

## Web Industries Atlanta

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### *Job Content Document*

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<b>Position Title:</b>	Composites Process Engineer	<b>Incumbent:</b>	New Position
<b>Location:</b>	Suwanee, Georgia	<b>Date Completed:</b>	June 2010
<b>Division:</b>	Converting Services Business	<b>Direct Manager:</b>	John Jaskot

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**Specialist Mission.** To lead the continuous productivity improvement of composites processes while insuring that all quality and service requirements are met 100%. To provide the analysis, problem solving, solution development and implementation that results in world-class processes and systems. Drive this continuous improvement and cost reduction by effectively executing Six Sigma Lean, FMI (Focused Manufacturing Improvement), 6S Visual Factory, Polaris IS, and dynamic problem solving methods.

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### **Responsibilities and End Results**

1. ***Process Optimization.*** At the direction of the General Manager, systematically improve each of the composites processes.
  - Conduct IE studies, time and methods analyses
  - Use of SPC and DOE tools; reduce setup time tools such as SMED
  - Lean system work cell design and flow to eliminate non-value-added steps
  - Recommend high return investments in automation
  - Specification clarity, simplification and improvement; documentation of best practices in the machine specifications

*Expected results:* A 50% improvement in throughput using a Six Sigma process with accompanying cost savings.

2. ***Technology Problem Solving.*** Measure, analyze, develop, recommend and implement improvements to the composites equipment performance and reliability.
  - Track equipment downtime, causes and solutions
  - Working with the engineering and maintenance, determine and put into place the appropriate improvements, replacements, new equipment and systems to insure reliability

*Expected results:* Within 3 months, attain a 95% equipment uptime availability and within 12 months, attain 99%.

3. *Personnel Synergy.* Determine the most effective and efficient staffing and roles for the Composites Processing team members.
  - Analyze the personnel requirements in light of the required outputs
  - Develop and recommend to management specific roles and responsibilities for each team member
  - Include in this analysis the support team members and their current and potential responsibilities

*Expected results:* Achieve the 50% improvement in throughput listed above while also insuring an ideal working environment where employees are learning, growing and successful team members

4. *Quality Assurance.* Create a system that eliminates the opportunity for quality failures and quality escapes.
  - Creation and implementation of systems that enable a 100% defect-free product
  - Provide the support of the “BE PERFECT” mentality

*Expected results:* A track record of zero quality escapes within a 6-month period and the elimination of internal quality failures within a 12-month period.

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### **Job Requirements**

1. Bachelor’s degree in Mechanical or Industrial Engineering
2. At least 10 years’ experience in process/quality/development engineering
3. Six Sigma Black Belt with extensive experience and success using FMEA, DOE, SMED,SPC and 6S
4. Experience in composites processing and slitting and spooling of flexible materials
5. Willingness to get hands dirty, this position is a minimum of 50% at the processing lines, optimizing processes with the technicians, documenting results, discussing ideas, etc.
6. Background in a field where a high degree of qualification, documentation and regulation is necessary
7. Ability to work with diverse teams of people; to lead them and to solicit their ideas and support
8. Communicate effectively up, down and across organizations; an ability to make technicians feel valued and heard, since they are the ones that will “inherit” the final process
9. Effectively communicate ideas to management

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### **Working Relationships**

1. *Web Industries Atlanta, General Manager:* Direct reporting relationship and accountability for performance and contribution to the Web Industries Leadership Team Objectives.
  2. *Web Industries Vice President of Operations:* Business partner, mentor, and advisor.
  3. *Web Industries Atlanta, Operations Manager:* Partnering and collaboration relationships on issues regarding staffing, methods, training, processes; joint development of implementation improvements.
  4. *Web Industries Atlanta, Engineering Manager:* Partnering and collaboration relationships on issues regarding machine design, reliability and new equipment implementation.
  5. *Web Industries, Atlanta, Composites Technicians:* Demonstrate active process optimization leadership through communication, example, improvements inclusion and teamwork.
  6. *Web Industries Atlanta, Production Manager:* Partnering and collaboration relationships on issues regarding staffing, training, scheduling and teamwork.
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## **Performance Metrics**

1. *Throughput Improvement*: Key responsibility for Web Atlanta's composites performance results.
    - FMI (Focused Manufacturing Improvement) – Use the system to drive fundamental improvement of process planning, execution and control. Report results monthly to General Manager and Operations Manager
    - Develop optimum process design and operating parameters to increase pounds per hour
    - Insure all improvements are accomplished while insuring 100% defect-free product
    - Deliverable:
      - a. 50% increase in pounds per hour, (specifically on line 12 for TCA/Boeing)
      - b. 25% increase in pounds per hour, (Hexcel production orders)
  
  2. *Capacity Utilization and Planning*: Key responsibility for utilization of the two processing lines.
    - Rationalize capacity plans, machine schedules, operating hours and staffing
    - Include the critical support functions, such as packing and material handling
    - Track and plan for added capacity given the long lead times for new equipment
    - Deliverable: Increase factory utilization on line 12 from 90% to 95% in three months and to 99% in one year (using 24/7 model),\_On line 18 from 38% to 90% in three months and to 99% in one year
  
  3. *6S Visual Factory*:
    - Expand to a weekly audit and scoring system
    - Achieve 95% score by three months and 99% in one year
  
  4. *Process Design*: As measured by consistency of operating practices and product cycle time results.
    - Deliverable: Create “standard work” for all processes, including support functions. Insure 100% performance to monthly completion plan
  
  5. *Personnel Development*: As measured by achievement towards higher qualification jobs.
    - Key member of development plans and implementation
    - Deliverable: Effective continuous upgrading of skills inventory for the teams
      - a. Increase qualifications levels by 25% in year one
      - b. Work with Production and Operations Managers to implement annual re-certifications
  
  6. *Communications*: Develop a plan that will establish effective two-way communication with management that provides resources and enables view to long-range plans
    - Deliverable: Review plans and progress at weekly composites review meetings
  
  7. *Financial Accountability*: As measured by key financial ratios.
    - Pounds produced
    - Effective staffing plans
    - Deliverable: Result in an increase in revenue per hour of 50%
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**Interested candidates should forward resume to Arnie Wensky –**  
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