

Superior Talent Competency Modelsm

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<p>Position Title, Pay Grade & Last Revision Date</p>	<p>Master Production Scheduler Pay Grade: XXX Last Revised on September 15, 2016</p>
<p>Reporting & Interface Relationships</p>	<p>This position reports DIRECTLY to the Vice President of Manufacturing Operations. Positions reporting DIRECTLY to this position include:</p> <ul style="list-style-type: none"> ■ Site Production Controllers ■ Assistants, clerks, etc. <p>Positions reporting INDIRECTLY to or having significant INTERFACE with this position include:</p> <ul style="list-style-type: none"> ■ Chief Forecaster ■ Customer Integration Manager ■ Inventory Analyst ■ Production Supervisors ■ Production Clerks ■ Cycle Counting Analysts ■ Logistics and Transportation Analysts ■ Supervisors – Receiving, Storage, Retrieval and Shipping ■ Local Purchasing Supervisor ■ Site Maintenance Managers ■ Sales Managers ■ Customer Service Representatives
<p>General “Theme” of This Position</p>	<p>This position establishes the intermittent and continuous production rates for all SKU’s for all factories over a predetermined planning horizon. The three primary objectives that “drive” this position are:</p> <ol style="list-style-type: none"> 1. Schedule all factories to meet marketplace demands for products. 2. Schedule all factories for minimal factory disruptions, changeovers and efficiency destroyers. 3. Schedule all factories to achieve target inventory objectives. <p>This position establishes a Master Production Schedule (MPS) for each factory and ensures that actual production meets scheduled requirements. The Master Production Scheduler creates and maintains a valid Master Production Schedule (priority due dates, equal need dates, and planned capacity equal required capacity) for material and labor capacities by effectively balancing supply and demand for all products across all work centers in all factories.</p>

	<p>The person in this important position controls various load factors to ensure maximum usage of available capacity, taking into account available labor, tools, facilities and equipment.</p> <p>This position coordinates production and engineering operations with the requirements for finished products and the needs for materials and labor.</p> <p>The Master Production Scheduler is routinely called upon to make decisions on complex business issues, taking into account complex marketing, engineering, production capacity and operational requirements.</p> <p>This position focuses on creating production plans that will utilize resources in the most optimal way and maintain viable production and inventory plans that best fulfills demand and market requirements.</p> <p>Excellent execution of this position is vital to the company as it affects how the factory runs, the target inventory positions and customer service levels.</p>
<p><u>Known</u> “<i>Knowledge Base</i>”</p>	<p>The individual who fills this role must have deep knowledge in:</p> <ol style="list-style-type: none"> 1. Master Production Scheduling techniques for make-to-stock and make-to-order environments. 2. Production planning, work order management, expediting and due date control. 3. Forecasting and forecast error measurement. 4. Product data, including item master records, Bills of Materials, process routers, work center data, operation standards and quality documentation requirements. 5. Factory and production operations that are relevant to the type of products being made in the scheduled factories. 6. Factory support operations such as maintenance, production planning, purchasing, industrial engineering, manufacturing engineering, sanitation, safety, hygiene, etc.; that can impact throughput and quality of products. 7. It is difficult to be a Master Production Scheduler unless one is intimately familiar with the factory environments that one schedules. For this reason, it is generally recommended that a Master Production Scheduler be trained from an existing scheduler or engineer.
<p><u>Known Responsibilities</u></p>	<p>This function is responsible for executing many tasks, either by an individual or in a team environment. These responsibilities include:</p> <ol style="list-style-type: none"> 1. Create a Master Production/Project Schedule that satisfies customer demand with optimum inventory levels and resource utilization. The Master Production Schedule may be used for production, detailed application engineering, material, equipment and manpower capacity planning as well as financial planning.

	<ol style="list-style-type: none"> 2. Maintains linkage between non-recurring product development project efforts and Master Production Schedule requirements. Ties together engineering plans with production plans. 3. Establishes production schedules, including material procurements and manufacturing schedules. The Master Production Schedule is used to drive all company priorities in manufacturing, marketing, sales, engineering, project management and finance. 4. Determine and prepare revenue, cost-of-good-sold forecasts and margin plan based on the Master Production Schedule and capacity utilization. 5. Coordinate the Master Production/Project Schedule through engineering and production, determining engineering resource and material availability, identifying actions and solutions required to meet project delivery requirements. 6. Analyze the demand and supply balance of the product family and Master Production Schedule levels, determining out-of-balance conditions, identifying alternatives and recommending action(s) for approval. 7. Follows up actual-against-scheduled production and prepares project completion reports taking necessary action to eliminate delays and ensure adherence to production and shipping schedules. Identify, negotiate and resolve conflicts with respect to material and capacity availability and order-promising integrity. 8. Establish a working line of communication with all company functions. 9. Responsible for understanding all dimensions of the planned products, production processes and the most current events with production, inventory availability in finished goods, WIP and raw materials. 10. Responsible for the exchange of information and robust discussions at Sales and Operations Planning (S&OP) meetings. This will be vital to creating and maintaining plans therefore the Master Production Scheduler is also responsible for having data and analysis ready and presenting at S&OP meetings. The individual is also responsible for being a driving force within the S&OP meetings. 11. Responsible for coordinating with maintenance to facilitate planned maintenance schedules.
<p><u>Known Accountabilities</u> <i>(where the buck stops!)</i></p>	<p>This function maintains accountability for the following issues:</p> <ol style="list-style-type: none"> 1. Accountable for making ALL delivery commitments to customers. 2. Accountable for conducting the weekly and monthly Master Production Schedule meetings. 3. Accountable for developing and providing to Finance the shipping revenue and cost plans each month. 4. Accountable to meet the signed-off sales forecast.

	<ol style="list-style-type: none"> 5. Accountable for the communication of Master Production Schedule requirements to all affected levels in the organization. 6. Accountable for determining the overall use and utilization of company property, plant, people and equipment. Effectively responsible for determining the incremental fixed-cost component of all products. 7. Accountable for operating the Master Production Scheduling function within budget 8. Accountable for the total dollars invested all inventories, Raw, WIP and Finished Goods. 9. Accountable for simulating various plans and choosing the best one. 10. Accountable for providing a monthly production plan at minimum, 1 week prior to the month. 11. Accountable for communications with critical departments and knowing in detail the constraints in production and inventory.
<p><u>Known “Eligibilities” (to remain in this position)</u></p>	<p>Minimum requirements and expectations to remain in this function include the following:</p> <ol style="list-style-type: none"> 1. Must demonstrate a mastery of technical Master Production Scheduling logic including use of Master Schedule tools, Available-to-Promise calculations, Projected Balance calculations and interface(s) to MRP. 2. Must demonstrate an ability to rapidly make delivery commitments on option-oriented and singular products. 3. Must maintain backlog at a level determined “<i>as acceptable</i>” by the marketplace. 4. Must demonstrate superior analytic and communication skills. 5. Must operate as an integral part of the Master Planning Team. 6. Must be a commanding person that is confident at all times and capable of leading within a team environment. 7. Must have the respect of the Materials Manager, and all other individuals that are affected by the decisions made by this individual.
<p><u>Known Limitations</u></p>	<p>This position is specifically NOT responsible or accountable for the following issues:</p> <ol style="list-style-type: none"> 1. Is NOT responsible for developing, managing or maintaining sales forecasts. 2. Is NOT responsible for developing, managing or maintaining modular bill <u>percentages</u>. 3. Is NOT responsible for finished goods inventory in excess of planned and forecasted requirements.

	<ol style="list-style-type: none"> 4. Is NOT responsible for failures to ship product in a timely manner when Master Production Scheduling rules, methodologies and protocols are deliberately violated by others in the organization. 5. Is NOT responsible for technical failures in the factory that are out-of-scope of the Master Production Scheduler. 6. Is NOT responsible for purchase order release, maintenance or closing. 7. Is NOT responsible for suppliers or supplier relationships or any purchasing roles or functions. 8. Is NOT responsible for the materials used in the products, bills of material or routers. 9. Is NOT responsible for inventory accuracy and not responsible for cycle counting. 10. Is NOT responsible for receiving, shipping or warehouse functions of materials or finished goods.
<p>Information & Data Used By Others That This Position Is Accountable For</p>	<p>This position is accountable for maintaining certain minimum levels of data integrity in master files within our ERP system and ancillary systems:.</p> <ol style="list-style-type: none"> 1. Option-bill planning percentages that are statistically derived from historical consumption and forecast error data. 2. Tracking actual demand versus forecasted demand and actual production output. 3. Identifying items that have excess inventory or that are off plan. 4. Customer shipping commitments on MTO items. 5. Short and long range production and materials plans. 6. Cost-of-goods produced financial projections. 7. Inventory position plans, both numerically and financially. 8. Rough-Cut Capacity Plans.
<p>Leadership Responsibilities</p>	<p>The individual in this function has the following supervisory, management and leadership requirements:</p> <ol style="list-style-type: none"> 1. May supervise one or more Master Production Schedulers and/or Assistants to Master Schedulers. 2. Will need to develop (mentor) a back-up Master Production Scheduler, especially to cover order-promising responsibilities. 3. Providing input to new product launches. 4. Being supportive of process improvements. 5. May assist one or more Product Forecasters. 6. May assist the Chief Forecaster to understand extraordinary demand and other demand anomalies.

	<p>7. Assist various sales professionals in customer order commitments.</p> <p>8. Will need to develop (mentor) a back-up Master Production Scheduler.</p> <p>9. Will have to develop a <i>“Lead-From-Behind”</i> approach to work with the key executives to get them to sign off on the build plan.</p>
<p><i>“Behavioral Catalysis” Expectations</i></p>	<p>The person in this position is expected to be a <i>“lightening rod”</i> for positive factory supply management behavior. We expect that everyone employed anywhere in the company will look to this individual as the knowledgeable, ethical and focused arbiter of complex issues in supply management... always looking for ways to meet customer demands and always finding ways to say “yes”... but knowing when to say “no” when it is in the best interests of the company.</p> <p>In other words, we expect this person to be exceptionally knowledgeable in how to meet predictable AND unpredictable supply needs in our marketplace. Saying “no” to a customer need is never this person’s first response, but can be a response after all reasonable avenues of supply are exhausted.</p>
<p><i>Corporate Culture This Position Lives In</i></p>	<p>XYZ company is a mid-market manufacturer of high-performance bio-therapeutic products that focus on reducing and managing symptoms in patients with fatal niche diseases, such as Gauche disease. The company is heavily oriented towards research and development efforts and values innovative and tireless work in R&D above all other work. Because of this extreme orientation towards valuing science-based employees, there are often problems in communications, behaviors and hierarchical management processes between R&D personnel and the rest of the company.</p> <p>The overarching value system that drives so much of the behavior in this company is the sense of urgency to create therapeutic drugs that will save lives. Most employees see themselves not so much as employees of a development and manufacturing company, but as crusaders with an urgency to save lives. This leads them to be short with one another, not suffer fools lightly and be reasonably quick in decision making. The culture also <i>“prizes”</i> mistakes as long as everyone involved is actively interested in learning from the mistake in order to further progress. Whoa to the individual who gets defensive, or worse, can’t admit a mistake has been made. Whoa to the person who cannot take direct criticism.</p> <p>This organization has a culture of extreme honesty, even if it hurts feelings. If the candidate needs positive encouragement on a regular basis, tis culture will not work for the candidate. If the candidate is willing to aggressively jump in, work hard and admit openly to mistakes, then this might be a good environment.</p> <p>When interviewing candidates, look for candidates with:</p> <ul style="list-style-type: none"> ■ <i>“Thick skin”</i> ■ Ability to opening discuss mistakes without a hint of a value judgement ■ Strong personalities who can work with people with even stronger personalities ■ An ability to accept that the world actually does revolve around R&D, at least at this company.

	<p>■ An ability to be a great servant to R&D over being a great colleague.</p>
<p><u>Required Minimum Qualifications</u></p>	<p>These requirements are mandatory for entry into this function:</p> <ol style="list-style-type: none"> 1. Undergraduate degree in Operations Management or Supply Chain Management. 2. Must thoroughly understand forecasting and master production scheduling principals in both make-to-stock and make-to-order environments. 3. >5 years of experience with planning production in a diverse manufacturing environment. 4. >3 years of experience with automated master production scheduling, capacity management and shop floor control applications. 5. >5 years of experience supervising a manufacturing environment. 6. APICS certification, CPIM. 7. Excellent communication skills both written and oral. 8. Capable of being a self-starter and working with a minimum of direction and supervision. 9. Needs to be proficient with MRP, Master Production Scheduling systems, Microsoft Outlook, Access, Visio, Excel and Word. 10. Must have familiarity with Bills of Material and Router maintenance along with an understanding of production scheduling and control. 11. Must understand production flow principles and processes.
<p><u>Desired Additional Qualifications</u></p>	<p>While not mandatory, the following qualifications are believed to be helpful to performing in this function:</p> <ol style="list-style-type: none"> 1. >2 years of experience with high-end Advanced Planning applications. 2. >2 years of experience in distribution network planning and/or 3PL operations management. 3. Would be nice if the individual in this position was capable of teaching the behavioral and technical issues of Master Production Scheduling. 4. Would be nice if the individual in this position previously worked in a sales forecasting role. 5. Would be nice if the individual in this position previously worked in a program/project management environment. 6. Would be nice if the individual in this position understood the product development process. 7. Would be nice if the individual in this position understood the engineering change management process. 8. APICS certification, CPIM-Fellow Level. 9. APICS CSCP certification.

<div>We Know The Person In This Function Is Successful If...</div>	<div>While many components of this function can lead to success, we will know this function is successful if the following results and outcomes are achieved:</div> <div><div><div>1. Demand for product is met in a routine manner>98% of the time.</div><div>2. The flow of materials from receiving to finished goods is not disruptive as a result of inadequate planning.</div><div>3. The factory schedule is more-linier (smooth) than it is lumpy. Linearity should be plus-or-minus 2 degrees from a 45-degree shipping curve measured monthly.</div><div>4. Layoff and hiring requirements are anticipated OUTSIDE the cumulative product lead-time >95% of the time.</div><div>5. Aggregate inventory is growing at a slower rate than aggregate sales as measured on a Comparative Slopes Analysis Curve over 8 quarters.</div><div>6. The backlog is equal to the length of time customers are willing-to-wait for their shipments.</div><div>7. < 2% of lines starts are stopped or delayed as a result of material planning deficiencies and/or imbalances of components.</div><div>8. Overtime to accomplish production requirements due to planning issues is limited to <5%.</div><div>9. There are no significant backorders that can be attributed to the Master Production Schedule.</div><div>10. Overall inventories decrease while customer backorders decrease.</div><div>11. Routinely makes >97% of all delivery commitments in <30 hours of request.</div></div></div>																														
<div>Necessary Competencies & Personal Qualities</div>	<div>The individuals in this position should have the following personal characteristics as described by the GDI Competencies & Personal Qualities Framework Methodology:</div> <table><tr><th>C & Q Framework Elements</th><th>Competency or Personal Quality?</th><th>Minimal Acceptable Performance Level</th></tr><tr><td>Relevant Technical Competencies</td><td>Competency</td><td>High</td></tr><tr><td>Critical Thinking Skills</td><td>Competency</td><td>High</td></tr><tr><td>Communication Skills</td><td>Competency</td><td>High</td></tr><tr><td>Personal Initiative</td><td>Personal Quality</td><td>High</td></tr><tr><td>Curiosity</td><td>Personal Quality</td><td>High</td></tr><tr><td>Imagination</td><td>Personal Quality</td><td>Moderate</td></tr><tr><td>Creativity</td><td>Personal Quality</td><td>Moderate</td></tr><tr><td>Decision Making Skills</td><td>Competency</td><td>High</td></tr><tr><td>Judgment</td><td>Competency</td><td>High</td></tr></table>	C & Q Framework Elements	Competency or Personal Quality?	Minimal Acceptable Performance Level	Relevant Technical Competencies	Competency	High	Critical Thinking Skills	Competency	High	Communication Skills	Competency	High	Personal Initiative	Personal Quality	High	Curiosity	Personal Quality	High	Imagination	Personal Quality	Moderate	Creativity	Personal Quality	Moderate	Decision Making Skills	Competency	High	Judgment	Competency	High
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	Ambition	Personal Quality	Moderate
	Enthusiasm	Personal Quality	Moderate
	Team Spirit	Personal Quality	Moderate
	Collegiality	Personal Quality	Moderate
	Integrity	Personal Quality	High
	Courage	Personal Quality	Moderate
	Tenacity	Personal Quality	High
	Discipline	Personal Quality	High
	Confidence	Personal Quality	High
	Additional Personal Characteristics: <ol style="list-style-type: none"> 1. Must be a demonstrable hard worker. 2. Must be detailed-oriented and capable of drawing conclusions from factual details over superficial assumptions. 3. Must be highly organized and disciplined about completing tasks within dead-lines and at the quality level demand by the profession. Knows how to prioritize a complex schedule of expectations 4. Must be a person who always strives to over-deliver and never does the minimum to “<i>just get by.</i>” 5. A quick thinker and able to problem-solve efficiently. 6. Should have an ability to work across time zones. Must be a “<i>high energy</i>” type of person that does not get physically clobbered when working in different time zone. 7. Curious about how things are manufactured and how better processes can enhance the manufacturing enterprise. Must be curious about how things can be done better and share plans to make it happen. Should possess a personal “<i>cost curiosity</i>” that relentlessly focuses on cost reduction and efficiency gain throughout a manufacturing enterprise. 8. Appreciates the effort required to execute long, drawn-out analytic activities that have no short-cut alternatives. Must be willing to do the work, no matter how boring it may be at times. Enjoys getting the analysis “<i>right.</i>” 9. Must approach the job in a non-emotional and clinical manner. 10. Needs to have a “<i>Can Do</i>” and positive attitude at all times. Needs to enjoy transforming problem environments into problem-free environments. 11. Should be a long-term thinker who can easily oscillate from high-level to detail. 12. Must be open with both GOOD and BAD news. Must never hide bad news. 		

	Must be methodical in calculations and double-checking of all calculations. Must have high expectations relating to transaction accuracy.
Compensation Rationale	<p>The individual in this position will be compensated according to the company's standard compensation plans. Key features include:</p> <ol style="list-style-type: none"> 1. Base Compensation: <ol style="list-style-type: none"> a. \$xxx,000 to \$xxx,000 base salary; depending on experience, education, qualifications and developmental possibilities. b. Normal health & life insurance benefits offered to all employees. See company compensation manual for further information. c. Holiday, vacation, sick & family-leave benefits offered to all employees, (commensurate with position and tenure). 2. Incentive Compensation: <ol style="list-style-type: none"> a. "Starting Bonus" in the amount of \$10,000, paid at end of the candidate's first pay-period. b. This position participates in our company performance bonus plan, at a level commensurate with position and tenure. c. This position participates in our in company equity stock-award plan at a level commensurate with position and tenure. d. This position participates in our in company equity stock-option plan at a level commensurate with position and tenure. 3. Other Compensation: <ol style="list-style-type: none"> a. Up to \$25,000 moving allowance, to be paid as reimbursement of actual relocation expenses. b. Car allowance, not to exceed \$850 per month. See company compensation manual for further information. c. Normal education reimbursement benefits offered to all employees. See company compensation manual for further information. d. Country club membership, not to exceed \$300 per month. See company compensation manual for further information. e. Use of the corporate airplane for personal use, not to exceed 30 flight hours per year. See company compensation and flight manuals for further information.
First Year Goals	<p>The individuals in this function will establish goals at the beginning of employment. These are only the <u>minimum</u> goals:</p> <ol style="list-style-type: none"> 1. Learn the manufacturing processes, equipment, products, regulations, quality requirements and personnel. Understand capacity and the manufacturing constraints. 2. Understand the basic bills of materials and routers for their planned products. 3. Participate in continuous improvement programs. 4. Achieve a 95% master schedule fulfillment.

	<ol style="list-style-type: none"> 5. Achieve MPS recovery of 100% within 72 hours. 6. Participate in an inventory reduction of 5% and a reduction of backorders by 75%.
<p>Probable Career Path From This Position</p>	<p>The successful person in this position should, after a reasonable period in this position, be able to be promoted vertically or moved laterally into the following career positions and roles:</p> <ol style="list-style-type: none"> 1. Another Master Production Scheduling position (horizontal) 2. Site Chief Forecaster (horizontal) 3. Site Supply Chain Manager (vertical) 4. Corporate Customer Service Manager (horizontal)
<p>Initial Resume Screening Discriminators & Cues</p>	<p>In initial screening activities, look for the following words, critical phrases and indicators in each candidate's resume:</p> <ul style="list-style-type: none"> ■ Words and Phrases: <ul style="list-style-type: none"> ○ Sales and Operations Planning ○ S&OP ○ Production Plan ○ Master Production Schedule ○ Advanced Planning ○ Rough Cut Capacity Planning ○ MRP ○ CRP ○ Product Plan ○ Logistics Plan ○ Channel Management ○ Channel Planners ○ Shop Floor Control ○ Production Activity Control ○ Resource Management ○ Inventory Analysis ○ Safety Stock Analysis ○ Service Level ○ Customer Service ○ Order Committing ■ Key Indicators: <ul style="list-style-type: none"> ○ Length of Planning experience >5 years ○ All contributing positions >4 years each

	<ul style="list-style-type: none"> ○ Use of master production scheduling software tools ○ Reasonable production management experience ○ Increasingly responsible production planning positions ○ Routine performance of COGS planning activities
Ongoing Education & Training Requirements For The Selected Candidate	<p><i>Complete this section when the candidate is identified and hired.</i></p> <p>The individual that has been chosen to fill this position has been evaluated and determined to need the following additional education and training:</p> <ol style="list-style-type: none"> 1. To be determined when hired.
Specific "Unique Capabilities" The Candidate Could Bring To This Function	<p><i>Complete this section when the candidate is identified and hired.</i></p> <p>The individual that has been chosen to fill this position has been evaluated against this Job Description and has been determined to bring additional valuable skills, not described in the Job Description, to the position. These additional skills include:</p> <ol style="list-style-type: none"> 1. To be determined when hired.
Organization Transition Plan	<p>This position is a new position. Certain tasks need to be accomplished prior to recruiting and on-boarding the individual to fill this position. These tasks include:</p> <ol style="list-style-type: none"> 1. Review and approve this job description, paying special attention to the sections describing performance expectations. Complete this by aa/aa/aa. 2. Have the position rated for job classification, pay range, benefits and applicable rewards. Complete this by bb/bb/bb. 3. Build this position into the appropriate budget and get approval for the budget change. Complete this by cc/cc/cc. 4. Build a recruiting plan that includes a search of internal candidates as well as external new-hire candidates. Complete this by dd/dd/dd. 5. Build an “on-boarding” methodology for the new employees first 90 days. Complete this by ee/ee/ee. 6. Execute the recruiting process. Complete this by ee/ee/ee and have the new employee start by ff/ff/ff. Once a candidate is chosen, be sure to update the “First Year Goals” section and the sections: <ul style="list-style-type: none"> ■ “Ongoing Education and Training Requirements For The Selected Candidate” ■ “Specific ‘Unique Capabilities’ The Candidate Could Bring To This Function” 7. Send out email to entire announcing the new hire to appropriate Team members by gg/gg/gg. <p style="text-align: center;">Or</p> <p>This job description represents a new thinking for an existing position that is currently filled with a satisfactory employee. No new hires are anticipated. The title and the position duties have significantly changed. Certain tasks must be</p>

	<p>accomplished to transition from the existing position architecture to the new architecture. These tasks include:</p> <ol style="list-style-type: none">1. Review and approve this job description, paying special attention to the sections describing performance expectations. Complete this by aa/aa/aa.2. Have the position re-rated for job classification, pay range, benefits and applicable rewards. Complete this by bb/bb/bb.3. Build a communication plan to share this new position with the current employee and other appropriate colleagues. Complete this by cc/cc/cc.4. Review the new job description with the current employee on or before dd/dd/dd. Be sure to update the “First Year Goals” section and the sections:<ul style="list-style-type: none">■ “Ongoing Education and Training Requirements For The Selected Candidate”■ “Specific ‘Unique Capabilities’ The Candidate Could Bring To This Function”5. Send out email to entire announcing the new responsibilities for this existing position to appropriate Team Members by ee/ee/ee.
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