

# AMPHENOL PHITEK LTD

## POSITION DESCRIPTION

### Section 1

#### POSITION IDENTIFICATION

**Position Title:** Research and Design Director

**Last Update:** 3 February 2017

**Incumbent:** New role

**Reports to:** Roy Moody, Chief Executive

**Division:** R&D

**Functional Relationships:** Leadership team, engineering and project management teams

**External Relationships:** Customer technical equivalents, technology services partners and other senior stakeholders

**Position location:** Newmarket, Auckland

### Section 2

#### SUMMARY OF POSITION PURPOSE

As a member of the Phitek leadership team, the Research and Design (R&D) Director assists in the formulation and leads delivery of the company's strategic plans. This role is accountable for leading the engineering and project management teams.

### Section 3

#### DIMENSIONS OF THE POSITION

**Number of direct reports:** 8

**Responsible for (Total group size):** 17 FTEs

**Number of sites/locations:** 1

**Operating expenditure:** Variable

**Capital expenditure:** Contained in DOA

**Authority to (list all designated financial authorities):** Contained in DOA

## Section 4 ACCOUNTABILITIES

1. The R&D and project management teams are provided with leadership and clarity of purpose, in line with Phitek's strategic aims, values and vision.
2. A three year R&D strategy, that complements the wider business strategy, is developed and delivered.
3. An annual R&D budget is forecast, regularly reviewed and variances reported in a timely and accurate manner.
4. Reports are recruited and managed on a day-to-day basis including mentoring, developing and performance-management including but not limited to:
  - 4.1. Identifying and monitoring expected performance standards (KPIs) in line with strategic and tactical aims
  - 4.2. Ensuring that company values are clearly demonstrated by staff in the performance of their duties
5. Best practice project planning and execution rigour is established that enables fault-free products to be developed and launched quickly and effectively in a commercially viable way including but not limited to:
  - 5.1. Aligning resources with Phitek's product roadmap
  - 5.2. Working closely with sales, operations and marketing to deliver products within the customer, product and manufacturing frameworks including ensuring that products meet Phitek's BOM and margin targets
  - 5.3. Protecting and maximizing Phitek's intellectual property
6. An R&D innovation vision and model is developed and delivered that aligns with the cross-organisational drive for a learning and adaptive culture including but not limited to:
  - 6.1. The R&D and project management team structure, engagement processes, and skills development necessary to deliver ongoing innovation
  - 6.2. Definition of required revenue growth from innovation and associated cascaded targets for the R&D team
  - 6.3. Appropriately balancing new product and current product resourcing
7. Continuous review and recommendation of best practice tools and processes to support business as usual and innovation
8. Smart and commercially viable collaborations are established with external partners to support R&D activities.
9. Works collaboratively with all staff and contributes positively as a member of leadership team.
10. Provides assistance in line with role when requested by the CEO.

OUTCOME	KEY TASKS	STANDARDS OF PERFORMANCE
<p><b>1. The R&amp;D and project management teams are provided with leadership and clarity of purpose, in line with Phitek’s strategic aims, values and vision</b></p>	<p>1.1 Actively leads the engineering and project management staff with a cohesive, engaging, strategic and robust approach</p> <p>1.2 Clearly embodies and communicates the R&amp;D and company-wide vision</p> <p>1.3 Actively contributes to leadership strategic discussions, providing technology thought leadership</p>	<ul style="list-style-type: none"> <li>• Staff clearly understand and are engaged with Phitek’s strategic priorities</li> <li>• Technology ideas are actively raised and debated with colleagues</li> </ul>
<p><b>2. A three year R&amp;D strategy, that complements the wider business strategy, is developed and delivered</b></p>	<p>2.1 Prepares and reviews the R&amp;D strategy working collaboratively with the CEO and leadership team</p> <p>2.2 Applies and maintains best practice R&amp;D knowledge and awareness</p> <p>2.3 Contributes thinking to wider strategy including risk management and other cross-organisational topics</p> <p>2.4 Ensures the three year plan is updated as required</p> <p>2.5 Ensures reporting to CEO and Board (as required) is timely and accurate and measured against target outcomes</p>	<ul style="list-style-type: none"> <li>• Comprehensive R&amp;D strategy is defined that clearly aligns with company-wide strategy and represents strong ‘big-picture’ thinking</li> <li>• Board and other management reports are professional and timely</li> </ul>
<p><b>3. An annual R&amp;D budget is forecast, regularly reviewed and variances reported in a timely and accurate manner</b></p>	<p>3.1 Develops the annual budget based on careful analysis of all factors associated with strategy and product roadmap</p> <p>3.2 Closely monitors budget throughout the year, identifying and actively managing any cost over-runs and other risks, in a timely fashion</p>	<ul style="list-style-type: none"> <li>• Accurate budget is prepared on time</li> <li>• CEO is alerted ahead of time to possible budgetary problems and remedial activities</li> <li>• Actual results are delivered within agreed budget</li> </ul>
<p><b>4. Reports are recruited and managed on a day-to-day basis including mentoring, developing and performance-management</b></p>	<p>4.1 Reviews and ensures appropriate roles are in place to deliver outcomes in support of strategy including working with the Culture and Strategy Director to benchmark remuneration and establish role descriptions and accountabilities</p> <p>4.2 Identifies and monitors expected individual and team performance standards in line with strategic and tactical aims – including undertaking performance reviews of direct reports</p>	<ul style="list-style-type: none"> <li>• A good level of staff satisfaction is demonstrated</li> <li>• An appropriate level of staff resources are in place to deliver outcomes to the benefit of Phitek</li> <li>• H&amp;S and other staff policies are clearly communicated and enforced</li> </ul>

OUTCOME	KEY TASKS	STANDARDS OF PERFORMANCE
	<p>4.3 Identifies professional development plans and succession planning for key staff</p> <p>4.4 Ensures that company values are clearly demonstrated by staff in the performance of their duties</p> <p>4.5 Ensures own staff management practices and those of direct reports comply with health and safety requirements and other relevant staff policies and procedures</p>	<ul style="list-style-type: none"> <li>• Phitek values are demonstrated</li> </ul>
<p><b>5. Best practice project planning and execution rigour is established that enables fault-free products to be developed and launched quickly and effectively in a commercially viable way</b></p>	<p>5.1 Aligns engineering and project management resources against Phitek’s product roadmap</p> <p>5.2 Works closely with sales, operations and marketing to deliver products within customer and manufacturing frameworks ensuring that products meet Phitek’s BOM and margin targets</p> <p>5.3 Manages the intellectual property process for new products</p> <p>5.4 Ensures best practice R&amp;D and project management approaches are delivered including specification, design, development, implementation, maintenance and support</p> <p>5.5 Proactively promotes compliance with Phitek’s quality management systems including the stage gate process and aviation certification requirements</p> <p>5.6 Oversees compliance of team with Phitek information and knowledge management systems</p>	<ul style="list-style-type: none"> <li>• Success rates for securing customer requests for proposals to be agreed with CEO</li> <li>• Delivers all budgeted projects in a financial year</li> <li>• 100% of products are fault-free by Stage Gate 6 (mass production)</li> <li>• Phitek BOM and margin targets are met</li> <li>• Projects comply with company and aviation quality and technical standards</li> </ul>
<p><b>6. An R&amp;D innovation vision and model is developed and delivered that aligns with the cross-organisational drive for a learning and adaptive culture</b></p>	<p>6.1 Establishes R&amp;D and project management team structure, engagement processes, and skills development necessary to deliver ongoing innovation</p> <p>6.2 Working with the CEO defines and monitors innovation revenue growth and associated cascaded targets for the R&amp;D team that establishes an appropriate balance of new product and current product resourcing</p> <p>6.3 Acts as the R&amp;D ‘champion’ and voice for Phitek including in media engagements and public speaking engagements at the</p>	<ul style="list-style-type: none"> <li>• Revenue growth targets for innovation to be agreed with CEO [may be cross-organisational target, i.e. shared responsibility]</li> </ul>

OUTCOME	KEY TASKS	STANDARDS OF PERFORMANCE
	direction of the CEO	
<b>7. Continuous review and recommendation of best practice tools and processes to support business as usual and innovation</b>	7.1 Maintains knowledge of best practice tools and processes 7.2 Recommends and budgets for implementation on an ongoing basis	<ul style="list-style-type: none"> <li>• Up-to-date tools and processes are employed across R&amp;D and project management</li> </ul>
<b>8. Smart and commercially viable collaborations are established with external partners to support R&amp;D activities</b>	8.1 Identifies activities that enhance Phitek’s competitive position and opportunities with key strategic stakeholders such as external engineering resources and other potential new product development partners 8.2 Builds and maintains robust and proactive communication channels between Phitek and strategic stakeholders and continuously seeks to build Phitek’s professional reputation 8.3 Negotiates commercial and legal arrangements with third-parties 8.4 Participates in networking and other social functions with stakeholders	<ul style="list-style-type: none"> <li>• Relevant external stakeholders are satisfied with the level and quality of engagement</li> <li>• Business opportunities for collaborative innovation development are proactively identified</li> <li>• Commercial agreements with third-party engineering services advantage Phitek and meet Phitek legal requirements</li> <li>• Phitek’s reputation is enhanced</li> </ul>
<b>9. Works collaboratively with all staff and contributes positively as a member of leadership team</b>	9.1 Actively contributes to the leadership team 9.2 Actively seeks opportunities to work co-operatively with other departments and ensures collaborative ethos in wider team 9.3 Maintains good working relationships with all staff 9.4 Demonstrates the company values in performance	<ul style="list-style-type: none"> <li>• Leadership team appreciate contribution</li> <li>• Generally regarded by Phitek staff as valuable work colleague</li> <li>• Values can be clearly seen in own performance</li> </ul>
<b>10. Provides assistance in line with role when requested by the CEO</b>	10.1 Responds positively to requests by CEO	<ul style="list-style-type: none"> <li>• CEO values contribution and relationship</li> </ul>

## **Research and Design Director: Person Specification**

### **Experience/Skills/Knowledge**

- Significant and successful track-record of leadership-level roles
- At least 10 years' experience leading teams delivering complex technology products and services
- Understanding and ability to apply best practice approaches to the company's research, design and project management practices from product concept through to product delivery
- Significant engineering experience, including tertiary engineering qualification
- Demonstrable long-term strategy formulation
- Experience implementing innovation and design thinking approaches
- Proven senior stakeholder engagement experience, political nous and strong networking skills
- Demonstrable contract negotiation experience
- Excellent financial literacy and commercial acumen
- Strong communication skills across all mediums/channels
- Previous experience working with a globally-dispersed customer base
- Previous experience working with the commercial aviation sector advantageous

### **Personal Qualities, Competencies & Attributes Required:**

- Strong leadership skills with the ability to inspire and develop individuals and teams
- Team player and consensus builder with the ability to work across the organisation to deliver results
- Proven ability to foster creativity to deliver results
- Enquiring mind with an ability to scan market and technology trends and draw out the potential winning opportunities
- Versatile, able to work strategically as well as get "hands on" as required
- Flexible and innovative, prepared to try new practices and processes to deliver optimal results
- Energy and drive with a strong action and results orientation
- Integrity – being responsible and accountable