

**POSITION DESCRIPTION:** OPERATIONS TEAM LEADER

**Immediate Supervisor's Title:** Director of Operations

## PURPOSE & GENERAL AREA OF RESPONSIBILITY:

Manages all Manufacturing functions of the Operations Team, including Manning, Machinery, Methods and Materials. Also responsible to facilitate a stable operating Environment in the facility. Is responsible for the continual improvement of the overall Safety and Quality performance of their Team. Ensures that customer and job specifications are consistently met. Is responsible for the efficient and productive loading of work centers through the establishment of effective lead times and the achievement of all commitments made to both Internal and External Customers. Continually monitors and establishes loading requirements for their Product Groups in a way that maximizes plant capacity utilization.

Serves as a member of their respective Business Unit Team. Ensures that the Company provides extra-ordinary service and empathy to our external Customers in a way that will cause them to become totally delighted in their business relationship with Gordon, Inc. Performs all duties and responsibilities in a way that provides for continual improvement of the Total Quality environment for not only the Manufacturing organization, but for the entire company. Ensures that the Business Unit Team provides total satisfaction with the product delivered to all Internal Customers. Facilitates the Business Unit Team in establishing (1) clear direction for the Team, (2) by contributing to the achievement of goals and objectives for performance for the Business Unit Team, and (3) by creating and sustaining an environment in which Team members can perform their duties and tasks at the highest level of quality. This position is guided by the Company's Core Values, Beliefs and Principles, and is responsible to the entire Operations Team in its role and responsibilities toward the continual attainment of the 5-Strategic Imperatives and the Profitability Goals of the Company.

## PERSONNEL SUPERVISED:

Manufacturing Hourly Associates

## EDUCATION & EXPERIENCE:

Minimum of 3-years experience in Team Leadership and/or Direct Supervision of a Manufacturing Group. Proficiency with fully integrated computer systems, with relevant experience in Materials and Inventory Control systems, Materials Requirement Planning, reading and interpreting Engineering Drawings, and the management of traditional Plant Supervisory and Team Leadership functions.

## SPECIFIC AREAS OF RESPONSIBILITY:

1. **MANNING**-Leads the Manufacturing Team in the day to day efforts to serve our Customers.
  - Ensures that all employees completely understand all Safety Procedures and follow all Safety Guidelines
  - Training needs are identified and the required training is provided to the employee
  - New employees are properly oriented into the organization and briefed on Policies, Procedures and expectations for job performance
  - Ensures that all employees work in a highly productive and efficient fashion, and place the needs of our customers over all other initiatives
  - Responsible to see that all employees have been provided the proper tools with which to work
  - All employees are present each day for their work assignments. Attendance and punctuality are 100%
  - Performance evaluations are performed (1) daily, on an informal basis, and (2) Quarterly on a more formal basis

2. **MACHINES**-Manages the use, maintenance, care, and effective utilization of all equipment assigned to the Manufacturing Team.

- Tooling is continually kept in a state of excellent repair and will produce a high quality part
- Back up tooling is in place as a safeguard against un-planned breakdowns brought about by damage or Un-anticipated failure
- Preventive maintenance is accomplished and documented as per the established PM schedules
- Lubricants are always properly applied, according to the job needs and procedures
- Maintenance work orders are written and followed up to ensure that proper and complete repairs are made
- Orders are scheduled on the machines that have the highest and best potential for producing a high-quality Product

3. **METHODS**- Safety/ Quality/ Productivity/ Efficiency/ Procedures

- Serves as the Operations representative member of the assigned Business Unit Team
- All Safety Practices and Procedures are followed 100% each day
- Housekeeping Practices are followed 100%, including Machines and floor areas
- All process Procedures are readily available for review and instruction
- All process Procedures are followed 100% and without deviation, unless a deviation is approved By the Quality Manager
- Policies and Procedures-Takes Personal Responsibility to ensure that all Policies and Procedures are Followed
  - Establishes audits and check points in the process that are designed to ensure compliance with existing Procedures
  - Establishes new Procedures, creates documentation, and installs new procedures so that they become A routine part of the on-going manufacturing process
  - Trains in the proper execution and use of both existing and newly adopted Procedures
  - Eliminates re-work and other non-value added work activities and tasks
- Creates an efficient and effective work flow
- All established procedures are consistently followed
- All Set-up and In-process Procedures are consistently followed
- All jobs (items) are correctly fabricated/assembled/manufactured to the Engineering drawings (or) If the drawings are inaccurate for any reason, they are immediately returned to the responsible Engineer or Business Unit Team for correction at the time the inaccuracy is detected
- Production schedules are reviewed in advance to ensure that adequate capacity will be available to Meet scheduled customer commitments
- Production schedules are accomplished each day
- Ensures that Job Costing and Time Reporting are accurately completed by all Team Members each day
- Determines ways and means of accomplishing the process of Continual Improvement of the 5 Strategic Imperatives

4. **MATERIALS**-responsible for the effective and efficient use of all raw materials and parts

- Responsible to requisition Raw Stock for each job and in a way that the job can be produced on time and Shipped to the customer as committed
- Raw Stock is audited for Quality prior to being processed
- Incoming materials from out-source suppliers are checked for quality and for fitness for use when received
- All supplies required to do the work is made available to all employees responsible for production
- Scrap rates are minimized through the Set-up and In-process check procedures
- Scrap and Full Credit material is properly recorded, reported and disposed of each day
- Excess materials that were pulled for production, but later determined not to be required, are properly returned To stock and properly documented to be re-entered into raw stock inventory
- All forms and procedures related to Inventory Control and Job Costing are completely and accurate completed At the time of the transaction
- All handling practices are followed as determined by the finish and intended use of the materials and identified

## 5. ENVIRONMENT-

- Establishes Strong Team Work within his/her Business Unit and Operations Team, as well as with other Business Units and other Operating Teams that may function as either Internal Customers or Internal Suppliers
- Personal behavior creates an atmosphere of trust and confidence in the Company and its leadership
- Drives the making of decisions to the most appropriate level in the organization, based upon the decision to Be made and the defined boundaries of the decision maker

## 6. Other areas of Responsibility-

- Customer Service- Encourages the Business Unit Team to settle with nothing less than total customer delight With our products, services and solutions to their ever changing needs
- New Product Development- Participates in the creation and development of new and next-generation products
- Methods Improvement- Strives for continual improvement of all processes and procedures
- Participates in the creation and documentation of Standard Operating Procedures for all aspects of the Operations Team and Business Unit Team
- Sales order and Job evaluation- Responsibilities range from initial review of the prospective order, participation In costing decisions and pricing suggestions, to order completion and shipment
- The use of M2M (Gordon's business and computer system) and compliance to established and required procedure
- Reviews reports of Scheduled and Not-Scheduled sales orders to ensure that no un-warranted delays are present In the process and that Lead Times are being achieved. Works closely with the Production Planning Manager to Achieve the completion of all Scheduled orders. Ensures that timely and accurate information is related to Planning for delivery
- Participates in the Review process of complex jobs and makes recommendations for large quotations. Ensures That quotations reflect the production and process capabilities of Gordon. Identifies specific job and project Requirements for which established process capabilities do not currently exist, and recommends Product Development initiatives and testing. Follows up on Bids and Quotations and documents issues learned.
- Ensures all procedures are precisely followed and that "short cuts" that are intended to save minutes do not Result in creating non-value added work downstream, lends itself to possible confusion, or results in non-Achievement of the specification and expectation required to satisfy the needs of the customer.

## 7. Other Responsibilities as a participating member of the Business Unit Team-

- Follow up on existing orders, both Scheduled and non-Scheduled
- Follow up on suggesting relating to improvements in our service levels
- With Business Unit Engineer
  - Fabrication Drawings
  - Participates in Drawing Reviews
  - Generates Internal Product Testing and proves testing Documentation
  - Works closely with CAD Business Unit member to ensure lead time is protected and all Drawings requirements are completed timely and accurately, and according to priorities
- With Purchasing & Procurement
  - Makes recommendations for unusual materials requirements and inventory stocking levels
- With Planning and Scheduling Dept.
  - Serves with the members of the Business Unit Team to review sales order packets and job Packets for accuracy, so that orders may be planned, manufactured with the highest possible Degree of quality, accuracy and cost effectiveness and shipped in a timely manner
  - Facilitates efforts to meet the varying needs of our customers whose changing job requirements Dictate an improvement in service, above and beyond that which was originally requested and Committed to by the company

## PERSONAL CAPABILITIES, ATTRIBUTES AND CHARACTERISTICS:

1. Strong Interpersonal Skills
  - a. Good listening skills
  - b. Recognizes the needs of others
  
2. Good Planning and Organizational Skills
  - a. Able to structure tasks
  - b. Establishes priorities
  - c. Good follow- through and follow- up skills
  
3. Able to Effectively and Successfully Handle Multiple Tasks
  - a. Strong Internal and External Customer orientation
  - b. Meets Commitments
  - c. Strong Problem-solving skills
  - d. Understands Common cause vs. Special cause influences on the processes
  
4. Effective Adaptability in a Changing Environment
  - a. Able to revise and execute on plans due to the changing needs of the Customer
  - b. Able to effectively evaluate and select alternate methods to get the job done
  - c. Follows up with Team members to ensure completion of tasks and procedures
  
5. Works Effectively in a Stressful Environment
  - a. Has good Self-image
  - b. Displays confidence and has a "CAN DO" spirit
  
6. Technical Competency
  - a. Good Computer skills-(email, Word, Excel spreadsheets, Internet, Intranet)
  - b. Able to read and interpret basic Engineering Drawings
  - c. Maintain Follow up lists and checks for completion
  - d. Good Technical and Business writing skills
  
7. Leadership
  - a. Set clear Direction
  - b. Make Expectations completely clear
  - c. Provide the Environment
  - d. Set the example
  - e. Holds individuals and Teams accountable for their performance