

HAYMES PAINT POSITION DESCRIPTION

Position Title: National Operations Manager

Department: Operations (Manufacturing, Planning, Procurement, Distribution)

Reports to (Title): General Manager **Location:** Wendouree

Authorised by: Rod Walton **Date prepared:**March 2016

Overall Position Purpose:

To manage the Manufacturing, Supply Chain Planning, Procurement and Distribution functions at Haymes Paint in accordance with all regulatory requirements. To maintain and further enhance the Haymes reputation of a quality company by having available manufactured and associated products in the first instance to our customers and continually striving for cost efficiencies in seeking continuous improvements for the business. To develop and implement Operations strategy that fully supports the business's corporate strategy in the next 5 - 10 years.

Position Parameters:

1. Experience & Qualifications:

What are the preferred qualifications and experience necessary to competently perform in this position?

- Minimum 10 years Manufacturing / Operations experience.
- Awareness and working knowledge of the principles of Lean Manufacturing.
- Competent understanding of regulatory requirements.
- Proven experience in batch manufacturing processes.
- Sound understating of the Logistics transportation business.
- Proven experience in warehouse and distribution processes.
- Practical working knowledge of Supply Chain Management.
- Experience in managing a medium size and diverse skill based workforce.

2. Skills and Abilities:

What are the key (critical) skills and abilities that this position requires?

- Strong knowledge of ERP systems.
- Principle understanding of Lean Manufacturing and S&OP processes.
- Strong understanding of Supply Chain systems processes and benchmarking.
- Working Knowledge of Quality Assurance Systems.
- Strong practical knowledge of paint making processes, methods and equipment.
- Inventory control knowledge and experience.
- Strong project management skills
- Numerical & statistical analysis
- Strong computer skills, i.e. word, excel
- Good understanding of E-business, EDI with customer's system and suppliers' system

3. Key Personal Attributes:

What are the key personal attributes that are essential for this position?

- Very strong customer focused skills
- Strong/effective leadership and team skills
- Advanced interpersonal skills
- Articulate and effective communication skills (both written and verbal)
- Strong drive for continuous improvement.
- Demonstrated and committed "can do " attitude
- Proven negotiation-influencing skills.

Position Title: National Operations Manager		
Key Position Accountability	Major Standards	Performance Measures
Developing Strategic and Business Planning to cover immediate (1year) Medium (5 years), and long term (10 years)	<ul style="list-style-type: none"> • Development of annual and long term Operations Business Plans with supporting budgets that is in line with the corporate plan • Accountable for the execution of the plan • Update and review implementation of plans 	<ul style="list-style-type: none"> • Operations Plan completed and execution of actions per agreed timeframes to support Corporate Plan and goals. • Delivery of strategic projects
Supply Chain Management	<ul style="list-style-type: none"> • Documentation and implementation of company Supply Chain Strategy • Establishing and Managing structures, responsibilities, projects and resources in the following functions; <ul style="list-style-type: none"> o Procurement o Supply Chain Planning o Manufacturing o Distribution & warehousing o Inventory Management o Strategic Projects o Continuous Improvement Projects, new technologies 	<p>KPI's to be implemented and reviewed along with the complete Supply Chain Strategy. Achieve the nominated target as per the FY business plan:</p> <ul style="list-style-type: none"> • weekly production plan performance • MPS performance • Full On Time Deliveries • Customer order processing efficiency and accuracy • Inventory accuracy in R&P and FG. • Establishment of Inventory targets for FY and maintaining the agreed target • Improvement in forecast accuracy – A, B & C • On going shop floor education on meaning of KPIs

Key Position Accountability	Major Standards	Performance Measures
Raw Material Procurement	<ul style="list-style-type: none"> • To evaluate suppliers and determine procurement strategies for selected supplier groups • Implement and maintain supplier contracts 	<ul style="list-style-type: none"> • Maintain quarterly reviews for selected suppliers to ensure continued focus on quality, pricing and delivery of agreed KPI's. • Ensure all supply agreements are reviewed and secured in a timely manner.
Resale Procurement	<ul style="list-style-type: none"> • Contribute to procurement strategy to support warehousing and distribution of resale products within Haymes Owned Stores in conjunction with Store Management • Implement and manage the resale procurement strategy 	<ul style="list-style-type: none"> • Work with relevant committee/s in determining the core ranging requirements for the store network • Completed in a timely and effective manner
Inventory Management	<ul style="list-style-type: none"> • Review of raw material, packaging and resale safety stocks and EOQs in line with inventory and IFOT targets • Analysis of process flow, applying lean principles, to shorten lead times and continually reduce inventory levels 	<ul style="list-style-type: none"> • Development of meaningful inventory target levels • Manage inventory to within target levels

Transport Management	<ul style="list-style-type: none"> • Manage the outbound freight in regard to: <ul style="list-style-type: none"> - Set and review and manage transport supplier arrangements to meet customer targets in regard to frequency of delivery, IFOT targets and customer trading terms - Establish operating financial targets 	<ul style="list-style-type: none"> • GSV KPI's for sales budget are met • KPI's for In Full on time damage free deliveries are achieved • Regular reviews with transport providers • Continually Review order optimization options
Key Position Accountability	Major Standards	Performance Measures
Warehouse Management	<p>NDC - Manage Processors, Structures and Resources in the following functions</p> <ul style="list-style-type: none"> • Order processing (pick, pack & administer) • Warehousing • Inventory • Continuous Improvement projects • Cost <p>Interstate Warehouses – Strategic assessment for opportunities for interstate warehousing/distribution in sales growth areas, assessment.</p>	<ul style="list-style-type: none"> • Picks per man hour KPI's are met • Maintain customer order accuracy in line with KPI's • KPI's for Inventory accuracy of Finished Goods is achieved • Drive the projects as per the FY Business Plan time-line in warehouse and transport. • GSV KPI's for sales budget are met • Documented detailed recommendations provided as required

Compliance Management	<p>Ensure processes and appropriately skilled resources are in place to enable the company to meet its regulatory obligations in the Operations</p> <ul style="list-style-type: none"> • Occupational Health Safety and Environment, inclusive of Dangerous goods, Hazardous Substances and DG transportation. • Packaging Covenant • EPA • Quality Assurance • Regulatory Requirements 	<ul style="list-style-type: none"> • Major outstandings to be addressed within 3 months lead-time, medium outstandings to be addressed within 6 months lead time, and minor outstandings to be addressed within 9 months lead time, from the time of identification & classification. • Meet all agreed actions and deadlines no late notices or infringements • Conduct the environmental audit externally and execute all actions required for compliance. • Maintaining ISO9001 for the site • No Major non conformances • No PIN or fines as a result of non-compliance to any regulatory matter. • Prompt incident report and investigation
Key Position Accountability	Major Standards	Performance Measures
Human Resources Management	<p>Create and develop an environment of continuous improvement</p> <ul style="list-style-type: none"> • Staff recruitment and induction • Performance Appraisal Management • Training and personnel development management • Drive the culture change that assist in operations strategy • Deliver the effective EBA that gives value to both business and individual 	<ul style="list-style-type: none"> • Positions descriptions are current for all Operations Personnel • Development Plan completed for Operations staff and deliver the plan • Performance appraisals to be completed within agreed timeframes • EBA includes wage co-related to KPI. Seamless EBA.
Financial Management	<ul style="list-style-type: none"> • Completion of budgets / forecasts (capital and operating) • Manage Operations expense against budget target 	<ul style="list-style-type: none"> • Budgets completed and reviewed per timetable

	<ul style="list-style-type: none"> Ensure the Financial KPI in % of GSV is reviewed and meets the target as per FY business plan. 	<ul style="list-style-type: none"> Meeting the financial target for the department against budget, LTS/mhr and % of GSV. CAPEX to be managed within budget.
Leadership	<ul style="list-style-type: none"> Effectively manage, coordinate, support and develop Haymes staff and maintain honest and respectful relationships with fellow work colleagues 	<ul style="list-style-type: none"> Employee morale and satisfaction maintained at high levels. A strong team environment exists that encourages a continuous improvement culture.
Key Position Accountability	Major Standards	Performance Measures
<p>Haymes Values</p> <p>Superior Quality; Strong Relationships Passion Integrity Respect Innovation Teamwork</p> <p>As valued employees of Haymes Paint, we will work together and help each other towards achieving common company goals and objectives.</p>	<ul style="list-style-type: none"> Display Haymes Values in accordance with the Value Statement when performing the role. Delivering a high value quality service and treats others with courtesy and respect, and communicates in an open and honest manner at all times. 	<ul style="list-style-type: none"> Haymes "SPIRIT" is evident in performance of role in accordance with the Haymes Value Statement Positive feedback from peers, direct reports, company stakeholders. Delivering a high value, quality service, treating others with courtesy and respect, and communicating in an open and honest manner at all times

<p>By treating our work colleagues, customers and members of the community with integrity and respect, and with a sense of equality and generosity, we will achieve personal growth and satisfaction.</p> <p>We will be passionate about our work and strive for quality, excellence and innovation whilst taking responsibility for our decisions and actions.</p>		
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