



Vice President of Engineering Sample Candidate Summary

Candidate Information:	[Candidate] / [Location] / Phone / e-mail
Current Status	Director of Engineering – [Company]
Education	BS Mechanical Engineering
Clearance	Top Secret (Inactive)
WORK HISTORY	
<p>After High School, [Candidate] went to Technical College and did a work/study program. He worked at [Company] and [Company] in the work/study. [Candidate] enrolled in a BS program at [University], and worked full-time at [Company] while completing this program.</p> <p>In 19XX, after obtaining his BSME, [Candidate] joined [Company], and served as a Principal Engineer in Manufacturing Technology. He worked on robotics and special coatings.</p> <p>In 19XX, [Candidate] was recruited to join [Company], a [technical description omitted] products company. Joining the company as a Senior Project and Proposal Engineer, [Candidate] was promoted to Engineering Manager after one year at the company. In this role, he managed 10-13 people. The company was averaging about \$XX mil, and employed X people. [Candidate] was in this role for 5 years, and added responsibilities for product sales and engineering. The company had 8 product lines, all custom designed, and highly engineered. There was some standardization used for the military and space market, but most products required custom modifications. The products had a high profit margin. [Candidate] implemented substantial improvements as Engineering Manager, including CAD, focused design specialists, FEA, metrics to manage engineering activities, project management tools, and better tracking of NRE. The company had a sophisticated approach, using lean, six sigma, etc. [Company] went public in 19XX, and [Candidate] noticed many management changes and began to look for a new job.</p> <p>[Candidate] responded to a recruiter and joined [Company] as Engineering Manager in 19XX. This was a \$X mil family owned business trying to recover from difficult times. [Candidate] was brought in to reinvent engineering, QA and Production. The products were [technical description omitted]. After a new team was in place, the company grew to \$XX mil, and was acquired by [Company] in 20XX, being renamed [Company]. The company went into acquisition mode, and faced challenges integrating each new company. After the acquisition of a [location] based company, [Candidate] spent 1 ½ years integrating the two, and the company decided to keep the [location] facility, and make cuts in the [California] company. His job was eventually cut, and he left on good terms.</p> <p>[Candidate] did consulting for the next year, with his primary client being [Company]. [Company] had been pursuing him for over a year, and he finally agreed to join them in March, 20XX, as Director of Engineering, reporting to the GM. [Candidate] was the top engineer at the company. After being tasked with NPI in several products (technical descriptions omitted), the company shifted strategy, moved products to [Country], and downsized the [Location] facility from X to Y people. [Candidate] reinvented the engineering department to fit the new model.</p>	
PERFORMANCE OBJECTIVES ASSESMENT	
New Product Introduction	At [Company], [Candidate] implemented new processes to improve NPI, including budget controls, project planning, the utilization of project managers, accounting and charting mechanisms, and better management reporting. At [Company], he developed a new [technical description omitted] with entirely new technology. At [Company], [Candidate] generated an entirely new line, [product Name], that is still a standard in the industry today.
Modular Approach	At [Company], [Candidate] faced an old company with a hodgepodge of design standards. He standardized the lines, created common and improved Build Papers, methods, materials, and used lean and Kaizen to drive simplification and eliminate waste.
US Introduction of [Country] Products	Related experience in dealing with [Country] for technology transfer. Had to help the [Country] plant learn how to make things the right way, deal with compliance issues, and decide what to bring back, and how to do final assembly.
Technology Road Map	Has been the leader of technology road mapping for [Company]. He developed a standard template with 3 time categories, and calculated the time and cost to capture market share for short, intermediate and long term product planning.
Reduce Sustaining Engineering	Established a plan for efficient management of legacy products at all companies, and built in a regular cycle of obsolescing old products.

Organizational Development	Strong leader, perceived by his people as supportive, motivating, and pushing them to do their best. Has well-honed methodology for communicating goals down through the organization.
Resource Management	Has improved resource planning and loading in each of last three companies. Able to balance business objectives and technical excellence when planning staffing.
Strategic Management	Has been at management team level in last three jobs, with significant involvement in strategic planning, and helping to transform cultures.
PERFORMANCE OBJECTIVE ASSESMENT WRITTEN BY [CANDIDATE]	
New Product Introduction	We implemented an NPI program management organization that focuses on NPI projects. This organizational structure was implemented at [Company] in 20XX to achieve budgetary goals & improve on time delivery objectives. Two NPI PM's were added to meet these goals. Four (4) NPI projects were completed during 20XX & 20XX that validated the NPI PM's value. NPI procedures & training was deployed as well. We held monthly management level NPI interchange meetings that tracked both technical & budget accomplishments/short fails. NPI PM's weren't involved project requiring heavy adaptation efforts. [Company] relied on the traditional project engineering approach to introduce new product introductions.
Modular Approach	We implemented organizational design & DWG standards that emphasized reducing piece part complexity and constructions & leveraged common subassemblies & components. Standard tolerances, DWG notes & test data documents were used as well. Also many challenges centered around the engineer/designer mind sets & creative artisan cultures. A fresh set of eyes were employed from time to time that would result with improved modularity and simplified BOM's. These engineering types are trained to continue to create & perfect. Continuous lean engineering events drove much improvement throughout the engineering process as well.
US Introduction of [Country A] Products	As a minimum such NPI introductions should include the following: 1) In [Location], train US NPI technicians & engineers to [Location] product assembly & test protocols. 2) Establish a similar small process proofing production cell at the US operation using identical parts, processes, equipment, tooling & test methods if possible. 3) Conduct operator training in US with [Location] oversight. 4) Build a series of pilot run groups w 1st article inspection/tests. 5) Conduct qualification level environmental tests + various performance tests. 6) 7) Conduct destructive tear downs forensics to determine failure modes as needed. US ITAR & trade/import compliance regulation controls must be in place & strictly followed as well. Such road maps should be revisited and adjusted based on developing technologies mix.
Technology Road Map	Conducted a SWOT analysis, developed a 3 tier road map that addressed current product obsolesce, next generations products and new developing products & technologies. This road map should extend 5 year plus. Some products developed from these technologies include [product descriptions omitted].
Reduce Sustaining Engineering	In previous companies I obsoleted the bottom 10% of all legacy products based on annual sales dollars. In some cases we notified our customers of discontinuing key PN products within 18 to 24 months and gave them options to pay NRE to upgrade such products to improved versions using current methods & or technologies. Also we instituted a no design changes policy on legacy PN's unless the customer was funding these changes. Plus we were successful at selling some products to competitors or others as well. We also transferred some of this design authority to the mfg engineering group.
Organizational Development	Some of my previous organizational development goals included: 1) Growth Goals (Technical Sales & Marketing trips & Win rate % plus NPI Product Development of one proof of concept prototype resolver unit by year end), 2) Operational efficiency (Lean Operations, Cost Savings & OTD Metrics), 3) Compliance (ITAR/HTS Conformance), & 4) People development (Management Development, Tech Business Development, Personal & Key Cross Training) Engrg team retrained the manufacture & test personnel at [Location] facilities during 20XX. Growing & grooming technical staff toward delivering continuous premium value is a never ending process. Engineering titles were farmed out to a pre qualified pool of specialized consultants.
Resource Management	Previously our department man loading was managed thru monthly project cost to complete metrics orchestrated by each product line manager along with weekly project progress metrics reporting. Remotely located staff would engage in weekly conference calls dialog working with an established agenda for reporting problems & progress. I participate in monthly project reviews & explored key questions triggered by trends reporting data from that and previous months. Monthly and quarterly, facilities were visited as well. Out-sourcing of simple to medium complexity parts was an ongoing process including multiple supplier surveys/visits & 1st article path finder runs. Customer recommended supplier were used also. Initially we looked at [countries] then settled for [Location].
Strategic Management	Previously I was instrumental in formulating the following: 1) Companies & technology acquisitions that complemented our strategic business. This lead to the acquisition of [Company] in 20XX. 2) We leveraged the Lean mfg cost reduction methods mandating completing a lean event on the mfg floor every two weeks. My team & I personally participated in 6 such events in 20XX. 3) Raised our sales prices on highly engineered products from X% to Y% (commercial) & Z% (defense). These price increases were effective on repeat business and hurt our win rates on new development business opportunities. 4) Reduced head count while upgrading our technical staff & personnel by 30%. I reduced head count within the engrg group by X heads to Y staffers. 5) Leverage the company's cost value by transferring the mfg of X% of all commercial products to the [Location] facilities. 6) Implemented \$100K in CAPEX

	expenditures (new technology equipment descriptions omitted) & business case equipment upgrades in 20XX & \$XK in 20XX.
PERSONAL INFORMATION	
Compensation	\$XXXX base, plus XX% bonus plan. Received small bonus in 20XX, about XX% of target in 20XX.
Reason to Make Change	Company has been declining. Has done all he can accomplish there – time to move on.
Comments	<ul style="list-style-type: none"> • [Candidate] is a clear, down-to-earth communicator, with practical yet sophisticated knowledge and experience in improving engineering departments and having a substantial positive impact on production. • Very customer-focused, [Candidate] seeks ways to add value at each step of the process, from assisting in BD at the front end, to improved data and requirements definition in the middle to ensuring quality and solid support at the end of the product cycle. • [Candidate] represents one of the strongest candidates we've spoken to, with solid leadership and the ability to be a change agent. • Excellent directly relevant product experience. Will get up to speed quickly. • Has demonstrated staying power and a sense of practical money-saving initiatives in a company that has significantly downsized, plus the ability to help growing companies generate sustained growth.