



# Vice-President Manufacturing

Bio-economy Skills Profile



Building skills for Canada's bio-economy

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## About BioTalent Canada

### Helping Canada's Bio-economy thrive globally

Canada is a world leader in biotechnology—the application of living organisms to industrial, agricultural, medical and other processes and products. To maintain and build on this leadership, the sector needs highly trained, job-ready people.

By acting as a national hub and central resource for employers, job-seekers, students, educators and government agencies, BioTalent Canada helps make this happen.

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Building skills for Canada's bio-economy

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## About the BioTalent Canada bio-economy skills profiles

Biotechnology's fusion of science and business creates unique requirements for occupations in the sector. Executives and managers must have technical expertise; technical staff often need entrepreneurial skill sets. Occupational descriptions from other sources don't always fit the bio-economy context. That's why, in partnership with industry stakeholders, BioTalent Canada has developed skills profiles specific to the bio-economy including this description of the role of Vice-President of Manufacturing.

## Occupational Definition

**Canadian Vice-Presidents of Manufacturing** oversee the overall operations and manufacturing functions in technology companies. They develop, direct and implement strategic manufacturing/operational plans, policies and procedures that align with the company vision, mission, values, and scientific direction. Vice-Presidents of Manufacturing provide leadership and work closely with personnel from product development (research and development group, analytical development, clinical development, etc.), quality control, quality assurance, production control, engineering and logistics, supply chain management (SCM), regulatory affairs, and intellectual property. They promote health and safety and monitor budgets and leverage diverse resources to meet financial targets. Canadian Vice-Presidents of Manufacturing work for Canadian bio-economy companies of different sizes (e.g., small, medium, large) and in various bio-economy areas, such as:

- Agriculture
- Aquaculture
- Bioenergy
- Bioinformatics
- Bioproducts
- Biosciences
- Environment
- Food Processing
- Forestry
- Genomics
- Human Health
- Industrial
- Life Sciences
- Medical Devices
- Natural Resources
- Nanotechnology
- Nutraceuticals
- Pharmaceuticals

### ***Components of the skills profile***

Every BioTalent Canada skills profile presents the areas of competence, tasks and sub-tasks associated with a specific occupation.

**Area of competence (AC):** This describes a major function or responsibility associated with the profession, trade or position.

**Task:** This is a specific, observable unit of work with definite start and end points. Tasks can be broken down into two or more steps and are generally performed in a limited period of time. Tasks and ACs are identified in behavioural terms, beginning with a verb that describes the applied behaviour.

**Subtask:** This is a distinct, observable activity that comprises the steps involved in a task.

**Important Action/Performance Standard:** This provides a criterion for assessing competence and may be used as a performance indicator.

### ***Focus on competencies***

The BioTalent Canada skills profiles are built around *areas of competence* because competencies are flexible, inclusive and linked directly to performance: they are the traits or qualities a professional must have to succeed in a given role within a given organization, and can be used for recruiting, professional development, curriculum planning and many other purposes.

### ***How to use the profiles***

The complete contents of this or any BioTalent Canada skills profile are unlikely to be used for any one position. Because they are comprehensive, they include every area of competence, task and subtask that *could* be required for a specific occupation. In reality, the definition of a given job will encompass a narrower subset of the profile. Hiring organizations must choose the elements of the profiles that are relevant to their businesses—and tailor those elements as necessary to more precisely describe their particular job requirements.

The profiles can be put to many uses:

- **Employers** can use them to develop job descriptions, performance evaluations, professional development, succession planning, team building, target skills needed, and recruitment plans.
- **Job seekers** can use them to tailor their resumes, prepare for interviews, see job descriptions and identify additional professional development needs.
- **Educators** can build industry-oriented curricula from the profiles to produce job-ready graduates.
- **Students** can enhance their understanding of employers' expectations and choose the right educational programs to equip themselves with the skills for success.

### **Scenario**

The following illustrates how an employer might use the BioTalent Canada skills profiles to identify professional development priorities for his or her team.

#### *Step 1*

The employer would review the ACs for each occupation and identify which apply to the related positions within his or her company, omitting those that are not relevant.

#### *Step 2*

Under the selected ACs, the employer then notes which of the associated tasks, subtasks and important actions are relevant to that specific position within his or her business.

#### *Step 3*

Now with a complete, tailored profile, the employer can assess employee performance. Needs areas are easily identified and defined—to a significant depth of detail.

#### *Step 4*

Based on the needs analysis, the employer can either develop or seek out professional development programs that address employee needs areas.

## **Situational Analysis**

Vice-Presidents of Manufacturing must communicate effectively and in an informed manner with a variety of people including customers, planning teams, finished product groups, and other team members who are part of the manufacturing process. They must help to bridge people and parts of the manufacturing process, and assist company regulatory and quality compliance representatives.

VPs of Manufacturing must attain a good understanding of the scientific or biological processes related to their product in order to best oversee the manufacturing process, and to determine and articulate manufacturing needs. Depending on their expertise, experience, demands of their companies and roles, they may oversee the manufacturing organization, including machining, assembly, manufacturing quality, manufacturing engineering, logistics and facilities maintenance. They oversee the production through to commercial release of the product. They seek to uphold and promote high product and facility standards, and work closely with manufacturing personnel in order to best accomplish these goals. VPs of Manufacturing should possess sound knowledge of manufacturing regulations (domestic and international, as required) in order to ensure compliance. They may also develop, implement or ensure adherence to regulations and standards within their organizations, such as International Standards Organization (ISO) standards, Company Standard Operating Procedures (SOPs), and Good Manufacturing Practices (GMPs). Depending on the nature of product, VPs of Manufacturing may also need to be familiar with International Conference on Harmonisation of Technical Requirements for Registration of Pharmaceuticals for Human Use (ICH) aspects of product registration.

Vice-Presidents of Manufacturing work to promote and support the company mission statements, principles, vision and culture while managing manufacturing processes. They work with the Chief Executive Officer to provide input into company's vision and ensure that it is aligned with the company's/industry's wider scope of manufacturing goals (including, for example, goals for quality, productivity, cost, inventory, compliance, and safety). They develop strategies and processes to foster and facilitate expanded market exposure, and work with and within a national or international network of professionals towards common product/ manufacturing goals. They work to integrate manufacturing activities, processes and systems (for example, within global targets), and apply leadership skills to provide effective coordination and general direction to manufacturing operations. They take responsibility and are accountable for all aspects of product manufacturing. They develop, direct and implement strategic manufacturing management plans, policies, procedures and systems in order to best achieve overall manufacturing, quality and delivery targets. They provide direction for outsourcing, including vendor selection, contract negotiation, technology transfer, and process troubleshooting. They are leaders and approach tasks with a problem-solving approach. They may be responsible for overseeing validations or the outsourced manufacturing of products.

In terms of performing financial functions, VPs of Manufacturing must maintain budgetary control for the manufacturing operations and expenditures in order to ensure compliance with company objectives, procedures and goals. They monitor costs and oversee manufacturing

reporting, and seek to meet established financial targets. They must also be able to leverage diverse resources. VPs of Manufacturing may also seek ways to reduce costs by optimizing manufacturing efficiency.

Vice-Presidents of Manufacturing in the biotechnology industry have achieved Bachelor's or Master's degrees in applicable areas of science as well as diplomas or graduate degrees in Business or Commerce. They typically have at least five to eight years of industry experience. Some current industry practitioners even recommended a minimum of 10 years experience for directors and Vice-Presidents of Manufacturing.

The function of Vice-President of Manufacturing is one that demands a responsible, driven, visionary individual who is an excellent communicator and who will succeed in leading the company's manufacturing department to meet and exceed their goals in the industry. The role must be approached with commitment and ambition. Vice-Presidents of Manufacturing should demonstrate effective planning and organizational skills, be able to respond to changing and evolving challenges, and should be able to work in a demanding, fast-paced environment. Their work may include overtime and travel, and they must be able to prioritize multiple tasks. They should be meticulous and detail oriented in approaching their work, and must be able to adapt to a dynamic workplace environment. VPs of Manufacturing must be able to make decisions and guide courses of action, and adopt a flexible and open-minded approach to their work. In terms of interpersonal skills, VPs of Manufacturing should be good listeners, confident, independent, and should be team players.

Entry into the position of a Vice-President of Manufacturing is almost universally based on a combined background of sound, scientifically-oriented academics and extensive experience in business and management. Current practitioners noted that Vice-Presidents of Manufacturing in Canadian biotechnology companies will often possess a minimum of a post-secondary or graduate degree in a science – such as biology, chemistry, biochemistry, pharmacy or engineering – as well as a degree, diploma or certificate in business, commerce or management. Interviewees concurred that individuals seeking the position of a Vice-President should have a minimum of ten years experience "in upper management, preferably within a related biotechnology manufacturing environment or other like-structured work environment." They may also have advanced technical degrees or training, and should have a sound background in regulatory affairs and in good manufacturing practices regulations. A review of current industry job postings revealed that a Masters or PhD in an applicable scientific field are common educational background expectations of biotechnology companies. Consultations with current industry practitioners confirmed that the hiring expectations of Vice-Presidents of Manufacturing is that they would have a combination of a bachelor or graduate-level science degree in combination with approximately a decade of experience in the manufacturing and production departments of the biotechnology industry. It seems impossible to overemphasize the importance of on-the-job training experience in the biotechnology industry. It is highly desirable that Vice-Presidents of Manufacturing have specialization in a functional scientific area or service, and they must seek to remain current with emerging scientific and industry trends, regulations and requirements. Biotechnology industry-specific knowledge is an important factor in the training, recruitment, employment and retention of individuals working as Vice-Presidents of

Manufacturing in the Canadian biotechnology industry. It is an asset for Vice-Presidents of Manufacturing to have working knowledge of relevant and applicable provincial/territorial, national and international manufacturing practices and regulations as well as regulatory requirements and good laboratory practices.

The skills required of Vice-Presidents of Manufacturing differ depending on the size of the company for which they work. Vice-Presidents of Manufacturing working for smaller companies will often wear multiple hats. Sourcing labour, securing materials and transporting goods as being often unbearable costs for smaller biotechnology firms and commented that these challenges often cause smaller companies to outsource their manufacturing activities, partner with larger companies or firms for production or to sell their products off to a larger company or firm. The increasing use and complexity of technology in manufacturing departments and an increased societal preoccupation with 'Green' or environmentally-sound methods of production and with reducing waste will also impact how Vice-Presidents of Manufacturing approach their processes.

### Essential Skills

The most important Essential Skill(s) for this Profile:					
	Reading Text		Thinking Skills – Problem Solving	✓	Working With Others
	Document Use		Thinking Skills – Decision Making		Computer Use
	Writing	✓	Thinking Skills – Critical Thinking		Continuous Learning
	Numeracy		Thinking Skills – Job Task Planning & Organizing		
✓	Oral Communication		Thinking Skills – Significant Use of Memory		
			Thinking Skills – Finding Information		

Vice-Presidents of manufacturing must continually update their skills to succeed in their work. They must be able to process and integrate information related to advancements in manufacturing processes and related scientific data into their skill sets and keep up to date with manufacturing standards and regulations. They may be responsible for maintaining their personal learning plans and personally identify beneficial areas of training and learning in project management, manufacturing processes and specific technical areas to better understand

the needs of project stakeholders. The majority of their learning is self-directed as they may read professional project management and scientific journals, books and periodicals. They may attend conferences and workshops directly related to their areas of scientific, business and manufacturing expertise and may learn informally by examining their performances managing past projects. Vice-Presidents of manufacturing may participate in in-service training sessions provided by equipment suppliers and participate in health and safety training and technical training related to manufacturing projects including safe work site training, WHMIS and first aid training offered by their employers.

Vice-Presidents of manufacturing must be positive, outgoing and attentive to details. They must be patient, precise communicators and must outwardly portray exceptional leadership abilities and mentor team members to enhance efficiency and effectiveness.

Vice-Presidents of manufacturing will require advanced critical thinking and computer skills to integrate project management and information technology. They will be called upon to utilize soft skills such as communication and teamwork as their projects evolve and demand greater collaboration between themselves, their work teams and senior administrators and company executives.

## **Language Benchmarks**

Vice-Presidents of Manufacturing must be able to perform the full range of tasks and will need an upward language benchmark level of 12. The majority of the criteria used in the Canadian Language Benchmarks were found to be between the levels of 8 – 12.

## Competency Profile

A Vice-President Manufacturing must be able to:

### A. Develop manufacturing strategy

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Analyze in-house manufacturing capabilities	1.1 Analyze capacities	Consider scientific implications
	1.2 Analyze efficiencies	Follow industry standards, for example: <ul style="list-style-type: none"> <li>• PAMCO (Plant and Machinery Control), if required</li> <li>• OEE (Overall Equipment Efficiencies)</li> </ul>
	1.3 Determine bottlenecks	Go through P&ID (Process & Instrumentation Diagram)
	1.4 Analyze utilization	For example, analyze actuals compared to available
	1.5 Determine in-house versus external manufacturing requirements	
	1.6 Develop productivity ratios	Follow industry standards, for example: <ul style="list-style-type: none"> <li>• PAMCO (Plant and Machinery Control), if required</li> <li>• OEE (Overall Equipment Efficiencies)</li> <li>• PAT (Process Analytical Technology)</li> </ul>
	1.7 Identify equipment replacement	For example, check the asset performance, mean time between failure
2. Analyze outsourcing manufacturing opportunities	2.1 Screen other manufacturers, processing facilities and suppliers	Consider scientific implications
	2.2 Compare outsourcing costs versus own costs	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	2.3 Conduct cost-benefit analysis	
	2.4 Evaluate impact on compliance in consultation with QA/QC	
3. Stay current with manufacturing trends	3.1 Survey literature	
	3.2 Review secondary data	For example, read industry association literature
	3.3 Network with peers/colleagues	
	3.4 Make telephone calls	
	3.5 Research competitors in terms of manufacturing capabilities	
	3.6 Review latest technologies	
	3.7 Formulate overview of marketplace products	
4. Develop long-term plan in line with company objectives	4.1 Analyze the sales plan and product mix in consultation with sales and marketing	
	4.2 Analyze product development projects	
	4.3 Conduct SWOT (strengths, weaknesses, opportunities, threats) analysis	
	4.4 Develop manufacturing business plan	Follow company standards
	4.5 Analyze total supply versus demand	
	4.6 Conduct gap analysis	
5. Develop manufacturing investment strategy	5.1 Capital budgeting	Follow accounting standards, for example, Return on Investment (ROI), Capital Employed, Added Value, Discounted Cash Flows (DCF)
	5.2 Make decisions whether to buy equipment	Evaluate in-house investment, outsourcing, renting
	5.3 Identify and source vendors or suppliers	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	5.4 Determine whether capital can be raised in consultation with finance	For example, identify leasing companies, look for grants or incentives
	5.5 Define timing	
6. Conduct scientifically sound risk assessment	6.1 Identify types of risk	
	6.2 Conduct gap analysis	
	6.3 Quantify the financial impact of each risk	
	6.4 Determine probability of occurrence for each risk	
	6.5 Evaluate the social impact of the risks	For example, impacts to communities, families, etc.
	6.6 Evaluate the environmental impact	
	6.7 Evaluate trade off between cost of preventing risk and probability of risk occurring	
	6.8 Evaluate probability and impact	For example, cost to the business, safety to the patient/user, etc.
	6.9 Review variance and statistical analyses in consultation with accounting	
	6.10 Provide recommendations on risk assessment	
7. Lead development of contingency plans based on scientifically sound judgements	7.1 Develop mitigating strategies	For example, disaster recovery plans, business continuity plans, etc.  Include the CEO and finance, legal, quality assurance and regulatory personnel in contingency planning
	7.2 Identify the second best option versus your plan	
	7.3 Identify backup sites	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	7.4 Identify backup resources	
	7.5 Identify backup vendors	
	7.6 Determine costing process for contingency plans	
	7.7 Seek to mitigate potential risks	
8. Set key performance indicators (KPIs)	8.1 Evaluate and align manufacturing KPIs with company goals and targets	
	8.2 Provide input to development of company KPIs, as required	For example, start from the top  Set KPIs based on knowledge of the science of specific products, as required
	8.3 Ensure that each reporting level contributes to meeting the KPIs from higher levels	
	8.4 Ensure that KPIs are clear, measurable and SMART (Specific, Measurable, Achievable, Realistic, and Timely)	For example, Observe Customer Service Level (CSL)
	8.5 Seek to translate company KPIs into specific manufacturing KPIs	
	8.6 Develop in-house customer satisfaction feedback policy	
9. Advocate manufacturing strategy	9.1 Present the strategy to executive team	
	9.2 Prepare or oversee development of business case	For example, present potential down sides to not moving forward with manufacturing strategy
	9.3 Apply balance score cards, as necessary	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
10. Transfer technology based on current opinion in industry, as required	10.1 Facilitate technology transfer	Evaluate RFP (request for proposal) for Contract Manufacturing Organizations (CMOs)  Consider analytical lab facility, audit and focus on non-tangible aspects such as attitude, chemistry, openness, etc.
	10.2 Implement technology transfer	Prepare and execute technology and method transfer plans
11. Oversee Chemistry Manufacturing Control (CMC) program, as required	11.1 Prepare CMC portions of Investigational New Drug (IND) reports	
	11.2 Identify submission content	
	11.3 Consult with contributors	
	11.4 Author summaries	
	11.5 Review summaries	
	11.6 Approve summaries	
	11.7 Review associated documents	
	11.8 Approve associated documents	
	11.9 Complete administrative documents	
	11.10 Publish dossiers for submission	
12. Oversee manufacturing controls and optimization	12.1 Oversee raw material controls	
	12.2 Oversee Packing material controls	
	12.3 Ensure process control and optimization	

A Vice-President Manufacturing must be able to:

**B. Implement manufacturing strategy**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Develop operational plan	1.1. Benchmark current status	
	1.2 State approved objectives	
	1.3 Determine timelines	Identify project timeline using, for example: <ul style="list-style-type: none"> <li>• Vision software</li> <li>• Milestones</li> <li>• “Go”/ “No Go” points</li> </ul>
	1.4 Translate strategy into practice	
	1.5 Break strategy down into components for manufacturing facility	
	1.6 Define roles and responsibilities for meeting the objectives	
	1.7 Develop manufacturing/operational business plan	Make decision to manufacture in house or externally Embody, for example, lean manufacturing strategy
	1.8 Conduct feasibility study	
	1.9 Seek approval from executive for plan	
	1.10 Manage technology transfer, as required	For example, consider internal and external technology transfer, ensure resources are in place to transfer technology, etc.
2. Communicate operational plan	2.1 Synthesize information	
	2.2 Develop communication plan	For example, use Visio software
	2.3 Break the plan down into sub-functional plans	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	2.4 Communicate plan	For example, to team managers, company, etc.
3. Secure human resources	3.1 Define requirements	For example, determine contingency financial resources, clarify roles, develop job descriptions, etc.
	3.2 Liaise with human resources (HR)	
	3.3 Align resource requirements with sub-functions	For example, assemble team with relevant expertise
	3.4 Participate in interviewing and hiring processes	
4. Secure capital resources	4.1 Define requirements	For example, determine contingency financial resources, depreciation schedules, etc.
	4.2 Liaise with project team, consultants, suppliers, as required	
	4.3 Approve capital purchases	
5. Lead strategy implementation	5.1 Align sub-plans with overarching plan	Apply project management skills Continually interact with project managers
	5.2 Set and monitor reporting criteria	
	5.3 Ensure that manufacturing managers understand and support the strategy	
	5.4 Communicate progress	For example, status reports, experiment results, etc.
6. Align key performance indicators (KPIs) among sub-functions	6.1 Define KPIs for each sub-function including financial, customer oriented, internal processes, learning and growth	Follow industry standards such as balanced score cards
	6.2 Engage in dialogue regarding needs	For example, with area management, department supervisors, etc.
	6.3 Validate measurement procedures	For example, determine cycle times, frequency of reporting, etc.

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
7. Evaluate progress and performance	7.1 Analyze data, variances and deviations	
	7.2 Set parameters for tracking with industry standards	
	7.3 Assess impact on plan	
	7.4 Align and adjust	
8. Formulate recommendations	8.1 Based on evaluations, provide options and determine preferred course of action	Include in the recommendations: <ul style="list-style-type: none"> <li>• Strategic impact</li> <li>• Financial impact</li> <li>• Environmental, Health and Safety (EHS) impact</li> </ul>
9. Report to executive team	9.1 Prepare report and supporting documentation	
	9.2 Present progress reports, achievements and options, if required	Include, for example, deviations, exceeding, status, red flags/deficiencies, etc.
	9.3 Propose optimization possibilities	
	9.4 Pursue approved corrective actions, if required	For example, review timeline, etc.

A Vice-President Manufacturing must be able to:

**C. Demonstrate leadership**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Lead manufacturing team toward a common goal	1.1 Clearly state common goal	For example, company goals, departmental goals, etc.
	1.2 Define priorities	Use, for example, priority matrix
	1.3 Ensure focus	For example, evaluations, reports, production meetings, etc.
	1.4 Provide support	
2. Share vision	2.1 Articulate vision	
	2.2 Embody vision	
	2.3 Build confidence and trust	
	2.4 Promote looking at opportunities from different perspectives	
	2.5 Analyze impact on work environment and surroundings	
	2.6 Do a pros and cons analysis, as necessary	
	2.7 Promote change management to maintain competitiveness	
3. Listen	3.1 Seek 360° feedback	For example, Leadership Effectiveness Analysis, (LEA), etc.
	3.2 Confirm understanding	
	3.3 Show empathy	
	3.4 Recognize different personalities and points of view	
4. Demonstrate business acumen	4.1 Make timely decisions that are in line with Key Performance Indicators (KPIs) and objectives	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	4.2 Always correlate with overall business plan	
	4.3 Demonstrate ability to conduct quick, overall analysis of a problem	
	4.4 Demonstrate balanced judgement	
5. Motivate team members	5.1 Recognize and reward achievements	
	5.2 Ensure involvement from all parties	
	5.3 Provide clear expectations	
	5.4 Exploit personnel/others' strengths	
	5.5 Develop areas of needed improvement	
	5.6 Understand peoples' motivations	
	5.7 Provide feedback	For example, communicate honestly, address difficult issues, carry out courageous conversations, etc.
	5.8 Promote a "win-win" environment	For example, when the company wins, the employee wins
	5.9 Promote enjoyable work environment	
	5.10 Work with human resource department to determine performance-based pay or incentives	
6. Empower team members	6.1 Create ownership	
	6.2 Show interest	
	6.3 Give autonomy	
	6.4 Generate confidence	
	6.5 Establish credibility	
	6.6 Set clear accountability targets	
	6.7 Communicate	For example, successes and failures
7. Delegate	7.1 Believe in others	
	7.2 Recognize limitations	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	7.3 Clearly define responsibilities	For example, delegate responsibilities equivocally
	7.4 Communicate clearly to others what tasks have been delegated	For example, communicate tasks to: <ul style="list-style-type: none"> <li>• Team members</li> <li>• Others in company</li> </ul>
	7.5 Clearly communicate expectations to delegate	
	7.6 Provide support	
	7.7 Follow up from adequate distance	
8. Recognize contributions of team members	8.1 Develop or utilize incentive programs	
	8.2 Give constructive feedback	
	8.3 Communicate/advertise success	
9. Develop others	9.1 Identify areas for development	Align developments with company goals  Create and maintain Individual Development Programs (IDP). For example, identify: <ul style="list-style-type: none"> <li>• Internal development/courses</li> <li>• External courses</li> <li>• Everyday coaching</li> <li>• Conferences</li> </ul>
	9.2 Develop a second line of control	
	9.3 Provide access to training	For example, adequate time, resources, etc.
	9.4 Provide feedback	
	9.5 Provide safe environment for development	
	9.6 Promote a culture of continuous improvement and learning	See mistakes as opportunities for improvement

A Vice-President Manufacturing must be able to:

**D. Develop and manage budgets**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Analyze sales forecasts	1.1 Review overall schedule	
	1.2 Analyze impact of product mix from the perspective of resource allocation to promote profitability	
	1.3 Review demand fundamentals	
	1.4 Determine peaks and valleys	
	1.5 Anticipate market variables	For example, identify variances in correlation to supply and demand
2. Analyze variable and fixed costs	2.1 Measure Purchasing Price Variance (PPV)	
	2.2 Focus on activity costs	
	2.3 Identify areas of/opportunities for cost reduction	
	2.4 Determine the fixed and variable costs on a Stock Keeping Unit (SKU) basis	
	2.5 Benchmark activity costs versus industry standards	
3. Analyze asset utilization, based on current opinion in industry	3.1 Conduct plant and machinery control analysis	Assess, for example: <ul style="list-style-type: none"> <li>• Asset availability</li> <li>• Asset utilization</li> <li>• Operation efficiency</li> <li>• Production efficiency</li> <li>• Effective utilization</li> </ul>
	3.2 Analyze variance versus target and historical performance versus industry	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	3.3 Ensure that capacity meets sales forecast	
	3.4 Set improvement targets	
4. Define capital investment needs	4.1 Determine whether production targets can be met	
	4.2 Evaluate most cost-efficient solution	
	4.3 Review equipment portfolio	
	4.4 Establish timing for investment needs	
	4.5 Conduct financial analysis in terms of Return of Investment (ROI)	
	4.6 Determine impact of investment on cost of goods	
	4.7 Exploit outsourcing, renting, leasing options	
	4.8 Define crucial investments to meet day-to-day continuity or sustainability of operations	
5. Define working capital requirement	5.1 Develop a material requirement plan	Including, for example: <ul style="list-style-type: none"> <li>• Raw materials</li> <li>• Minimum stock levels</li> <li>• Safety stocks</li> </ul>
	5.2 Develop finished product stock level requirements	
	5.3 Determine cash flow requirements, if required	Consult with sales and financial personnel
	5.4 Consider market changes	For example, include anticipated and actual market changes
	5.5 Create work lists for working and capital requirements	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
6. Optimize cost of goods	6.1 Analyze current costs and identify cost reduction opportunities	
	6.2 Review your human resources	
	6.3 Set up an action plan for cost effective projects	
7. Develop operational budget	7.1 Incorporate Tasks 1-6 into operational budget	
	7.2 Present this budget to the executive team	
	7.3 Seek approval	
8. Control actual results versus budget	8.1 Establish monthly reporting	For example, prepare and monitor monthly budget variance reports
	8.2 Prepare a detailed monthly action plan	
	8.3 Determine and analyze variance	
	8.4 Report variances, analysis and justifications to finance	

A Vice-President Manufacturing must be able to:

**E. Manage organizational structure**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Define organizational chart	1.1 Analyze resource requirements based on approved budgets	
	1.2 Liaise with Human Resources department to align workforce with requirements	
	1.3 Define job descriptions, if required	
	1.4 Develop or re-visit skills and competencies matrix	
	1.5 Question expertise required	
2. Develop succession plan	2.1 Identify key jobs, core competencies, and key performers	
	2.2 Conduct analysis of when succession plans are required	
	2.3 Develop individual succession plans	
	2.4 Communicate plan, as required	Follow company policies
	2.5 Establish a career plan	
	2.6 Provide coaching and mentoring	
3. Outsource non-core competencies, as required	3.1 Identify non-core activities	Identify, for example: <ul style="list-style-type: none"> <li>• Low skills</li> <li>• Non-core</li> <li>• Temporary workforce</li> </ul>
	3.2 Identify the outside resources available	
	3.3 Evaluate the cost-benefit	
	3.4 Articulate expectations for outsourced activities	For example, product specifications

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
4. Identify development needs	4.1 Identify weaknesses and strengths	
	4.2 Conduct skill and competency matrix	
	4.3 Monitor performance	
	4.4 Liaise with human resources to identify and develop training programs	For example: <ul style="list-style-type: none"> <li>• Provide on-the-job training</li> <li>• Encourage participation in external conferences</li> <li>• Set up workshops</li> <li>• Factory visits</li> <li>• Vendor/supplier audits</li> </ul>
	4.5 Follow up on progress/improvements	
5. Provide opportunities for continuous learning	5.1 Promote a continuous learning culture	
	5.2 Provide resources for continuous learning opportunities/initiatives	For example, time, financial resources, etc.
	5.3 Be aware of new trends in training	
6. Evaluate performance	6.1 Seek feedback from performance review process	Observe company standard  For example, interview by formal process including two levels: <ul style="list-style-type: none"> <li>• Self performance review</li> <li>• Manager performance review</li> </ul>
	6.2 Develop and utilize a standard review process for everyone	
	6.3 Develop a way to capture key performance criteria	For example, evaluating productivity on the line
	7. Negotiate collective bargaining agreements, as required	7.1 Communicate on ongoing basis with union
	7.2 Develop bargaining position based on the bargaining strategy	
	7.3 Participate in bargaining process	

A Vice-President Manufacturing must be able to:

**F. Oversee production**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Review monthly rolling sales forecast	1.1 Analyze deviations from business plan/budget	
	1.2 Determine action plan to manage deviations, if required	
	1.3 Review capacity and assumptions	
	1.4 Assess impact on resources	
2. Oversee production planning	2.1 Develop production plan	
	2.2 Review production plan on a macro level	
	2.3 Ensure supply meets demand	For example, be aware of lead times
	2.4 Identify any bottlenecks or conditions that might jeopardize supply	For example, identify raw and packaging material availability, and adequate warehouse space
3. Adapt production plan to monthly rolling sales forecast	3.1 Consult with finance and sales, as required, to manage peaks and valleys	
	3.2 Implement new, modified production plans	
	3.3 Rework resource planning, if required	
4. Manage engineering	4.1 Review scheduled maintenance programs	Such as trending, Corrective Action/Preventative Action (CAPA) inputs, etc.
	4.2 Integrate maintenance programs into production plans	
	4.3 Monitor equipment downtime including planned and non-planned stoppages	Such as trending, Corrective and Preventative Action (CAPA) inputs, etc.
	4.4 Review maintenance budget and set	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	priorities	
	4.5 Manage investment portfolios/projects	
	4.6 Review spare parts inventory and management	
	4.7 Plan for shut downs and upgrades	
	4.8 Stay abreast of industry best practices	
	4.9 Review and adjust procedures	
5. Ensure compliance with procedures	5.1 Review trends	Follow company policies and procedures  For example, Key Performance Indicators (KPIs), Corrective and Preventative Actions (CAPAs), customer complaints, etc.
	5.2 Identify scale and risk of non-conformance, in consultation with Quality Assurance/Quality Control (QA/QC)	
	5.3 Set action plans for non-conformity	
	5.4 Measure impact on business performance	
	5.5 Identify key risk areas	
	5.6 Keep abreast with latest changes and regulation updates	
6. Support development of product specifications	6.1 Oversee requirements identification, based on scientific knowledge in relevant industry, as required	Requirements such as: <ul style="list-style-type: none"> <li>• Product Technical files</li> <li>• Material Safety Data Sheets (MSDS)</li> <li>• Supplier specifications</li> </ul> <i>Note: Specifications are regulated and require review and approval by regulatory affairs</i>
	6.2 Oversee production specifications sheets	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	6.3 Approve product specifications, in collaboration with quality assurance department	
	6.4 Share product specifications with resource people in charge of procurement	
	6.5 Support translating product specifications into material buying specifications	
	6.6 Direct the purchasing team to implement raw and packaging material specifications between product development and suppliers	
	6.7 Support development of purchasing specifications and setting of contractual agreements	
7. Validate processes	7.1 Carry out equipment validation	Follow good manufacturing practice (GMP) guidelines, as applicable
	7.2 Carry out process validation	
	7.3 Carry out facility validation	
	7.4 Consult with engineering departments, as necessary	
8. Oversee inventory management	8.1 Determine inventory requirements and provide feedback to production	
	8.2 Review physical stock/cycle counts periodically	For example, monthly or as required
	8.3 Establish lead times	
	8.4 Review wastage, wastage reports and determine corrective action plan	Follow standard accounting procedures
	8.5 Set an action plan for obsolete and redundant stocks	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	8.6 Liaise with sales for slow moving finished product stocks	
	8.7 Support product recall procedures	
	8.8 Oversee supply chain	Follow GMP guidelines, as applicable
9. Champion Environmental, Health and Safety (EHS) programs	9.1 Review and approve EHS policy	Policies regarding, for example, safe working environments, Personal Protective Equipment (PPE), safety drills, etc.
	9.2 Ensure adequate EHS training	For example, follow: <ul style="list-style-type: none"> <li>• First Aid</li> <li>• Occupational Health and Safety Management Systems (OHSAS 18001)</li> <li>• Environmental Management Guidelines (ISO 14001)</li> </ul>
	9.3 Monitor and participate in occupational health and safety programs or committees	For example, review manufacturing safety drills
	9.4 Provide a safe working environment, as required	
	9.5 Enforce use of Personal Protective Equipment (PPE), if required	
	9.6 Support and ensure management representation on safety committees	For example, EHS and biosafety committees*
	9.7 Review and approve emergency evacuation plans in consultation with safety committee or coordinator, as required	
	9.8 Liaise with safety coordinator	
	9.9 Monitor data	

\* Biosafety committees may assess pathogen risks to employees and the environment.

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	9.10 Review periodic safety reports	For example, review: <ul style="list-style-type: none"> <li>• Lost Time Accidents</li> <li>• Accident Frequency Rates (AFR)</li> <li>• Safety Hazardous Analysis Program (SHAP)</li> <li>• Corrective actions</li> <li>• DuPont Safety Guidelines</li> </ul>
10. Monitor key performance indicators (KPIs)	10.1 Set up forums to review KPIs	Follow company policies for internal and external manufacturing activities
	10.2 Determine and review corrective action plans	
	10.3 Carry out effectiveness check	For example, determine whether corrective action was effective
	10.4 Measure impact on business plan	
	10.5 Compare actual with expected KPIs	
	10.6 Benchmark with industry standard	
11. Assess the impact of production plan changes on the operational plan	11.1 Determine type and scale of deviations	
	11.2 Analyze impact on business plan and resource utilization	For example, perform Cost Variance analysis
	11.3 Develop and review corrective action plan	
	11.4 Identify possible solutions	
	11.5 Implement approved corrective actions, as necessary	
12. Oversee contract manufacturing operation, as required	12.1 Prepare manufacturing agreement	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	12.2 Prepare quality	For example: <ul style="list-style-type: none"> <li>• Identify key contractual agreements</li> <li>• Identify negotiation team members</li> <li>• Develop negotiation strategy</li> <li>• Implement negotiation strategy</li> <li>• Negotiate key contractual agreements</li> </ul>
	12.3 Prepare statement of work	

A Vice-President Manufacturing must be able to:

**G. Comply with legislation**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Ensure compliance with relevant regulations	1.1 Review relevant literature	For example, review: <ul style="list-style-type: none"> <li>• Legislations following Health Canada</li> <li>• US Food and Drug Administration (FDA)</li> <li>• EU legislations</li> <li>• ICH (International Conference on Harmonization)</li> <li>• GCP (Good Clinical Practices)</li> <li>• GLP (Good Laboratory Practices)</li> <li>• Environmental compliance documentation</li> <li>• Environmental, health and safety legislations</li> <li>• Occupational health regulations</li> <li>• Good Manufacturing Practices (GMP)</li> <li>• Hazard Analysis and Critical Control Points (HACCP)</li> </ul>
	1.2 Contact key spokespersons in agencies, as required	Observe company policy regarding contact with regulatory agencies
	1.3 Analyze prevailing legislations and capture parameters/controls relevant and/or applicable to the business	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
2. Analyze risk exposure	2.1 Identify elements of risk	Review relevant regulatory documentation and scientific literature, including: <ul style="list-style-type: none"> <li>• International Conference on Harmonisation (ICH) Q10 Pharmaceutical Quality System Model</li> <li>• PDA Journal of Pharmaceutical Science and Technology</li> </ul>
	2.2 Estimate probability of occurrence of each element	
	2.3 Estimate impacts of each element, if they occur	For example, cost of life, financial implications, etc.
	2.4 Estimate implications of implementing risk management strategies	
3. Develop legislative awareness programs, as required	3.1 Identify resource people within the company who will monitor and understand relevant legislations	
	3.2 Develop monitoring/measurement programs	
4. Develop and follow company guidelines to ensure compliance in conjunction with quality assurance (QA)	4.1 Promote key objectives	
	4.2 Oversee writing of guidelines in conjunction with QA	
	4.3 Approve guidelines, as necessary	
5. Oversee implementation of guidelines	5.1 Identify resource people in charge of implementation for various departments	
	5.2 Oversee training of resource people and staff	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	5.3 Approve resources required to implement guidelines	
6. Monitor compliance with guidelines	6.1 Develop monitoring procedure	
	6.2 Oversee monitoring	
	6.3 Analyze variance with guidelines	
7. Review procedures, monitoring trends and variances	7.1 Review manufacturing documents	
	7.2 Review standard operating procedures, as required	
	7.3 Review and analyze deviation trends	
8. Review reports to or from authorities	8.1 Review non compliances	
	8.2 Seek corrective actions	

A Vice-President Manufacturing must be able to:

**H. Promote continuous improvement**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Define continuous improvement framework	1.1 Define continuous improvement within the context of the company	For example, promote participation in company-wide surveys, analyze survey results, solicit feedback, etc.
	1.2 Identify objectives and set improvement targets	
	1.3 Oversee guidelines development	
	1.4 Approve resources required for implementation	
	1.5 Identify key resources and people responsible for implementation of the program	
	1.6 Oversee development of monitoring procedure	
	1.7 Reward successful projects	
2. Develop a continuous improvement culture	2.1 Identify communication method	
	2.2 Select training strategy	
	2.3 Oversee implementation of training strategy	
	2.4 Set key areas of development and assign continuous improvement teams (Kaizen) with SMART (Specific, Measurable, Achievable, Realistic, and Timely) objectives	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
3. Analyze inefficiencies	3.1 Identify inefficiencies	For example, to check for inefficiencies: <ul style="list-style-type: none"> <li>• Review SOPs</li> <li>• Carry out data mapping</li> <li>• Review Standard Financial/accounting Analysis/Practices</li> <li>• Review Standard manufacturing and Supply Chain Analysis and practices</li> <li>• Review Plant &amp; Machinery Controls</li> </ul>
	3.2 Estimate impact of inefficiencies	
	3.3 Estimate impact of corrective measures	
4. Establish improvement priorities	4.1 Identify highest impact inefficiencies	
	4.2 Evaluate feasibility of implementing corrective measures	
	4.3 Select priorities	
	4.4 Support implementation of corrective measures	
5. Coach continuous improvement teams	5.1 Share vision	
	5.2 Listen to staff	
	5.3 Develop strategies that reach consensus	
	5.4 Analyze performance with staff	
	5.5 Promote successful implementation of corrective measures	For example, seek consensus as possible, use tools such as cross-functional teams

A Vice-President Manufacturing must be able to:

**I. Support CEO in driving the organization**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Participate in defining company vision and mission	1.1 Provide inputs	
	1.2 Provide feedback	
2. Influence overall business decision making	2.1 Provide inputs	
	2.2 Provide feedback	
	2.3 Participate in decision making	
	2.4 Rally to decisions	
	2.5 Participate in sub-committees, as required	
	2.6 Lead some sub-committees, as required	
	2.7 Develop analysis of own and key-competitors' operations	
	2.8 Share obstacles and issues with executive committee including proposed solutions and options	
3. Represent manufacturing interests on the executive team, as required	3.1 Share vision of manufacturing group	For example, be on top of all operations, capabilities and issues to enable constructive involvement in business discussions and support executive team to decision making
	3.2 Share requirements and interests of manufacturing group	
	3.3 Assess feasibility of proposed company strategies on manufacturing operations	
	3.4 Lobby for resources	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
4. Propose business improvement projects	4.1 Identify opportunities	
	4.2 Assess feasibility of opportunities	
	4.3 Promote proposed strategies	
5. Provide status reports on activities	5.1 Oversee development of progress reports	
	5.2 Share progress report with CEO and executive team	
	5.3 Provide a strategic assessment of performance including impact on business plans and proposed action plans	Include, for example, impact on business plans and proposed action plans
6. Provide information on market and manufacturing industry trends	6.1 Monitor and analyze relevant trends	
	6.2 Identify opportunities and threats	
	6.3 Continuously establish and promote open communications	For example, maintain open communication with sub-contractors, third-party manufacturers and suppliers to keep abreast with latest market developments
7. Communicate corporate directions to manufacturing division	7.1 Identify key messages and cascade to operational sub departmental actions	
	7.2 Develop communication strategy	
	7.3 Implement communication strategy	
	7.4 Support executive team directions	
	7.5 Listen to feedback from staff	

A Vice-President Manufacturing must be able to:

**J. Oversee purchasing functions**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Maintain awareness of commodity trends	1.1 Monitor relevant markets	For example, review: <ul style="list-style-type: none"> <li>• Commodity market analysis</li> <li>• Business Analysts’ reports and research studies</li> <li>• Perform vendor audits</li> </ul>
	1.2 Analyze market trends	
	1.3 Exploit opportunities to build cost-model contracts relating purchased raw/packaging materials to commodities	
	1.4 Exploit hedging opportunities	
2. Assess the impact of international exchange rates	2.1 Analyze information on currency markets in consultation with finance department, as necessary	
	2.2 Identify opportunities and threats	
	2.3 Develop strategies	
	2.4 Obtain approval on strategies	
	2.5 Implement strategies	
3. Exploit global sourcing opportunities	3.1 Identify lowest cost regions	For example, through: <ul style="list-style-type: none"> <li>• Benchmark research studies</li> <li>• Reviewing international sourcing journals</li> </ul>
	3.2 Identify potential global suppliers	
	3.3 Initiate contact with suppliers	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	3.4 Develop Requests For Proposals (RFPs)	
	3.5 Assess competitiveness of global sourcing	
	3.6 Analyze the supply chain for global sourcing	Include, for example: <ul style="list-style-type: none"> <li>• Logistics</li> <li>• Freight</li> <li>• Cross border activities</li> <li>• Customs</li> <li>• Impact on lead times</li> <li>• Working capital</li> </ul>
	3.7 Evaluate global sourcing versus negotiation with local suppliers	
	3.8 Implement global sourcing if competitive and approved	
4. Negotiate key contractual agreements	4.1 Identify key contractual agreements	Follow company policies and procedures for legal involvement
	4.2 Identify negotiation team members	For example, involve sales and marketing and regulatory on the negotiation team  Follow GMP guidelines regarding technical agreements for contract manufacturing
	4.3 Develop negotiation strategy	
	4.4 Implement negotiation strategy	
5. Oversee logistics	5.1 Identify guidelines/legislations	For example, identify applicable: <ul style="list-style-type: none"> <li>• Bilateral and multilateral trade agreements</li> <li>• Harmonized (HS) Codes and customs tariffs</li> <li>• Import duties</li> </ul>

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
	5.2 Identify resource people responsible for implementation within the company	
	5.3 Communicate guidelines/legislation	
	5.4 Review monitoring reports	
	5.5 Approve corrective actions, if necessary	

A Vice-President Manufacturing must be able to:

**K. Demonstrate personal competencies**

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
1. Influence decisions	1.1 Define the best approach to promote a position	For example, select the best approach based on: <ul style="list-style-type: none"> <li>• Company vision, mission and strategy</li> <li>• Business Plan</li> <li>• Company policy</li> <li>• Prevailing legislations</li> <li>• Process procedures</li> <li>• Good Manufacturing Practice (GMP) guidelines</li> <li>• Hazard Analysis and Critical Control Points (HACCP) guidelines</li> </ul>
	1.2 Articulate the position with clarity	
	1.3 Understand other peoples' positions	
	1.4 Compromise to reach core goals, if necessary	For example, be flexible
	1.5 Develop a structured analytical approach to proposed issues to reach consensus	
	1.6 Demonstrate business acumen	
	1.7 Consistently keep educated on business issues and capabilities to support decision making	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
2. Communicate effectively and clearly	2.1 Identify target audience and setting	
	2.2 Identify clearly key messages and objectives	
	2.3 Gear communication style towards the target audience	
	2.4 Accept feedback genuinely	
3. Demonstrate interpersonal skills	3.1 Understand peoples' motives, interests and backgrounds	For example, apply company codes of conduct
	3.2 Listen to peoples' feedback	
	3.3 Demonstrate ability to identify champions when implementing strategies	
	3.4 Apply and look for win-win solutions	
4. Demonstrate analytical skills	4.1 Identify problem or issue at stake	
	4.2 Use accepted analytical tools	
	4.3 Formulate clear recommendations that address the interest of various stakeholders	
5. Interpret and analyze data	5.1 Understand the implications and scientific limitations of the results obtained	Consult with appropriately qualified team members (e.g., scientists, engineers, etc.), as required
	5.2 Determine how manufacturing is impacted by the results	
	5.3 Identify how the results can be integrated to the manufacturing operations	
	5.4 Analyze relevance and correlate impact on Business Plan	
	5.5 Demonstrate out-of-box thinking	

TASKS	SUBTASKS	IMPORTANT ACTIONS / PERFORMANCE STANDARDS
6. Demonstrate professionalism	6.1 Understand the ethics and standards relevant to the position and professions involved	
	6.2 Maintain professionalism independent of audience	
7. Adapt to changing technology environment	7.1 Utilize system tools	For example, software, hardware, etc .
	7.2 Identify industry, technology and market trends	For example, read industry journals and research papers
	7.3 Identify opportunities and threats of changing environment	
	7.4 Develop strategies that benefit the most from the changing environment	
	7.5 Oversee strategy implementation	
	7.6 Accept and promote change	
	7.7 Question the unquestionable	
	7.8 Consistently search for improvements	
8. Promote teamwork	8.1 Identify teams	
	8.2 Set clear team objectives	Set, for example: <ul style="list-style-type: none"> <li>• Company code of conduct</li> <li>• Company vision, mission statement</li> </ul>
	8.3 Align team and individual objectives	
	8.4 Provide resources to the team	
	8.5 Reward results for team performance and accomplishments	
	8.6 Maintain a team culture	
	8.7 Consistently involve staff in decision making to promote ownership	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
	8.8 Drive “way-forward” actions through team involvement sessions creating ownership to processes and procedures	
	8.9 Promote a “learning from experience” culture and avoid penalizing mistakes	
9. Demonstrate innovative thinking and entrepreneurship	9.1 Identify innovative ways of implementing strategic plans	
	9.2 Identify sound business opportunities outside of adopted strategic plans	
	9.3 Demonstrate ability to build a successful business case with limited resources	
	9.4 Question the unquestionable	
	9.5 Seek practical solutions	
10. Keep current with market developments, as required	10.1 Review market intelligence summaries	Read, for example, industry journals and research papers
	10.2 Attend conferences and workshops	
	10.3 Maintain network of contacts	For example, suppliers, third-party providers, research institutes, etc.
11. Solve problems	11.1 Involve experts and professionals in the field as part of the problem solving exercise	
	11.2 Identify problems or issues	
	11.3 Understand the science or the technology relevant to the problem or issue at stake	
	11.4 Develop practical solutions to problems or issues	
	11.5 Oversee implementation of solutions	

<b>TASKS</b>	<b>SUBTASKS</b>	<b>IMPORTANT ACTIONS / PERFORMANCE STANDARDS</b>
12. Integrate cultural diversity	12.1 Understand the main cultural traditions relevant to business operations	
	12.2 Develop strategies that allow meeting corporate objectives while respecting cultural differences	
	12.3 Demonstrate a high level of clarity and transparency, where applicable	
	12.4 Accept and appreciate different ways of doing things	
13. Demonstrate clarity of purpose, as required	13.1 Identify objectives and procedures	
	13.2 Communicate objectives and procedures with clarity	
	13.3 Live up to standards	
	13.4 Demonstrate leadership	
	13.5 Insist/promote/demonstrate clarity in reporting	
	13.6 Correlate all objectives and actions to the vision, mission and business objectives	

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The Board of Directors is composed of experts in the field of HR: CEO's, CFO's and CSO's from across Canada with extensive financial and industry experience representing companies and organizations in Canada's bio-economy. BioTalent Canada is not a membership organization and therefore relies on the guidance provided by its dedicated volunteer Board of Directors.

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