

# Position Description

## Argus Heating Limited

### Operations Manager

May 2020

*This document is subject to review from time to time*

#### Section A

**Position:** Operations Manager  
**Reports to:** Chief Executive Officer  
**Direct reports:**  
**Location:** Christchurch

#### Section B

**Position Objective:** The Operations Manager will lead the operations of Argus Heating by planning directing and coordinating the operations from raw material supply to delivery of the product to the customer in full, on time and to the correct standard. The Operations Manager provides leadership at all levels and takes responsibility for the health and safety of all employees. The Operations Manager will implement and manage strategies and methods to improve the performance, productivity, efficiency and profitability of operations and is part of the senior leadership team.

#### Functional Relationships:

##### Internally

- CEO
- GM Sales and Marketing
- Finance and Commercial Manager
- Technology Manager
- Production Manager (new products)
- Production Manager
- Production Supervisors
- Process Workers
- Supply Chain Manager
- Purchaser
- Planner
- Warehouse team

- Customer Services and Sales staff

**Externally**

- Material Suppliers
- Service Providers
- Freight Providers
- Customers

**Nature and Scope:**

Argus Heating Ltd is a leading specialist in electric heating element design and manufacture for over 50 years, providing bulk container heating solutions to industry clients across the world. Argus Heating is a company focused on quality, continuous improvement and growth and dedicated to developing new products.

**Limitation of Authority**

As defined in the budget.

Variations and exceptions are to be authorised by the CEO.

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## Section C – Key Tasks and Specific Accountabilities

### 1 Contribution to the Senior Leadership Team

The Operations Manager will be responsible for contributing to the leadership team through participating fully in the creation, planning and implementation of business goals.

#### Expected Results

- (a) Contribute to the leadership team by participating fully in forward planning including a review of customer needs, operational demand and financial activities and providing progress updates concerning new products
- (b) Participate in the development of goals and take ownership for the attainment of your goals
- (c) Participate in the decision making process and support of the other management team members by providing information to the production aspects of products and participating fully in discussions
- (d) Establish world class manufacturing facility and process
- (e) Support other members of the team with their goals
- (f) Driving adherence and compliance to quality and systems
- (g) Optimise collaboration and coordination behaviours between relevant departments including procurement, distribution and management
- (h) Provide effective reporting and statistics to demonstrate production KPIs and performance against targets. Ensure the SLT and CEO are aware of the situation and consult and discuss any variances with a solution focused mindset
- (i) Prepare CAPEX recommendations that are well thought out with a strong business case. Utilise the assistance of the Finance and Commercial Manager

### 2 Leadership and Management

The Operations Manager will be responsible for providing leadership, management and development of the production and supply chain team in order to build a world class manufacturing process.

#### Expected Results

- (a) Ensure the team is aware of the Company vision and goals and provide the environment and resources for them to achieve those goals
- (b) Leadership of the Operations team to deliver products in full, on time and within the agreed quality standard to customers
- (c) Comply with the Company's human resources policies, practices and guidelines. Make "Safety First" a priority
- (d) Create an engaged and performing team that excels and achieves expectations through clarity and fair and appropriate leadership

- (e) Recruitment, retention and performance of team supported by training and development
- (f) Provide regular reviews and performance feedback and ensure performance behaviours are addressed in a timely manner. If appropriate investigate and utilise the agreed disciplinary process to manage performance and incidents
- (g) Facilitate a flexible workforce what is cross trained and provides career opportunities
- (h) Ensure communications are effective, staff are aware of goals. values and targets
- (i) Create a culture of continuous improvement where there are improvements in production methods and procedures in order to enhance material and labour utilisation, waste and inventory minimisation
- (j) Optimise results by acting as a link between sales, product design and the product manufacturing process, managing resources to meet production needs

### **3 Production Management**

The Operations Manager will be responsible for ensuring Key Performance Indicators are achieved in the manufacturing and end to end supply to customers of products following the DIFOT principles. Focus on reviewing and targeting world class level manufacturing processes

#### **Expected Results**

- (a) Production Plans are prepared to ensure that raw materials are in place and the production team produces the quantity indicated by the sales plan
- (b) Ensure production plans and work schedules are prepared including detailed timeframes for each step of the production process and delivery to customer
- (c) Manage all production costs and set and manage production budget and cost control programme. Regularly and accurately report on costs
- (d) Manage preventative maintenance programmes for production machinery to maximise machine “up time”
- (e) Establish, enhance and maintain the systems, processes and controls necessary for the achievement of production efficiency and for optimising yield and repeatable product quality
- (f) Lead the development of world class processes through analysing process capability and implementing a quality improvement plan within manufacturing process
- (g) Champion and ensure product is delivered to the customer as per their expectations and specifications
- (h) Demonstrate activities within operations that support the best outcome for the customer
- (i) Be actively involved in the creation and maintenance of product specifications to ensure processes are capable of supporting product specifications

- (j) Manage the implementation of standard operating procedures for production operation
- (k) Analyse data and utilise Argus Heating systems to highlight areas of concern and develop solutions to mitigate. Regularly report on data and performance

#### **4 Supply Chain Management**

The Operations Manager will be responsible for ensuring Key Performance Indicators are achieved in the supply chain process resulting in end to end world class supply to customers of products following the DIFOT principles

##### **Expected Results**

- (a) Ensure effective forecasting to ensure that raw materials are purchased and in place when needed (meeting the correct quality) as the production plan dictates
- (b) Ensure procurement has purchased the raw materials needed based on the principle of lowest cost and highest quality
- (c) Coordinate International orders and deliveries of materials as per agreed plan
- (d) Manage all supply chain costs and budget and cost control programme. Regularly and accurately report on costs
- (e) Champion and implement MRP into supply chain system within Argus Heating
- (f) Ensure freight (international and domestic) cost is managed and orders are coordinated from factory to customer for timely delivery
- (g) Ensure product is delivered to the customer as per their expectations
- (h) Manage freight and supply contracts to optimise cost of inputs. Develop and maintain good relationships
- (i) Demonstrate activities within dispatch and supply chain operations that support the best outcome for the customer
- (j) Provide raw material and other data as needed for the creation and maintenance of product specification
- (k) Establish, enhance and maintain the systems, processes and controls necessary for the achievement of supply chain efficiency and for optimising yield and repeatable product quality
- (l) Analyse and review data to highlight areas of concern and develop solutions to mitigate. Regularly report on data and performance

#### **5 Safe Work Environment**

The Operations Manager is responsible for demonstrating the “Safety First” value and providing a safe and healthy workplace for staff by adhering to company policies and procedures, initiatives and managing work place risks.

### **Expected Results**

- (a) Role model safe behaviours at all times. Create a positive safety culture by actively engaging with staff on safety issues and behaviours
- (b) Take appropriate action to identify and manage health and safety risks, to make the environment safe. Carry out regular health and safety audits
- (c) Ensure the team has a safe workplace and any unsafe work practices are eliminated. Take action to protect staff from hazards
- (d) Ensure compliance with Health and Safety requirements and employees follow safety procedures when carrying out their duties
- (e) Comply with relevant standards and Argus Heating's Health and Safety policies, following established procedures and performing all duties in a safe manner
- (f) Ensure a high standard of housekeeping around all machines and in all production areas
- (g) Support and champion wellbeing initiatives including mental health initiatives
- (h) Prepare and implement strategies to manage health risks, eg pandemic, ergonomic
- (i) Ensure safe return to work of injured and ill staff
- (j) Plan implement and support environmental and sustainability initiatives and policies within Argus Heating to minimise impact on the environment

## **6 Quality Management**

The Operations Manager will be responsible for safe product practice ensuring that production quality to the required product standard and the delivery of product to the customer on time and in full.

### **Expected Results**

- (a) Set, monitor and maintain product quality standards and system ensuring only safe product is passed on through the production and supply chain process
- (b) Understand the "absolute safety" principles to ensure that deficient/unsafe product does not occur and staff understand it is unacceptable to pass on unsafe product. Impresses the importance of accountability throughout process
- (c) Implement and enforce quality control and tracking programmes to meet quality objectives including calibration process certification
- (d) Analyse production and quality control to detect and correct problems
- (e) Determine and implement improvements to the production process
- (f) Ensure root cause analysis occurs and Corrective Actions are allocated and completed in a timely manner
- (g) Support the implementation of the MRP supply chain system as per project plan timeframes

- (h) Carry out other quality initiatives such as LEAN, 5S etc to improve the quality and minimise waste
- (i) Ensure all documentation and input/output data is completed accurately and on time
- (j) Be involved in and support internal and external audits with the aim of exceeding requirements
- (k) Ensure all processes are accurately documented and regularly reviewed. All changes are immediately implemented and staff retrained where appropriate.

## **7 Personal Responsibilities**

### **Expected Results**

- (a) Demonstrate the core values of Argus Heating at all times – build strong relationships, demonstrate leadership, one team, respectful, professional in all we do, encourage, social responsibility, strive for excellence
- (b) Ensure the confidentiality of company and client information
- (c) Demonstrate positive visible leadership at all levels of Argus Heating
- (d) Undertake training or other options to improve and develop personal skills
- (e) Ensure the computer system is not compromised by emails or the internet
- (f) Maintain a suitable standard of personal appearance and timekeeping

## Section D – Person Specification

### Qualifications

- Tertiary qualification in operations are or relevant subject

### Experience

- Experience leading operations and demonstrating strong leadership skills – 10+ years
- Previous production management experience in a product processing environment in similar products or industry sectors – 10+ years
- Experience and knowledge in world class production and manufacturing processes and techniques including technical transition from manual to semi-automated process
- Experience and knowledge in supply chain
- Systems and process management experience
- Manufacturing experience to best practice standards
- Experience in MRP systems

### Skills, Knowledge & Personal Attributes

- Strong well developed leadership skills and strong presence
- Customer-centric mentality
- Knowledge and awareness of manufacturing processes
- Knowledge of engineering and technology principles and practices
- Good understanding and willingness to share LEAN manufacturing or 5S expertise
- Able to set direction and clearly communicate strategic and practical information at all levels
- Excellent IT skills with advanced level Excel
- Sets achievable project plans and works to realistic timeframes
- Strong awareness of production issues
- Maintains a calm demeanour in times of difficulty
- Behaves ethically and sustainably
- Drives and believes in a positive team culture
- Organised and structured in approach
- Results focused with a 'can do' attitude
- Strong time management skills
- Analytical and critical thinking, applying logic and evidence to resolving problems
- Systematic with strong problem solving skills
- Confidence and ability to continuously make improvements
- Knowledge of process improvement techniques
- Demonstrates a sense of urgency and a drive to meet outcomes
- Pays close attention to detail, accuracy and completeness
- Shares knowledge of process planning