

EXECUTIVE FIRST 90 DAYS STRATEGIC CONTRIBUTION PLAN

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OBJECTIVE

Establish credibility quickly, assess organizational readiness, identify operational improvement opportunities, strengthen cross-functional alignment, and deliver measurable value through improved manufacturing planning, production readiness, workforce capability, and operational execution.

DAYS 1-30

LISTEN, LEARN, AND ASSESS

Primary Goal:

Develop a clear understanding of the organization's products, manufacturing environment, operational priorities, workforce capabilities, and production challenges.

Key Actions:

- Meet executive leadership, operational leaders, engineering teams, quality representatives, and key stakeholders.
- Establish a thorough understanding of current business objectives, production goals, and organizational priorities.
- Assess manufacturing planning processes, production readiness activities, and factory execution performance.
- Review operational metrics, schedule performance, quality indicators, and recurring production challenges.
- Evaluate manufacturing systems, process controls, technical documentation practices, and information flow.
- Identify immediate operational risks, bottlenecks, and opportunities for early improvement.
- Develop a baseline understanding of workforce capability, technical training requirements, and organizational strengths.

Expected Outcomes:

- Executive stakeholder alignment established.
- Initial operational assessment completed.
- Production readiness risks identified.
- Workforce capability observations documented.
- Priority improvement opportunities established.

DAYS 31-60

VALIDATE, PRIORITIZE, AND ALIGN

Primary Goal:

Transform observations into actionable priorities while building cross-functional support and organizational alignment.

Key Actions:

- Validate findings from the initial assessment phase.
- Review planning effectiveness and identify opportunities to improve manufacturing readiness.
- Assess configuration management processes, technical documentation quality, and planning accuracy.
- Identify operational inefficiencies affecting execution, schedule performance, and manufacturing reliability.
- Engage Engineering, Manufacturing, Quality, Industrial Engineering, and Operations teams to build consensus around improvement priorities.
- Evaluate workforce development opportunities that could strengthen organizational capability.
- Prioritize opportunities capable of delivering both short-term operational improvements and long-term organizational value.

Expected Outcomes:

- Strategic improvement priorities identified.
- Cross-functional alignment established.
- Early improvement initiatives selected.

- Readiness and execution gaps clearly understood.
- Performance improvement roadmap developed.

DAYS 61-90

DELIVER EARLY WINS AND ESTABLISH MOMENTUM

Primary Goal:

Execute targeted improvements while establishing a foundation for long-term operational success.

Key Actions:

- Launch targeted initiatives focused on production readiness, planning effectiveness, operational consistency, and execution reliability.
- Improve visibility of readiness metrics and operational performance indicators.
- Strengthen communication and coordination between Engineering, Manufacturing, Quality, and Operations organizations.
- Support workforce development initiatives that improve technical knowledge and organizational capability.
- Implement improvement actions that reduce operational risk and strengthen manufacturing performance.
- Establish accountability measures and performance indicators supporting continuous improvement.
- Develop a longer-term roadmap supporting operational excellence and sustainable performance.

Expected Outcomes:

- Measurable operational improvements initiated.
- Enhanced production readiness visibility.
- Improved cross-functional coordination.
- Stronger workforce capability development plans.
- Sustainable improvement roadmap established.
- Executive confidence in long-term organizational direction strengthened.

LEADERSHIP COMMITMENT

Throughout my career, I have learned that sustainable manufacturing performance is built through preparation, operational discipline, workforce capability, and continuous improvement. My objective during the first 90 days is not simply to learn the organization, but to identify opportunities, build alignment, create measurable value, and establish a foundation for long-term success.

The same principles that guided my work supporting manufacturing planning, production readiness, operational improvement, workforce development, and complex aerospace manufacturing programs will guide my approach during this critical transition period.

I intend to contribute immediately, learn continuously, and help the organization strengthen readiness, execution, and operational performance while establishing a roadmap for sustainable future growth.

Ramon B. Smith