



Success Profile

TECHNICAL CELL MANAGER

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Company Overview

UltraSource (USI) is the industry leader in the custom design and manufacture of thin film solutions for microelectronic, optical and industrial applications.

- We align ourselves with customers who strategically need thin film technology in their products.
- We provide those customers with breakthrough solutions that result in product successes for them.
- We earn a customer's trust and preference by meeting all of their expectations for technology development, quality, delivery, and service.

USI is a privately-held company that has experienced steady, organic growth since our founding in 1991. We have sustained this growth, because of our unflagging commitment to invest in the people, facility, and advanced technologies to have the team, management systems, and factory that can deliver long-term, high-performance results to our current and potential customers. This enables us to continue to invest in our shared future. The result is a focused and well-positioned company with outstanding market opportunities.

Position Overview

A Technical Cell Manager's overall success at USI means:

1. Product is moved efficiently and effectively through the cell managers' area by successfully managing resources to achieve the desired production rates and achieve the established quality, quantity and on-time delivery standards that are needed to ensure products are delivered to our customers on the date, in the quality and quantities they expect.
2. The Cell Manager is ultimately responsible for ensuring that the Team Leader and all staff perform effectively by smoothly moving product through the cell on a day-to-day basis. This performance is critical to ensuring UltraSource CREATES and DELIVERS the value we promise to our customers.
3. The Cell Manager, with the Value Stream Manager, takes responsibility for the cell's performance, as well as, continuous development in all cells of the business including process and workflow improvements, establishment of best practices and

- identification of issues, overall cell maintenance and the ongoing coaching and development of the team including training and cross-training.
4. Success will be measured by how well the cell manager's area produces and delivers product on-time, at high-quality and at the quantities that have been determined. All of this must be done with the goal of maximizing throughput and by producing no to minimal levels of scrap.
 5. The vast majority of the capital and human resources of USI are entrusted to the Cell Managers. Success will be achieved by how well the cell manager optimizes, manages and utilizes those resources including the Team Leader role.

The Critical Success Factors/Conditions for Success

I. Understand the Business

This means:

1. ***Becoming USI Business Literate.*** You must understand USI's business model: the strategy, metrics, and performance objectives and understand where/how your team fits into and contributes to our performance. Otherwise you will lack the essential context and framework you need to make good decisions and make sense of things for your team.
2. ***Becoming USI Technology Literate for the cell.*** You must understand how things flow through the product manufacturing cycle, the manufacturing steps for the products your team builds, and the manufacturing processes needing to be executed at each step.
3. ***Mastering USI's Business Management Tools,*** such as Visual Manufacturing/ Visual Enterprise, Visual management tools, and production buffers. Otherwise, you will not be able to get the information you need or provide the information others need.

II. Manufacturing Capability

The cell manager must ensure the key manufacturing principles are maintained and enforced. These key principles are:

1. **Safety:** Ensure all operations are conducted in a safety and effective manner.
2. **Quality:** Ensure all product produced meets the customer and USI requirements.
3. **Throughput:** Meet and through ongoing continuous improvement exceed the daily, weekly, and monthly production goals.
4. **Assume full "profit and loss" responsibility** for the performance of your team.
5. **Never accept excuses** for why the team is not performing at the expected level until research has been done and the root cause has been determined.

6. Consistently **display the drive, determination, energy and execution capability** to pursue excellence in the manufacturing processes and management practices.
7. Consistently **look for ways to elevate your team's performance** through continuous improvement, coaching, feedback, cross-training and formal development.

III. Develop, Improve and Perform Cell Manager Standard Work

1. Preparing and updating *daily reports* and *visual metrics* regarding substrate movements, scrap and yield, cross-training activities, manufacturing and management process improvement activities, and equipment or facility issues. This is critical to managing the interface with Quality Assurance, Materials Mgt., Engineering, Facilities, Talent Management and Finance.
2. Being fully accountable and completely responsible for the consistent focus of the team to the *daily visual metrics* of substrate moves, attendance, cross-training, and quality and their impact on the factory wide Performance Metrics.
3. Achieving *level, uninterrupted workflow* where the product built each day is leveled by platform, product, and quantity, and the breaks in the flow of work required to complete a product are eliminated and done with minimal scrap.
4. Assuring *focused adherence* to the critical details within every manufacturing process.
5. Creating and sustaining an *organized workplace* in which everything is clean, organized, and there is a well-defined place for everything.

IV. Fully Optimized Cell Staff Capability

This means:

1. **Creating the mindset** and the needed level of **business literacy** in members of your team such that they own, develop, maintain, and improve the processes that design, build, and support our key customers with the exact thin film products they want, when they want them.
2. Creating and executing the **staffing model** for your team such that you have the proven, flexible, and dependable capability your team needs to execute its build plan. This will include evaluating current staffing, implementing cross-training plans, assigning work, and addressing performance issues.

Key Interfaces

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- Reports to the Value Stream Manager
 - 4-10 Direct Reports including Team Leader
 - Works cooperatively with other Cell Managers, Engineering, Talent Management, Supply Chain/Planning, and Quality Assurance

Key Requirements

Core Requirements:

- Exemplify the core USI values: Positive Outlook, Honesty, Determination, Responsibility, Commitment to Excellence
- Bachelor's or Master's degree in Engineering, preferably in Industrial Engineering
- 8 years or more job experience with a career trajectory that is upwards with increasing management responsibility, with no “fall-backs” into engineering.
- At least 5 years of consistent working experience within the same company.
- Excellent decision making skills and a proven ability to contribute to a prior companies success.
- 3+ years of production supervisory experience.

Additional Requirements:

- Excellent verbal and written communications skills.
- Results oriented, sound judgment, common sense
- Energetic; able to adapt and thrive in a fast paced learning environment
- Strong planning, problem solving and organizational skills
- Skilled in the use of materials planning systems, visual communication tools and cell operations
- Knowledgeable in the techniques of capacity planning and cycle time reduction
- Skilled in the use of Microsoft Office
- Demonstrated team building, management, and leadership skills
- Working knowledge and aptitude for following the principles of Lean Manufacturing
- Demonstrated approach to generating new ideas and continuously improving operations

KEY SUCCESS FACTORS

The successful Technical Cell Manager will achieve the following objectives within the first 180 days:

Days 1-30

- Become USI technology savvy for your cell in understanding how each part of the process and department works and begin to master our business management tools by developing understanding around visual manufacturing.
- Understand how our manufacturing process works and how cell functions as part of that process.

- Assess and understand the strengths and opportunities of your existing staff with observation and with input from the team leader and with direction and leadership from the Value Stream Manager.
- Begin to manage the workflow expectations and performance for the cell through both the Team Leader and staff to achieve the throughputs necessary for your area with positive movement toward achieving the targeted levels for quality, quantity and on-time delivery.
- Ensure resources are being reallocated when necessary and proactively work the Team Leader and staff once an issue or need has been identified to ensure that workflow remains smooth and production flows efficiently to achieve all delivery goals.
- Using your management and technical expertise, begin to help develop your team and create the benchmarks necessary to be able to focus on continuous improvement in the future.

Days 31-60

- Demonstrate a desire to achieve results by working more closely with your team leader and Value Stream Manager and finalize the performance metrics for your area with your Value Stream Manager.
- Provide clear and concise communications with Value Stream Manager and your team and effectively track measure and provide feedback on your team's performance.
- At the end of 60 days have the production rate improve in your cell by 5%.
- Determine root cause issues and design and implement processes and procedures that ensure work moves smoothly through your cell.
- Identify the top barriers to success for your cell and create a plan of improvement and obtain input and direction from your Value Stream Manager before implementing.
- Regularly analyze and review the key metrics of performance and moves in your cell and identify any bottlenecks, performance issues and possible solutions to regular and ongoing issues.
- Display an understanding of supply and demand and identify issues that may arise for products due in the near and distant future based on planning and resources.
- Continue to focus on improving your cell's ability to manage workflow and produce products and reallocate resources to achieve those demands through your team leaders performance.
- Continue to meet and communicate regularly with your team leader, staff and your Value Stream Manager to ensure communications are clear, concise and on target with your performance objectives.

- Review the reports your Team Leader prepares and the visual metrics regarding production output, quality, quantity, on-time delivery, substrate movements, scrap and yield and equipment and facility issues.
- Begin to anticipate and plan for issues and then make decisions to positively impact production.
- Demonstrate that during the first 60 days you have been able to build and foster a positive, trusting and developmental working relationship with department staff.

Days 61-90

- Provide or arrange for training, cross-training, coaching and feedback on performance for each employee on a regular basis. Identify opportunities for improvement and strengths that the individuals display.
- Through the 60-90 day time frame the Technical Cell Manager will be expected to have impacted the cell's quality, quantity and on-time delivery metrics by improving results by 5%.
- Anticipate issues and opportunities and manage these through your team leader and ensure resources are efficiently reallocated to achieve results.
- Regularly monitor output to achieve level and working with and through your team leader ensure the uninterrupted flow of products through the department.
- Assure focused adherence to the critical details within the manufacturing process by evaluating work as it is completed.
- Display a positive attitude, a commitment to excellence and determination and have the proven ability effectively solve problems and perform root cause analysis.
- Anticipate issues and create action plans that are communicated as soon as possible when things do not go as planned. Share these ideas with your Value Stream Manager before implementing until there's a proven ability to do this independently. Once this is demonstrated your Value Stream Manager will expect you to make and execute independent decisions that positively affect your cell.
- The Technical Cell Manager will clearly demonstrate that they have the proven ability to begin to improve processes, make sound decisions and document and communicate the process improvements in their cell.

Days 91+

- Assume complete responsibility for your cell's performance and be unwilling to accept excuses for subpar performance until the issue is fully evaluated and assessed.
- Effectively communicate with your own and all other areas within the company and continue to find ways to streamline processes or improve the workflow and performance for your area.

- Communicate cell metrics and key results with your VSM, your team leader and your employees and hold regular team meetings to communicate key information for the cell or for the company.
- Develop your ability to positively influence others by working with other cells, by helping to improve the design of the specifications you receive or the quality of products received from other areas or outside vendors.
- Improve the production of product through your cell by 10% by the 6 month mark for the targeted quality, quantity and on-time delivery goals.
- Achieve 80% of all cost management goals outlined at the department level by the end of the first 6 months.
- Ensure the Team Leader successfully orients all new hires to their role and ensure that the training program for on boarding in your cell is executed. Coach and provide feedback to all new hires at their 30, 60 and 90 day marks.