil and gas, transportation, marine, machine tool, and construction and mining industries. [Company] products are sold directly as well as through a network of channel partners and include: [product descriptions].

[Parent Company] is an acquisitive company whose strategy is to grow Economic Value Added (EVA) and transform the company into a more integrated operating entity. [Parent Company] seeks profitable growth through improvement of existing operations – by leveraging intellectual capital, improving customer focus, and executing its operational excellence program, as well as through strategic linkages that enable its businesses to work more closely together.

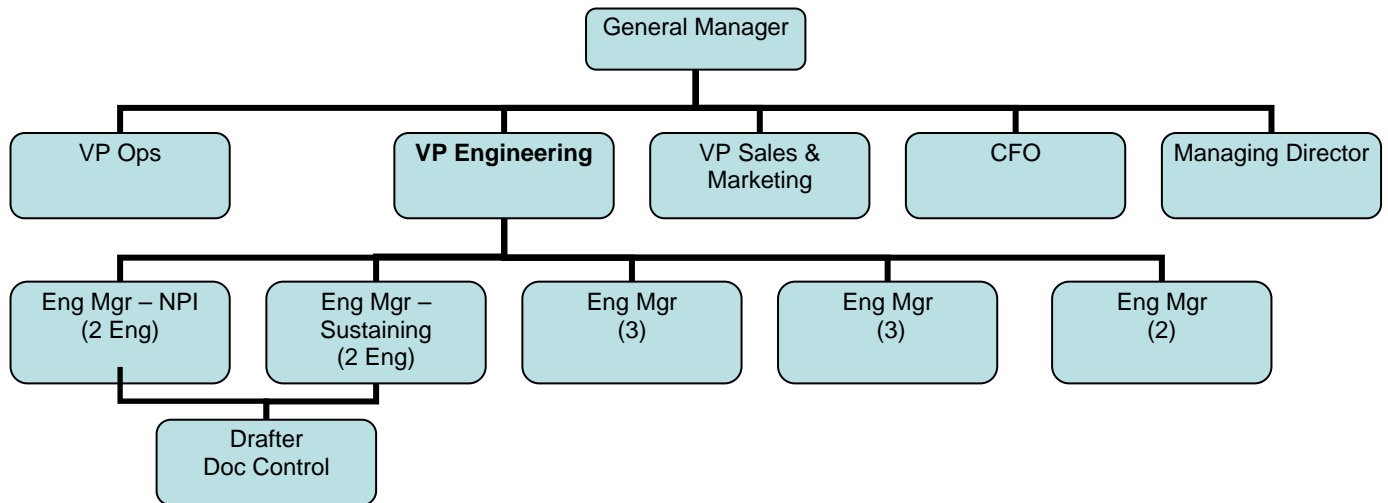
The company's goal is to redeploy strong cash flow for acquisitions that will strengthen its current businesses. The structure of [Parent Company]'s portfolio of businesses has been evolving rather dramatically as a result of internal mergers, divestitures and key acquisitions, all leading to the company's goal of a smaller number of larger units. [Parent Company]'s move toward a more integrated operating company is supported by an intense focus on transformation and improvement. The company's culture of continuous improvement is penetrating deeper and more broadly throughout the organization with a focus on grading, developing and hiring talented employees to increase [Parent Company]'s overall intellectual capital in support of achieving strategic and financial objectives. Customer metrics are seen as prerequisites for growth, not goals in and of themselves, and [Parent Company]'s operational excellence program is a way of life, not just a program. The company's emphasis on operational excellence as its business model is clear, definitive, and unwavering.

[Parent Company], with 20XX combined revenue of \$XXX million, is comprised of five businesses:

[Company descriptions]

#### **SCOPE OF POSITION:**

[Company] intends to hire a **Vice President of Engineering [VPE]** who is charged with global leadership to execute new product development and drive technology to meet the focused markets linked to [Company]'s strategic plan. Responsible for building the engineering capacity through managing outsourcing, internal talent development, and providing key linkages with the engineering team in [Location]. The VPE is responsible for a \$X million budget including a global team of 15 engineers, with 5 direct reports.. The VPE reports to the General Manager. This position is newly created. An organization chart appears below:



**MISSION:**

Set a new direction for Engineering group that aligns with corporate strategies of modernization, responsiveness to customers and markets, and a focus on new products.

**PERFORMANCE OBJECTIVES:**

To achieve the mission for this position, the VPE must produce the following critical actions and results:

1. **New Product Introduction:** [Company] is moving strategically from a legacy product focus to a new product focus, with incorporation of the concept of highly engineered, quickly customizable niche solution oriented products. The VPE must move the engineering team to a culture of new product introduction with streamlined NPI processes. This will include working within a gated process, incorporating the “voice of the customer”, creating an efficient process for customization, and ensuring strong manufacturability. VPE will coordinate with product management and channel partners to ensure that new products are created that respond to partner’s needs to build up value-added systems.
2. **Modular Approach:** VPE will implement a modular product element approach that maximizes product standardization and reconfiguration. This will include a reduction of customization, and a process to make future customization simple and efficient.
3. **US Introduction of [European] Products:** Work with [Location] division, product management and engineering team to introduce products currently made and sold only in [Location] to the US plant and US markets. This will include developing an understanding of regulations, agency approvals, product structure issues, design changes, etc. The VPE will decide on whether to move products in current form, wait for the next iteration, or create new product families.
4. **Technology Road Map:** Develop the future vision for technology including new products, M&A strategies, trend analysis, etc. Review existing technology road map and recommend any needed changes or adjustments to align with department’s new direction.
5. **Reduce Sustaining Engineering:** Work with Product Managers to streamline the product lines, and with move toward modular approach, reduce the overall time and effort required to maintain legacy products, shifting to new products.
6. **Organizational Development:** Build and manage a high quality engineering team to keep pace with the company’s growth and philosophy of high value for intellectual capital, including the following:
  - a. Create a skills matrix to project the resources needed to achieve engineering goals.
  - b. Utilization of a “Topgrading” approach to hiring and deployment.
  - c. Assess each individual for strengths, weaknesses, and appropriateness of assignments, restructuring the department and/or individual roles as needed.
  - d. Outline performance goals for each position, and manage to those goals.
  - e. Create bench strength for growth to supervisor and manager roles.
  - f. Hire additional team members in a timely manner as needed to reach full departmental capability.
  - g. Develop the overall product development competency needed to support growth.
7. **Resource Management:** Ensure that current programs are completed on schedule, within budget, and meet the customer’s requirements for performance and quality. This will include:
  - a. Establishing a consistent, predictable process for executing engineering work on programs, including a methodology to ensure consistency.
  - b. Improving communication on engineering programs to provide clear and complete visibility to all parties involved.
  - c. Assessing utilization of offshore and outsourcing resources for greater efficiency and economy.
8. **Strategic Management:** Participate as part of company’s senior management team in a collaborative strategic planning and management process. This ongoing effort includes corporate

business planning, and cooperative review, advice, and assistance to fellow management team members so that each leader can executive in the most effective manner.

### **PERFORMANCE EVALUATION:**

The success of the VPE in achieving the objectives described above will be measured by the following:

- Product introduction time line is successfully executed.
- Department is managed within budget.
- [European] product lines successfully acclimated to US.
- Product standardization and modular approach are implemented, with concurrent reduction in sustaining engineering.
- VPE develops and maintains visionary technology road map.
- Team intellectual capital is topgraded for optimum performance.
- Resources are managed for optimum efficiency and effectiveness.

### **BACKGROUND AND EXPERIENCE:**

The ideal candidate will have the following education, work history, knowledge and skills.

**Education:** Bachelor's degree in mechanical engineering. Masters or MBA in Engineering Management preferred

**Experience:** Solid engineering leadership in a related environment.

- 10 or more years of new product development engineering experience.
- 7 or more years of leading and managing an engineering team in a manufacturing environment.
- Strong project management skills.
- Experience managing global engineering resources. Specific experience in technology transfer of European products to US is a strong plus.
- Experience with industrial valves, instrumentation and fluid dynamics. Specific experience in hydraulics and/or pneumatics is a plus. Understanding of functionality of valve operations. Understanding of electrical and electronic controls on mechanical devices.
- Experience with and ability to drive continuous improvement and lean processes.
- Experience with a division that is part of a much larger parent organization is a plus.

### **Skills:**

- Demonstrated leadership capability in leading team of people in a global environment.
- Ability to work effectively as a team member.
- Must have strong verbal and written communication skills.
- Must be proficient at Microsoft Office (Word, Excel, PowerPoint) software.
- Strong design of experiment (DOE) experience.
- Knowledge of COSMOS, Solidworks, Six Sigma Methodology (DFM/DFA/FMEA).
- Able to travel internationally 20%.

**PERSONALITY AND CHARACTER:**

The ideal candidate will have most of the following traits:

- Attitude to win.
- Common-sense approach coupled with do what it takes drive.
- Passion for creating customer delight.
- Creative.
- Initiator.
- Calculated risk taker, and can make decisions with a level of ambiguity
- Demonstrates sense of urgency.
- Assertive.

**REPORTING RELATIONSHIP:**

VPE reports to [Name], General Manager. [Name] joined [Company] in 20XX, as GM of the [Company]. He transferred in late 20XX to his current role at [Company]. Prior to joining [Company], [Name] had a steady progression of leadership roles in Sales, Business Development, Strategy, and General Management for industrial companies including [Companies]. [Name] holds a BS in Industrial Engineering, an MS in Engineering Management, and an MBA.

[Name]'s management style is performance driven management style with a partnership approach and assertion to wining. [Name] places strong emphasis on team work and building the intellectual capital needed to advance the organization, he is very committed to growing the company and developing a solid organization. He holds weekly senior staff meetings, and attends each department's meetings. He believes in total transparency and leading by example. He also believes in being fair, and in having fun in the process of excellent performance. [Name] likes to have a cohesive team, with close, comfortable and casual relationships.

**COMPENSATION:**

Base salary in \$XXXXK range. Earned Value bonus depend upon company hitting operating plan numbers, and is targeted at XX% range. Will be prorated if candidate comes on board prior to Q4.

Benefits include health, vision and dental. Employee pays XX-XX% of insurance cost. 401k plan: Employer currently matches x% of employee contribution. After one year of service, employer adds a one-time X% contribution to 401k plan, in the form of [Company] stock. VP will be eligible for stock option program. *[Additional benefits will be described further here.]*