



## Maschmeyer Concrete Company

### Roles and Responsibilities Operations Manager

#### Philosophy:

Aligned with the Maschmeyer Concrete Mission Statement and Core Values, the Operations Manager is an “in the field” leader and trainer of Plant Managers who is also responsible for:

- Keeping ready mix trucks staffed with well-trained Delivery Professionals
- Managing time sensitive issues that occur in the ready mix business, allowing the Chief Operations Officer to focus on improving critical business drivers.
- The budgeting process, and for the financial performance and cost control within the department

#### Leadership:

Quality Plant Managers. The primary responsibility of the Operations Manager is to staff each plant with high quality Plant Managers who are able to effectively perform their roles and responsibilities. Training should also be provided to appropriate individuals who can be promoted to Plant Managers as necessary.

Safety Culture. The Operations Manager reinforces the culture of safety. This individual attends the monthly safety meetings and is personally present at difficult concrete placements to serve as a leader for all team members.

Maintenance. The Operations Manager is ultimately responsible for both the fleet and plant maintenance functions. This individual is responsible for ensuring that both functions are staffed with high quality, well trained personnel and that each functions effectively in its duties.

Material Usage: The Operations Manager is responsible for ensuring that inventories are physically verified on a weekly basis and that an effective inventory control and material usage tracking program is in place at all times.

Leadership by Example. The Operations Manager can batch at every plant in the division and knows each team member by name, developing relationships in keeping with the Mission and Core Values. This manager is frequently batching concrete in the plants, often assisting during the busiest

days at the busiest plant or substituting for Plant Managers who are ill or on vacation. Each plant is visited every week.

- Staffing:** Delivery Professional to Equipment Availability. The best operators focus on maximizing truck utilization by being able to run every operational truck with an available Delivery Professional. The Operations Manager leads the organizational focus on staffing needs and removing obstacles to long-term retention. Additionally, they ensure corporate hiring procedures are followed to prevent as many future problems from occurring as possible. Delivery Professional Training. The Operations Manager is ultimately responsible for the administration of an effective Delivery Professional training program, aided by the Safety Officer, to include:
- Mentor Driver Training Program
  - Customer relationship development and complaint handling skills
  - Daily vehicle inspection equipment care & cleaning procedures
  - Basics of concrete quality, including slump and admixture educations
  - KPI's, Core Values & Mission.
  - Customer service center, Maintenance & Quality control training.
- Productivity:** Truck productivity is an important component of our KPI Program. Truck assignments, trucks mechanically available, and percentage of trucks mechanically available are tracked on a daily basis. Working with the Fleet Maintenance Manager, Customer Service, and Plant Managers is crucial to meet these goals. Labor Productivity is another part of the KPI Program the Operations Manager must help focus on. Horn time, load time and temper time occur at the plant locations and can be controlled. Training the Plant Managers and Delivery Professionals is essential in being successful.
- Troubleshooting:** Troubleshooting the Unexpected. The Operations Manager has use of a company vehicle in order to troubleshoot unexpected incidents. The Operations Manager does not simply carry out decisions made by the Chief Operating Officer or other superiors, but is empowered to make judgments to smooth customer issues or protect the company's interests.
- Cooperation:** Building Departmental Bridges. The Operations Manager is a consummate team player that inspires and influences the executive team, customer service, sales, technical services and administrative departments to work together to serve the customer and maximize the profitability of the organization.

***Our***  
***Mission*** *To be the supplier of choice by consistently delivering quality products and services in a safe and timely manner.*

*We will make it easy for our customers to do business with us while providing a superior work atmosphere for our team members.*