



POSITION PROFILE



Vice President –
Global Quality



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Originally founded by James Howden in Scotland as a marine engineering firm in 1854, Howden has grown and evolved into a global leader in manufacturing air and gas handling solutions. With the power of our engineering expertise and technology, our equipment plays an integral role within our customers' processes, which provide safe and reliable solutions that are both sustainable and efficient.

Howden supports multiple sectors including infrastructure, power generation, oil & gas, wastewater, metals, mining and transportation.

We work in partnership with our customers, wherever they are, to deliver sustainable and customised solutions. For over a century we have built a strong global network of experts that is formed from responsive local service and delivery teams, in more than 100 countries, who are familiar with local requirements and challenges. We are proud that our people and business are part of the communities in which we operate in.

Our mantra is 'revolving around you', something that has underpinned our business since it was established. Constantly improving our products and services according to our customers' needs, Howden has never stood still.

Our Mission

“ We combine our technology and worldwide engineering expertise to design and deliver solutions and services that optimise our customers' air and gas handling processes ”

Our Values

Our values are the principles by which we do business. We deliver our promise by living these values which supports our culture. Our values define who we are, what we believe in and are fundamental to our success.





Job Title:	Vice President – Global Quality
Reports to:	Massimo Bizzi, Chief Operating Officer
Location:	Flexible with travel time expectation of up to 50%

The Vice President for Global Quality will be expected to transform the quality organization of Howden and take it to the next level by working on leadership, standards, processes and execution (in cooperation with the COO and the Howden leadership team).

Candidate Impact: Snapshot of Success

- Successfully lead improvement initiatives to reduce Cost of Poor Quality (COPQ) below 0.8% of sales (JOP 1.4%)
- Define robust and consistent quality standards across all sites globally
- Establish and implement strong processes of review to manage quality performance
- Drive activity to improve results with practical approach and hands on involvement
- Lead by example and create engagement to impact the culture and long-term results
- Be seen as a role model and positive influencer at all levels across the Global Products Group





Responsibilities

- Standards:
 - Lead the development of global quality standards across Howden
 - Implement the standard across all Howden sites, guiding global quality teams in order to achieve the required internal and external quality standards
 - Develop and implement an internal audit process to ensure compliance to the standards
 - Align processes and behaviours to our ISO certified quality systems
- Processes: improve consistency of quality processes across Howden
 - Review the Quality Management Systems (QMS) of Howden operating companies globally to achieve more consistency – working with Global HBE Director who has already started the activity
 - Improve the Non-Conformance Reporting systems (NC) of Howden operating companies. Reduce the overall time to successfully investigate and complete corrective actions. Create a structured method to use NC and KPI data to drive continuous improvement
 - Implementation of the following QMS elements, as minimum, in addition to NC: Standard Work, Control Plans, Process Failure Mode Effect Analysis (PFMEA)
 - Define quality metrics at different levels of the organisation, driving improvement in quality KPIs
 - Conduct regular performance reviews with each company on weekly and monthly basis, consolidate data and make them ready for presentation to COO, CEO and board level
 - When required, lead Kaizen events driving improvement in quality performance
 - Coach and train quality teams in order to improve skills and capability
- Culture
 - Understand and embrace Howden vision, mission and values
 - Act as a role model in line with Howden guiding principles
 - Create engagement across the quality community to drive alignment to our culture. “Right way & right results”
- Support the senior leadership team: support the COO and the Howden senior leadership team in implementing strategic programmes within the business. This will include participating in Howden strategic development and M&A activities



Expectations:

- Lead improvement initiatives to reduce Cost of Poor Quality (COPQ)
- Implement a robust and consistent QMS and NC system
- Define and roll out quality standards and audit process
- Embed regular quality reviews and integrate them with operations and HBE
- Drive activity to improve results with practical approach and hands on involvement
- Lead by example and create engagement to impact the culture and long term results
- Be a role model in the senior leadership team in the Global Products Group





Skills, Knowledge & Behaviours:

Essential:

- Strong leadership and communication skills and ability to work in team
- Degree educated preferably in Engineering
- Proven track record as global quality leader of a multi-site organization
- Solid experience in the manufacturing & machinery industry
- Global business experience (preferably living abroad for extended periods)
- Experience operating in a matrix style organization – ability to “drive through influence”
- Working knowledge of quality systems (QA-QC) including non-conformance processes
- Data analysis and management skills
- Good coaching and mentoring skills

Desirable:

- Plant management experience
- 6 Sigma black belt
- Experience as continuous improvement manager (CI)
- Specific knowledge of engineered-to-order businesses
- Project Management qualification and/or experience in delivering engineered to order projects
- Strong Programme Management skills





Judgement & Decisions:

- Demonstrate positive behaviours to lead by example
- Empower both team members and other associates in taking and implementing decisions
- Take difficult and unpopular decisions to protect customers and product standards
- Highlight and address non-conformances in a manner which encourages positive team work
- Sensitive and diplomatic to the culture/operating environment when communicating
- Able to confidently challenge and influence across the business to deliver best business solutions
- Deliver practical and workable solutions that can be understood and robustly implemented





Attractive package commensurate with background and experience required for the role. For more information on remuneration please contact Sophie Randles, Director – Private Equity.

Contact details are as follows T: 07432 480922 or E: sophierandles@livingstonjames.com

The Recruitment Process

The search and selection process of this assignment is being managed by advising consultant, Sophie Randles – Director at Livingston James.

Selected professionals will then be invited to interview with selected senior stakeholders. If requested, psychometric assessment will be utilised through the process for which additional guidance will be provided.

All third-party applications, enquiries and direct approaches to Howden will be referred to Livingston James.