

February 2022

MISSION – PRODUCTION TEAM LEADER - MILLING

To develop individuals to be great technicians, communicators, collaborators and milling team members. To be accountable for continuously improving the quality outcomes, throughput, invoiced sales and gross margins achieved by the milling department and thus promoting sustainable, profitable internal growth of the department and whole company to the benefit of its employees.

<u>OUTCOMES</u>	
1	<p>Leadership, Management and Accountability (LMA) of the milling department.</p> <ul style="list-style-type: none"> • Coordination and collaboration of the team and assist in shop floor planning. • Resolve technical, quality, tooling and working method issues promptly. • Coordinate and perform SMED processes. • Coordinate and resolve machine break downs. • Be a Competent Person and Fire Marshall.
2	<p>Developing the department’s technical abilities in CAD/CAM, working methods, work holding and cutting tool technology.</p> <ul style="list-style-type: none"> • Technically advise on all aspects of engineering, working methods, CAD/CAM, programming, setting, machining and tool making. • Coach and mentor to technically develop the milling team. • Coordinate and arrange cross training to increase internal security. • Continuously improve the milling department’s “collective technical brain”.
3	<p>Developing disciplined people, to have disciplined debate and take disciplined action as an aligned team.</p> <ul style="list-style-type: none"> • Coach and mentor in communication, collaboration and aligned team working skills. • Hold Quarterly Conversations with all direct reports. • Encourage and collate feedback and “red flag” issues. • Complete any other duties such as supporting the team with sick or holiday cover. • To ensure production targets are achieved, when required, assist the team to program, set and operate CNC Mills.
4	<p>Improving the internal and external quality outcomes of the department.</p> <ul style="list-style-type: none"> • Assisting with first off inspection. • Coaching and mentor robust, secure working methods and in-process inspection. • Stimulate a “better than the norm” quality mind-set. • Conducting, coordinating and participating in 8D-NCR investigations. • Following ISO9001:2015 procedures and feedback systems.
5	<p>Developing the milling department processes to continually improve quality outcomes and workflow.</p> <ul style="list-style-type: none"> • Work with the department to improve efficiency and drive standardisation. • Chair the weekly Milling Department L10 meeting. • Complete Quarterly “Rock” projects and weekly “To Do” action items. • Contribute to capital expenditure assessments and decisions.

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A business **is** its people. Healthy, smart, aligned team working is the key ingredient for Penta to thrive and deliver the best work life experience for its employees. Our “guiding lights” are the company’s Core Values, Penta’s business plan (VT/O) and Flywheel, together with the Lean principles of removing the 8 wastes and adding value.

Penta people need to be great technicians, communicators and collaborators. The company’s strength emanates from having disciplined people, engaged in disciplined debate and taking disciplined action in the best interests of the company and the whole team.

Penta people are FLEXIBLE, have a CAN DO attitude, make work ENJOYABLE for all, we are CONSCIENTIOUS, and we STRIVE FOR IMPROVEMENT in ourselves and the company.

What does that look like in this job role?

When leading and managing the team;

- ✓ Expedite decision making when interacting with fellow employees using the “guiding light” to help make the best commercial, common sense decision to resolve an issue.
- ✓ Maintain a positive attitude and calm demeanour, irrespective of the difficulties being faced.
- ✓ Adopt a “can do” attitude” and rise to the challenging situations that customers present.
- ✓ At the time of machine breakdowns, quickly assess, recognise and call in outside help if required so disruption is minimised.

When developing people;

- ✓ Using and disseminating one's' own knowledge and experience to all fellow work colleagues to the benefit of all.
- ✓ Ensuring that Penta’ remains an enjoyable and safe place of work for all.
- ✓ Encouraging others to look and consider solutions to obstacles encountered before approaching colleagues to help expedite decision making.
- ✓ Encourage employees to operate multiple (2 or more) machines to maximise workflow without consistent “above the norm quality” suffering.
- ✓ Being clear, balanced and honest, yet sensitive and supportive when giving input.

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When improving processes;

- ✓ Embrace measurable's as a way to watch, learn, internally grow and improve.
- ✓ Lead by embracing new technology and processes, giving them a go and contribute to further improvements.
- ✓ Ask questions rather than make statements to help improve understanding, consider different points of view and make better decisions quicker.
- ✓ Mentor and encourage team input and commitment to bed in and sustain improvements.
- ✓ Coordinate and help the company plan and implement improvement projects as part of the normal day to day activities.
- ✓ Be flexible and work extra hours to help bottom out projects.

When improving quality outcomes;

- ✓ Coach and mentor robust, stable working methods.
- ✓ Pre-empt and plan what first offs are due to minimise disruption.
- ✓ Affirm that in process inspection by production employees is a given.
- ✓ Communicating consistently with respect to employees whatever is their position.

When considering the wider team;

- ✓ Help with material deliveries if you are close to hand and available.
- ✓ Use previously created parts where ever possible when production purchasing to avoid duplication.
- ✓ Being conscientious and setting a good example about the use of personal mobile phones, moments of "respite" and break times
- ✓ Think creatively and be positive, space is tight because it's a valuable expense.