

APPENDIX



Sample Competency Matrices and Job Profiles

Title	Vice President of Quality, Global Division
Primary Purpose	The division vice president of quality will contribute to company profitability by delivering industry-leading quality performance to customers. This executive will provide visionary leadership on long-range objectives and quality programs that will systemically drive organizational success in both current and future business environments. This executive will instill the right competencies and processes to achieve industry-leading teams at all levels of the organization to deliver customer-focused quality solutions. He or she will interact frequently with sales, marketing, engineering, procurement, and manufacturing on a global basis.
Duties	<p>Duties and responsibilities will include</p> <ol style="list-style-type: none"> 1. Realigning current resources to support a proactive approach to predict, prevent, and protect the company and its customers from quality performance issues 2. Taking responsibility for company’s quality processes and development of strategic quality, vision, mission, goals, and objectives in conjunction with companywide direction 3. Creating overall direction for consistent quality methodologies, processes, and procedures across all operations of the division 4. Working in collaboration with the global organization to ensure the management of performance, qualification process, and use of metrics 5. Acting as quality advocate inside and outside of the company 6. Driving the implementation and maintenance of Total Quality Management and Lean Six Sigma methods in the division globally 7. Taking responsibility to ensure all locations have knowledgeable and effective management representatives to oversee maintenance and continual improvement of quality system standards 8. Traveling extensively and being accessible via phone to participate in and lead global conference calls as required

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Title	Vice President of Quality, Global Division
	<p>Initiatives include these:</p> <ol style="list-style-type: none"> 1. Drive Lean and Six Sigma initiatives globally within the division. 2. Ensure quality system compliance to standards and customer requirements across the division. 3. Complete process and system compliance auditing and improvements at regular intervals. 4. Conduct customer satisfaction monitoring and report results quarterly to division leadership. 5. Drive quality metrics reporting through all the global division operations. 6. Serve as customer's advocate to business teams overseeing the division's effectiveness at meeting customer quality standards as well as other requirements. 7. Establish and implement standardized policies, standards, processes, metrics, and controls surrounding customer quality. 8. Ensure the implementation of employee/supplier training and education programs to develop a consistent understanding of the company quality process. 9. Facilitate the use and development of division resources for addressing internal and external quality issues early in the product life cycle and evolve the team to higher-value proactive activities. 10. Work with global quality and IT to develop standardized data collection and reporting systems. 11. Facilitate the linkage of quality performance to sourcing decisions. 12. Meet annual quality goals. 13. Collaborate with company quality leadership to leverage best practices across the company. <p>Current year goals include the following:</p> <ol style="list-style-type: none"> 1. To establish quality direction, form and chair a quality council, lead the development of quality strategy, establish quality scorecard, define the "right" quality tools and metrics, and drive effectiveness of the quality system. 2. Customer advocate provides for customer issue escalation and timely resolution. 3. Attract and develop industry-leading talent. 4. Report quality metrics. 5. Organize and conduct regular formal quality reviews. 6. Develop and manage execution of a global quality improvement plan for the division. Link priorities to business goals.
Education Required	An undergraduate degree is required. A Master of Business Administration (MBA) degree is desirable.
Education Preferred	Certification as a Six Sigma Black Belt or Master Black Belt. Certified quality engineer.

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Title	Vice President of Quality, Global Division
<p>Work Experience Required</p>	<p>Candidate must have 7 to 10 years' experience in component-level quality environments.</p> <p>Candidate must have extensive experience with Six Sigma methods and a record of successful application of Six Sigma to drive improvements in engineering, manufacturing, cost improvement, and sourcing. Candidate must be able to drive Six Sigma into internal and external processes.</p> <p>Candidate must have a track record of effectively identifying root causes and organizational levers to successfully address barriers to industry-leading business performance.</p> <p>Candidate must have enthusiasm for new industry initiatives and be able to influence others to address resistance to change.</p> <p>Candidate must have proven ability to lead diverse global teams to achieve cost, quality, and time-to-market commitments.</p> <p>Additionally, candidate must</p> <ol style="list-style-type: none"> 1. Have strong negotiation and relationship building skills 2. Have skills to create the path by which the division can achieve a quality-driven culture focused on the customer 3. Have a high level of energy to create support for quality initiatives 4. Drive key functional leaders to embrace quality as a critical element of the division's success 5. Provide objective, accurate, and truthful data to drive improvement in quality 6. Have a track record of developing, attracting, and retaining top talent and developing effective teams 7. Have success in collaborating with key work partners 8. Have success in managing change through all levels of the organization 9. Have strong presentation and writing skills 10. Exude executive presence
<p>Skills Required</p>	<p>Required knowledge includes</p> <ol style="list-style-type: none"> 1. Fundamentals of global industry quality standards including ISO-TS-16949, ISO-9000-2000, and major customer/industry requirements 2. Analytical nature and discipline 3. How to achieve the metrics 4. Ability to push issues with key stakeholders 5. Technical knowledge and ability to hire the right people 6. Demonstrated ability to build a strong team 7. Global authority and cultural sensitivity 8. Extensive knowledge of automotive quality standards and requirements 9. Detailed understanding of business performance and quality metrics 10. Knowledge of how to leverage a personal command of business statistics and performance metrics to build a compelling case for specific decisions and recommendations

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Title	Vice President of Quality, Global Division
Other	<p>Candidate must be a broad-based, visible senior business leader who has successfully utilized quality tools and philosophy in leading an organization to higher levels of performance; a leader who can generate instant credibility both within the company and with external customers and suppliers, creating a path by which the division can achieve a customer-focused, quality-driven culture. She or he must be able to lead key functional leaders to embrace quality as a critical success factor in the business. Candidate must have the presence to be able to interact effectively at the highest levels of the company’s, customer, and supplier leadership. This person must be</p> <ol style="list-style-type: none"> 1. An individual with a vision for the future and a view of how things might be different. 2. A leader who questions assumptions and conventional thinking. This person challenges tradition and existing business models and is an effective change agent. She or he is able to communicate enthusiasm for new industry initiatives and influence others to address resistance to change. 3. Someone with the ability to build a strong, cohesive quality management team, working with diverse cultures, personalities, and ambitions. 4. A leader who can translate strategy into rigorous operating plans complete with goals, accountabilities, timetables, and measures. 5. A high-energy leader with a positive attitude in the face of difficult challenges or adversity, who delivers on commitments to customers. 6. A leader who is professional and decisive. He or she reaches closure in a timely fashion on difficult or complex problems and demonstrates courage and strength of conviction. 7. An articulate, effective communicator who sets clear standards and goals and holds individuals accountable. 8. Someone with exemplary behavior that is consistent with ethical principles such as avoiding conflicts of interest, avoiding compromising business situations, and handling confidential information appropriately, understanding that professional integrity is critical to building the trust and respect required to influence and lead others.
Title	Director, Global Customer Quality
Primary Purpose	<p>Provides internal and external direction and communication necessary to develop and sustain customer confidence in the organization’s quality performance. Activities include both proactive and reactive components of customer quality relationship management on behalf of the organization.</p>
Duties	<p>Duties and responsibilities will include</p> <ol style="list-style-type: none"> 1. Coordinating internal communication and integration of customer quality requirements. 2. Coordinating global responses to complaints and quality performance problems.

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Title	Director, Global Customer Quality
	<ol style="list-style-type: none"> 3. Acting as primary contact for customer quality issues. 4. Maintaining global actions list and/or project plans for achieving/sustaining preferred supplier status to major customers. 5. Maintaining current customer scorecards on intranet site for access by all company entities globally. 6. Ensuring that customer requirements for change notification are available, updated, and accessible by all entities. 7. Driving global improvement in reductions based on improved cause data, effective problem solving, and systemic analysis and improvement. 8. Participating in the company customer review process when it is conducted for major accounts. 9. Communicating best practices in achieving customer requirements.
Education Required	An undergraduate degree is required.
Education Preferred	MBA, certified Black Belt, ASQ certifications, Microsoft Office proficiency (Excel, Word, PowerPoint, etc.)
Work Experience Required	A minimum of 10 to 15 years' experience in quality roles or related manufacturing areas where a substantial understanding of company's quality processes in design and manufacturing has been gained. Global experience is preferred.
Skills Required	<p>The person in this job must possess good leadership and excellent planning and project management skills. He or she will be able to Champion for the needed elements of change and harness the necessary resources to bring about change. She or he must be the voice of the customer while working to actively effect improvements necessary to exceed customer expectations.</p> <p>The jobholder must be professional, credible, and able to influence key regional owners and stakeholders around the world. As a result, cross-cultural sensitivity and acceptability is essential. Analytical and creative thinking, independent judgment, and the ability to present information and ideas clearly and concisely are also required. An independent thinker, the jobholder must be able to organize her or his own work, anticipating, planning, and monitoring the workload.</p> <p>The person in this job must possess strong written and oral communication skills. A solid experience-based understanding of quality standards, systems, and tools is a requirement.</p>
Other	<p>The jobholder must be prepared to travel both domestically and internationally as required. He or she must be a team player and a self-directed, self-starter who sees what needs to be done and can get objectives accomplished with minimal supervision.</p> <p>The person in this role must be qualified to fit into a leadership role within the quality organization. This must be a part of the selection criteria to be sure the best person is selected.</p>

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Title	Senior Manager, Global Supplier Quality
Primary Purpose	This position is responsible for defining and driving global quality and improvement programs for the company in both lead as well as individual contributor roles. As the Supplier Quality Assurance (SQA) lead, this position is responsible for collaborating with all divisional SQA personnel to create and deliver quality-focused initiatives around material and product qualification, testing plans, schedules, quality issues, and risks in a fast-paced development and manufacturing environment. The job requires experience in successfully building, leading, and executing quality programs in a manufacturing environment; demonstrated quality management/Six Sigma experience; and proven technical and practical quality experience in proactive and reactive environments.
Duties	<p>Duties and responsibilities will include</p> <ol style="list-style-type: none"> 1. Defining, setting, and delivering quality improvement initiatives with the SQA team leads that involve all elements of planning and execution and release-based quality/risk assessment. 2. Driving specific process, delivery, and tool improvements in development, manufacturing, and release quality measurement and assessment with division SQA personnel. 3. Contributing to and support release-specific SQA programs led by division SQA personnel that support quality improvement initiatives. 4. Collaborating and partner with program management and development; supporting leads to build an end-to-end SQA focus on process improvement that helps drive “quality upstream” across the supply base globally. 5. Taking responsibility to ensure development and monitoring of annual supplier quality improvement plans globally. 6. Defining, developing, and directing compliance to a global SQA standard by working with all divisions for one set of common standards applied equally on a global basis. 7. Other duties and responsibilities as may be determined by management.
Education Required	An undergraduate degree is required. Dedicated to concepts and principles of supplier quality assurance and management.
Education Preferred	As above.
Work Experience Required	<p>Three years of demonstrated experience in a quality role in a multisite manufacturing environment. Previous experience managing a successful quality improvement process with multifunctional involvement (engineering or manufacturing).</p> <p>A minimum of 5 years’ working experience in a quality management role including responsibility for interfacing with customers on SQA requirements.</p>
Skills Required	Supplier quality management. Manufacturing quality management. Advance quality planning. Advanced quality tools including DOE. Excellent communication and presentation skills. Effective coordination and project management skills. Skills must be action and results oriented.
Other	The jobholder must be willing to travel globally, 50 percent minimum. Chinese language skills are a significant plus.

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Title	Corporate Quality Engineer
Primary Purpose	This position is to be the internal global resource and driver of the tools and methods necessary for supporting the implementation of global TQM, Six Sigma, and Lean techniques.
Duties	<p>Duties and responsibilities will include</p> <ol style="list-style-type: none"> 1. Acting as primary quality training and development coach for lead teams, sponsors, Six Sigma Black Belts, and Green Belts. 2. Facilitating knowledge transfer from related external consultants to company employees. 3. Acting as leader and facilitator for select project teams. 4. Functioning as problem-solving facilitator and resource for select problems requiring immediate resolution. 5. Coordinating internal communication and integration of customer quality requirements as required. 6. Cultivating a global network of internal company expertise in TQM and Six Sigma. 7. Identifying internal and external (supplier) opportunities for improvement to assist entities in meeting quality and cost reduction targets. Assisting in the management of consultant schedules and expenses. Providing input on selecting future Black Belts and Master Black Belts. 8. Supporting company TQM program by following approved policies and procedures. 9. Performing other related duties as assigned by management.
Education Required	An undergraduate degree and certified Six Sigma Master Black Belt.
Education Preferred	MBA
Work Experience Required	Candidate must have a minimum of 5 to 10 years of plant manufacturing experience in a quality or manufacturing role with demonstrated successful, measurable performance in the application of Six Sigma. Candidate must have achieved Master Black Belt certification as a result of successful projects implemented in a manufacturing environment and must be trained and experienced in team facilitation skills as well as the technical tools associated with TQM, Lean, and Six Sigma. Knowledge and successful experience in a leading new product development process (APQP) are essential. Candidate must be willing to travel extensively to work with company locations and suppliers worldwide.
Work Experience Preferred	Management experience overseeing the implementation of a successful Six Sigma initiative in a leading manufacturing company is desirable. Global experience is preferred. Language skills beyond English are highly desirable.
Skills Required	The person in this job must possess good leadership and excellent planning and project management skills. Demonstrated successful facilitation and teamwork skills are also required. The jobholder must be professional, credible, and able to influence key regional owners and stakeholders around the world. As a result, cross-cultural sensitivity and acceptability is essential. Analytical and creative thinking, independent judgment, and the ability to present and teach the quality tools and methods clearly and concisely are also required. The person in this job must possess strong written and oral communication skills with the ability to work effectively and efficiently with management as well as hourly employees.

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Title	Corporate Quality Engineer
Other	The person in this role must be qualified to fit into a management role within the quality organization in the future. This must be a part of the selection criteria to be sure the best person is selected.
Title	Director of Auditing, Quality Systems, and Environmental Compliance
Primary Purpose/ Job Description	<p>The global director of auditing for quality systems and environmental compliance conducts, coordinates, and schedules audits for management to assess the effectiveness of management systems and controls for compliance to quality and environmental standards and regulations. This includes examining records and interviewing workers to ensure recording of transactions and compliance with applicable standards and/or laws and regulations. This person coordinates the process by which company locations will assess management systems to determine their efficiency and protective value. As part of this process the position enforces uniform methods to review records pertaining to operations, emissions, and waste management. This requires the analysis of data obtained for evidence of deficiencies in controls, duplication of effort, or lack of compliance with laws, government regulations, and management policies or procedures. This person oversees a standard approach to preparing reports of findings and recommendations for local, divisional, and corporate management. This person may conduct special studies for management and regularly works to verify that adequate internal controls are in place to minimize risk and exposure to the company, under the general guidance of the vice president of global quality.</p> <p>The director of audits will work with each of the global divisions at the entity level to plan, coordinate, and sometimes participate in quality and environmental audits and internal control assessments of all operations. In so doing, the audit manager will perform assessments and establish appropriate staffing resource and corrective action recommendations for the entities and divisions. This will include cross-entity and cross-regional audits as appropriate to leverage best practices and share successes. Additionally this person will be responsible to work with all divisions to ensure that the company optimizes regional resources to serve all divisions.</p>
Duties/ Responsibilities	<p>Review prior audit reports and initiate discussions with local quality and site management to assess quality and/or environmental system compliance. The result will be a documented report of the risk of operations being examined due to noncompliance. This person will ensure coordination with appropriate local quality and/or environmental resources to meet standards and regulatory requirements.</p> <ul style="list-style-type: none"> • Plan and execute audits in a professional manner to ensure timely completion of summary reports. It will be the site management's responsibility to develop and implement appropriate improvement plans to address audit findings. • Communicate results of all audit findings and recommendations for improvement to management through concise, high-quality audit reports.

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Title	Director of Auditing, Quality Systems, and Environmental Compliance
	<ul style="list-style-type: none"> • Participate in special projects when necessary, including but not limited to occasional assistance in preparation for customer quality and/or environmental audits. • Play an active role in the continuous improvement of the company quality and environmental audit function. • Combined domestic and international travel is estimated to be no more than 40 percent.
Requirements	<ul style="list-style-type: none"> • Bachelor’s degree in a business or relevant technical discipline. Extensive lead audit and audit management experience in quality systems and environmental compliance will be considered in place of a formal educational degree. • Professional designation or certification as a lead auditor is required. • Seven+ years’ work experience in auditing preferably in a manufacturing industry environment is required. • ISO-9000-2000, ISO-TS-16949, and ISO-14001 assessment experience is required. Candidate must be familiar with these and any new or revised requirements related to quality and environmental systems compliance. • Strong work ethic, systemic and process thinking, and organization skills are required. • Strong interpersonal and communication (written and verbal) skills are necessary to deal with all levels of personnel. • Microsoft Office proficiency (Excel, Word, PowerPoint, etc.) is needed.
Key Tasks	<p>The audit manager is responsible for optimizing and coordinating with divisions and entities for managing the audit program within the company. This includes coordinating the planning, scheduling, performing, tracking closure, and reporting of audits.</p> <p>Key tasks include:</p> <ul style="list-style-type: none"> • Own the audit process and ensure this is well documented, understood, effective, and up to date with the most current standards and regulatory requirements. • Create and maintain the annual global audit schedule and status reports. • Train auditors to function as internal auditors. • Participate frequently as part of audit teams. • Track audit actions to closure. • Report on audit program key performance indicators to process owners and company management, e.g. average age of overdue actions, recurrent findings, concentration of findings per department/location. • Ensure company management is knowledgeable of risks of noncompliance to quality standards and environmental regulations. • Act as a consultant to the business: Develop and maintain expertise and act as the subject matter expert (SME) for quality systems and environmental compliance.

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Title	Director of Auditing, Quality Systems, and Environmental Compliance
Experience	<ul style="list-style-type: none"> • Documenting process definition and improvement • Implementation of recognized industry process, quality, and environmental standards and/or regulations • Design and delivery of training for standards, regulations, and auditing • Interface with external registrars/regulatory bodies for resolution of major findings
Essential Skills	Excellent communicator and negotiator at all levels. Good analytical and problem-solving skills.
Other	Remote and dotted line supervision of audit resources is called for. The job requires the ability to assimilate information quickly and to deal with senior management often in uncooperative situations. Candidate will need to be pragmatic without compromising the integrity of the communication. Multitasking of several assignments and initiatives will be expected. Candidate will be: committed and enthusiastic about quality, environment, and process improvement; attentive to detail; flexible and adaptable, good team player, practical and pragmatic; proactive, able to work on own initiative.

Master Black Belt Profile
<p>Master Black Belts are companywide Six Sigma or quality experts. The Master Black Belt is qualified to teach other Six Sigma Green and Black Belts the methodologies, tools, and applications in all functions and levels of the company. In addition, the Master Black Belt is able to provide leadership integrating the Six Sigma approach into the business strategy of the company, and contributes to creating and carrying out the organization’s strategic business and operational plans. As a Black Belt, the Master Black Belt candidate has personally led successful project teams.</p> <p>KEY ROLES</p> <ul style="list-style-type: none"> • Provide technical support and mentoring. • Facilitate multiple projects. • Provide advice to Champions and executive management. • Train others on the Lean and Six Sigma tools and techniques. • Provide leadership to management groups in the integration of the Lean and Six Sigma approaches with the organization’s business strategy. • Contribute to creating and carrying out the organization’s strategic business and operational plans. • Be trained on advanced tools, strategic deployment, and Train-the-Trainer workshops.

Black Belt Profile
<p>Black Belts are technical specialists assigned full responsibility to implement Six Sigma projects through a business unit, function, or process. They will become viewed as “initiators” of improvement activity, and they are full-time on-site project leaders.</p> <p>KEY ROLES</p> <ul style="list-style-type: none"> • Keep the Champion informed of project’s progress. • Develop, coach, and lead multifunctional improvement teams. • Mentor and advise management on prioritizing, charting, and launching projects. • Use and teach tools and methods to Green Belts, Yellow Belts, and subject matter experts. • Actively seek to use the Six Sigma breakthrough steps to solve chronic problems, remove waste, and plan new services or products. • Learn to align projects to local business objectives. • Provide project management, facilitate, and lead teams. • Be trained and certified in the appropriate tool set.
Green Belt Profile
<p>Green Belts are employees with sufficient knowledge to support and participate in Lean and Lean Six Sigma projects. They can be a team leader or a team member.</p> <p>KEY ROLES</p> <ul style="list-style-type: none"> • May lead projects • May be a core project team member • Actively participates and contributes expertise to larger Black Belt projects • Uses Lean and Six Sigma steps to solve problems • Uses Lean to remove waste • Completes multiple projects over time, one at a time • Is trained and certified in the Green Belt tool set
Lean Master Profile
<p>Lean Masters are companywide Lean or quality experts. The Lean Master is qualified to teach other Lean experts and team members the methodologies, tools, and applications in all functions and levels of the company. In addition, the Lean Master is able to provide leadership integrating the Lean approach into the business strategy of the company, and contributes to creating and carrying out the organization’s strategic business and operational plans. As a Lean expert, the Lean Master candidate has personally led successful Lean project teams.</p> <p>KEY ROLES</p> <ul style="list-style-type: none"> • Provide technical support and mentoring. • Facilitate multiple projects. • Provide advice to Champions and executive management. • Mentor and advise management on prioritizing, charting, and launching projects. • Train others on the Lean tools and techniques. • Provide leadership to management groups in the integration of Lean with the organization’s business strategy. • Contribute to creating and carrying out the organization’s strategic business and operational goals. • Be trained on advanced tools, strategic deployment, and Train-the-Trainer workshops.

Lean Expert Profile

Lean experts are technical specialists assigned full responsibility to implement Lean projects through a business unit, function, or process. They will become viewed as “initiators” of improvement activity and are full-time on-site project leaders.

KEY ROLES

- Keep Champion informed of project progress.
- Develop, coach, and lead multifunctional improvement teams.
- Mentor and advise management on prioritizing, charting, and launching projects.
- Use and teach tools and methods to Lean managers and subject matter experts.
- Actively seek to use the Lean steps to solve chronic problems, remove waste, and plan new services or products.
- Learn to align projects to local business objectives.
- Provide project management, facilitate, and lead teams.
- Be trained and certified in the appropriate tool set.