



GENERAL MANAGER

POSITION PROFILE

OVERVIEW:

[Description of Client Company deleted for confidentiality]

To help aid the growth of the company, [Company] will hire a **General Manager [GM]**, reporting to [Name], Corporate VP of Manufacturing. This is a replacement hire for a GM who has recently left the company. The individual will be located at the production facility in [Location], which currently employs almost [XXX] and has two major, long-term production programs for [Company clients].

SCOPE OF OPERATION:

The GM will be the senior manager based in [Location]. This individual will have ultimate responsibility for the successful execution, manufacturing, and delivery of all parts, structures, and sub-assemblies that are manufactured in this location. Due to new and expanding programs, the [Location] facility is expected to grow substantially over the next X years.

MISSION:

Ensure that all programs being executed in [Location] are delivered on time, on budget, and with zero defects. Develop a culture that is lean-thinking, proactive by nature, and supports a sense of empowerment to suggest and implement change.

PERFORMANCE OBJECTIVES:

1. **Restore On-Time Delivery:** With a goal of achieving consistent on-time delivery to customers, the GM will assess plant capability and status of programs to develop a rapid and complete understanding of the Master Delivery Schedule, as well as the current obstacles and issues at this facility. Gain insight through the Program Managers as to the current status of plant and program operations and create an action plan to meet program requirements while implementing productive changes.
2. **Organizational Development:** Optimize the performance of the [Location] team, creating a culture of empowerment, process improvement and accountability, including the following:
 - a. **Assess Personnel:** Analyze the efficiency of the plant with regard to employees and their current work roles, and determine appropriate staffing levels and assignments needed to get the job done. Develop an in-depth understanding of what people really do in their current roles. Management currently believes that [Location] facility is overstaffed and will require a [percentage] RIF. Validate this belief and make recommendation to management for action.
 - b. **Second Tier Management:** Evaluate all direct reports and create a plan to develop, redeploy or replace members of this team to ensure that middle management is populated with proactive, reliable, effective people. Drive accountability into the middle management layer. Implement a personal development plan for each manager, and build bench strength and succession planning capability.

- c. **Improve Training:** Create an employee development process to ensure all employees are current on critical skills and have the opportunity to keep learning. Increase the amount of overall training and especially cross-training, ensuring there is potential for advancement in each employee's skills in their given area of expertise.
 - d. **Integrate MRP and Supply Chain:** Improve utilization and integration of supply chain infrastructure including material requirements planning and production control.
3. **Implement Proactive Culture:** Foster a positive, proactive teamwork environment. Reduce the amount of protectionism and "old school" thinking now characteristic of this facility and improve the level of focus, commitment, and understanding of every employee. Create an environment that is welcoming of new ideas, learning,. Ensure that corporate and customer goals are communicated well and driven through the organization, so that each individual understands their contribution to success. Reduce "fire-fighting" (short term reactive approach) and move to longer term view with foresight to prevent problems.
 4. **Cost Reduction:** Effectively decrease direct labor costs by analyzing workflow, requirements definition, tooling, and training, and ensuring greater efficiency in these processes. Also examine overhead costs to reduce any redundancies or unnecessary expense.
 5. **Implement Lean Manufacturing:** [Location] site is in initial assessment phase of Lean Implementation. Work on getting from current to end state of full Lean implementation. Establish empowered work centers which manager their own workflow. Utilize [Location 2] plant as a resource.
 6. **Business Development:** Participate in current Business Development efforts. Increase Business Development through professional knowledge along with professional and personal contacts.
 7. **Customer Satisfaction and Quality:** Improve quality levels and customer satisfaction scores, which have degraded within the last year. Eliminate over inspection mentality without sacrificing quality to restore the fluidity of the manufacturing process. Implement Quality and Schedule Performance metrics to increase customer satisfaction.
 8. **Long Range Planning:** Execute a gap analysis to discover what is needed to become the [industry] manufacturing center in [Location] in the next five years. Implement a tactical, strategic plan in accordance with the analysis.

PERFORMANCE EVALUATION:

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

- Restores on time delivery.
- Increases efficiency and output of plant production.
- Accurately assess the competency of employees, with appropriate redeployment or replacement in middle management.
- Improves integration and performance of MRP, Supply Chain, and Production Planning.
- Successfully implements new proactive culture throughout facility. Incorporate new training in accordance with this culture.
- Efficiency of plant is evident through successful cost reduction.
- Lean manufacturing and continuous improvement are implemented.
- Successfully integrates into the Business Development Team.

- Reverts Customer Satisfaction and Quality back to previous levels or greater.
- Effectively puts in place a long range plan focused on growth and efficiency.

BACKGROUND AND EXPERIENCE:

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

Education: Bachelor's degree is required (preferably engineering or manufacturing operations focus).

Experience: [xx] years' experience in manufacturing with minimum [xx] years senior management experience (over multiple functions and/or an entire facility). Extensive experience in production manufacturing environments is desired, especially [removed for confidentiality]. Strong manufacturing production operations experience to include proven track record in reducing labor hour cost, increasing program profitability, and successfully managing production for programs to establish schedule and cost commitments.

Knowledge and skills: Ability to evaluate and develop capital equipment budget based on current and proposed customer requirements. Demonstrated organizational, planning, communication, and management development skills. Strong business acumen with the ability to focus on overall business results in a dynamic environment. Six Sigma Certification desired, but not required. Must be US person.

PERSONALITY AND CHARACTERISTICS:

The ideal candidate will have most of the following traits:

- A flexible management style that can include participative, autocratic, and delegative leadership, depending on the situation.
- High-energy, innovative, strategic thinker.
- Efficiency oriented. Able to recognize most efficient path forward and make difficult decisions with the best outcome in mind.
- A "Change Agent". Desire to improve the bottom line by leading continuous progress and instilling accountability.
- Positive Attitude; focused on solutions.
- Leads by example and able to inspire others through leadership. .
- Service / Customer-oriented. Driven by customer needs, responsive and supportive.
- Inclusive mentality. Involve others in decision-making process and rationale, ensuring staff is constantly learning.
- Open minded. The merit of ideas is more important than their originator's position in the company.
- Work well with both little direction, and at times, a significant amount of input.

REPORTING RELATIONSHIP:

The GM will report to [Name], Vice President of Manufacturing.

[Description of VP's experience and management style deleted for confidentiality].