



Director of Operations Strategy

Associate Development Program

1) POSITION OVERVIEW

The Director of Operations Strategy plays a critical role in improving the operational effectiveness of H&V. Reporting directly to the Vice President of Operations, and working together with other individuals from the H&V Business Units, Finance, Business Development, Technology and Operations Teams, the Director works in a hands-on fashion to develop and implement strategies for existing businesses to significantly improve cost, quality and customer service.

The successful candidate will be a recent college graduate that will enter H&V's two-year Associate Development Program. This program will provide structured training through a series of rotating assignments within the four H&V Business Units in E. Walpole, MA, as well as temporary placements at our Mills in W. Groton, MA; Easton, NY; Floyd, VA; Hawkinsville, GA; and Corvallis, OR. The Director of Operations Strategy will be exposed to the complete spectrum of operational issues that we face and will provide analytical decision support to the H&V leadership team across all functional areas and business units, including product development & pricing, marketing, sales, new business development, and operations.

2) RESPONSIBILITIES

Key responsibilities include the development of a manufacturing strategy in order to increase and/or balance capacity across the worldwide H&V manufacturing network and result in the optimum, low-cost manufacturing and delivery network configuration. He/she will be responsible for communicating best practices and influencing facilities to become manufacturing and delivery Centers of Excellence.

At the conclusion of the program, H&V and the Director of Operations Strategy will jointly review the individual's interests and the needs of the company, and will be assigned to a specific role within an H&V Business Unit or corporate function located in E. Walpole, MA. The job title and responsibilities will be determined at that time.

3) QUALIFICATIONS

- BS in an engineering discipline.
- 3-5 years post-undergraduate work experience in an engineering, operations or industrial marketing environment.



- MBA from a highly regarded business school with excellent academic credentials.
- Experience in leading operational improvement combined with excellent business savvy and direct experience in the area of strategy or planning.
- Excellent interpersonal skills with ability to interact with individuals at all levels, both internal and external.
- Excellent written and verbal communication skills.
- Team player who fosters cooperation and collaboration between engineering, production, research and development and any other entities involved.
- Good problem-solving and organizational skills with ability to manage multiple projects.

4) LOCATIONS

- The Director of Operations Strategy will be placed into a two year training program and will be based in the E. Walpole, MA headquarters. At the discretion of the company, and depending on the needs of the business, this individual may be asked to spend the final 4-6 months of the training period at one of H&V's international sites in Germany, England, Mexico, or China.

5) REPORTING STRUCTURE

During the duration of the training program, on a day to day basis the Director of Operations Strategy will report to their Sponsor, who typically will be the General Manager of the Business Unit or one of their direct reports. In addition, the Director of Operations Strategy will have dotted line reporting responsibilities to Mark Hutchison, VP of Operations. Mark will serve as the program Mentor and training oversight manager for the duration of the training program for all Director of Operations Strategy to insure consistency of training and act as training liaison between Business Units and H&V sites.

6) BUSINESS UNIT TRAINING

The Director of Operations Strategy will be tasked with developing a complete and thorough understanding of all Business Unit and manufacturing operations. He/she will be expected to complete the following in order to demonstrate their understanding:

- Extract necessary data from Oracle via reports, queries, and/or a query tool.
- Collect non-Oracle reports and data from all domestic and international operating locations and functions.



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- Prepare daily, weekly, monthly, and quarterly reports for senior management. This includes customer complaints, credits, service and operating metrics. Develop ways to improve the level of service and value to senior management and key managers.
- Assist with the development of Operations policies and internal control procedures.
- Assist with Oracle system testing and implementations.
- Lead and conduct special analysis projects for senior management.
- Develop work instructions and workflow for Operations Analyst as needed.

7) OPERATIONS TRAINING

The Director of Operations Strategy will be tasked with developing a complete understanding of the Business Unit, Mill, and R&D operations. These activities will include the following:

- Attend daily and weekly meetings, review daily scorecards, and understand how decisions are made.
- Become thoroughly familiar with the system used for standard set ups and operating conditions.
- Develop a short list of H&V contacts that the Director of Operations Strategy can turn to as frequently as needed until he learns the organization.
- Understand the management, direction, planning, and performance in Manufacturing, Manufacturing Engineering, Production Control, Procurement, and Quality.
- Become a key participant in the development and communications of an Operations Strategy that is clearly aligned to the overall Business Strategy, including clear, assignable action plans that ensure that the strategic plans are executed.
- Assist in the development, obtain approval, and execute annual and multi-year business plans for the operation which fulfills the growth, quality and financial return objectives of H&V.
- Monitor and control development and production programs to ensure performance to cost, schedule, and quality targets are maintained to ensure customer satisfaction.

8) FORMAL TRAINING



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During the training program, the Director of Operations Strategy will complete the following three training modules offered publicly by the American Management Association (AMA) and the Boston University Corporate Education Center:

- “Making the Transition from Staff Member to Supervisor”
- “Management Skills for New Supervisors”
- “Principals of Project Management”

Other technical classroom training will be assigned and completed as required. In addition, the Director of Operations Strategy will be afforded training in Six Sigma through an H&V-approved training resource and/or a specific Six Sigma project on the manufacturing floor. The minimum goal will be to achieve Six Sigma Green Belt certification, but he/she will be required to achieve Black Belt certification within 1-2 years after completion of this program.