

MANUFACTURING ENGINEERING SCORECARD

FUNCTION:

Manufacturing engineers support and take **technical ownership** of one or more production areas (CNC Machining, Fabrication & Welding, Powdercoat, Anodizing, Assembly, Wire Harnesses). Technical ownership is demonstrated foremost by designing and improving processes to **facilitate growth** but can only be sustained by **building relationships** with production team members. Successful manufacturing engineers at Protomet are curious and relentless problem solvers with an entrepreneurial mindset who spend the majority of the workday on the manufacturing floor, not at a desk.

OUTCOMES:

- Find one **2 second improvement** (fix what bugs you) every day and share with the rest of the engineering team via photo or video.
- Identify, purchase and implement one significant piece of **technology or equipment** per year
- Critique manufacturability and **advocate for internal customers** during the design and prototype phases of new projects. Document any issues or improvements and send changes to the design team within 3 days of each pre-production build
- Plan and implement 6+ improvement or **process design projects** per year that each require 40+ hours of work
- **Film operations** in all cells or lines in your production area, analyze for improvements and rank each by payoff within the first 6 months on the job
- **Implement** top 50% of improvements in each cell/line in the first 12 months
- **Follow through** on >90% of justified requests and small projects that can be completed in less than an hour after only being asked one time
- Diagnose **quality issues** and design processes to prevent repeat occurrences
- Ensure **work instructions** (video or text) are in place for new projects
- Respond to all **communication from external customers** within 4 work hours
- **Visit customers' facilities** or host them for a tour (with approval) at least 6 times a year
- Research, book and attend one industry **Expo or Conference** every year.

COMPETENCIES:

Cultural

Fulfillment at work most often occurs when personal values align with those of the organization. Protomet associates it's collective character with the following traits:

- **Second Mile**
The first mile is mandatory. The second mile is voluntary; we do it for our own growth. Outsized benefits are realized in the second mile.
- **Don't Touch the Marshmallow**
The strength to reject short term gratification in favor of a larger reward later. We err towards celebrating later, not sooner.
- **Abundance Mindset**
Life is not a zero-sum game. We strive to reject scarcity mindsets and instead "grow the pie". Example – does a new "A" player on your team pose a threat (scarcity) or an opportunity to grow as a team?
- **Skills Beat Credentials**
What you can do is all that matters. Credentials alone won't get you anywhere at Protomet.
- **That's Hard...Good**
Growth happens the most in the face of challenges. We recognize it is difficult to grin as you are being tested, but it's possible, and we're getting better at it.

Functional

- **High Standards:** Expects personal and team performance to be nothing short of the best
- **Influence:** Able to build trust with others who are not direct reports and persuade them to take action.
- **Humility:** Low focus on self, confidence to admit mistakes, listens to others and an accurate (not over- or underestimated) sense of accomplishments and worth
- High **mechanical aptitude** and relentless problem-solver
- **Hatred for inefficiencies and waste**, practical understanding of lean manufacturing principles including the 8 types of waste, one piece flow, Kanban system design and management of work-in-process
- **Initiative to start, discipline to finish**
- **Innovation:** Practical intelligence, curiosity, and an aptitude for learning combined with the spirit of testing and change that leads to innovation
- Values and respects people as a **servant leader**