



VICE PRESIDENT – SITE OPERATIONS

POSITION PROFILE

OVERVIEW:

[The company] is a global engineering group specializing in extreme environment components and smart subsystems for aerospace, defense and energy markets. [The company] recently reorganized its businesses into five divisions to better align the design and development capabilities and product portfolios of complementary business units. The five divisions are:

[Company divisions deleted for confidentiality]

SCOPE OF POSITION:

[The company] intends to hire a **Vice President, Site Operations** to manage its [local sites]. [The company] is at approximately \$xxxM in annual sales revenue. [The company] customers include [industry]. [The company] takes a solution sales approach, with 2/3 of sales derived from custom programs.

The VP, Site Operations will manage X direct reports and a total team of approximately XXX people. Plans are currently underway to combine Product Operations in our [new] Facility in a newly configured xx0,000 square foot facility. When the organizations are initially combined, headcount will increase to approximately [xxx] with combined annual sales revenue of \$xxxM. This position's total headcount responsibility will approach [xxx]. An organization chart appears on the last page of this document. In addition, the VP Site Operations is responsible for the performance of the operations function of the site. Operations include Production, Materials, quality, Health Safety & Environment, and General site support activities.

MISSION:

The VP, Site Operations will function as the Site Leader, not only managing and directing their direct reports, but serving as the on-Site titular leader of the other represented Functional Areas such as Engineering, Strategy, Sales & Marketing, Finance/IT and Compliance. Their focus of this position will be to:

- Demonstrate leadership, with a culture of a proactive, customer-centric organization.
- Improve operational capability with continuous improvement.
- Enervate the workforce and bring a renewed spirit of cooperation, collaboration and alignment.

PERFORMANCE OBJECTIVES:

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

1. **Facility Consolidation and Technology Transfer:** Lead the Site Facility Consolidation effort and related Technology Transfer to include the following:
 - a. Successfully lead the facility move from the current location to the new [location] facility
 - i. Redefine the existing culture to a more engaged and collaborative work environment.
 - b. Coordinate the Technology Transfer from the existing facility to the new [location] facility

- i. Ensure that all Intellectual Property and product processes are adequately captured, defined and documented
 - ii. Ensure that there is no significant interruption in product service and that the customer experiences seamless support and product availability and quality
- c. Develop product and technology roadmaps.
2. **Continuous Improvement:** Drive quality and delivery initiatives, and develop a specific, detailed, and measurable action plan designed to achieve:
 - a. xx% OTD; xx% OTD
 - b. x0,000 (x%) PPM; x0,000 PPM (x%)
 - c. QMS Audit Score of [xxx]; QMS Audit Score of [xxx] (with no Reds)
 - d. Fully engage in the Operations Excellence Model established by the SBU
 - e. Work with the SBU SVP Operations to set KPIs and targets and report progress towards meetings these goals along with taking necessary action to meet the targets.
 - f. Contribute to decisions on optimum location for manufacturing (may include outsourcing as well as establishing sites in low-cost manufacturing countries and using [company] shared services) ensuring quality and cost effectiveness are achieved.
3. **SAP:** Appropriately support the organization in its efforts to bring SAP “live” as well as effectively managing the assimilation process post-implementation.
4. **SIOP:** Revitalize the existing SIOP (Sales Inventory Operations Planning) with the expressed goal of ensuring a collaborative and supportive work culture between the Strategy, Sales and Marketing forecasts and the Operations Team’s ability to meet customer demands, while balancing and maintaining appropriate Inventory levels. Importantly, key operational processes concerning SIOP and CIP (Business Improvement Projects) are to be explicitly maintained.
5. **Organizational Development:** Continually assess the performance and quality of the entire Operations Team and implement any needed improvements, structural realignment, redeployment, strategic replacements, leadership development, succession planning, etc. Ensure that the organization’s development keeps pace with the needs of the company, and that the organization is continually upgrading its overall technical and leadership resources. Ensure that Operations are adequately resourced and staff trained and developed to contribute fully to the achievement of SBU goals and objectives. Contribute to the management of the SBU Operations talent pool to ensure that the breadth and depth of talent is at the right level so that Operations contribute fully to achieving SBU objectives.
6. **Employee Engagement:** Be an effective and visible leader that instills confidence and credibility throughout the organization and sets a positive and enervating example for others to emulate and follow. Effectively work with the Functional Leads to ensure that support functions are adequately resourced to support the Operational objectives.
7. **Customer Focus:** Effect a cultural shift in the group from a product and technology focus to a customer focus. Emphasize increased contact with and better responsiveness to customers, with a goal of a significantly improved customer experience. Ensure customers’ delivery and quality requirements are met in full.
8. **Business Management:** Lead the [company] Sites through engaged leadership that involves and includes all resident Functional Areas. Ensure the financial performance of the site is in line with SBU expectations which include financial targets are met for cost of sales (covering labor, materials, production overhead and

variances), inventory (raw materials, WIP and Finished Goods) and capital investment. Ensure optimum utilization of equipment, material, capital, and manpower to produce quality products on time and at target cost within approved financial authorization.

9. **Regulatory Compliance:** To act as the Accountability Manager for the Regulatory Authority Airworthiness and Quality Approvals ensuring compliance with the requirements set out in the relevant expositions are met including adherence by all Site Personnel (including support functions) to Site Procedures

PERFORMANCE EVALUATION:

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

- The timely and successful achievement of the Facility move and Technology Transfer challenges
- Adherence to Plan
- Cost of Sales
- Cost of Quality
- Staffing levels (labor absorption)
- Cost reduction initiatives
- Achievement of Quality and On-Time-Delivery KPIs
- Enhanced employee engagement as manifested in improved Employee retention and Employee engagement scores
- Attainment of sales revenue and earnings targets
- The integration of the [company] Business Improvement Process throughout the organization
- The revitalization of the SIOP Process as measured in improved forecast to build accuracies and customer fulfillment objectives
- The successful and on-time implementation of SAP
- The development and definition of a viable Succession Plan that provides greater bench strength to the Team and promotes personal and professional growth and development.

BACKGROUND AND EXPERIENCE:

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

Education: Bachelor's degree required; engineering is preferred. MBA is highly desirable.

Experience: 10+ years of increasingly responsible experience in Operations Management in a custom manufacturing environment, preferably Aerospace or Defense.

- At least 5 years as a senior executive preferably operating as a business unit GM with P&L experience.
- Industry background would ideally be [product]. If no [product] experience, candidate's career must be focused on manufacturing environments, with electromechanical highly engineered technical components preferred.
- Fundamental understanding of custom engineered products and their applications

Knowledge and skills:

- Strong technical skills and/or the ability to be a "quick read" in assimilating and understanding the technical challenges inherent in the company
- Knows how to operate comfortably and effectively in a matrix-managed environment.

- Customer-centric philosophy predicated on the principals of business improvement processes and employee engagement. Ideally, has transformed an “old-school” culture to a “customer-centric” culture.
- Superior communicator and motivator. Must have excellent written and verbal communications skills.
- Must have an extensive knowledge of strategic goal setting and budget management and analysis

PERSONALITY AND CHARACTER:

The ideal candidate will have most of the following traits:

- An “Assertive Diplomat” – able to lead with strength while gaining respect of colleagues.
- Strong leader – proactively leads by example, motivates team and fosters positive environment.
- “Fire in the Belly”: Passionate about the success of the organization – is clearly a company champion.
- Strong customer advocate – fosters a customer-oriented mentality throughout the organization.
- Flexible – able to shift gears easily; able to deal with ambiguity and complexity.
- Disciplined, metrics-driven manager.
- Team player – establishes and demands a collaborative attitude.
- Mentoring / coaching style of leadership.
- Results-oriented – can drive a sense of urgency through the organization. Embodies that sense of urgency with an exceptional work ethic
- Effectively and considerately delegates and develops their staff to provide personal and professional growth
- Intelligent, quick thinking; able to anticipate and respond as the situation demands

REPORTING RELATIONSHIP:

The VP, Site Operations will report to the SVP, Operations. [*The SVP’s*] early career included an emphasis on Mechanical and Manufacturing Engineering which saw him through a rapid rise in position and responsibility with organizations such as [*organizations deleted for confidentiality*]. [*SVP details deleted for confidentiality.*]

[*The SVP*] expects his team to be broadly independent and takes a hands-off approach. He is very process driven leader who expects his reports to deal effectively with data provided. In his own professional career he has consistently built successful teams from team leaders to senior executives while simultaneously establishing a strong network of industry contacts. He’s also been awarded two patents for technological advancements.

ORGANIZATION CHART

[*Company organizational chart deleted for confidentiality*]