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"CONFIDENTIAL SEARCH"

POSITION AND CANDIDATE SPECIFICATION

**Quality Leader – Global Contract Manufacturer
(Metal Cutting Industry)**

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Date: March 2017

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Position Profile: Quality Leader

Opportunity: We have been engaged by an established international contract manufacturing company to help them find a Quality Leader with the skills and passion to support the continuing transformation of the organization's manufacturing capabilities. The candidate we seek will bring the technical skills, leadership, business acumen and energy to support the growth of this business through improved systems and processes.

A new, dynamic COO is building a performance driven team as part of a strategic transformation. We seek an experienced metal cutting professional with Quality Leadership skills to help elevate and expand the organization's overall manufacturing capabilities. Working as part of the senior team and interacting with all levels of the organization, this candidate will understand the technology, be passionate and effective in developing robust systems and processes and will make impact through the development of people.

This organization is well positioned with the ability to increase sales in new markets without significant capital expenditures. This is a role that will make an impact across the organization. This role is well aligned to someone with strong quality systems experience looking to apply their accumulated career skills to an organization transformation.

Organization: Our client and location are confidential. We will share the details with qualified candidates. All inquiries will be handled with the highest level of confidentiality.

The client organization is energized as they lead customers to value driven solutions and help them compete in today's dynamic marketplace. This industry is faced with many challenges related to talent and the availability of technical staff. This client's actions clearly support the premise that people are critical to the future. They embrace hiring and work with the best and the brightest talent in the industry. The orientation to people is reflected in their culture.

As a global contract manufacturer they have invested heavily over the past few years in capital equipment to align manufacturing capabilities to the changing needs of the customer. They have adopted the latest

technology in Swiss, Mill-Turn, Horizontal and Vertical Cutting Centers and even Wickman CNC multi spindle screw machine as they transition their focus to higher tech, higher volume production contracts.

They embrace technology and use the latest CAD-CAM software to optimize processes in an effort to have a competitive advantage in the marketplace. They continue to invest in technology driven projects related to robotics and automation to provide a competitive advantage. They seek out and use technology in the area of quality to streamline and improve processes. The Quality Leader will utilize those technologies and direct the development and deployment of new applications as the metrology and inspection systems evolve in support of the strategy.

Current Situation: This business is privately held with a track record of success and stability. Sales have shifted significantly over recent years from mature or declining markets toward customers and markets with high growth potential. As the company positions itself to capture those opportunities, it is focused on building high performance teams that can help it move faster and more effectively in the pursuit of building strategic, scalable, long-term relationships in those market niches. The Quality Leader will help guide the business to approach several strategic markets.

We seek a Quality Leader with a strong systems orientation. This person must bring energy as a leader and the ability to raise the capabilities of the entire team. They will interact with the manufacturing team in China to provide expertise and support. This Quality Leader will need to build the team for success through the hands on development of systems, coaching current staff and recruiting critical talent as needed.

This person will be given a high level of support and autonomy. The foundation is in place for growth. The opportunities for growth of the organization are very strong but will require building systems capability.

The team is searching for a Quality Leader to help strengthen the core business system. They are moving from a traditional quality based system (source inspection) to a lean (TPS) evolving quality system based on continuous improvement encompassing robust processes. The business operates in a challenging fast paced environment. This environment is

demanding yet rewarding as they transition the business to being a leader in its chosen market segments.

They recently added AS9100 discipline strengthening the quality management system to tap into the high growth aerospace market. Winning in this industry is accomplished through great business systems and at the machine where the tools cut chips, so this position requires a person with strong technical skills in the metal cutting arena. Being able to coach, guide, and support our manufacturing processes at the source is key to the success of our business.

They have aggressive targets for profitability with quality playing a key role in success. The AS/ISO/ITAR requirements and the systems that drive them are the backbone of the company. This quality leader will strengthen our existing system while making the necessary changes to remain current with the latest quality standards. We are looking for a partner to take us to the next level of servicing our customers.

The team in the US often provides support and expertise to the international facility. Core expertise of the organization includes metal cutting, plastic cutting and light assembly.

Responsibilities:

The Quality Leader will be responsible for building strong internal and external relationships and to build proactive systems to identify, prevent and correct non-conformance. Our performance objective is to move to a proactive non-conformance prevention system through engagement of the team at all levels, deeper understanding of root cause and the application of effective long-term countermeasures. The effort will embrace a data driven, customer centric culture focused on high quality and low cost (speed and simplicity). The Quality Leader will be responsible to lead this effort.

They will ensure the effectiveness of the company Quality Systems and Certifications to ISO 9001:2008 and AS9100C standards, as well as compliance of other relevant quality system standards like ITAR and automotive quality systems / requirements.

They will effectively lead the team of Quality Technicians and Quality Engineers working closely across all areas of the organization including

production and manufacturing engineering to support manufacturing activities.

As Quality Leader they will proactively identify, organize and facilitate activities associated with the customer corrective action system. They must build effective relationships with customers and vendors to assure product quality is maintained and to address any quality related concerns. Building and maintain effective, credible relationships with customers is critical.

They will build and maintain systems and processes that enhance the organization capability. They will ensure the use of statistical tools to assess quality performance (or cost-of-quality) and implement various methods and procedures for inspecting, testing and evaluating the precision, reliability and accuracy of products and processes.

Develops and establishes quality systems and procedures, inspection plans, quality performance trends, statistical plans, cost estimates and technical quality plans for proposals. They must have the ability to lead teams to make positive changes to our quality system. They will utilize tools including root cause analysis and mistake proofing to eliminate recurring non-conformance.

Responsible for Document Control, Internal / Customer Quality Audits and Contract Review processes / procedures and maintaining compliance throughout the plant.

Work with global managers to assure internal and external supply chain is maintaining acceptable standards. This role will interface with the facility team in China to provide expertise and support.

Understand the capabilities of the current team members. Provide coaching and development. Recruit for key transformational talent where necessary.

Candidate Profile: The successful candidate will be an accomplished professional with both relevant experience and leadership competencies needed for success in this position. We seek a leader with the ability to build effective, trusting relationships with employees, customers and key suppliers. The candidate will have demonstrated the ability to lead a metal machine

centric manufacturing organization by developing the people, systems and strategic relationships to achieve business goals.

The ideal candidate for this position will have had at least 7 years of leadership experience in the metal cutting industry. They will have experience in quality systems and interfacing with customers. We seek a candidate in this industry with the demonstrated ability to move our capabilities to the next level and beyond.

A part of the senior team the successful candidate will have had assignments leading in a manufacturing organization building a customer centric model. They must have demonstrated success leading transformational changes to the business.

The successful candidate will have strong business acumen – with the ability to see cause and effect between tactics and financial outcomes. They will understand the basics of or be willing to learn the income statement, budgeting, cash flow management and the balance sheet. They will have skills developing effective metrics and accountabilities.

The candidate should have knowledge and previous successful application of advanced operational concepts (e.g. Six Sigma, Lean, theory of constraints, etc.). They will understand scalable production line models.

The successful candidate will have a process and results-oriented management style with a high commitment to driving team values. They must have the ability to build a unified, high performing team by engaging employees at all levels of the organization. They will be described as a passionate and dynamic leader with the energy and communication skills to work effectively across the organization. They will have demonstrated the ability to effectively coach and provide feedback in a manner that drives optimum performance and develops people.

Additional traits that describe the successful candidate would include: accountable, open and transparent, team player, decision maker and an inspirational leader with high energy.

Commitment to results

The Quality Leader is a systems thinker who is customer focused and goal driven. This individual identifies relevant information and helps transform this information into individual and organizational knowledge and learning. This leader is action oriented and innovative. They have the ability to translate broad goals into achievable steps. They are proactive and can anticipate and solve problems and take advantage of opportunities.

A high level of personal skills is required to make formal, persuasive presentations to groups and to deal effectively with people from both internal and external to the organization. They will have the ability to simplify complex issues.

This candidate will have highest standard of unquestioned professional conduct and act continuously to model integrity and credibility.

Education

Undergraduate degree, preferably in an Engineering discipline is preferred. Candidates with strong metal cutting industry work experience coupled with proven quality credentials may be considered in lieu of the degree.

Experience

Candidate must have direct metal cutting industry experience.

Leadership responsibilities building and maintaining quality systems including ISO/AS certification, Customer / vendor quality performance auditing.

We seek candidates with continuous improvement (Six Sigma / LEAN manufacturing) experience.

Experience must include:

- Use of Quality Engineering methods in inspection.
- Certifications: ASQ CQE preferred. They must have a working knowledge of ISO9001:2008, AS9100, ITAR
- Thorough knowledge of document control; contract review, quality inspection and quality engineering/assurance techniques, procedures, instruments, equipment, theories, principles and concepts.
- Ability to use standard business applications software and / or specialized data analysis tools.

- Effectively leading professionals in a manufacturing organization.
- Experience with metallurgy and processes including heat treatment, anodizing, and plating is very desirable.

Location: This position is based in an attractive community.

Compensation: The compensation plan is very attractive.

Additional information about this position should be directed to Gerry Peterson, Managing Principal, Tartan Group, LLC. Gerry@TartanGroupLLC.com, 724-327-0916.