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MANUFACTURED CONCRETE PRODUCTS

JOB PROFILE

POSITION TITLE: Production Manager

DEPARTMENT: Production

REPORTS TO: General Manager

SUPERVISES: Production Scheduler, all production staff

Introduction:

This Job Profile has been prepared as a guide to ensure better communications and understanding. However all responsibilities have not been (nor could they be) included; your manager may from time ask you to perform other duties and responsibilities not specifically included in this Job Profile. Likewise, this description will be revised when required, to meet changing business needs.

Purpose of Position:

Under the guidance of the General Manager and the President and using the company's Enterprise Resource Planning (ERP) system, as well as available staff skills and abilities, the Production Manager (PM) will manage the safe, high quality and efficient manufacturing of all products and moulds manufactured or sold by Anchor Concrete Products Ltd. (Anchor). In addition it will be the PM's job to ensure all products and or moulds comply with all applicable standards and specifications pertaining to their design, manufacture, handling, installation and safety. The PM will support sales and marketing efforts by ensuring high quality products are made in a timely and efficient manner and that sound engineering designs are applied to all products to ensure they meet customer needs, as well as all applicable safety considerations. In addition the PM will assist the company in reducing product costs, improving quality and decreasing time to market with the objective of increasing overall sales and profit margins.

Work is governed by company policies and procedures, as well as OCPA, CSA and MTO standards and specifications as well as generally accepted principles of engineering. Work and effective communications with others are critical success factors and are governed by decisions that protect and promote the best interest of the company.

Major Responsibilities and Tasks:

1. Manufacturing:

- Ensure the estimates for materials (BOM's) and labour (Routings) are accurate and that products are being made within the estimated costs;
- Review BOM's and Routings as well as BOM variance reports and work with the General Manager and/or Controller to update and verify the accuracy of such reports;
- Work with scheduling staff to optimize production, reduce costs, increase output and ensure promised delivery dates are met;
- Review scheduled production drawings (as necessary) to ensure Production can manufacture the product as per the drawing and production staff are able and have necessary project details to produce the product;
- Ensure all products manufactured and sold by Anchor and the processes used to produce them comply with all applicable standards and specifications for manufacturing, handling, installation and use;
- Trouble shoot and problem solve production related problems and issues with the intention of finding safe cost effective solutions;
- Work closely with the sales department so all quoted specials can be manufactured within the allowed materials and labour budgets and advise sales of potential cost overruns or manufacturing capability problems;
- Design, construct and implement a LEAN manufacturing system in consultation with other area managers;
- Communicate manufacturing methods with the production teams to ensure objectives are clear, that required manufacturing procedures are understood and that product is made accurately so they may be delivered on time; and
- Ensure staffing levels are appropriate for work being sold.

2. Moulds:

- Know and understand the capabilities of mould equipment and manufacturing processes required to make products;
- Ensure all scheduled production is compatible with existing moulds;
- Lead the design and production of new moulds or mould modifications as required; and
- Working with Sales, ensure costs for new moulds or mould modifications will be recovered.

3. Quality:

- Ensure all product and plant certifications required by Anchor to conduct business are maintained and kept up to date;
- Direct the QC/QA team to inspect, review, document and report findings to ensure all Anchor's products meet all applicable standards, specifications, customer requirements and production staff needs;
- Direct QC/QA to achieve consistent product quality to continue to build and develop our reputation as the supplier of choice; and
- Review product and plant certification requirements, updates and proposed changes to ensure ACPL is compliant.

4. Drafting:

- Ensure all production drawings have the necessary information to accurately and efficiently manufacture the product to all applicable standards;

- Ensure all master standard specification drawings and files for all products are kept updated;
- Working with the Engineering Services Manager, direct the drafting team to create accurate standard/non-standard product assembly and production drawings for customer review and manufacturing in a timely manner.

It should be expected that a considerable amount of learning will be required to properly understand and utilize our assets and systems. Ability to understand and fully utilize our ERP system and moulds as well as work constructively with other team members will be keys to success in this position. It should be anticipated (depending upon current experience) that the transition to full managerial authority of these departments will happen in stages, the timing of which will be based on the applicants current skill sets and ability to learn new systems as well as meeting managements expectations. Furthermore the overall objectives of reduced disruptions in work flow schedules and increased sales and profitability will be key indicators of success. The PM and their team members ability to support sales, through decreased product lead times, increased product quality, product and manufacturing innovation, accurate product drawings, accurate cost estimates and mould production will play a key role building Anchor's business.

Education:

Post secondary diploma in civil engineering as a Professional Civil Engineer, Civil Engineering Technologist or a Degree in Industrial Management preferred.

Experience:

- 3 to5 years manufacturing management experience or project management work required, preferably in the civil fields of transportation and/or underground services including water, sewer, electrical, and bridging systems;
- Experience managing and directing a team and working in a team based environment;
- Proven track record with an ability to deliver projects on time;
- Experience with concrete materials, designs and methods of construction;
- Experience with Enterprise Resource Planning Systems (ERP) and specifically Bills of Material and Routings required.

Knowledge and Skills:

- Experience in large heavy structure manufacturing;
- Experience with ERP systems and in particular BOM's and Routings;
- Experience relating to the design, use, installation and maintenance of structural underground and above ground precast concrete structures will be an asset;
- Exceptional skills in plan reading, takeoff, estimating and construction of projects;
- Experience in structural steel manufacturing (moulds);
- Proven ability to lead a team and work effectively in a team environment;
- Demonstrated organizational and record keeping skills to efficiently and accurately manage a large volume of detail; and
- Strong communication, analytical and problem solving skills.

Interpersonal, Communication Skills:

Work requires excellent verbal and written communication skills for working in a team environment and explaining work and quality requirements. Collaboration skills when implementing changes and improvements; well developed written and math skills to prepare reports, and a positive solution-seeking approach. A sense of humour is an asset.

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Contacts/Working Relationships:**Internal:**

Daily confers with Sales, Scheduling, Production Team Leaders and Structural Steel Fabricators to confirm schedules and specialty requirements. Daily meets with QC/QA inspectors to receive reports and address issues. Meets with production as required to explain quality standards and actions required to ensure quality.

External:

Meets with customers, specifiers, regulatory bodies and others as necessary.

Scope of Responsibilities:

- Accuracy of BOM's and Routings;
- Ensure our ability to make products as designed or bid;
- Production quality and efficiency;
- Mould design and production;
- Ensuring all products meet all required plans and specifications;
- Process improvements; and
- Working with Human Resources, ensure accurate staffing levels.

Consequence of Errors:

Failure to ensure the accuracy of estimates will result in money being lost by the company. Poor planning for the production of specials will result in cost overruns, late schedules, unhappy customers and potentially lawsuits. Poor production drawings will result in production errors, cost overruns, scrap product, unhappy customers and lateness to schedule. Not ensuring that all products meet plans and specifications will result in scrap product, cost overruns or lost profit, back charges for repair or rework, unhappy customers, decertification of our ability to manufacture and potential lawsuits.

Physical Demands:

The physical activity required is standing, walking and sitting, close attention to computer screen (25%), intense concentration when listening on the telephone to customers, manual dexterity to complete data entry on computer.

Hours of Work:

Start Time 6AM to 8AM at the discretion of management and the incumbent, for a minimum of 8 hrs/day; normally Monday to Friday. It is anticipated that ongoing training will be required to fulfill the expectations of this position. At times this will require travel, sometimes to other countries, especially the United States. Occasional travel to regional destinations within Ontario is required.

Supervision/Leadership of Staff:

Daily; supervises and guides the Production, Mould Making and QC/QA personnel as well as gives feedback to the drafting staff in matters relating to drawing issues.

EMPLOYEE ACKNOWLEDGEMENT;

I, _____ have reviewed this job profile with my Supervisor. He/ she has explained the job responsibilities and answered my questions. I have received a personal copy of this Job Profile and agree to carry out these responsibilities.

Employee's Signature/Date: _____ (date)

Supervisor's Signature/Date: _____ (date)