

Operations

Responsible for all or a major portion of processing operations in a plant. Responsible for production operations, maintenance, plant engineering, safety, quality control, scheduling, accounting and personnel. Promotes good relations with community, government agencies, customers and union representatives. May conduct or participate in labor negotiations and administer wage, salary and bonus programs in accordance with corporate policies.

	Level 1	Level 2	Level 3	Level 4	Level 5
	Supervisor, Operations	Associate Manager, Operations	Manager, Operations	Sr. Manager, Operations	Director, Operations
Management Role	Accomplishes tasks mainly through direct supervision of non-exempt and entry-level exempt employees.	Accomplishes results through lower level subordinate supervisors or through experienced exempt employees who exercise significant latitude and independence in their assignments.	Accomplishes results through subordinate supervisors or exempt specialist employees.	Generally accomplishes results through lower management levels.	Directs through lower management levels. Has responsibility for managing a function that includes multiple related departments.
Policy and Strategy	Directs daily operations of work area.	Administers and executes policies, processes and procedures that affect subordinate employees and the workflow of the work area.	Interprets and administers policies, processes and procedures that may affect sections and subordinate work areas.	Establishes operating policies and procedures that affect departments and subordinate sections and work area. Interprets company-wide policies and procedures. Develops budgets, schedules, and performance standards. Understands and supports departmental philosophies, policies, and procedures. Train and coach employees to influence desired execution of processes and disciplines.	Establishes policies appropriate for the function. Interprets and recommends modifications to company-wide policies and practices. Responsible for the development of manufacturing policies and procedures.
Freedom to Act	Assignments are largely established in accordance with schedules and deliverables. Work is reviewed for accuracy and completeness.	Assignments are task or activity oriented. Work is reviewed for soundness of judgment and overall quality and efficiency.	Assignments are defined in terms of activities and objectives. Work is reviewed upon completion for adequacy in meeting objectives.	Assignments are objective oriented. Work is reviewed in terms of meeting the organization's objectives and timelines.	Objectives are defined in collaboration with senior management and results assessed from a relatively long-term perspective.
Impact	Decisions have a direct impact on work unit operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules.	Decisions impact work area operations. Erroneous decisions or recommendations or failure to achieve results might cause delays in schedules and require the allocation of more people and financial resources.	Decisions have an impact on work processes and outcomes. Erroneous decisions or recommendations or failure to complete assignments normally result in serious delays and considerable expenditure of additional time, human resources and funds.	Decisions have an extended impact on work processes and outcomes. Erroneous decisions result in critical delays and modifications to projects or operations; cause substantial expenditure of additional time, human resources and funds; and jeopardize future business activity.	Decisions have a serious impact on the overall success or failure on area of accountability. Erroneous decisions or recommendations may cause critical delays or modifications to company projects or operations causing substantial expenditure of time, human resources and funds.
Liaison	Interacts daily with subordinates and/or peers within similar and/or related functions primarily for the purpose of presenting and exchanging information.	Interacts internally primarily with subordinates and other supervisors. External interaction is typically with suppliers, vendors and/or customers. Primary purpose of liaison is information sharing and basic problem resolution.	Interacts frequently with internal personnel and outside representatives at various levels. Participates and presents at meetings with internal and external representatives. Interaction typically concerns resolution of operational and scheduling issues.	Interacts frequently with internal and external management and senior-level customer representatives concerning projects, operational decisions, scheduling requirements and/or contractual clarifications. Leads briefings and technical meetings for internal and external representatives.	Interacts with senior management and others concerning matters of significance to the company. Conducts business and technical briefings for senior and top management and for external representatives.

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Operations Involvement/Direct Work Involvement	Manages production personnel to meet production schedules in a high quality and efficient manner. Insures proper documentation is in use on production floor. Meets all company, safety and environmental and good housekeeping guidelines. Participates in the training and development of hourly employees. Initiation and follow-up of all personnel activities to include performance reviews and counseling. Maintain accurate floor inventory. Control scrap and excess material to acceptable levels. Ensure all personnel comply with security regulations as set forth by the FSO and Security Officer. Other duties as specified by authorized company representatives. Maintains schedules and delivery promises according to the master schedule.	Manages production personnel to meet production schedules in a high quality and efficient manner. Assists on bids, monitors and meets production budgets. Insures proper documentation is in use on production floor. Meets all company, safety and environmental and good housekeeping guidelines. Participates in the training and development of hourly employees. Initiation and follow-up of all personnel activities to include performance reviews and counseling. Maintains accurate floor inventory. Controls scrap and excess material to acceptable levels. Ensures all personnel comply with security regulations as set forth by the FSO and Security Officer. Other duties as specified by authorized company representatives. Maintains schedules and delivery promises according to the master schedule.	Manages production supervisors and Assoc Managers. Sets objectives and standards of performance for all employees in his/her department. Is responsible for bids, monitoring and meeting production budgets. Initiates and follows through on performance reviews and counseling. Interface with manufacturing engineering, engineering, design engineering, quality control, production control, personnel stores and other support groups to solve production problems. Meets all company, safety and environmental and good housekeeping guidelines. Initiates training plan for production managers and supervisors.	Responsible for the Operations Data Management Systems function within the Operations COE. Works with process owners to eliminate non-value added tasks and paperwork resulting in improved efficiencies. Develops tools to improve the analysis of inventory and material availability. Works with and provide direction and guidance to all departments that are integrated with processes within Operations. Performs complex assignments to ensure that manufacturing systems processes are followed and disciplines are instilled to maintain data integrity in the system. Provides operations systems expertise and skills to the Operations team. Trains new employees in ERP functionality. Provides leadership that will continuously inspire and motivate team members to achieve the objectives of the Business Area. Proactive planning and management to insure that process objectives are met; implement corrective actions when required. Evaluate business systems capabilities to determine extent of data integration between OMS and operating systems. Drive optimization of current system(s) use to obtain efficiencies. Responsible for identification of future systems definition as the needs of the business changes. Increase efficiency and reduce cycle time through utilization of XLSS and continuous improvement process. Supports manufacturing ISO-9000, MMAS, Sarbanes-Oxley and other compliance and audit preparation. Prepares monthly Operations directorate metric charts and other performance measurement data. Develops/designs and runs custom software reports for Procurement, OPC and Manufacturing. Keeps general management informed of critical issues. Able to take action in	Responsible for providing leadership to the Manufacturing Operations function for the Business Area, and for managing and developing all Operations staff. Responsible for forecasting production-related labor and facilities requirements, effective coordination between Manufacturing Operations and the other departments involved in producing goods and the maintenance of production equipment. Ensures all contractual commitments are met in a cost effective manner, incorporating XLSS continuous improvement initiatives. Performs all of the usual and customary duties related to managing subordinate(s). Directs the activities of all Process Focus Teams and the Advanced Manufacturing Engineering and Process Control groups. Produces goods on schedule, within authorized cost levels, at the highest quality level possible, and in compliance with Environmental, Health & Safety regulations and best practices. Contribute and work with the Sr. Director of Operations in establishing the long- and short-term business plans and objectives for the Business Area. Develops tactical plans for labor, resources and capacity necessary for functions managed that maintain an effective balance between short- and long-range objectives. Provides resources and capabilities to support integrated supply chain activities. Maintain effective working relationships with the bargaining unit in order to establish the proper working environment for continuing operator productivity improvements. Ensures manufacturing equipment is maintained and used in an efficient manner. Ensures effective relationships are maintained with other functions contributing to the

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					solving problems while exhibiting judgment and a realistic understanding of issues; able to use reason, even when dealing with emotional topics. Able to clearly present information and influence others through oral presentation in positive or negative circumstances; listen well. Able to start and persist with specific courses of action while exhibiting high motivation and a sense of urgency; willing to commit to long hours of work and make personal sacrifice in order to reach goals.	production of the Business Area’s goods. Directs and executes Internal Research and Development projects consistent with business objectives. Other related duties and special projects, as assigned.
Minimum Education and Experience	Bachelor's Degree in Business or a related field and 5+ years of diverse professional experience in all areas of which may include 1+ years of previous lead or supervisory responsibilities.	Bachelor's Degree in Business or a related field and 7+ years of diverse professional experience in all areas of which may include 3+ years of supervisory responsibilities.	Bachelor's Degree in Business or a related field and 10+ years of diverse professional experience in all areas of which may include 5+ years of managing respective area.	8-10 years in a complex manufacturing environment working with integrated manufacturing systems. Familiar with Operations (OPC, Manufacturing, and Product Assurance) functions and processes. Solid working knowledge of manufacturing systems and fundamental knowledge of Operations processes. Knowledge of Lean Manufacturing concepts. Familiar with MMAS and ISO standards pertinent to areas of responsibility. Must be proficient in use of Microsoft Office PC software tools. Minimum 3-4 years of systems analysis and programming experience. BS/BA in a Business Administration, Computer Science, or Engineering discipline or equivalent experience.	Twelve or more years of applicable experience in electronics manufacturing in a collective bargaining environment. Experience in a military electronics manufacturing environment preferred. Five or more years of supervisory management experience. A working knowledge of multilayer circuit card assembly, microelectronics fabrication and assembly and electronic assembly operations. Ability to lead a diverse workforce and provide an effective and efficient work environment. Ability to direct and manage multiple projects simultaneously, under frequently changing priorities. Excellent written and verbal communication skills. Ability to obtain a “top secret” security clearance. Ability to operate under tight deadlines, schedules and cost pressures. Bachelor's degree in a business, engineering or scientific discipline. Advanced degree preferable.	