

## JOB DESCRIPTION

### Title: Director of Operations

Date Last Modified: April 2020

<b>Department:</b>	Operations	<b>Classification:</b>	Exempt
<b>Supervisor:</b>	CEO	<b>Grade:</b>	W
<b>Status:</b>	Regular Full Time	<b>EEO Group:</b>	2

#### Position Objective:

Provide leadership and direction for company-wide operations processes, including facilities maintenance, logistics and manufacturing, and associated activities in alignment with company strategy that results in the supply of a high-quality product, on-time delivery (based on Core Customer needs), and in-full (no back-orders), while continuously looking for ways to lower cost-of-goods sold. Directly responsible and accountable for leading Operations Team Members in the proper execution of their related areas of responsibilities and in achieving company goals.

#### Essential Functions and Responsibilities:

##### People

- Actively participates in promoting, supporting and enhancing our company Core Purpose, Core Values and Culture
- Maintain a positive work atmosphere by acting and communicating in a manner that promotes cooperation with customers, collaborators, vendors, co-workers and management.
- Serve as a member of the Council to help establish, direct and implement company strategy, mission, and mission
- Communicate and work effectively across BioWorks' departments.
- Fully embraces and provides consistent and regular Coaching sessions utilizing the BioWorks Coaching process, resulting in all Operations Team members being high performance, high culture fit and high trust within and between all of BioWorks functions.

##### Strategy

- Determine BioWorks long-term Operations needs to align with growth and consistently delivering on our Brand Promise Guarantee (We will get our product to you, how you want it, when you want it and answer your questions to make sure it works for you, when you need us. IF NOT, IT'S FREE)
- Reduce/eliminate reliance on single-sourced 3<sup>rd</sup>-parties by developing relationships and agreements with multiple suppliers as well as developing and bringing in-house expanded capabilities.
- Provides leadership of all capital expenditure initiatives and ensures projects are delivered on-time and within-budget.
- Provides leadership for future site location(s) and development

##### Execution

- Ensure that all BioWorks' facilities provide for a safe and healthy environment, at all times.
- Ensure that SOPs and Work Instructions are up-to-date and consistently and regularly followed.
- Ensure that all Operations teams are properly staffed and trained to execute day-to-day operations.

##### Cash

- Fully embraces Great Game of Business ("GGOB"), Scaling Up and all strategies and activities related to financial transparency and information sharing, including timely updates to revenue (if applicable), expenses, and cash goals.

- Identify and implement efficiency opportunities to both reduce COGS and achieve Brand Promise Guarantee.

### Professional Development Growth

- Continuous learning; reading, attending seminars and conferences; using local-based resources to continue to make BioWorks an example of a healthy, safe, efficient Operations Team.
- Ability to work well independently as well as part of a team
- Willingness and ability to provide superior customer service
- Capable of delivering results with little supervision and to effectively prioritize duties
- Ability to work under stress and work on multiple competing priorities at one time
- Demonstrate strong, sustained desire to improve, personally and professionally
- Specific performance and personal competencies include:
  - **Driving Results** – Sets positive, compelling goals and aggressive schedules for improvement. Translates the vision/mission of the organization into actionable, quantitative plans. Conveys a sense of urgency and drives issues to closure.
  - **Managing Performance** – Translates over-arching business goals into specific objectives for each member of the team. Holds people accountable for agreed-to results. Identifies and keeps others focused on the most important metrics that drive the business.
  - **Building Commitment** – Motivates others to pursue common objectives with excitement about the future. Radiates enthusiasm for goals and infects others with a shared optimism and excitement. Conveys a genuine belief to succeed despite the toughest obstacles.
  - **Building Relationships and Using Influence** – Builds and sustains excellent relationships at all levels both internally and externally. Uses relationship networks to strategically accomplish objectives. Communicates excitement about the business and motivates others to pursue common objectives.
  - **Communication** – Communicates passion, energy, intensity, and excitement. Is highly articulate and makes arguments in a compelling matter and comes to the point.
  - **Energy/Endurance** – Has a high capacity for work and shows passion, energy, endurance, and intensity. Maintains focus through days of long hours and multiple priorities.

### **Essential Qualifications - Education, Experience, Skills:** (in order of importance)

- **Education:** Bachelor's degree in Engineering or related field required.
- **Experience:** A minimum of 10 years professional experience with a proven track record of consistently delivering high quality product, on-time, and in-full.
- **Complexity of Work and Decision Making:** Key participant in formulation of company policies and objectives. Makes decisions with no precedent.
- **Accountability:** Administrative direction. Incumbent decides objectives. Self-supervising.
- **Consequence of Errors:** Continuing adverse influence on future operations.
- **Customer Interactions:** High relational skills required. Contacts and persuasion usually at the highest levels.
- **Supervision Provided:** Direct and coordinate the operations of the company in conjunction with other leaders.
- **Environment and Use of Equipment/Machinery:** Normal office working conditions. Basic equipment used with minimal OJT training. Operates or uses moderately complex office, lab/biological or maintenance equipment, machinery or tools. May perform basic set-up, complex set-up performed by others.

### **Core Values (for all team members; all of equal importance)**

- **Our Team, One Company**
- **We Honor our Commitments**
- **We have the Right Conversations**
- **Our Customers' Success is Our Success**

**Physical Demands:**

- Ability to lift up to 50 pounds.
- Flexibility in scheduling to satisfy project needs and priorities
- Computer keying repetitive motions
- Possible eye strain

**PHYSICAL ACTIVITY CHART**

<b>ACTIVITY</b>	<b>OCCASIONALLY REQUIRED</b>	<b>FREQUENTLY REQUIRED</b>	<b>JOB RESPONSIBILITIES that require physical demands checked</b>
Standing		X	Talking with potential customers in their environments (labs, fields, greenhouses, etc.)
Walking		X	Working with customers to resolve their issues and determine their needs
Sitting		X	Computer and phone duties
Lifting	X		Working with customers to resolve their issues and determine their needs
Carrying	X		Working with customers to resolve their issues and determine their needs
Stooping	X		Working with customers to resolve their issues and determine their needs
Kneeling	X		Working with customers to resolve their issues and determine their needs
Speaking		X	Working with customers to resolve their issues and determine their needs
Hearing		X	Working with customers to resolve their issues and determine their needs
Seeing		X	Computer work, forms, reports
Repetitive Motion		X	Keying and mouse for computer



## Scorecard = Specific Outcomes

### Title: Director of Operations

Specific Outcomes/Scorecard (“By the end of \_\_\_\_, you should ...”)

#### 30 days

- Establish lines of communication with all Direct Reports and understand their roles and responsibilities
- Complete reading of ScalingUp and 3HAG – understand OPSP, Annual and Quarterly Priorities, and the alignment of the Operations Teams
- Complete training of BioWorks Coaching Process (Karin); initiate Coaching session with CEO (Bill)

#### 60 days

- Complete NetSuite training
- Embrace OPSP, understand Swimlane priorities
- Complete TriMetric review (Karin)
- Complete reading of Great Game of Business and 5-Dysfunctions of a Team
- Initiate bi-weekly Coaching sessions with Direct Reports; ensure Direct Reports are having Coaching with all of their direct reports.
- Understanding all major Facilities Maintenance, Manufacturing and Logistics Key Processes

#### 3 months

- Develop plans to achieve FACe and PACe Metrics
- Complete TriMetric review with the Council (Karin to facilitate)

#### 6 months

- Create written process to consistently achieve BPG

#### 1 year

- Identify and implement ways to reduce COGS by at least 1% per year for the next 5-years
- Identify and implement ways to reduce Trans-Out costs, as a % of sales, from our current % to at least 0.2 points lower, without negatively impacting our BPG
- Identify and implement methods to automate/reduce labor for production operations.
- Develop plan to produce multiple organisms in-house including *Beauveria bassiana*.

#### 2 years

- Create, recommend to Council and implement long-term Manufacturing and Logistics plan to achieve BHAG