



## VP of OPERATIONS

### **OVERVIEW:**

*[Company description deleted for confidentiality.]* Company is \$XX mil +/- aerospace machining operation in *[location]*.

*[Company]* is seeking to hire a VP of Operations [VP Ops] to improve that function, and drive the change that is needed to grow the business. This will be an upgrade of the function, now occupied by a Director level individual.

### **SCOPE OF OPERATION:**

The VP Ops oversees operations that include production, production control, shipping, facilities, supply chain, and quality improvement engineering, configured as shown on the organization chart on the last page of this document.

### **MISSION:**

Transform the production operation to handle X% growth in X years.

### **PERFORMANCE OBJECTIVES:**

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

1. **Assess Processes:** Evaluate all aspects of operations and develop a keen understanding of how the company makes its products, from getting raw material in, through production runs, inventory management, work flow, etc., and develop a plan for improvement.
2. **Increase Capacity / Improve Processes:** Transition to Lean Methodology and improve On-Time Delivery by implementing a systems approach to managing work flow, including the following:
  - a. Improve production planning, increasing the level of automation utilized.
  - b. Increase use of visual systems as a viable tool to speed production.
  - c. Identify and clear bottlenecks in production, with a strong focus on deburr area. It is critical to achieving on-time delivery to have all products move through the plant more quickly.
  - d. Evaluate buffer methodology of prioritizing work, and recommend changes as needed to provide clearer information to shop floor and to eliminate delays.
  - e. Improve traffic patterns within the facility.
  - f. Evaluate utilizing sister companies for some products/processes, and/or outsourcing of processes.
  - g. Standard work: Achieve a consistent and repeatable level of production and quality through application of lean principles.
  - h. Continue the evolution to cellular manufacturing and improve time and motion through the factory in a mixed model flow.

3. **Organizational Development:** Manage and motivate the operations staff for optimum effectiveness. Ensure a high-quality team with greater capacity and increased productivity. This will include:
  - a. Assessing the operations team and organizational structure to seek ways to improve performance. Recommend and implement potential changes to organizational structure of operations team, and deployment of personnel.
  - b. Fill key open positions with highly productive individuals.
  - c. Consider attracting and retaining more burr hands.
  - d. Improve morale to impact productivity.
  - e. Developing individual growth by creating personal performance plans.
  - f. Create bench strength and succession plan.
4. **Accountability:** Create a culture of higher accountability through the following:
  - a. Improve communication of goals, metrics etc. to the shop floor through supervisors.
  - b. Implement improved metrics with a greater level of detail.
  - c. Utilize available data to improve forecasting of expected standard output.
5. **Improve Supply Chain:** Transform the current Purchasing function into a true value add Supply Chain function. This will include:
  - a. Proactively collaborating with customers to anticipate their needs and orders and plan purchases accordingly.
  - b. Improve supplier quality with better selection, monitoring, and performance metrics.
  - c. Assist customers with their supply chain issues (getting customer supplied materials into the plant more smoothly and quickly).
6. **Refine MRP System:** Evaluate [name of ERP] system and buffer methodology and refine as needed to guide the production process effectively. Increase the level of automation used in the plant, especially as applied to scheduling and prioritizing work.
7. **Support Growth:** Work with VP BD and President to evaluate prospective new business opportunities, and determine how best to integrate into current work flow, to optimize growth.
8. **FAA:** Evaluate requirements for achieving an FAA site certificate and recommend a course of action to senior management.
9. **Budget:** Work with CFO and President to develop an annual departmental operating budget, and manage expense to the determined goals.

#### **PERFORMANCE EVALUATION:**

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

- On-Time Delivery is improved from current levels to XX% by end of [year], and to XX% by end of [year 2].
- Inventory is reduced by X% within one year, with continuous improvement thereafter.
- Process improvement is substantial, with work flow, prioritization, automation, all at improved levels.
- Staffing level is optimized, with all key positions filled with high performing individuals.
- Supply chain function has been transformed from current reactive purchasing function.

- MRP and automation are optimized.
- VP Ops supports revenue growth and capacity building.
- FAA site certificate plan in place.
- Budget complete and department performs to budget numbers.

**BACKGROUND AND EXPERIENCE:**

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

**Education:** BS degree in technical discipline is preferred. MS or MBA a strong plus.

**Experience, Knowledge and Skills:** 15+ years of progressive manufacturing management experience [removed for confidentiality]. Solid leadership experience in multi-functional operational role is required. Aerospace experience preferred. Automotive or complex mixed model industrial may be considered. Limited production, mixed model work flow experience is important. LEAN or Six Sigma Black Belt with manufacturing systems expertise and approach. Toyota Production System experience is a plus. Comfortable with computers/MRP systems.

**PERSONALITY AND CHARACTER:**

The ideal candidate will have most of the following traits:

- Decisive leadership ability.
- Integrity
- Successorship potential.
- Continuous improvement mentality.
- Team oriented at all levels.
- Do what it takes attitude.

**REPORTING RELATIONSHIP:**

The VP Ops reports to *[description of President deleted for confidentiality]*



**ORGANIZATION CHART**

[Org chart removed for confidentiality]