

General Manager – Manufacturing

Bisalloy Steels Pty Ltd | Unanderra, NSW

Position Title	General Manager – Manufacturing
Location	Unanderra, NSW
Reports To	Chief Executive Officer and MD
Key Functional Relationships	Chief Financial Officer; COO, Executive Leadership Team; Sales; Technical & R&D; HR; Finance
Direct Reports	Operational functional leaders, expected to include Production, Maintenance, Logistics / Supply, Quality and WHS; Business Improvement and System Manager. Final structure to be confirmed.
Korn Ferry Grade	TBD – position description structured to support formal Korn Ferry evaluation
Employment Scope	Australian manufacturing operations, centred on Bisalloy’s Unanderra heat-treatment facility

ROLE CONTEXT

Bisalloy is Australia’s only manufacturer of quenched and tempered high-strength, abrasion-resistant and armour-grade alloy steel plate. Its stand-alone Unanderra heat-treatment facility is a highly automated operation competing in demanding mining, construction, engineering and defence markets. The role therefore combines disciplined plant leadership with the standards, traceability, reliability, cost control and continuous improvement expected of a strategically important Australian manufacturer.

Position Purpose

The General Manager – Manufacturing is the senior leader accountable for the safe, reliable, quality-assured and cost-effective performance of Bisalloy’s Australian manufacturing operations. The role converts business strategy and customer requirements into an executable manufacturing plan and ensures that people, plant, maintenance, quality, logistics, systems and improvement resources operate as one integrated manufacturing system.

The position owns day-to-day and medium-term manufacturing performance while building the capability required for growth. It is accountable for operational delivery, manufacturing cost, safety leadership, workforce performance, asset reliability, production planning execution, quality discipline, inventory and logistics interfaces, operational risk, and the prioritisation of manufacturing capital and improvement activity.

A key feature of the new structure is a deliberate separation between line accountability and improvement capability. The General Manager – Manufacturing owns operational performance and the operating system; the Business Improvement and Systems Manager reports to this role and provides dedicated cross-functional capability to identify, quantify and deliver sustainable improvements. The General Manager is expected to sponsor, prioritise and embed those improvements rather than delegate operational accountability to the improvement function.

Key Accountabilities

1. Safety, Environment & Operational Risk

- Provide visible leadership for a Safety First culture and hold operational leaders accountable for safe systems of work, critical controls, hazard reduction and timely closure of actions.
- Ensure WHS and environmental requirements are integrated into operating decisions, maintenance, contractor management, change management and improvement projects.
- Exercise authority to stop work where safety, environmental, quality or material operational risk is unacceptable, and ensure effective investigation and corrective action.
- Partner with the relevant functional specialists to maintain compliant, practical and effective WHS and environmental management systems.

2. Manufacturing Performance & Delivery

- Own the manufacturing plan and delivery of agreed production, service, throughput, yield, cost and quality outcomes.
- Lead Production and related operational functions to create stable flow, disciplined operating practices and clear daily and weekly accountability.
- Balance customer priorities, product mix, plant constraints, labour, greenfeed availability and maintenance requirements to optimise total business outcomes rather than local measures.
- Establish and review meaningful operational KPIs, including OEE or equivalent measures, throughput, yield, downtime, schedule attainment, waste, conversion cost and customer service.
- Ensure operating procedures, shift routines, escalation paths and performance reviews are simple, understood and consistently applied.

3. Asset Reliability & Maintenance

- Hold line accountability for plant reliability, maintenance performance and the condition of operational assets.
- Ensure maintenance planning, scheduling, preventive maintenance, critical spares, shutdowns and reliability practices support production requirements and lifecycle value.
- Set expectations for the balance of planned versus reactive maintenance and ensure recurring failures are eliminated through disciplined root-cause action.
- Use the Business Improvement and System Manager to strengthen maintenance systems and analytics while retaining operational ownership within Manufacturing.

4. Quality, Process Control & Customer Assurance

- Ensure manufacturing consistently meets product specifications, process controls, traceability and customer requirements for Bisalloy's wear, structural, armour and protection products.
- Work closely with Technical & R&D and Quality to ensure metallurgical requirements and manufacturing discipline are translated into robust operating controls.
- Own operational response to non-conformance, recurring quality loss and process variation; ensure corrective actions are implemented and sustained.
- Ensure audit and certification requirements support, rather than substitute for, effective operational control.

5. People Leadership, Capability & Employee Relations

- Build a high-performing manufacturing leadership team with clear accountabilities, measurable objectives and consistent performance management.

- Create a shop-floor culture of safety, respect, accountability, problem solving and continuous improvement.
- Ensure workforce capability, succession, training and skills coverage are aligned to current operations and future manufacturing needs.
- Lead operational employee relations constructively in a unionised environment, working with HR to maintain productive relationships and business continuity.
- Develop managers and supervisors to solve problems at the appropriate level rather than escalating routine operational decisions.

6. Business Improvement & Operational Excellence

- Sponsor and prioritise the manufacturing improvement portfolio and hold the organisation accountable for realised benefits.
- Lead the Business Improvement and Operational Process Manager, ensuring the role is focused on the highest-value operational constraints and cross-functional process opportunities.
- Embed Lean and structured problem-solving practices pragmatically, avoiding improvement activity that creates administration without measurable operational value.
- Ensure approved automation, process and systems changes simplify work, improve data quality and strengthen manufacturing performance.
- Create mechanisms for employee-led improvement and ensure successful changes become standard work.

7. Financial, Capital & Commercial Discipline

- Own the manufacturing operating budget and deliver performance against agreed cost, productivity and efficiency targets.
- Understand and actively manage the principal drivers of manufacturing economics, including yield, energy, labour, maintenance, consumables, downtime, waste, inventory and logistics interfaces.
- Develop and recommend capital, major maintenance and operational investment proposals using clear business cases, risk assessment and return criteria.
- Ensure approved expenditure delivers committed operational and financial outcomes and that post-implementation benefits are verified with Finance.
- Provide reliable forecasts, explain variances and take timely corrective action.
- Co-ordinate and own S&OP

8. Planning, Supply & Cross-Functional Integration

- Ensure production planning, material availability, maintenance, quality and logistics are integrated around an achievable manufacturing plan.
- Work closely with Sales and customer-facing teams to provide credible capacity, lead-time and operational input to demand and service decisions.
- Work with Finance and supply stakeholders to optimise inventory, working capital and operational continuity without compromising product integrity or customer requirements.
- Coordinate effectively with Technical & R&D on new products, process changes, trials and industrialisation.

9. Manufacturing Strategy & Growth Readiness

- Translate corporate strategy into a practical manufacturing roadmap covering capacity, capability, reliability, technology, workforce and capital requirements.
- Assess manufacturing constraints and future investment needs early enough to support growth in higher-value and strategically important markets, including defence.

BISALLOY | POSITION DESCRIPTION

- Ensure operational change is scalable and does not create avoidable dependence on key individuals, spreadsheets or informal workarounds.
- Contribute as a senior business leader beyond the boundaries of Manufacturing and provide clear advice to the Executive Leadership Team on operational risk, trade-offs and opportunities.

Decision Making & Authority

Set manufacturing priorities and allocate operational resources within approved plans, budgets and delegated authorities.

Stop unsafe, environmentally unacceptable or non-conforming work and require corrective action before restart.

Approve manufacturing procedures, routines and local operating standards within the Company's governance framework.

Approve expenditure within delegated authority and manage the manufacturing operating budget.

Initiate and sponsor approved improvement projects and direct assigned internal and external resources.

Recommend capital expenditure, organisation changes, workforce changes and material system changes through normal approval authorities.

Escalate material safety, quality, customer, supply, financial, asset or business-continuity risks to the executive leadership.

Key Performance Indicators

A focused annual scorecard should be agreed rather than measuring every possible activity. Measures should be weighted toward outcomes and may include:

Safety: critical risk control effectiveness, leading indicators and sustained reduction in incidents / high-potential events.

Delivery: production plan attainment, customer service / schedule adherence and constraint performance.

Productivity: throughput, OEE or equivalent, labour productivity and conversion cost.

Quality: first-pass yield, scrap / rework, recurring non-conformance and customer quality performance.

Reliability: availability, unplanned downtime, planned maintenance ratio, schedule compliance and repeat failures.

Financial: manufacturing cost versus budget, productivity savings, inventory / working-capital measures and return on approved operational investment.

People: leadership effectiveness, capability / succession, engagement, absenteeism and completion of agreed development actions.

Improvement: verified benefits delivered from the approved improvement portfolio and sustainability of implemented changes.

Candidate Profile

Qualifications & Experience

Degree qualification in engineering, manufacturing, metallurgy, operations or a related discipline; postgraduate business or management qualification advantageous.

Substantial leadership experience in a manufacturing, metals, heavy industrial, process or engineered-products environment, including accountability for plant performance and operating budgets.

Experience in Industrial Relations including but not limited to Enterprise Bargaining negotiations and workforce Consultative Committees.

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Demonstrated record of improving safety, reliability, productivity, quality and cost — not simply maintaining an established operation.

Experience leading multiple operational functions such as Production, Maintenance, Quality, Planning, Logistics / Supply and WHS through functional managers.

Strong maintenance and asset-reliability understanding, including the ability to challenge reactive maintenance cultures and improve work management.

Practical Lean / continuous improvement capability and evidence of sustained benefit realisation.

Commercial and financial literacy: budgets, cost drivers, capital business cases, ROI, forecasting and variance management.

Experience working constructively with a unionised workforce and leading change in an established industrial environment.

Comfort with ERP, manufacturing data and digital tools as enablers of operations; the role is not an IT leadership position.

Experience in quality-critical, traceable or regulated manufacturing — including defence, aerospace, mining equipment, steel, metals or similar — would be highly regarded.

Critical Capabilities

Capability	What good looks like
Manufacturing leadership	Can run the plant today while improving the system for tomorrow; creates clarity, pace and accountability without unnecessary bureaucracy.
Safety leadership	Treats safety as an operating value and management discipline, not a parallel compliance process.
Operational judgement	Makes sound trade-offs across safety, quality, delivery, cost, reliability and customer priorities.
Systems thinking	Understands the interaction of people, equipment, process, planning, quality, maintenance and information.
Financial acumen	Connects plant decisions to margin, cash, cost and return on investment; can defend an investment case with evidence.
Problem solving	Uses data and direct observation to find root causes, distinguish symptoms from constraints, and implement practical countermeasures.
Change leadership	Can challenge entrenched practices respectfully, engage supervisors and operators, and sustain change after project teams leave.
Talent leadership	Builds capable managers, establishes succession and holds people accountable while maintaining trust.
Executive communication	Communicates operational reality clearly to executives and translates strategy into shop-floor priorities.
Customer & quality orientation	Understands that manufacturing performance is ultimately measured in reliable supply and fit-for-purpose product performance.

Personal Attributes

- Visible, practical and comfortable spending meaningful time in the plant and with frontline leaders.

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- Calm under pressure; decisive when required and disciplined about follow-through.
- Low-ego and collaborative, but willing to challenge poor practice and unresolved accountability.
- Commercially minded and numerate, with a bias toward measurable outcomes.
- Curious about process detail without becoming the bottleneck for decisions.
- Respectful of Bisalloy's technical heritage while prepared to modernise operating practices.
- Resilient in a lean organisation where priorities compete and leaders must operate across functional boundaries.

Role Success – 12 to 24 Months

Success will be evident in a safer, more stable and more predictable manufacturing operation with clearer accountability, stronger frontline leadership and improved control of the key drivers of throughput, quality, reliability and cost. Production, maintenance, planning, quality and improvement activity should operate as an integrated system rather than as separate functional agendas.

The General Manager – Manufacturing should have established a credible manufacturing roadmap, strengthened maintenance and operational discipline, improved performance visibility, built a sustainable improvement pipeline with verified financial benefits, and developed a leadership team capable of supporting Bisalloy's next stage of growth without disproportionate reliance on individual knowledge or manual workarounds.

Executive Search Brief – Candidate Targeting

For search purposes, this is not a conventional "production manager" appointment and should not be positioned as a purely technical steel role. The preferred candidate is an enterprise-minded manufacturing leader who has personally carried plant accountability and can lift an established operation through stronger operating discipline, reliability, people leadership and measurable improvement.

Priority candidate pools

- General Managers / Plant Managers from steel, metals, heat treatment, foundry, heavy fabrication, engineered products, industrial processing or comparable continuous / batch manufacturing.
- Operations leaders from quality-critical and traceability-intensive sectors such as defence manufacturing, aerospace supply, rail, heavy equipment or advanced materials.
- Senior manufacturing leaders who have led maintenance and reliability transformation, not only production.
- Leaders from Australian industrial businesses with unionised workforces, lean structures and meaningful exposure to imported competition.

Evidence the search should test

- Quantified examples of safety, throughput, yield, downtime, quality and cost improvement and what the candidate personally changed to achieve them.
- Experience building capability in supervisors and functional managers rather than solving every problem personally.
- How the candidate has balanced urgent production pressure with planned maintenance and longer-term reliability.
- Quality and customer consequences of process variation in their prior environments and how control was strengthened.
- Budget ownership, capital prioritisation and examples where expected ROI was challenged or benefits were independently verified.
- Employee-relations experience, including difficult change in a unionised or long-tenure workforce.

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- Ability to use ERP / manufacturing data without confusing system implementation with operational improvement.

Potential mis-hires / watch-outs

- Candidates whose experience is primarily corporate operational excellence or consulting without sustained line accountability for a plant.
- Pure maintenance, engineering or technical specialists who have not led the full manufacturing system.
- Leaders who rely on large support functions and may struggle in a lean, hands-on organisation.
- Candidates who describe Lean through tools and events but cannot demonstrate sustained operational and financial outcomes.
- Production-first leaders who accept safety, quality or maintenance debt to make short-term volume.

Role Dimensions & Korn Ferry Evaluation Context

The following dimensions are included to make the role readily evaluable. Quantitative values should be completed before formal grading; responsibilities and decision rights below are intended to define the scale and nature of accountability without inventing current company data.

Dimension	Role scope
General Manager – Manufacturing	

Dimension	Role scope
Business impact	Direct impact on Australian manufacturing output, cost, quality, safety, service, working capital, asset reliability and operational risk.
Financial accountability	Accountable for the approved manufacturing operating budget and performance against budget; develops and recommends capital and major maintenance priorities; accountable for delivery of approved productivity and cost outcomes.
People leadership	Leads manufacturing functional managers and the broader operational workforce through those leaders. Headcount and organisation layers: to be confirmed.
Asset / plant scope	Accountable for the operating performance and stewardship of the Unanderra manufacturing facility and associated operational assets. Replacement asset value: to be confirmed.
Operational complexity	Specialised Q&T steel manufacturing; variable product mix; high consequences of quality, safety and reliability failures; customer and regulatory requirements including defence-related product controls.
Decision authority	Sets operational priorities within approved plans and delegated authorities; reallocates manufacturing resources; stops unsafe or non-conforming work; approves operational procedures; recommends material capital, organisation and system changes.
Problem-solving environment	Balances throughput, metallurgy / quality requirements, maintenance windows, labour capability, customer priorities, input material availability, energy and conversion cost, and longer-term improvement.
Influence	Works across the Executive Leadership Team and with Sales, Technical & R&D, Finance, HR, suppliers, contractors, auditors, regulators and employee representatives.

. Items to Confirm Before Korn Ferry Grading

1. Final reporting line and membership of the Executive Leadership Team.
2. Confirmed direct-report positions and total manufacturing headcount / organisation layers.
3. Annual manufacturing operating budget and delegated expenditure authority.
4. Indicative annual capital / major maintenance program under the role's stewardship.
5. Asset base / replacement value or another accepted proxy for plant scale.
6. Extent of direct accountability for Logistics, Quality, WHS, Material Sourcing / Supply and Production Planning versus functional or matrix accountability.
7. Whether the role has formal responsibility for industrial relations negotiations or operates through HR / executive sponsorship.
8. Geographic scope beyond Unanderra, if any.