

**Eastern Shore Forest Products, Inc.**  
**Salisbury, MD**

**Plant Manager**

Eastern Shore Forest Products is the largest forest products company on the Eastern Shore of Maryland. The company produces a variety of consumer-oriented forest products, ranging from shavings for poultry and animal bedding to mulch and firewood, as well as supplying chips to provide power and heat. Headquartered in Salisbury, the company has facilities in Pocomoke City, Federalsburg, Frankford, Delaware and Millington, Maryland, as well as Salisbury and Crockett, Texas. We are a growing company.

**Our Mission:**

We are committed to be the most dependable supplier of the highest quality animal bedding in the industry.

We are a growth company. We consistently grow sales and profits through continuous improvement of both methods and people throughout the company.

We provide an atmosphere where individuals can come each day and enjoy what they do, feel safe, valued, make money and feel a sense of ownership.

**Our Values:**

**Ethics:**

Do the "right thing" and always encourage others to do the right, honest and ethical things.

**Respect**

Treat others with the same personal and professional consideration we expect for ourselves.

**Winning Attitude**

Have a "can-do" attitude. Be positive, upbeat, and focused. We are winners!

**Development**

Learn from each other. Teach, coach, and listen. Create an environment where everyone can be a "star".

**Teamwork**

Value different viewpoints. Execute the agreed-upon plans. Together, everyone achieves more!

**Change**

Accept it. Embrace it. Initiate it. Do everything better, faster, and cheaper.

**Accountability**

Know your responsibilities. Live up to your commitments.

## ***Work hard, have fun and make money!***

**Recent expansions have created a need for plant management personnel at both our Pocomoke City, Maryland and Crockett, Texas locations.**

**Shavings and Pellet plant managers are the leaders of the facilities and its personnel.**

The Plant Manager will oversee all daily operations of the plant from raw materials purchase, production, manufacturing and shipping to ensuring policies and procedures are followed. They develop processes that will maximize stewardship, safety, quality and productivity. They are responsible for the 5 Ms of management, Manpower, Machines, Methods, Materials and Money. Lean and 5s is a central pillar of plant operations.

### **Daily Tasks:**

As the plant manager, you'll need to do the following things and much more in order to accomplish the goals of the company:

- Oversee the production process, drawing up a production schedule based on machine & labor availability and customer pull
- Ensure that the production is cost effective by monitoring and adjusting processes as required
- Decide what resources are required both human and material
- Draft a time schedule for the labor required
  - Communicate schedule to direct reports
  - You will need a constant mental picture of what each person is doing and if that is in alignment with what was communicated and expected
- Estimate costs of production
- Monitor that quality standards are being met
- Maintain proper inventory of supplies, raw materials and spare parts
- Responsible for the selection and maintenance of equipment
- Monitor product standards and implement quality control programs
- Liaison among different departments, e.g. suppliers, managers, safety, HR and accounting
- Work with managers to implement the company's policies and goals
- Ensure that health and safety policies, rules and guidelines are followed by all personnel, contractors and vendors
- Manage and motivate a team of workers
- Review worker performance
- Identify training needs and implement.
- Collect, record and report data as required for submission to various regulatory agencies.
- Insure that the workplace is safe and that all personnel are trained and kept up to date on safety standards.

- Holding regular weekly or biweekly safety meetings and maintain a roster.
  - Working with our safety coordinator on required topics to cover and sending her updated training list regularly.
  - Coaching your people and consistently holding accountable as needed.
  - Implement cost effective systems of control over capital, operating expenditures, manpower, wages and salaries.
  - Maintain a purchase order system consistent with the company's policy for all purchase approvals.
  - Manage capital asset maintenance to protect the asset and maintain optimal performance.
    - Like new appearance is important in communicating our value and respect of the asset to employees
    - 5s is consistently being applied to the equipment operations and maintenance
  - Establish and monitor overall plant performance for production and quality standards.
  - Control and minimize labor overtime, premium freight and repair expenses.
  - Maintain existing plant facilities and equipment; replace or adjust plant facilities and equipment when necessary.
  - Provide leadership and training to accomplish the company goals and objectives.
  - Implements and maintains preventative maintenance programs.
  - Incorporates shop floor organization and plant cleanliness among plant personnel.
  - Provides direction, development and leadership to production supervisor.
- A large part of the job is dealing with people management.**

#### **Requirements of a plant manager:**

- Proven work experience as a plant manager in a successful plant
- Proven managerial experience encompassing the 5 Ms
- Understand and implement a lean workplace.
- Proven safety record of keeping plants safe and compliant
- Ability to understand cost, analyze and improve profitability.
- Adequate, demonstrable knowledge of business and management principles (budgeting, strategic planning, resource allocation and human resources)
- Familiarity with industry standard equipment and technical expertise
- Be knowledgeable of safety, quality, productivity, demand creation, inventory and stewardship processes
- Computer literacy and demonstrable skills in working with Excel, Word, Outlook and understanding of basic computer concepts

- Ability to create accountability and to lead by example
- Strong team building, decision-making and people management skills
- **Competencies**
  - Leadership
  - Lean Manufacturing
  - Communication Proficiency
  - Decision Making
  - Problem Solving/Analysis
  - Financial Management
  - Business Acumen

If making things better on a daily basis is something that excites you, then please contact us about this position.

The contact information for this position is as follows.

Shannon Dykes  
V.P. of Operations  
Eastern Shore Forest Products, Inc  
3667 St. Lukes Rd.  
Salisbury, Md 21804  
Shannon@esforest.com