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# OCCUPATIONAL STRUCTURE

## *Wood Based Industry*



Menjana Pembangunan K-Pekerja



Menjana Pembangunan K-Pekerja







# **OCCUPATIONAL STRUCTURES FOR WOOD BASED INDUSTRY**



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Ministry of Human Resources, Malaysia**

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## **TABLE OF CONTENT**

<b>No.</b>	<b>Title</b>	<b>Page</b>
1	Concept and Structure of Malaysian Skill Certification System	1
2	Overview - Wood Based Industry	2
3	Conclusion	17
4	References And Source	18
5	Executive Summary For Subsectors In Wood Based Industry	19
6	Executive Summary of Total Job Titles	21
7	Development Methodology	23
8	List of Panel Experts For Wood Based Industry Occupational Analysis Development	24
9	Subsectors, Job Areas and Job Titles of Wood Based Industry	25
10	Chart of Subsector For Wood Based Industry	30
11	Occupational Definition	
	sawmilling	32
	sawmilling (re-sawing)	38
	sawmilling (timber grading)	44
	sawmilling (saw doctoring)	48
	preservation (bundle preparation)	52
	preservation (pressure treatment)	57
	kiln drying (drying)	62
	plywood (material preparation)	67
	plywood (veneering)	73
	plywood (plywood making)	79



<b>No.</b>	<b>Title</b>	<b>Page</b>
	plywood (finished products)	85
	particleboard (chipping)	91
	particleboard (deflaking)	97
	particleboard (drying)	103
	particleboard (gluing)	109
	particleboard (forming)	115
	particleboard (hot pressing)	121
	particleboard (sizing)	127
	particleboard (sanding and packing)	133
	medium density (wood and chip preparation)	139
	medium density fiberboard (board production)	145
	medium density fiberboard (finishing)	151
	furniture (rough milling)	157
	furniture (final milling)	163
	furniture (assembly and finishing)	169
	furniture (product development)	187
	furniture (carpentry services)	197
	moulding (timber yard)	202
	moulding (moulding)	207
	moulding (packaging)	219
	laminated board (rough milling)	225
	laminated board (finger jointing)	231
	laminated board (lamination)	243
	door and window frame (rough milling)	255
	door and window frame (final milling)	261
	door and window frame (assembly and packing)	267

<b>No.</b>	<b>Title</b>	<b>Page</b>
	parquet and flooring (rough milling)	273
	parquet and flooring (final milling)	279
	parquet and flooring (finishing)	285
	parquet and flooring (packing)	291
	housing structure (rough milling)	297
	housing structure (final milling)	303
	housing structure (assembly)	309
	pulp and paper (material preparation)	315
	pulp and paper (de-inking)	321
	pulp and paper (paper making)	327
	pulp and paper (rewinding)	332
	pulp and paper (finished product)	338
	boat making (material preparation)	343
	boat making (rough milling)	347
	boat making (final milling)	353
	boat making (finishing)	359
	charcoal (material preparation)	376
	charcoal (heating)	382





# Concept and Structure of Malaysian Skill Certification System

## TYPE OF SKILL CERTIFICATION

### DLKM Level 5-Managerial Level

(Diploma/Advance Diploma Technology)

'Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and often significant responsibility for the work of others and for the allocation of substantial resources feature strongly, as do personal accountabilities for analysis and diagnosis, design, planning, execution and evaluation.'

### DKM Level 4-Supervisory Level

(Diploma/Diploma Technology)

'Competent in performing a broad range of complex technical or professional work activities performed in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present.'

### SKM Level 3-Supervisory Level

(Malaysian Skill Certificate)

'Competent in performing a broad range of varied work activities, performed in a variety of context, most of which are complex and non-routine. There is considerable responsibility and autonomy and control or guidance of others is often required.'

### SKM Level 2-Operation and Production Level

(Malaysian Skill Certificate)

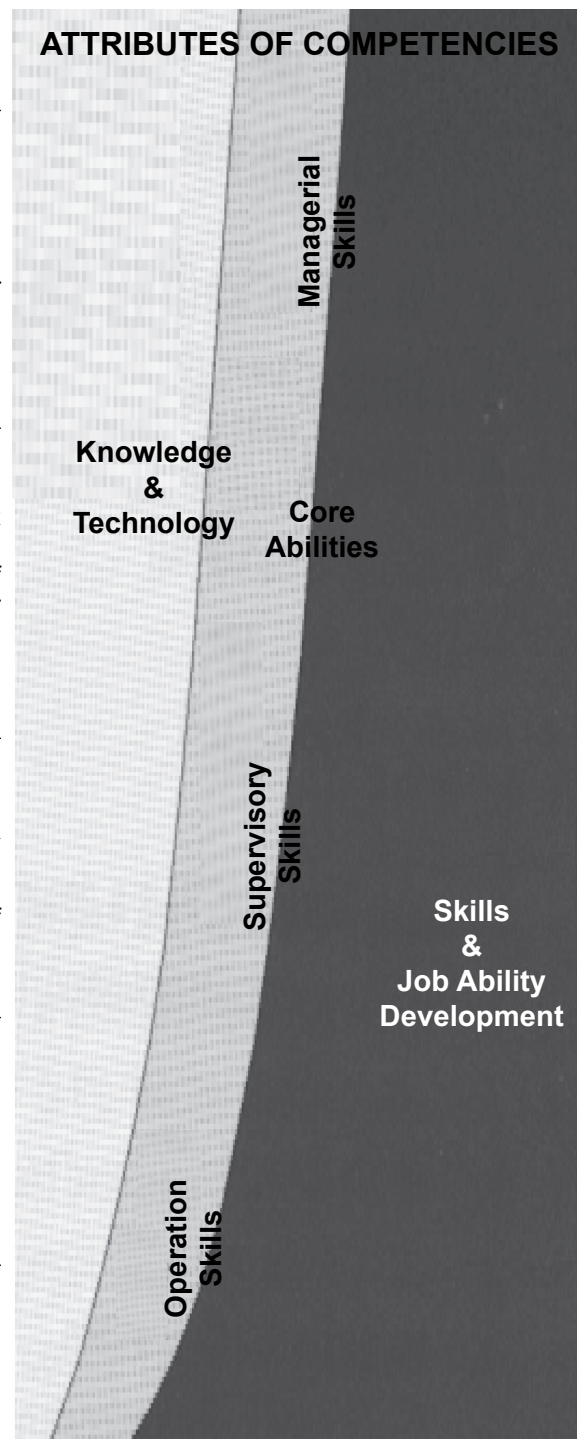
'Competent in performing a significant range of varied work activities, performed in a variety of context. Some of the activities are non-routine and required individual responsibility and autonomy.'

### SKM Level 1-Operation and Production Level

(Malaysian Skill Certificate)

'Competent in performing a range of varied work activities, most of which are routine and predictable.'

## ATTRIBUTES OF COMPETENCIES





# **WOOD BASED INDUSTRY**

## **OVERVIEW**

The wood based industry is one of the resource-based industries which has progressed tremendously and has potential for growth. It is a major contributor to export earnings and employment in the manufacturing sector. It has the extensive backward linkages with the primary sector, principally tropical hardwood timber and rubber and forwards linkages to the metals and the machinery and equipment industries.

From being a major exporter of plywood, the industry has progressed to become a major exporter of medium density fibreboard (MDF) and rubberwood furniture. Malaysia is presently the world's fourth largest exporter of MDF and the second largest furniture exporter in Asia and among the top ten in the world.

During the period of the second industrial master plan (IMP2), 1996-2005, output of the industry expanded in line with the growing external demand. The industry has also diversified into value added products such as mouldings, builder's joineries and carpentries (BJC), panel products and furniture. Rubberwood furniture was the fastest growing segment, and since 2000 has overtaken plywood as largest contributor to export.

In the third Industrial Master Plan (IMP3), 2006-2020, the industry will continue to be export driven. The production of sawn timber including rubberwood, will be enhanced through efficient and effective management of forest and forest plantations and the promotion of the lesser known species will be undertaken.

Through improvements in technology, research and development, and market promotion, the industry is expected to expand further into specialized bio-composites and other high value added product to cater for niche market. It will also progress towards improvement of quality and minimization of waste, through design development, by creating innovative products, and the enhancement of image through branding.

The industry will also continue to strengthen its green image through undertaking and promoting sustainable development, taking into consideration environmental concerns. Productivity in the industry will be further enhanced through strategies

on total factor productivity (TFP). The industry will be encouraged to increase the utilisation of automated equipment and machinery, as well as upgrade the quality of human capital to facilitate the supply of highly skilled workforce.

## **PERFORMANCE DURING THE INDUSTRY MASTER PLAN 2 (1996-2005)**

### **A) Analysis on Status of Industry**

1. The wood industry comprises of

- Primary wood processing
  - sawntimber
  - veneer and plywood
- Secondary wood processing
  - reconstituted panel products such as particle boards, medium density fibreboards (MDF) and laminated veneer lumber (LVL)
  - Builder's joinery and carpentry (BJC), mouldings
- Tertiary wood processing
  - Furniture and components
- Pulp and paper

In 2005, there were a total of 4,549 mills in operation, with the majority being Malaysian-owned small and medium enterprises (SMEs). More than half of these mills are located in peninsular Malaysia. Furniture mills accounted for about half of the total mills in operation (Table 1).

The industry has diversified into the production of downstream products, such as composite furniture products and engineered wood products, including laminated veneer lumber, medium density fibreboards and particleboards.

The average annual growth rate for the export of downstream products increased by 5.7 per cent, from RM 12.8 billion in 1996 to RM21 billion in 2005. In comparison, the total volume of export of logs decreased by an average rate of 3.1 per cent, from 7 million cubic metres in 1996 to 5.8 million cubic metres in 2005.



Table 1

**MAJOR WOOD BASED PROCESSING MILLS**

PRODUCT CATEGORY	PENINSULAR MALAYSIA		SARAWAK		SABAH		TOTAL	
	1996	2005	1996	2005	1996	2005	1996	2005
<b>Furniture &amp; other woodworking</b>	<b>2620</b>	<b>1774</b>	<b>215</b>	<b>389</b>	<b>120</b>	<b>200</b>	<b>2955</b>	<b>2363</b>
<b>Sawmills</b>	<b>712</b>	<b>664</b>	<b>220</b>	<b>290</b>	<b>234</b>	<b>178</b>	<b>1166</b>	<b>1132</b>
<b>Mouldings</b>	<b>136</b>	<b>167</b>	<b>21</b>	<b>28</b>	<b>149</b>	<b>157</b>	<b>306</b>	<b>352</b>
<b>Kiln Drying</b>	<b>120</b>	<b>123</b>	<b>7</b>	<b>46</b>	<b>3</b>	<b>74</b>	<b>130</b>	<b>243</b>
<b>Veneer and Plywood</b>	<b>48</b>	<b>52</b>	<b>43</b>	<b>55</b>	<b>68</b>	<b>67</b>	<b>159</b>	<b>174</b>
<b>Wood Preservation</b>	<b>117</b>	<b>118</b>	<b>10</b>	<b>n.a</b>	<b>10</b>	<b>39</b>	<b>137</b>	<b>157</b>
<b>Laminated Board</b>	<b>34</b>	<b>34</b>	<b>6</b>	<b>12</b>	<b>4</b>	<b>n.a</b>	<b>44</b>	<b>46</b>
<b>Parquet</b>	<b>25</b>	<b>26</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>n.a</b>	<b>27</b>	<b>27</b>
<b>Particleboard &amp; Chipboard</b>	<b>10</b>	<b>12</b>	<b>n.a</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>12</b>	<b>16</b>
<b>Wood Chips</b>	<b>3</b>	<b>6</b>	<b>n.a</b>	<b>4</b>	<b>n.a</b>	<b>5</b>	<b>3</b>	<b>15</b>
<b>Med Density Fibreboards</b>	<b>6</b>	<b>9</b>	<b>1</b>	<b>3</b>	<b>n.a</b>	<b>1</b>	<b>7</b>	<b>13</b>
<b>Prefab Houses</b>	<b>10</b>	<b>10</b>	<b>1</b>	<b>n.a</b>	<b>n.a</b>	<b>n.a</b>	<b>11</b>	<b>10</b>
<b>Int Pulp and Paper Mills</b>	<b>n.a</b>	<b>n.a</b>	<b>n.a</b>	<b>n.a</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

Source: Ministry of Plantation Industries and Commodities

## **B) Production**

In 2005, the production of selected intermediate wood-based products amounted to 11.3 million cubic metres. Major products were plywood, at 5.1 million cubic metric or 45.4 percent of total production, and sawn timber, at 5.1 million cubic metres or 45.1 per cent. Output of the intermediate products was to the annual allowable cutting rate of the forests under the policy of Sustainable Forest Management.

The production of paper doubled from 680,600 metric tonnes in 1996 to 1.4 million metric tonnes in 2005. The types of paper produced were liner paper, at 59.6 per cent of the total production, newsprint (17.7 per cent), writing and printing (12 per cent), tissue paper (9.8 per cent), and joss papers (0.9 per cent). Local paper manufacturer supplied 60 per cent of the domestic requirement of paper. Tissue and joss papers were mostly sourced locally, whereas 40 per cent of domestic demand for liner paper (kraft paper), newsprint, writing and printing, and specialty paper were met by imports.

## **C) Exports**

During the IMP2 period, the total export of wood based products increased by an average annual rate of 5.7 per cent, from 12.8 billion in 1996 to RM21 billion in 2005 (Table). Significant increases were recorded in panel products (plywood, particleboards and chipboards, and fibreboards), builder's joinery and carpentry, wooden frames, wooden furniture, and pulp and paper. During the same period, exports of sawntimber and veneer decreased by average annual rates of 1.4 per cent and 3.1 per cent, respectively. This was attributed to the decline of the supply of logs, as well as higher utilisation of these intermediate products for further value-added downstream processing.

## **D) Employment**

Employment in the industry increased by an average annual rate of 5.4 per cent from 332,200 persons in 1996 to 511,500 in 2005. The increase is largely contributed by the expansion in wood processing mills, for example, furniture, and plants for builders' joinery and carpentry.

Table 2

**EXPORTS OF WOOD BASED PRODUCTS**

	<b>1996</b>		<b>2000</b>		<b>2005</b>		<b>1996-2005</b>
	<b>Value</b>	<b>Share</b>	<b>Value</b>	<b>Share</b>	<b>Value</b>	<b>Share</b>	<b>Growth</b>
	<b>(RM mil)</b>	<b>(%)</b>	<b>(RM mil)</b>	<b>(%)</b>	<b>(RM mil)</b>	<b>(%)</b>	<b>(%)</b>
<b>TOTAL</b>	<b>12800.2</b>	<b>100.0</b>	<b>16,710.6</b>	<b>100</b>	<b>20,965.9</b>	<b>100</b>	<b>5.7</b>
<b>Wooden Furniture</b>	<b>2809.1</b>	<b>16.3</b>	<b>4411.0</b>	<b>26.4</b>	<b>5826.3</b>	<b>27.8</b>	<b>13.3</b>
<b>Plywood</b>	<b>4539.4</b>	<b>35.5</b>	<b>3976.6</b>	<b>23.8</b>	<b>5574.9</b>	<b>26.6</b>	<b>4.4</b>
<b>Sawntimber</b>	<b>3309.2</b>	<b>25.9</b>	<b>3305.5</b>	<b>19.8</b>	<b>3471.0</b>	<b>16.6</b>	<b>-1.4</b>
<b>Pulp and Paper</b>	<b>684.2</b>	<b>5.3</b>	<b>1341.4</b>	<b>8</b>	<b>1966.8</b>	<b>9.4</b>	<b>9.9</b>
<b>BJC</b>	<b>403.0</b>	<b>3.1</b>	<b>767.8</b>	<b>4.6</b>	<b>1162.6</b>	<b>5.5</b>	<b>13.1</b>
<b>Fibreboards</b>	<b>211.2</b>	<b>1.6</b>	<b>751.5</b>	<b>4.5</b>	<b>1106.7</b>	<b>5.3</b>	<b>20.3</b>
<b>Mouldings</b>	<b>561.7</b>	<b>4.4</b>	<b>750.8</b>	<b>4.5</b>	<b>698.2</b>	<b>3.3</b>	<b>1.8</b>
<b>Veneer</b>	<b>632.4</b>	<b>4.9</b>	<b>809.9</b>	<b>4.8</b>	<b>422.3</b>	<b>2</b>	<b>-3.1</b>
<b>Particleboards</b>	<b>72.2</b>	<b>0.6</b>	<b>153.5</b>	<b>0.9</b>	<b>245.2</b>	<b>1.2</b>	<b>19.4</b>
<b>Wooden Frames</b>	<b>50.4</b>	<b>0.4</b>	<b>91.5</b>	<b>0.5</b>	<b>126.9</b>	<b>0.6</b>	<b>10.4</b>
<b>Rattan Furniture</b>	<b>80.8</b>	<b>0.6</b>	<b>69.5</b>	<b>0.4</b>	<b>46.0</b>	<b>0.2</b>	<b>-6.6</b>
<b>Others</b>	<b>166.6</b>	<b>1.3</b>	<b>281.6</b>	<b>1.7</b>	<b>319.0</b>	<b>1.5</b>	<b>8.2</b>

Others: Such as pallets, box pallets, fuel wood and charcoal, woodchips, packing cases, tools and brooms or brushes (bodies and handles)

Source: Ministry of International Trade and Industry



## **ANALYSIS ON MAJOR SUBSECTORS**

### **1. Wooden Furniture and Components**

The furniture subsector is largely export-oriented, with more than 90 per cent of its production exported. In 2005, wooden furniture contributed 27.8 per cent to the total export earnings in the industry. Malaysian furniture was exported to more than 160 countries. Apart from the traditional markets, comprising the USA, Japan, the United Kingdom (UK) and Australia, exports of Malaysian furniture had diversified into non-traditional markets, such as South America, West Asia, Africa, Russia and ASEAN.

Major type of furniture exports were kitchen furniture, bedroom sets, upholstered furniture and wooden office furniture. Malaysia is a major supplier of office furniture to the market in West Asia. Exports of garden and outdoor furniture are mainly for the US and European markets. Malaysian wooden furniture are manufactured from several type of wood. More than 80 per cent of the wooden furniture exported are made of rubberwood. Furniture for garden and outdoor use are mainly made of tropical hardwood which is known for their durability under different climate conditions.

A number of companies had achieved progress in their production capabilities. From supplying the original equipment manufacturer (OEM) markets, these companies have moved into the manufacture of own design and brand furniture, which are both aesthetic and functional, incorporating ergonomic features and durability. There was also growing trend among the more established companies to concentrate on product design and quality finishing, as well as marketing and outsourcing of components.

The sub sector has improved its processes in the areas of spraying and drying, especially hot air drying. It has adopted new technologies such as computerised numerical control (CNC) and computer-aided manufacturing (CAM). For export oriented companies, computer aided design (CAD) is widely used in designing. These efforts have resulted in improved product quality and enhanced productivity.

### **2. Plywood and veneer**

Sarawak is the main producer and exporter of plywood. In 2005, there were 174 plywood and veneer mills in operation, with most of the larger mills located in Sarawak and Sabah. The production of plywood increased from 4.4 million cubic

metres in 1997 to 5.1 million cubic metres in 2005. However the production of veneer decreased from 1.2 million cubic metre in 1997 to 696,264 cubic metres in 2005, as most of the companies have converted their veneer production into plywood and panel products.

The subsector has diversified into the production of high value-added plywood overlaid with printed paper and polyester plywood, and plywood for concrete framework and marine application. Malaysian plywood manufacturers are able to meet international standards, such as Japan Agricultural Standards, British Standards, Harmonised European Standards (European Norms) and International Harwood Product Association Standards (for the US market). Plywood is a major export earner. In 2005, it accounted for 26.6 per cent of the total export earnings of the wood-based products. Export of plywood increased at an average annual rate of 4.4 per cent, from RM4.5 billion in 1996 to RM 5.6 billion in 2005. Major export destination were Japan, the USA, Republic of Korea, the UK and the People's Republic of China.

### **3. Reconstituted Wood-Based Panels**

Reconstituted panel products, including particleboards and chipboards, medium density fibreboards and wood cement boards, utilize wood waste such as small branches, off cuts, edgings or slabs, chippings and sawdust. In Sarawak and Sabah, the solid wastes are from mixed tropical hardwood, while in peninsular Malaysia, the wastes are from rubberwood.

Malaysia is a major exporter of particleboards. The product comply with the international standards, such as British Standards, European Norm Standard and Japan Industrial Standards. Presently there are 16 manufacturers in operation. Over the years, these manufactures have been able to enhance their production and export capabilities. Main export destination include the People's Republic of China, Vietnam, Republic of Korea and Taiwan.

Presently, 13 companies produce medium density fibreboards (MDF), with 9 in Peninsular Malaysia, three in Sarawak and one in Sabah. In 2005, export of medium density fibreboards amounted to 1.1 billion, constituting 5.3 per cent of the total export earnings of wood based products. Major export market included the People's Republic of China, Japan, United Arab Emirates and Vietnam. Malaysian MDF have attained the international standards, such as British Standards, Japan, Australia and New Zealand Standards, and European Norms Standards. A number of companies have also ventured into the production of laminated and printed MDF for export.

#### **4. Builders' Joinery and Carpentry, and Mouldings**

Products under builders' joinery and carpentry (BJC) include architectural mouldings (such as paneling, skirting, crowns and chair rail); doors, windows and accessories; wooden floorings and railings. In 2005, export of BJC amounted to RM1.2 billion and contributed 5.5 per cent of the total exports of wood based products. Major products were wooden door and flooring, which together, accounted for 64.2 per cent of the total exports of BJC mostly to USA, Japan, Australia and UK.

Most of the plants producing mouldings are generally small and located within existing sawmills and factories for furniture and components. The volume of production of mouldings decreased by 4.5 per cent, from 743,000 cubic metres in 1997 to 375,070 cubic metres in 2005, as a result of slowdown in the construction sector in the country. Nevertheless export of mouldings increased from 561.7 million in 1996 to RM698.2 million in 2005.

#### **5. Paper and Paper Products**

The production of paper includes liner paper, such as corrugating medium paper and testliner, printing and writing paper, newsprint, tissue paper and joss paper. The production of paper products includes paper packaging products, labels and stickers, carbon and self-copy papers, wall papers and disposable diapers. There are 20 paper mills in operation, producing various type of paper. All mills rely on recycled paper as their source of fibres, except a company in Sabah which uses new pulp from its own plantation, to produce writing and printing paper. The mills supply 60 per cent of the domestic requirement for paper and employ about 10,000 persons.

The bulk of the production in paper products consist of corrugated carton boxes. There are 86 corrugated carton manufacturers in Malaysia, employing 12,700 persons. Major users of corrugated carton are electrical and electronics (E&E), food, chemicals, textiles and garments, and furniture industries. Apart from corrugated carton boxes, other packaging products manufactured include inner packaging and cushioning materials.

In respect of paper and paperboards, exports has increased from RM201.2 million in 1996 to RM668.4 million in 2005. For paper (cut to size) and paper products export increased from 476.9 million in 1996 to RM1.3 billion in 2005.

## **6. Sawntimber**

In 2005, there were 1,132 sawmills in operation, mainly in Peninsular Malaysia (58.7 per cent), followed by Sarawak (25.6 per cent) and Sabah (15.7 per cent). Production of sawntimber from natural forests decreased from 7.2 million cubic metres in 1997 to 5.1 million cubic metres in 2005, mainly due to the lower supply of logs. In contrast, production of rubberwood sawntimber increased from 137,084 cubic metres in 1997 to 289,359 cubic metres in 2004, mostly in Peninsular Malaysia.

## **7. Engineered Panel Products**

A number of large manufacturers of veneered panel products have diversified into engineered products such as laminated veneer lumber, laminated veneer cross-band and laminated veneer sandwich, to meet the demand for industrial and structural applications. The manufacturers have combined modern technology with efficient use of veneer and off-cuts from sawntimber to produce these products for the export market.

## **TECHNICAL AGENCIES AND TRAINING INSTITUTIONS**

Agencies involved in market development activities are:-

- Malaysian Trade Development Corporation (MATRADE)
- Malaysian Timber Certification Council (MTTC)
- Malaysian Timber Council (MTC)
- Malaysian Furniture Promotional Council (MFPC)
- Malaysian Timber Industry Board (MTIB)

Agencies involved in technical training activities are:-

- Wood Industry Skill Development Centre (WISDEC)
- Furniture Industry Technology Centre (FITEC)
- Standard Industrial Research Institute Malaysia (SIRIM)
- National Productivity Centre (NPC)

WISDEC provides skill training and technical advisory services from basic wood technology to CAD in furniture design courses. It has expert attachment programs in particularly in furniture design, technology and finishing.

FITEC as an agency under MARA provides training skills especially for Bumiputera entrepreneur in furniture industry.



SIRIM involves in giving the ISO and product certifications apart from collaborating with MTIB to develop standards such as Quality Assurance Manual, Technical Guidelines and Grading Rules for wood based sectors.

NPC is involve in the productivity upgrading cost control activities in the wood industry.

For formal education, Universiti Teknologi MARA (UiTM) offers diploma in Wood Technology and Bachelor in Furniture Technology while Universiti Putra Malaysia (UPM) offers diploma up to MSc in Forestry and Forest Products. Others such as IKM offers certificate in furniture making and Politeknik Shah Alam offers certificate in wood technology related courses.

## **PROSPECTS OF INDUSTRY**

The industry will remain a major contributor to export earnings. By 2020, export earnings from downstream products, mainly comprising furniture and panel products, such as medium density fibreboards and plywood, are estimated to reach RM53 billion. In 2010, world consumption is estimated by the Food and Agriculture Organization of United Nations to reach 498 million cubic metres and wood-based panels 179 million cubic metres.

To remain competitive and resilient, the industry needs to review its business strategies and reinforce its strength and competency. The industry needs to re-strategise from competing on price to that of product differentiation and niche market. The future strength lies on the efficiency of the industry to manufacture specialized, quality downstream products to serve the upper market segment, and its image of reliability in all aspects of trade. In line with the new focus, growth areas identified are:

- Utilisation of lesser promoted species, non-wood fibres and wood waste materials
- Production of higher value-added wood products
- Shift towards the production of own design and brand furniture

## **CHALLENGES**

Some of the challenges faced by the industry are:-

- a. Sustainable Supply of Raw Materials
- b. Global Competition and Market Access
- c. Lack of Automation
- d. Reliance on Original Equipment Manufacturer Market
- e. Skills Upgrading

### **a. Sustainable Supply of Raw Materials**

The industry requires regular and easy access to raw materials, such as forest logs and rubberwood. However there is a rising concern on the long term availability of these resources. To sustain the development of the industry, especially the downstream segment, measures need to be undertaken to ensure a consistent supply of the raw material.

### **b. Global Competition and Market Access**

Competition from other tropical timber and temperate timber producing countries as well as emerging producing countries, is expected to intensify. The introduction of stringent standard, regulations and purchasing policies, and environmental and legal issues will have an influence on the future trade in timber. The demand for environment friendly or 'green' products has increased at the international level, especially from developed countries, such as New Zealand, the Netherlands, Belgium and Australia, have introduced public timber procurement policies, requiring the certification of imported timber products as originating from sustainable resources. This trend will posed additional pressure on Malaysian manufacturers of sawntimber and mouldings to comply with this requirement, to gain access to these markets.

### **c. Lack of Automation**

Malaysia is loosing its competitive advantage due to increased in raw materials and labour costs. While some efforts in automation are being undertaken, the industry is still labour intensive. The working environment is less attractive to the local workforce and has resulted in the industry's dependence on foreign workers. To remain competitive, the industries need to increase its utilisation of automated equipment and machinery, as well as upgrade its human capital. Although the technology is available in certain process, for example finishing,

the industry is reluctant to automate due to the availability of foreign labour and the financial constraint faced by the SMEs.

#### **d. Reliance on Original Equipment Manufacturing Market**

Presently, most of the Malaysian-owned manufacturers supply to the OEM market. They rely heavily on designs supplied by buyers and the technology employed is largely imported. The heavy dependence on the OEM market has exposed furniture manufacturers in direct competition from lower cost producing countries, which also supply to the same market. Since the furniture produced for the OEM market mainly cater for mass market, they are generally lower priced and perceived to be lower quality. To sustain the industry presence in the global market, the furniture manufacturer will need to move up the value chain and undertake own design and branding of their products to become own design manufacturers (ODM) and own brand manufacturers (OBM).

#### **e. Skills Upgrading**

The development of the industry during the IMP3 period will require the use of advanced manufacturing and other related technologies, together with the support infrastructure of information and communication technology (ICT), to manage the global supply chain and factory automation. To remain competitive the industry will require highly skilled production and managerial personnel. Manufacturers will also need to upgrade their designing, branding and marketing capabilities to facilitate the shift towards becoming ODMs and OBMs.

### **STRATEGIES AND POLICIES**

#### **Targets**

During the IMP3 period, 2006-2020, the wood based industry is expected to continue to contribute substantively to the production of timber products, made from raw material sourced from Malaysia's sustainable forests. The total investments in the industry for the IMP3 period are targeted at RM25.4 billion or RM1.7 billion per annum. Exports are targeted to grow at an annual rate of 6.4 per cent to reach RM53 billion by 2020.

## **Strategic Thrusts**

Some strategies that were identified by the government as follows:-

1. Developing regional production and supply chain.
2. Promoting the efficient and effective management of forest resources and forest plantation.
3. Expanding market access through the intensified marketing and the promotion of Malaysia's 'green' image.
4. Developing and promoting the growth potential in.
5. Expanding the production of own design and brand furniture.
6. Enhancing R&D and technology development.
7. Increasing the supply of highly skilled workforce.
8. Strengthening the institutional support and improving delivery system related to industry.

### **1. Developing Regional Production and Supply Chain**

To supplement the supply of logs and other raw materials for the industry, domestic manufacturers will be encouraged to outsource logs and other semi finish components through outward investments in resource rich countries.

A database on investment and trade opportunities in the wood-based industry in ASEAN and other resource rich countries will be developed to disseminate information and facilitate business decision. Efforts will be undertaken to develop Malaysia into a regional centre on design, distribution and marketing for the furniture industry.

### **2. Efficient and Effective Management of Timber Resources**

The use of the non-conventional materials such as industrial wastes, bamboo, rattan and kenaf will be intensified.

Agro-forestry activities will be encouraged to provide intermediate returns to sustain the viability of forest plantation projects.

Good forest practice will be implemented through improved silviculture treatment, forest rehabilitation, afforestation and R&D.



### **3. Expanding Market Access**

Green image of the industry will be promoted through sustainable forest management by encouraging companies to obtain certification from the Malaysian Timber Certification Council. International environment standards could be achieved by encouraging manufacturers to attain ISO 1400.

Promotion will be undertaken to gain access to non-traditional markets such as India, West Asia and Africa. Apart from promoting our wood products during architectural and design fairs, Malaysian construction companies operating abroad is encouraged to use our wood products for their projects.

Malaysian furniture manufacturers will be encourage to diversify into the contract furniture market, by supplying customised and specialised furniture products to hotels, residential buildings and large international events.

### **4. Promoting the Growth Potential**

Lesser known species such as *lithocarpus* (mempening), *lauraceae* (medang), *azadirachta exelsa* (sentang), *elateriospermum tapos* (perah), *castanopsis* (berangan) and *paraserianthes falcataria* (batai), will be promoted.

To supplement the wood supply, the industry will be encourage to utilise natural fibre such as kenaf for pulp and paper industry, and palm biomass, in the form of empty fruit bunches, oil palm trunks and fronts for processing into blockboards, moulded particleboards, MDF and plywood.

Conversion of timber wastes into solid and engineered products for construction and household application such as deckings, windows, door profiles, benches, floor panels and furniture.

### **5. Production of ODM and OBM**

Strategic alliances, through collaborations or joint venture between local manufacturers with established manufacturers or international design houses in developed market, will be promoted to enhance the design and branding capabilities of the local manufacturers and market access.

## **6. Research and Development**

R&D will continue to be undertaken for further development of the industry in the following areas:-

- Forest plantation management, including felling and harvesting techniques.
- Downstream applications, focusing on selected fast growing and high value species.
- New applications to diversify the use of panel products, such as composite boards glue laminated beams.
- Production technology to minimise wood waste.
- Potential of new resources such as kenaf and palm fibres for the composites and bio-composites. Appropriate process technology and equipment will be adopted to support these new materials.

## **7. Supply of Highly Skilled Workforce**

Among skills to be developed and expanded are:-

- Production Management.
- Draughtsmanship and designing.
- Machine operation and maintenance.
- Finishing techniques.

Hands on training will be provided in specialised areas are:-

- Forest plantation management.
- Advanced wood processing and manufacturing.
- Manufacture of bio composites.
- Furniture design.
- Marketing and market intelligence.

Productivity in the industry will be further enhanced through strategies on total factor productivity (TFP). In its efforts to move up higher value chain and improve productivity and quality, the industry will be encouraged to increase the utilisation of automated equipment and machinery, including high speed moulders, to attain higher mill efficiency and productivity, as well as upgrade the quality of human capital.

Collaboration with wood-based training centres and institutions of higher learning will facilitate the supply of highly skilled workforce.

Other initiatives to address the skills requirement include:-

- further collaborations among wood-based training centres, for example, the Wood Industry Skills Development Centre, with relevant agencies, institutions of higher learning and the industry, through on-the-job training and upgrading of training syllabi to match the needs of the industry.
- collaborations among standards development organisations overseas with those in Malaysia, namely, the Department of Standards Malaysia and SIRIM Berhad, in the development of relevant standards. Areas of collaboration include training in conformity assessment and enforcement.
- intensification in the application of the Industrial Building Systems to improve manufacturing techniques, reduce dependency on labour and enhance production capacity.

## **CONCLUSION**

The wood based industry will continue to be a major contributor of export earnings and employment in the IMP3, 2006 - 2020. Through improvement in technologies, RND and intensive market promotion, the industry is expected to expand further into specialized high value added products for niche market. There is also vast potential for the development of utilizing non-wood fibres such as palm biomass and kenaf fibres. The industry will progressed by establishing Malaysian own brand besides upgrading the quality of human capital to facilitate the supply of highly skilled workforce.

## **REFERENCES AND SOURCE**

Ministry of Plantation Industries and Commodities  
Ministry of International Trade and Industry  
Malaysian Industrial Development Authority  
Malaysian Timber Industry Board  
Industrial Master Plan 3 (IMP3)  
Rancangan Malaysia Ke-9  
Internet – Occupational Definition

## EXECUTIVE SUMMARY FOR SUBSECTORS IN WOOD BASED INDUSTRY

	SUBSECTOR/LEVEL		Level						Total
			NL	L1	L2	L3	L4	L5	
1	Sawmilling	Non-Critical		2	2	1	1	1	10
		Critical				2	1		
2	Preservation	Non-Critical			2	2	1	1	7
		Critical					1		
3	Kiln Drying	Non-Critical		1	1		1	1	5
		Critical				1			
4	Plywood	Non-Critical			2	3	1	1	9
		Critical			1	1			
5	Particleboard	Non-Critical		8	7	1	1	1	19
		Critical			1				
6	Medium Density Fibreboard (MDF)	Non-Critical		3	3	3	2	1	13
		Critical					1		
7	Furniture	Non-Critical		4	3	3	2	1	19
		Critical		1	3	2			
8	Moulding	Non-Critical		2	3	2	1	1	10
		Critical				1			

	SUBSECTOR/LEVEL			Level					Total
			NL	L1	L2	L3	L4	L5	
9	Laminated Board	Non-Critical		5	3	2	1	1	13
		Critical				1			
10	Door and Window Frame	Non-Critical		3	3	2		1	11
		Critical				1	1		
11	Parquet and Flooring	Non-Critical		4	4	2	1	1	14
		Critical				2			
12	Housing Structure	Non-Critical		3	3	3	1	1	11
		Critical							
13	Pulp and Paper	Non-Critical		3	4	1	1	1	11
		Critical			1				
14	Boat Making	Non-Critical		4	4	4			14
		Critical					1	1	
15	Charcoal	Non-Critical		2	1	1			6
		Critical					1	1	
			Non-Critical					146	
			Critical					26	
Total				46	50	41	20	15	172



## **EXECUTIVE SUMMARY OF TOTAL JOB TITLES**

1. Based on panel discussions, members agreed that the wood based industry is sectorised into 15 subsectors.
2. Moulding, Laminated Board, Door and Window Frame, Parquet and Flooring are categorised under the Builders Joinery and Carpentry Product Group. Anyhow, the job profiles were determined according to subsectors.
3. A total 172 relevant job titles are identified with 156 job titles are non-critical while 26 job titles were found to be critical.
4. Furniture and Particleboard offer the most jobs with 19 Job Titles.
5. Boat Making and Charcoal subsectors are identified as new prospect industry which are in development stages and could offer more job titles in the future.

## **EXECUTIVE SUMMARY FOR CRITICAL AND NON-CRITICAL JOB TITLES**

1. Furniture is the most significant and most critical subsector in wood based industry since it is the major contributor in export earnings. Furniture sub sector is largely export oriented thus it needs to aggressively compete in the global market which require some skill developments as below:-
  - Skills and expertise especially in furniture design and finishing technology.
  - Productivity and efficiency through improvement in production technology.
  - Knowledge in various market requirements in term of product quality and standards.

Therefore, it is recommended that the development of NOSS for this sector will be given priority as below:-

- Level 3: Finishing Supervisor
- Level 3: Designer
- Level 2: Finishing Line Leader
- Level 2: Sample Maker
- Level 2: Draughtsman
- Level 1: Finishing Operator

The existing NOSS:

- i) Furniture Maker – (A-010-1) Furniture Maker Level 1, (A-010-2) Level 2 (A-010-2) and Furniture Making Supervisor- Level 3 (A-010-3) need to be revised according to current Furniture Production job profile which highlighted the critical areas on product designs and finishing technology.
- ii) Woodworking NOSS –Woodbased Building Constructor Level 1 (A-020-1), Level 2 (A-020-2), Woodbased Building Construction Technician (A-020-3) and Wood Machinist (A-021-3) shall be include in the construction industry
- iii) Upholster NOSS – (A-030-1) Upholster, (A-030-2) Senior Upholster and (A-030-3) Upholstering Supervisor also shall be review and revised.

2. Other subsectors which need development of NOSS are:-

- Level 4: Saw Doctor, Saw Milling
- Level 4: Treatment Executive, Wood Preservation
- Level 4: KD Plant Executive, Kiln Drying
- Level 4: Executive, Board Production, MDF
- Level 4: Executive, Door and Window Frame
- Level 3: Breakdown Supervisor, Asst. Saw Doctor, Saw Milling
- Level 3: Veneering Supervisor, Plywood
- Level 3: Moulding Supervisor, Moulding
- Level 3: Finger Joint Supervisor, Laminated Board
- Level 3: Supervisor, Final Milling, Finishing, Parquet Flrg.
- Level 2: Veneering Line Leader, Plywood
- Level 2: Forming Line Leader, Particleboard
- Level 2: Pulp Preparation Leader, Pulp and Paper
- Level 1: Finishing Operator

3. New prospect subsectors which need development of NOSS are:-

- Level 5: Manager, Boat Making
- Level 5: Manager, Charcoal production
- Level 4: Production Executive, Boat Making
- Level 4: Production Executive, Charcoal

## DEVELOPMENT METHODOLOGY

The development methodology used consist of three methods

1. Literature search
2. Brainstorming (DACUM Method)
3. Workshop

The details are as follows:

	Method	Date	Place	Remarks
1.	Literature Search	3rd July 2007 -26th July 2007	-	With reference to IMP3, RK9, DOC, Government Policy, MASCO, Industrial Association. <a href="http://www.jobtitles.com">www.jobtitles.com</a> .
2.	Brainstorming Session	27th July 2007- 30th July 2007	Bidara Putri Beach Resort Melaka	OA Job Titles
3.	Brainstorming Session	3rd August 2007 – 5th August 2007	Bidara Putri Beach Resort Melaka	Job Definitions Analysis
4.	Workshop	17th August 2007- 19th August 2007	Bidara Putri Beach Resort Melaka	Grammar Validation and proof reading.
5.	Workshop	21st Sept 2007- 23rd Sept 2007	Bidara Putri Beach Resort Melaka	Grammar Validation and proof reading.

**LIST OF PANEL EXPERTS FOR WOOD BASED INDUSTRY  
OCCUPATIONAL ANALYSIS DEVELOPMENT**

<b>1. ROSDI BIN MANSUR</b>	- FACTS SDN. BHD.
<b>2. SAIFUL ANWAR BIN ABU HASSAN</b>	- FACTS SDN. BHD.
<b>3. MOHD HANAFI BIN MD THANI</b>	- FIT CENTRE SDN. BHD.
<b>4. ASHRIMAN BIN MUSTHAPA</b>	- MALAYSIAN NEWS PRINTS INDUSTRIES SDN. BHD.
<b>5. ABDUL KADIR BIN HUSSIN</b>	- HOMESTEAD WOOD INDUSTRI SDN. BHD.
<b>6. ABDUL HAMID OMAR</b>	- HARTMANN MALAYSIA SDN. BHD.
<b>7. AHMAD SUKRI BIN HUSIN</b>	- NSE SAMED POLIMER SDN. BHD.
<b>8. KHADIJAH BINTI KASNI</b>	- FIT CENTRE SDN. BHD.
<b>9. SABRI BIN YAACOB</b>	- FIT CENTRE SDN. BHD.
<b>10. SHUIB BIN MD SAMAN</b>	- FOREMOST CREST SDN. BHD.
<b>11. MAIZAN BIN ABD MAJID</b>	- VARIA JATI (M) SDN. BHD.
<b>12. ABDUL HAMID BIN SALLEH</b>	- FOREST RESEARCH INSTITUTE MALAYSIA (FRIM)
<b>13. SYED ABU BAKAR BIN SYED HAMZAH</b>	- TIRAI INNOVATIVE SDN. BHD.
<b>14. MOHD BAHARIN BIN SAPAR</b>	- BRIGHT BRAIN FURNITURE SDN. BHD.
<b>15. MOHD YASIN BIN SUDIN</b>	- INTERLAND SOLUTION SDN. BHD.
<b>16. KHALIL BIN JUMMA KHAN</b>	- TRASWOOD IND. SDN. BHD.

## **SUBSECTORS, JOB AREAS AND JOB TITLES OF WOOD BASED INDUSTRY**

### **1.0 SAWMILLING**

	LOG PREPARATION AND BREAK DOWN	RE SAWING	TIMBER GRADING	SAW DOCTORING
L5	FACTORY MANAGER			
L4	PRODUCTION EXECUTIVE			<b>**SAW DOCTOR**</b>
L3	<b>**BREAKE DOWN SUPERVISOR**</b>		TIMBER GRADER	<b>**ASSISTANT SAW DOCTOR **</b>
L2	LOG LOADER	SAWYER	NO LEVEL 2	NO LEVEL 2
L1	DEBARKING OPERATOR	SAWING OPERATOR	NO LEVEL 1	NO LEVEL 1

**Note: \*\*CRITICAL\*\***

### **2.0 WOOD PRESERVATION**

	BUNDLE PREPARATION	CHEMICAL PREPARATION AND PRESSURE TREATMENT
L5	PLANT MANAGER	
L4	BUNDLE PREPARATION EXECUTIVE	<b>**TREATMENT EXECUTIVE**</b>
L3	BUNDLE PREPARATION SUPERVISOR	TREATMENT SUPERVISOR
L2	BUNDLE PREPARATION OPERATOR	LOADING AND CHEMICAL PREPARATION OPERATOR
L1	NO LEVEL 1	NO LEVEL 1

**Note: \*\*CRITICAL\*\***

### **3.0 KILN DRYING**

	DRYING
L5	KD PLANT MANAGER
L4	<b>** KD PLANT EXECUTIVE**</b>
L3	KD PLANT SUPERVISOR
L2	ASSISTANT KD PLANT SUPERVISOR
L1	NO LEVEL 1

**Note: \*\*CRITICAL\*\***

#### 4.0 PLYWOOD

	MATERIAL PREPARATION	VENEERING	PLYWOOD MAKING	FINISHED PRODUCT
L5	PRODUCTION MANAGER			
L4	PRODUCTION EXECUTIVE			
L3	MATERIAL PREPARATION SUPERVISOR	<b>**VENEERING SUPERVISOR**</b>	MACHINING SUPERVISOR	PACKING SUPERVISOR
L2	LOG LOADER	<b>**VENEERING LINE LEADER**</b>	MACHINING LINE LEADER	PACKING LINE LEADER
L1	DEBARKING OPERATOR	VENEERING OPERATOR	PLYWOOD MAKING OPERATOR	PACKING OPERATOR

Note: **\*\*CRITICAL\*\***

#### 5.0 PARTICLEBOARD

	CHIPPING	DEFLAKING	DRYING	GLUING	FORMING	HOT PRESSING	SIZING	SANDING & PACKING
L5	PRODUCTION MANAGER							
L4	SUPERINTENDENT							
L3	PRODUCTION SUPERVISOR							
L2	SENIOR CHIPPING OPERATOR	SENIOR DEFLAKING OPERATOR	SENIOR DRYING OPERATOR	GLUING LINE LEADER	<b>**FORMING LINE LEADER**</b>	HOT PRESSING LINE LEADER	SIZING LINE LEADER	SANDING LINE LEADER
L1	CHIPPING OPERATOR	DEFLAKING OPERATOR	DRYING OPERATOR	GLUING OPERATOR	FORMING OPERATOR	HOT PRESSING OPERATOR	SIZING OPERATOR	SANDING OPERATOR

Note: **\*\*CRITICAL\*\***

#### 6.0 MEDIUM DENSITY FIBREBOARD

	WOOD AND CHIP PREPARATION	BOARD PRODUCTION	FINISHING
L5	PRODUCTION MANAGER		
L4	WOOD ROOM EXECUTIVE	<b>**BOARD PRODUCTION EXECUTIVE**</b>	FINISHING EXECUTIVE
L3	WOOD ROOM SUPERVISOR	BOARD PRODUCTION SUPERVISOR	FINISHING SUPERVISOR
L2	WOOD AND CHIP PREPARATION LINE LEADER	BOARD PRODUCTION LINE LEADER	FINISHING LINE LEADER
L1	CHIPPING OPERATOR	BOARD PRODUCTION OPERATOR	FINISHING OPERATOR

Note: **\*\*CRITICAL\*\***



## 7.0 FURNITURE

	ROUGH MILLING	FINAL MILLING	ASSEMBLY AND FINISHING			PRODUCT DEVELOPMENT		CARPENTRY SERVICES
L5	PRODUCTION MANAGER							
L4	PRODUCTION EXECUTIVE					PRODUCT DEVELOPMENT EXECUTIVE		
L3	ROUGH MILLING SUPERVISOR	FINAL MILLING SUPERVISOR	**FINISHING SUPERVISOR**			**DESIGNER**		PROJECT COORDINATOR
L2	ROUGH MILLING LINE LEADER	FINAL MILLING LINE LEADER	**FINISHING LINE LEADER**			**SAMPLE MAKER**	**DRAUGHTS MAN**	CARPENTER
L1	ROUGH MILLING OPERATOR	FINAL MILLING OPERATOR	SANDING OPERATOR	** FINISHING OPERATOR**	ASSEMBLY OPERATOR	NO LEVEL 1		NO LEVEL 1

**Note: \*\*CRITICAL\*\***

## 8.0 MOULDING

	TIMBER YARD	MOULDING		PACKING
L5	MOULDING PLANT MANAGER			
L4	MOULDING PLANT EXECUTIVE			
L3	TIMBER YARD SUPERVISOR	** <i>MOULDING SUPERVISOR</i> **		PACKING SUPERVISOR
L2	TIMBER YARD LINE LEADER	MOULDING LINE LEADER		PACKING LINE LEADER
L1	NO LEVEL 1	ROUGH MILLING OPERATOR	MOULDING OPERATOR	NO LEVEL 1

**Note: \*\*CRITICAL\*\***

## 9.0 LAMINATED BOARD

	ROUGH MILLING	FINGER JOINTING		LAMINATION	
L5	FINGER JOINT MANAGER				
L4	FINGER JOINT EXECUTIVE				
L3	ROUGH MILLING SUPERVISOR	<b>** FINGER JOINT SUPERVISOR**</b>		LAMINATION SUPERVISOR	
L2	ROUGH MILL LINE LEADER	FINGER JOINT LINE LEADER		LAMINATION OPERATOR	
L1	ROUGH MILL OPERATOR	FINGER JOINTING OPERATOR	4-HEAD MOULDER OPERATOR	GLUE SPREADER OPERATOR	WIDE BELT SANDER OPERATOR

**Note: \*\*CRITICAL\*\***

## 10.0 DOOR AND WINDOW FRAME

	ROUGH MILLING	FINAL MILLING	ASSEMBLY & PACKING
L5	PRODUCTION MANAGER		
L4	<b>**PRODUCTION EXECUTIVE**</b>		
L3	ROUGH MILLING SUPERVISOR	<b>**FINAL MILLING SUPERVISOR**</b>	ASSEMBLY SUPERVISOR
L2	ROUGH MILLING LINE LEADER	FINAL MILLING LINE LEADER	ASSEMBLY LINE LEADER
L1	ROUGH MILLING OPERATOR	FINAL MILLING OPERATOR	ASSEMBLY OPERATOR

**Note: \*\*CRITICAL\*\***

## 11.0 PARQUET AND FLOORING

	ROUGH MILLING	FINAL MILLING	FINISHING	PACKING
L5	PRODUCTION MANAGER			
L4	PRODUCTION EXECUTIVE			
L3	ROUGH MILLING SUPERVISOR	<b>**FINAL MILLING SUPERVISOR**</b>	<b>**FINISHING SUPERVISOR**</b>	PACKING SUPERVISOR
L2	ROUGH MILLING LINE LEADER	FINAL MILLING LINE LEADER	FINISHING LINE LEADER	PACKING LINE LEADER
L1	ROUGH MILLING OPERATOR	FINAL MILLING OPERATOR	FINISHING OPERATOR	PACKING OPERATOR

**Note: \*\*CRITICAL\*\***

## 12.0 HOUSING STRUCTURE

	ROUGH MILLING	FINAL MILLING	ASSEMBLY
L5	PRODUCTION MANAGER		
L4	PRODUCTION EXECUTIVE		
L3	ROUGH MILLING SUPERVISOR	FINAL MILLING SUPERVISOR	ASSEMBLY SUPERVISOR
L2	ROUGH MILLING LINE LEADER	FINAL MILLING LINE LEADER	ASSEMBLY LINE LEADER
L1	ROUGH MILLING OPERATOR	FINAL MILLING OPERATOR	ASSEMBLY OPERATOR

**Note: \*\*CRITICAL\*\***

### 13.0 PULP AND PAPER

	MATERIAL PREPARATION	DE- INKING	PAPER MAKING	REWINDING	FINISHED PRODUCT
L5	PAPER MILL MANAGER				
L4	ASSISTANT PAPER MILL MANAGER				
L3	PAPER MILL SUPERVISOR				
L2	<b>**PULP PREPARATION LEADER**</b>	DE- INKING SECTION LEADER	PAPER MACHINE OPERATOR	REWINDING SECTION LEADER	FINISHED PRODUCT SECTION LEADER
L1	PULP OPERATOR	DE- INKING OPERATOR	NO LEVEL 1	REWINDING OPERATOR	NO LEVEL 1

**Note: \*\*CRITICAL\*\***

### 14.0 BOAT MAKING

	MATERIAL PREPARATION	ROUGH MILLING	FINAL MILLING	FINISHING		
L5	**PRODUCTION MANAGER**					
L4	**PRODUCTION EXECUTIVE**					
L3	MATERIAL PREPARATION SUPERVISOR	ROUGH MILLING SUPERVISOR	FINAL MILLING SUPERVISOR	FINISHING SUPERVISOR		
L2	NO LEVEL 2	MACHINING LINE LEADER	FINAL MILLING LEADER	ASSEMBLER	FINISHING LINE LEADER	
L1	NO LEVEL 1	MACHINING OPERATOR	FINAL MILLING OPERATOR	NO LEVEL 1	SANDING OPERATOR	SPRAY PAINTER

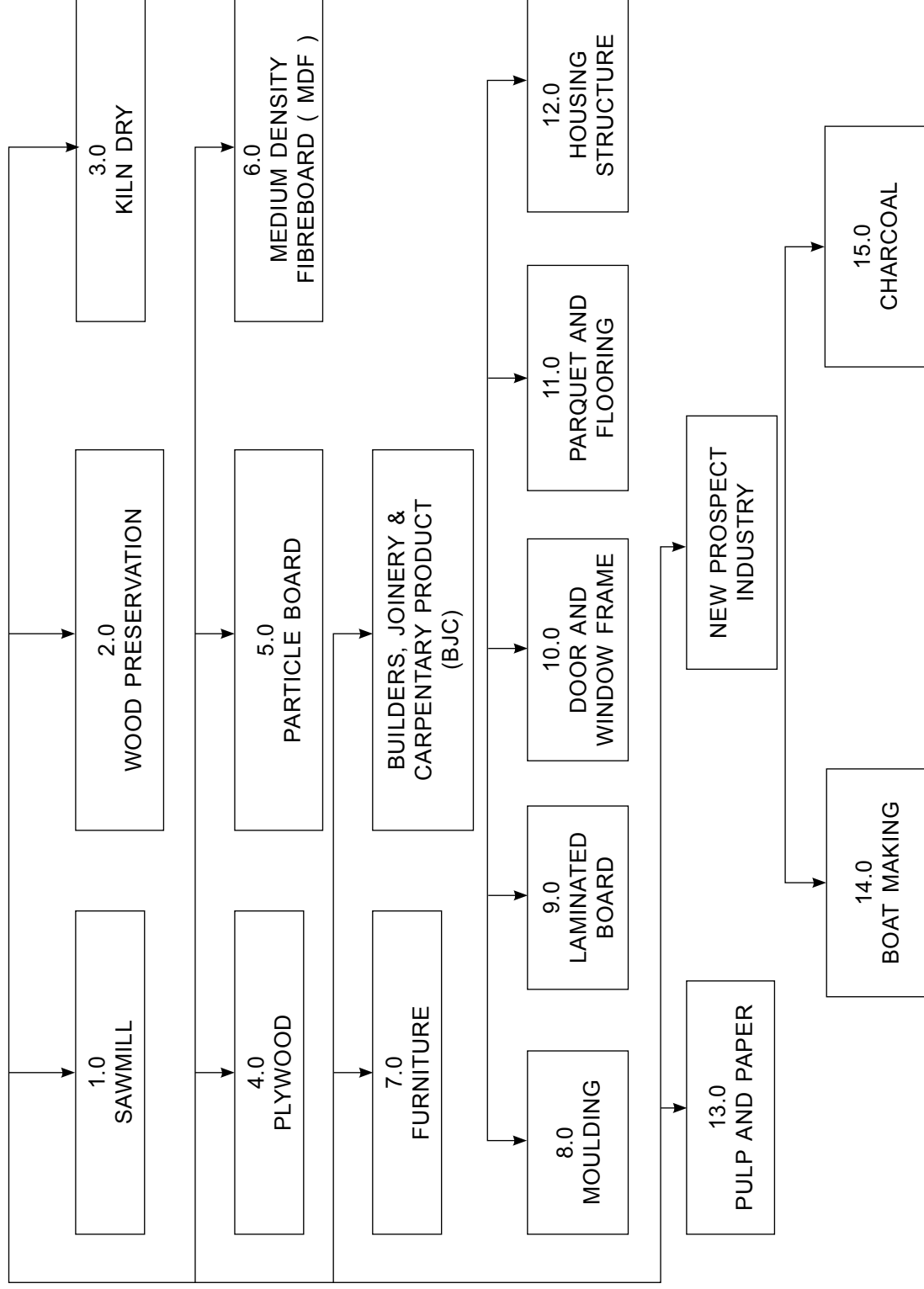
**Note: \*\*CRITICAL\*\***

### 15.0 CHARCOAL

	MATERIAL PREPARATION	HEATING
L5	<b>**PRODUCTION MANAGER**</b>	
L4	<b>**PRODUCTION EXECUTIVE**</b>	
L3	SUPERVISOR	
L2	ASSISTANT SUPERVISOR	
L1	MATERIAL PREPARATION OPERATOR	BURNING OPERATOR

**Note: \*\*CRITICAL\***

# CHART OF SUBSECTOR FOR WOOD BASED INDUSTRY



## **Occupational Definition**

**(SAWMILLING)**  
***JOB TITLES***

***LEVEL 1***

**DEBARKING OPERATOR**

***LEVEL 2***

**LOG LOADER SUPERVISOR**

***LEVEL 3***

**BREAKDOWN SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**FACTORY MANAGER**

# **SAWMILLING (LOG PREPARATION AND BREAKDOWN)**

## **Level 1**

### *O***ccupational definition for DEBARKING OPERATOR**

A Debarking Operator is designated to remove bark from log by the use of debarking machine according to instruction by superior and Standard Operation Procedure (SOP).

In particular he/she:

- 1) Set and operate the debarking machine according to instruction
- 2) Marks the logs to verify the roundness and may trim parts using hand tools.
- 3) Works according to set quality and quantity requirements.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

## **SAWMILLING (LOG PREPARATION AND BREAKDOWN)**

### **Level 2**

#### *O*ccupational definition for LOG LOADER

A Log Loader Operator is designated to monitor incoming logs at the log yard and ensure log preparation and machining operations according to production target.

He/She in particular:

- 1) Sort logs according to species and sizes.
- 2) Load logs for debarking and breakdown activities.
- 3) Ensure log loader and other equipments are in good conditions.
- 4) Record debarking of logs to ensure sufficient for breakdown process and according to set target.
- 5) Maintain housekeeping and safety of working and storage areas.



## **SAWMILLING (LOG PREPARATION AND BREAKDOWN)**

### **Level 3**

#### *O*ccupational definition for **BREAKDOWN SUPERVISOR**

A Breakdown Supervisor is designated to monitor the log preparation and breakdown activities and ensure sawmilling machining operations according to production target.

He/She in particular:

- 1) Supervise and coordinate breakdown activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Coordinate with saw doctor on saw blade maintenance.
- 4) Check production disciplines are followed according to procedures.
- 5) Prepare report on sawn timber recovery and highlight any abnormality to production executive.
- 6) Maintain housekeeping and work area safety.

## **SAWMILLING (LOG PREPARATION AND BREAKDOWN)**

### **Level 4**

#### ***O*ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire log preparation and sawn timber production team to achieve production targets.

He/She in particular:

- 1) Plan, execute and monitor sawmilling activities.
- 2) Ensure daily production output and quality meets the set target.
- 3) Ensure all machines and equipments are in good conditions.
- 4) Check to ensure production disciplines are followed.
- 5) Ensure all sawn timbers being graded and labeled accordingly prior to delivery.
- 6) Maintain housekeeping and safety in the factory.

## **SAWMILLING (LOG PREPARATION AND BREAKDOWN)**

### **Level 5**

#### *O***ccupational definition for FACTORY MANAGER**

A Factory Manager is designated to plan, manage and control the overall processes and resources in sawmilling factory from sales order to top management order and ensure that the quality and quantity of sawn timber production is according to management goal.

He/She is particular:

- 1) Responsible in all sections and functions in sawmilling factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage overall process and activities through entire factory according to company's policy.
- 4) Check on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**SAWMILLING  
(RE-SAWING)  
JOB TITLES**

***LEVEL 1***

**SAWING OPERATOR**

***LEVEL 2***

**SAWYER**

***LEVEL 3***

**BREAKDOWN SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**FACTORY MANAGER**

## **SAWMILLING (RE-SAWING)**

### **Level 1**

#### *O***ccupational definition for SAWING OPERATOR**

A Sawing Operator is designated to cut saw square log by the use of sawing machine according to instruction by superior and Standard Operation Procedure (SOP).

In particular he/she:

- 1) Set and operate the sawing machine according to instruction and comply with general safety rules and regulations.
- 2) Cut the square logs to optimize recovery.
- 3) Trim defective parts using hand tools.
- 4) Works according to set quality and quantity.
- 5) Report any abnormality to superior.

## **SAWMILLING (RE-SAWING)**

### **Level 2**

#### *O*ccupational definition for **SAWYER**

A Sawyer is designated to set all machines according to cutting requirements and following an instruction by superior and Standard Operation Procedure (SOP).

In particular he/she:

- 1) Operate and lead re-sawing activities to obtain optimum recovery.
- 2) Check on the machine setting to ensure it is according to requirement.
- 3) Ensure general safety rules and regulations are followed.
- 4) Report the cutting tool and condition meet the standard requirement.
- 5) Works according to set quality and quantity requirements.
- 6) Report any abnormality to superior.

## **SAWMILLING (RE-SAWING)**

### **Level 3**

#### *O*ccupational definition for **BREAKDOWN SUPERVISOR**

A Breakdown Supervisor is designated to monitor the log preparation and breakdown activities and ensure sawmilling machining operations according to production target.

He/She in particular:

- 1) Supervise and coordinate breakdown activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Coordinate with saw doctor on saw blade maintenance.
- 4) Check production disciplines are followed according to procedures.
- 5) Prepare report on sawn timber recovery and highlight any abnormality to production executive.
- 6) Maintain housekeeping and work area safety.

## **SAWMILLING (RE-SAWING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire log preparation and sawn timber production team to achieve production targets.

He/She in particular:

- 1) Plan, execute and monitor sawmilling activities.
- 2) Ensure daily production output and quantity meet the set target.
- 3) Ensure all machines and equipments are in good conditions.
- 4) Ensure production disciplines are followed.
- 5) Ensure all sawn timbers being graded and labeled accordingly prior to delivery.
- 6) Maintain housekeeping and safety in the factory.



## **SAWMILLING (RE-SAWING)**

### **Level 5**

#### *O***ccupational definition for FACTORY MANAGER**

A Factory Manager is designated to plan, manage and control the overall processes and resources in sawmilling factory from sales order to top management order and ensure that the quality and quantity of sawn timber production is according to management goal.

He/She is particular:

- 1) Responsible in all sections and functions in sawmilling factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according to company's policy.
- 4) Check on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **SAWMILLING (TIMBER GRADING)**

## **JOB TITLES**

***LEVEL 1***

**-**

***LEVEL 2***

**-**

***LEVEL 3***

**TIMBER GRADER**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**FACTORY MANAGER**

## SAWMILLING (TIMBER GRADING)

### Level 3

#### *O*ccupational definition for TIMBER GRADER

A Timber Grader is a **certified** personnel designated to grade sawn timber according to Malaysian Grading Rules.

He/She in particular:

- 1) Inspects timber to identify on wood species, general appearance, sizes and wood natural defects according to grading rules.
- 2) Classify the timber according to grade prior to further processing.
- 3) Ensure general worker do the sorting and stacking of timber prior to grading.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare daily and weekly report for production executive.

## **SAWMILLING (TIMBER GRADING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire log preparation and sawn timber production team to achieve production targets.

He/She in particular:

- 1) Plan, execute and monitor sawmilling activities.
- 2) Monitor day to day production and ensure output quantity and quality according to set target.
- 3) Ensure all machines and equipments are in good conditions.
- 4) Check to ensure production disciplines are followed.
- 5) Ensure all sawn timbers being graded and labeled accordingly prior to delivery.
- 6) Maintain housekeeping and safety in the factory.

## **SAWMILLING (TIMBER GRADING)**

### **Level 5**

#### *O***ccupational definition for FACTORY MANAGER**

A Factory Manager is designated to plan, manage and control the overall processes and resources in sawmilling factory from sales order to top management order and ensure that the quality and quantity of sawn timber production is according to management goal.

He/She is particular:

- 1) Responsible in all sections and functions in sawmilling factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according to company's policy.
- 4) Check on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **SAWMILLING (SAW DOCTORING)**

## **JOB TITLES**

***LEVEL 1***

**-**

***LEVEL 2***

**-**

***LEVEL 3***

**ASSISTANT SAW DOCTOR**

***LEVEL 4***

**SAW DOCTOR**

***LEVEL 5***

**FACTORY MANAGER**

## **SAWMILLING (SAW DOCTORING)**

### **Level 3**

#### *O*ccupational definition for **ASSISTANT SAW DOCTOR**

An Assistant Saw Doctor is designated to assist saw doctor in performing saw blade maintenance activities according to set schedules or as per requirements.

He/She in particular:

- 1) Inspect the saw blades conditions regularly.
- 2) Report any abnormality and problem on the saw Blades to saw Doctor.
- 3) Assist saw doctor in day to day operations in saw blade maintenance activities.
- 4) Perform the tensioning, leveling, tipping, jointing, grinding and sharpening activities.
- 5) Maintain housekeeping and safety of saw doctoring equipments and working area.

## **SAWMILLING (SAW DOCTORING)**

### **Level 4**

#### ***O*ccupational definition for SAW DOCTOR**

A Saw Doctor is qualified personnel designated to plan and control saw blade maintenance activities according to set schedules or as per requirements.

He/She in particular:

- 1) Plan, execute and monitor saw doctoring activities.
- 2) Ensure all saw doctoring equipments are in good conditions.
- 3) Evaluate and rectify on any problem to ensure smooth production flow.
- 4) Coordinate with production executive in term of production schedule and work load.
- 5) Ensure the tensioning, leveling, jointing, grinding and sharpening activities have been performed.
- 6) Maintain housekeeping and safety of saw doctoring area.



## **SAWMILLING (SAW DOCTORING)**

### **Level 5**

#### *O***ccupational definition for FACTORY MANAGER**

A Factory Manager is designated to plan, manage and control the overall processes and resources in sawmilling factory from sales order to top management order and ensure that the quality and quantity of sawn timber production is according to management goal.

He/She is particular:

- 1) Responsible in all sections and functions in sawmilling factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according to company's policy.
- 4) Check on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**PRESERVATION  
(BUNDLE PREPARATION)**

**JOB TITLES**

***LEVEL 1***

**-**

***LEVEL 2***

**BUNDLE PREPARATION OPERATOR**

***LEVEL 3***

**BUNDLE PREPARATION SUPERVISOR**

***LEVEL 4***

**BUNDLE PREPARATION EXECUTIVE**

***LEVEL 5***

**PLANT MANAGER**

## **PRESERVATION (BUNDLE PREPARATION)**

### **Level 2**

#### *O***ccupational definition for BUNDLE PREPARATION OPERATOR**

A Bundle Preparation Operator is designated to stack material accordingly and bundle it before loading into pressurized preservative treatment tank as per instruction by superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Stack and bundle material according to standard operating procedure.
- 3) Report any abnormality on the treatment tank.
- 4) Maintain housekeeping of preservation working area.
- 5) Prepare the preservative chemical according to requirement.

## **PRESERVATION (BUNDLE PREPARATION)**

### **Level 3**

#### *O***ccupational definition for BUNDLE PREPARATION SUPERVISOR**

A Bundle Preparation Supervisor is designated to monitor and maintain bundle preparation prior to pressure treatment in order to achieve production target.

He/She in particular:

- 1) Supervises and coordinates bundle preparation activities.
- 2) Ensure maximum output with optimum chemical usage.
- 3) Ensure all chemical and equipments are in good conditions.
- 4) Monitor day to day treatment process.
- 5) Maintain housekeeping and safety of preservative treatment area.
- 6) Report daily bundle preparation activities.

## **PRESERVATION (BUNDLE PREPARATION)**

### **Level 4**

#### *O***ccupational definition for BUNDLE PREPARATION EXECUTIVE**

A Bundle Preparation Executive is designated to lead, monitor and control bundle preparation team to achieve production target.

He/She in particular:

- 1) Plan and execute bundle preparation activities.
- 2) Ensure daily production output and quality meet the set target.
- 3) Practice optimum chemical usage and of good quality output.
- 4) Ensure equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Maintain housekeeping and safety of whole plant.

## **PRESERVATION (BUNDLE PREPARATION)**

### **Level 5**

#### *O*ccupational definition for **PLANT MANAGER**

A Plant Manager is designated to plan, manage and control the overall process and resources in preservation plant from sales order to top management order and ensure that the quality and quantity of treated timber is according to management goal.

He/She is particular:

- 1) Responsible in all functions in preservation plant.
- 2) Plan the business and operation activities through entire plant.
- 3) Manage the overall process and activities through entire plant according to company's policy.
- 4) Check on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**PRESERVATION  
(PRESSURE TREATMENT)**

**JOB TITLES**

***LEVEL 1***

**-**

***LEVEL 2***

**LOADING AND CHEMICAL PREPARATION OPERATOR**

***LEVEL 3***

**TREATMENT SUPERVISOR**

***LEVEL 4***

**TREATMENT EXECUTIVE**

***LEVEL 5***

**PLANT MANAGER**

## **PRESERVATION (PRESSURE TREATMENT)**

### **Level 2**

#### ***O*ccupational definition for **LOADING AND CHEMICAL PREPARATION OPERATOR****

A Loading and Chemical Preparation Operator is designated to load the material/bundle into the pressurize treatment tank, fill the tank with appropriate chemical and setting the correct parameter as per work instruction.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Load material/bundle into the pressurize tank.
- 3) Fill the tank with appropriate preservative chemical.
- 4) Set of parameter for the pressurize tank.
- 5) Monitor and record daily works activity.



## **PRESERVATION (PRESSURE TREATMENT)**

### **Level 3**

#### *O***ccupational definition for TREATMENT SUPERVISOR**

A Treatment Supervisor is designated to monitor and set all parameters of preservative pressure treatment process in order to achieve set target.

He/She in particular:

- 1) Supervises and coordinates pressure treatment activities.
- 2) Ensure maximum output with optimum chemical usage.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Evaluate and check the chemical retention of treated timber.
- 5) Monitor day to day process and ensure pressure equipment is in good condition.
- 6) Maintain housekeeping and safety of treatment area.
- 7) Report daily treatment activities.

## **PRESERVATION (PRESSURE TREATMENT)**

### **Level 4**

#### ***O*ccupational definition for TREATMENT EXECUTIVE**

A Pressure Treatment Executive designated to lead preservation treatment team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor pressure treatments activities.
- 2) Monitor day to day operation and ensure high quality treated timber.
- 3) Check output with optimum chemical usage and record.
- 4) Ensure all equipments are in good conditions.
- 5) Ensure adequate chemicals and equipments are sufficient prior to treatment.
- 6) Maintain housekeeping safety of equipment and plant are followed.

## **PRESERVATION (PRESSURE TREATMENT)**

### **Level 5**

#### *O***ccupational definition for PLANT MANAGER**

A Plant Manager is designated to plan, manage and control the overall process and resources in preservation plant from sales order to top management order and ensure that the quality and quantity of treated timber is according to management goal.

He/She is particular:

- 1) Responsible in all functions in preservation plant.
- 2) Plan the business and operation activities through entire plant.
- 3) Manage the overall process and activities through entire plant according to company's policy.
- 4) Check on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**KILN DRYING  
(DRYING)**

**JOB TITLES**

*LEVEL 1*

-

*LEVEL 2*

**ASSISTANT KD PLANT SUPERVISOR**

*LEVEL 3*

**KD PLANT SUPERVISOR**

*LEVEL 4*

**KD PLANT EXECUTIVE**

*LEVEL 5*

**KD PLANT MANAGER**

## KILN DRYING (DRYING)

### Level 2

#### *O*ccupational definition for ASSISTANT KD PLANT SUPERVISOR

An Assistant KD Plant Supervisor is designated to monitor in the material handling and other activities according to given instructions and set production targets.

He/She in particular:

- 1) Set and operate the kiln drying (KD) equipment machine according to schedule.
- 2) Check general workers in material handling and kiln drying (KD) activities.
- 3) Ensure works following production disciplines and procedures.
- 4) Maintain cleanliness and safety of work area.
- 5) Report to KD (Kiln Drying) Plant Supervisor on problems and rectifications.
- 6) Maintain housekeeping and safety of KD (Kiln Drying) and storage areas.

## KILN DRYING (DRYING)

### Level 3

#### *O*ccupational definition for KD PLANT SUPERVISOR

A KD Plant Supervisor is designated to monitor all activities in the material handling section and drying sections according to given instructions and set production targets.

He/She in particular:

- 1) Supervises and coordinates day to day material preparation and kiln drying activities.
- 2) Ensure all devices and kiln drying equipments are in good conditions.
- 3) Check to ensure all KD (Kiln Drying) operations are following correct drying schedules and procedures.
- 4) Prepare report on drying activities and highlight any abnormality such as drying defect to production executive.
- 5) Ensure that KD (Kiln Drying) timber being sorted and labeled prior to storage and delivery.
- 6) Maintain housekeeping and safety of work area.

## KILN DRYING (DRYING)

### Level 4

#### *O*ccupational definition for KD PLANT EXECUTIVE

A KD Plant executive designated to monitor the entire material preparation and drying of timbers operation to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor kiln drying activities according to required drying schedules.
- 2) Monitor day to day operation and ensure all KD (Kiln Drying) equipments being set properly and output according to target.
- 3) Ensure all drying equipments are in good conditions.
- 4) Maintain housekeeping and safety of entire KD (Kiln Drying) plant.
- 5) Check to ensure production disciplines are followed.
- 6) Ensure all KD (Kiln Drying) sawn timbers are being graded and labeled accordingly prior to delivery.

## KILN DRYING (DRYING)

# Level 5

### *O*ccupational definition for KD PLANT MANAGER

A KD Plant Manager is designated to manage and control the overall process and resources in KD (Kiln Drying) Plant and ensure that the quality and quantity of kiln dried sawn timbers are according to planned schedules.

He/She is particular:

- 1) Responsible in all sections and functions in KD (Kiln Drying) Plant.
- 2) Manage the overall KD (Kiln Drying) operations through entire plant.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



**PLYWOOD  
(MATERIAL PREPARATION)**

**JOB TITLES**

***LEVEL 1***

**DEBARKING OPERATOR**

***LEVEL 2***

**LOG LOADER**

***LEVEL 3***

**MATERIAL PREPARATION SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

**PLYWOOD  
(MATERIAL PREPARATION)**

# **Level 1**

## *O***ccupational definition for DEBARKING OPERATOR**

A Debarking Operator is designated to remove bark from log by the use of debarking machine according to instruction by superior and Standard Operation Procedure (SOP).

In particular he/she:

- 1) Set and operate the debarking machine according to instruction.
- 2) Marks the logs to verify the roundness and may trim parts using hand tools.
- 3) Ensure works according to set quality and quantity requirements.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

**PLYWOOD  
(MATERIAL PREPARATION)**

## **Level 2**

### *O***ccupational definition for LOG LOADER**

A Log Loader Operator is designated to monitor incoming logs at the log yard and ensure log preparation and machining operations according to production target.

He/She in particular:

- 1) Sort logs according to species and sizes.
- 2) Load logs for debarking and breakdown activities.
- 3) Ensure log loader and other equipments are in good conditions.
- 4) Record debarking of logs to ensure sufficient for breakdown process and according to set target.
- 5) Maintain housekeeping and safety of working and storage areas.

**PLYWOOD  
(MATERIAL PREPARATION)**

**Level 3**

*O***ccupational definition for MATERIAL PREPARATION SUPERVISOR**

A Supervisor is designated to monitor the material preparation activities are running according to production target and set quality standard.

He/She in particular:

- 1) Supervise and coordinate material preparation such as log loading and debarking activities at timber yard.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Ensure production disciplines are followed according to procedures.
- 4) Monitor day to day operation and ensure output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.

## **PLYWOOD (MATERIAL PREPARATION)**

### **Level 4**

#### ***O*ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation, veneering and plywood making production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor plywood making activities.
- 2) Monitor day to day production and ensuring output according to target.
- 3) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 4) Plan to maximize output with optimum material usage.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Prepare production planning, monitoring and report to production manager.
- 7) Maintain housekeeping and safety of factory area.

**PLYWOOD  
(MATERIAL PREPARATION)**

**Level 5**

*O***ccupational definition for PRODUCTION MANAGER**

A Manager is designated to overall manage and control the overall process and resources in plywood factory on sales order or management order and ensure that the quality and quantity of plywood production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in plywood factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**PLYWOOD  
(VENEERING)**

**JOB TITLES**

***LEVEL 1***

**VENEERING OPERATOR**

***LEVEL 2***

**VENEERING LINE LEADER**

***LEVEL 3***

**VENEERING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PLYWOOD (VENEERING)**

# **Level 1**

### *O***ccupational definition for VENEERING OPERATOR**

A Veneering Operator is designated to operate machines at veneering section according to instruction by superior and following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Set and operate the peeling, drying, clipping and jointing machines according to instruction.
- 2) Ensure general safety rules and regulations are followed.
- 3) Check the log condition and peel the logs to optimize recovery.
- 4) Dry the veneer and trim defective parts prior to clipping and jointing.
- 5) Works according to set quality and quantity requirements.
- 6) Report any abnormality to superior.



## **PLYWOOD (VENEERING)**

### **Level 2**

#### *O***ccupational definition for VENEERING LINE LEADER**

A Veneering Line Leader is designated to lead the section in the operation of veneering machines such as rotary lathe and splicer according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure the machining operation to do peeling of log to form veneer at specified sizes and thickness.
- 2) Ensure the drying; clipping and jointing activities meet the requirement.
- 3) Check the quality of veneer at drying and jointing stages to ensure works are performed based on job order and instructions by superior.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

## **PLYWOOD (VENEERING)**

### **Level 3**

#### *O***ccupational definition for VENEERING SUPERVISOR**

A Veneering Supervisor is designated to monitor the veneering activities are running according to production target and set quality standard.

He/She in particular:

- 1) Plan and coordinates peeling, drying, clipping and jointing activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Ensure production disciplines are followed according to procedures.
- 4) Monitor day to day production and ensure output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.

## **PLYWOOD (VENEERING)**

### **Level 4**

#### *O***ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation, veneering and plywood making and to ensure production team achieve production target and set quality standard.

He/She in particular:

- 1) Plan, execute and monitor plywood making activities.
- 2) Monitor day to day production and ensuring output to target.
- 3) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 4) Plan to maximize output with optimum material usage.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Prepare production planning, monitoring and report to production manager.
- 7) Maintain housekeeping and safety of factory area.

## **PLYWOOD (VENEERING)**

### **Level 5**

#### *O***ccupational definition for PRODUCTION MANAGER**

A Manager is designated to overall manage and control the overall process and resources in plywood factory on sales order or management order and ensure that the quality and quantity of plywood production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in plywood factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**PLYWOOD  
(PLYWOOD MAKING)**

**JOB TITLES**

***LEVEL 1***

**PLYWOOD MAKING OPERATOR**

***LEVEL 2***

**MACHINING LINELEADER**

***LEVEL 3***

**MACHINING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

# **PLYWOOD (PLYWOOD MAKING)**

## **Level 1**

### *O***ccupational definition for PLYWOOD MAKING OPERATOR**

A Plywood Making Operator is designated to operate machines at plywood making section according to instruction by superior and following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check the veneer surface condition prior to gluing.
- 2) Set and operate the glue spreading machine.
- 3) Set the pressing equipment according to thickness of material, type of glue and temperature requirement.
- 4) Operate equipment to set quality and quantity requirements.
- 5) Ensure general safety rules and regulations are followed.
- 6) Report any abnormality to superior.

**PLYWOOD  
(PLYWOOD MAKING)**

## **Level 2**

### *O***ccupational definition for MACHINING LINE LEADER**

A Machining Line Leader is designated to lead in the plywood making are running according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure in the gluing, pressing, trimming and sanding operations.
- 2) Check the veneer layering condition to optimize plywood recovery.
- 3) Ensure glue is properly mixed and hot press is properly set prior to plywood making activities.
- 4) Inspect plywood and sort according to grading standard prior to storage or shipment.
- 5) Ensure work according to general safety rules and regulations are followed.
- 6) Report any abnormality to superior.

**PLYWOOD  
(PLYWOOD MAKING)**

## **Level 3**

### *O***ccupational definition for MACHINING SUPERVISOR**

A Machining Supervisor is designated to monitor the plywood making activities are running according to production target and set quality standard.

He/She in particular:

- 1) Supervises and coordinates all plywood making activities such as gluing, pressing, trimming and sanding operations.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Ensure all machines and equipments are set according to requirements and procedures.
- 4) Monitor day to day production and ensure output according to set quality standard.
- 5) Supervise the inspection and grading activities to ensure they are following guidelines being set.
- 6) Maintain housekeeping and safety of work area.



**PLYWOOD  
(PLYWOOD MAKING)**

## **Level 4**

### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation, veneering and plywood making production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor plywood making activities.
- 2) Monitor day to day production and ensuring output according to target.
- 3) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 4) Plan to maximize output with optimum material usage.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Prepare production planning, monitoring and report to production manager.
- 7) Maintain housekeeping and safety of factory area.

**PLYWOOD  
(PLYWOOD MAKING)**

## **Level 5**

### *O***ccupational definition for PRODUCTION MANAGER**

A Manager is designated to overall manage and control the overall process and resources in plywood factory on sales order or management order and ensure that the quality and quantity of plywood production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in plywood factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**PLYWOOD  
(FINISHED PRODUCTS)**

**JOB TITLES**

***LEVEL 1***

**PACKING OPERATOR**

***LEVEL 2***

**PACKING LINELEADER**

***LEVEL 3***

**PACKING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PLYWOOD (FINISHED PRODUCTS)**

### **Level 1**

#### *O***ccupational definition for PACKING OPERATOR**

A Packing operator is designated to sort and label finished plywood according to requirements and instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check sorting and labeling of the plywood according to specified type, sizes and thickness.
- 2) Ensure grading work as per buyer requirement.
- 3) Ensure work based on job order and instructions by superior.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

**PLYWOOD  
(FINISHED PRODUCTS)**

## **Level 2**

### *O***ccupational definition for PACKING LINELEADER**

A Packing Line Leader is designated to lead in the packing and storage activities at finished product section are running according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure the packing and storage activities.
- 2) Check the finished plywood are being graded and labeled accordingly prior to strapping and storage.
- 3) Ensure strapping and other packaging materials are available prior to packing.
- 4) Operate work based on job requirement and comply with general safety rules and regulations.
- 5) Maintain housekeeping at packing and storage areas.
- 6) Report any abnormality to superior.

**PLYWOOD  
(FINISHED PRODUCTS)**

**Level 3**

*O***ccupational definition for PACKING SUPERVISOR**

A Packing Supervisor is designated to monitor the packing and storage activities and to ensure they are running according to production target and set quality standard.

He/She in particular:

- 1) Supervises and coordinates packaging and storage activities.
- 2) Ensure the finished plywood are being graded and labeled accordingly prior to strapping and storage.
- 3) Ensure all packaging materials and equipments are in good conditions.
- 4) Monitor day to day operation and ensuring output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.
- 6) Report any abnormality to superior.

**PLYWOOD  
(FINISHED PRODUCTS)**

## **Level 4**

### *O***ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation, veneering and plywood making production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor plywood making activities.
- 2) Monitor day to day production and ensuring output to target.
- 3) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 4) Plan to maximize output with optimum material usage.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Prepare production planning, monitoring and report to production manager.
- 7) Maintain housekeeping and safety of factory area.

**PLYWOOD  
(FINISHED PRODUCTS)**

## **Level 5**

### *O***ccupational definition for PRODUCTION MANAGER**

A Manager is designated to overall manage and control the overall process and resources in plywood factory on sales order or management order and ensure that the quality and quantity of plywood production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in plywood factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



**PARTICLEBOARD  
(CHIPPING)**

**JOB TITLES**

***LEVEL 1***

**CHIPPING OPERATOR**

***LEVEL 2***

**SENIOR CHIPPING OPERATOR**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (CHIPPING)**

### **Level 1**

#### *O***ccupational definition for CHIPPING OPERATOR**

A Chipping Operator is designated to produce chips according to size and geometry by operating the chipping machine or chipper as per instruction by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate machine according to instruction and job order.
- 3) Ensure the particle size and geometry outputs are in good condition.
- 4) Report any abnormality on the machine and output.
- 5) Maintain housekeeping of machine and working area.

## **PARTICLEBOARD (CHIPPING)**

### **Level 2**

#### *O*ccupational definition for **SENIOR CHIPPING OPERATOR**

A Senior Chipping Operator is designated to ensure material continuously and consistently supplied and segregate according to size prior the chipping operation as per job order or instruction by the superior.

In particular he/she:

- 1) Ensure the general safety rules and regulations are followed.
- 2) Ensure materials are continuously supplied at machine.
- 3) Ensure Machine operation according to instruction and job order.
- 4) Ensure the outputs are in good condition.
- 5) Report to supervisor any abnormality on the machine and output.
- 6) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (CHIPPING)**

### **Level 3**

#### *O***ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.

## **PARTICLEBOARD (CHIPPING)**

### **Level 4**

#### *O***ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved according to set target.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in trouble shooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (CHIPPING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

**PARTICLEBORD  
(DEFLAKING)**

**JOB TITLES**

***LEVEL 1***

**DEFLAKING OPERATOR**

***LEVEL 2***

**SENIOR DEFLAKING OPERATOR**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (DEFLAKING)**

### **Level 1**

#### *O***ccupational definition for DEFLAKING OPERATOR**

A Deflaking Operator is designated to perform the job to prepare materials according to sizes and geometry by operating the deflaking machine or deflaker as per instruction by the superior.

In particular he/she:-

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate machine according to instruction and job order.
- 3) Ensure the outputs are in good condition and meet the plan requirement.
- 4) Report any abnormality on the machine or output.
- 5) Maintain housekeeping of machine and working area.



## **PARTICLEBOARD (DEFLAKING)**

### **Level 2**

#### *O*ccupational definition for **SENIOR DEFLAKING OPERATOR**

A Senior Deflaking Operator is designated to perform the job to prepare materials by operating the deflaking machine or deflaker as per job order or instruction by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure materials are continuously supplied at machine.
- 3) Ensure machines are operate according to instruction and job order.
- 4) Inspect and ensure the outputs are in good condition.
- 5) Report to supervisor any abnormality on the machine or output.
- 6) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (DEFLAKING)**

### **Level 3**

#### *O***ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.

## **PARTICLEBOARD (DEFLAKING)**

### **Level 4**

#### *O***ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (DEFLAKING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

**PARTICLEBOARD  
(DRYING)**

**JOB TITLES**

***LEVEL 1***

**DRYING OPERATOR**

***LEVEL 2***

**SENIOR DRYING OPERATOR**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (DRYING)**

### **Level 1**

#### *O***ccupational definition for DRYING OPERATOR**

A Dryer Operator is designated to perform the job at drying section as per instruction by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate drying machine according to instruction and job order.
- 3) Assist senior drying operator in daily work activities.
- 4) Report any abnormality on the machine or output.
- 5) Maintain housekeeping of machine and working area.

## **PARTICLEBOARD (DRYING)**

### **Level 2**

#### ***O*ccupational definition for SENIOR DRYING OPERATOR**

A Senior Dryer Operator is designated to perform the job to operate the drying machine or dryer as per job order or instruction by the superior.

In particular he/she:-

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure materials are continuously supplied at machine.
- 3) Ensure machine are operate according to instruction and job order.
- 4) Ensure the outputs are in good condition and meet the requirement.
- 5) Report to supervisor any abnormality on the machine and output.
- 6) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (DRYING)**

### **Level 3**

#### ***O*ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.



## **PARTICLEBOARD (DRYING)**

### **Level 4**

#### ***O*ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in trouble shooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (DRYING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

**PARTICLEBOARD  
(GLUING)**

**JOB TITLE**

***LEVEL 1***

**GLUING OPERATOR**

***LEVEL 2***

**GLUING LINE LEADER**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (GLUING)**

### **Level 1**

#### *O***ccupational definition for GLUING OPERATOR**

A Gluing Operator is designated to perform glue application job at gluing section as per instruction by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate glue mixer and ensure quality of gluing according to standard and as per job order.
- 3) Clean gluing equipment after used and well maintained.
- 4) Report any abnormality on the machine and output.
- 5) Maintain housekeeping of working area.

## **PARTICLEBOARD (GLUING)**

### **Level 2**

#### *O*ccupational definition for **GLUING LINE LEADER**

A Line Leader is designated to perform and lead operators at the gluing section as per job order or instruction by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure adhesives are continuously supplied.
- 3) Ensure machine are operate according to instruction and job order.
- 4) Inspect and ensure the outputs are in good condition.
- 5) Report to supervisor any abnormality on the machine or output.
- 6) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (GLUING)**

### **Level 3**

#### ***O*ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.

## **PARTICLEBOARD (GLUING)**

### **Level 4**

#### *O*ccupational definition for **SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (GLUING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.



**PARTICLEBOARD  
(FORMING)**

**JOB TITLES**

***LEVEL 1***

**FORMING OPERATOR**

***LEVEL 2***

**FORMING LINE LEADER**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (FORMING)**

### **Level 1**

#### *O*ccupational definition for **FORMING OPERATOR**

A Forming Operator at forming section is designated to operate forming machine as per instruction by the superior based on Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate forming machine and ensure setting according to standard as per job order.
- 3) Clean forming machine after used and maintain at all time.
- 4) Report any abnormality on the machine and output.
- 5) Maintain housekeeping of working area.

## **PARTICLEBOARD (FORMING)**

### **Level 2**

#### *O*ccupational definition for **FORMING LINE LEADER**

A Line Leader is designated to perform and lead operators at forming section and to ensure forming machine is running at high efficiency.

In particular he/she:

- 1) Ensure general safety rules and regulation are followed.
- 2) Ensure materials are continuously supplied to forming machine and blended under control condition.
- 3) Ensure machine are operate according to instruction and job order.
- 4) Inspect and ensure the outputs are in good condition.
- 5) Report to supervisor any abnormality on the machine or output.
- 6) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (FORMING)**

### **Level 3**

#### *O***ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.

## **PARTICLEBOARD (FORMING)**

### **Level 4**

#### *O***ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (FORMING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

**PARTICLEBOARD  
(HOT PRESSING)**

**JOB TITLES**

***LEVEL 1***

**HOT PRESSING OPERATOR**

***LEVEL 2***

**HOT PRESSING LINE LEADER**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (HOT PRESSING)**

### **Level 1**

#### *O***ccupational definition for HOT PRESSING OPERATOR**

A Hot Pressing Operator is designated to operate the hot press machine as per instruction by the superior based on Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate hot press machine and ensure setting according to requirement and as per job order.
- 3) Operate hot press machine, switch off, cooled down and clean after used and maintain at all time.
- 4) Report any abnormality on the machine or output.
- 5) Maintain housekeeping of working area.



## **PARTICLEBOARD (HOT PRESSING)**

### **Level 2**

#### *O***ccupational definition for HOT PRESSING LINE LEADER**

A Line Leader is designated to perform and lead operators at hot pressing section and to ensure hot press machine is running at high efficiency.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure mat forming materials are pre-pressed prior to hot pressing.
- 3) Ensure the machine are operate according to instruction and job order.
- 4) Inspect and ensure the outputs are in good condition.
- 5) Report to supervisor any abnormality on the machine or output.
- 6) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (HOT PRESSING)**

### **Level 3**

#### *O***ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.

## **PARTICLEBOARD (HOT PRESSING)**

### **Level 4**

#### *O***ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (HOT PRESSING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

# **PARTICLEBOARD (SIZING)**

## **JOB TITLES**

### ***LEVEL 1***

**SIZING OPERATOR**

### ***LEVEL 2***

**SIZING LINE LEADER**

### ***LEVEL 3***

**PRODUCTION SUPERVISOR**

### ***LEVEL 4***

**SUPERINTENDENT**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (SIZING)**

### **Level 1**

#### *O***ccupational definition for SIZING OPERATOR**

A Sizing Operator is designated to operate the sizing machine as per instruction by the superior based on Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Cut the final size of panel according to requirement and as per job order.
- 3) Operate sizing machine in clean condition and maintain at all time.
- 4) Report any abnormality on the machine and output.
- 5) Maintain housekeeping of working area.

## **PARTICLEBOARD (SIZING)**

### **Level 2**

#### *O*ccupational definition for **SIZING LINE LEADER**

A Line Leader is designated to perform as per job order or instruction by the superior and to ensure panel sizing machine is running at high efficiency.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Lead to operate machines according to instruction and job order.
- 3) Ensure the outputs are as per specification or requirements.
- 4) Report to supervisor any abnormality on the machine and output.
- 5) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (SIZING)**

### **Level 3**

#### ***O*ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.



## **PARTICLEBOARD (SIZING)**

### **Level 4**

#### *O***ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in trouble shooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

## **PARTICLEBOARD (SIZING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

**PARTICLEBOARD  
(SANDING AND PACKING)**

**JOB TITLES**

***LEVEL 1***

**SANDING OPERATOR**

***LEVEL 2***

**SANDING LINE LEADER**

***LEVEL 3***

**PRODUCTION SUPERVISOR**

***LEVEL 4***

**SUPERINTENDENT**

***LEVEL 5***

**PRODUCTION MANAGER**

## **PARTICLEBOARD (SANDING AND PACKING)**

### **Level 1**

#### *O***ccupational definition for SANDING OPERATOR**

A Sanding Operator is designated to operate the sanding machine as per instruction by the superior based on Standard Operation Procedure (SOP).

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate the machine to sand the surface of particleboard panel according to requirement.
- 3) Clean sanding machine and sand paper/cloth after used and maintain at all time.
- 4) Report any abnormality on the machine or output.
- 5) Maintain housekeeping of working area.

## **PARTICLEBOARD (SANDING AND PACKING)**

### **Level 2**

#### *O*ccupational definition for **SANDING LINE LEADER**

A Sanding Line Leader is designated to perform as per job order or instruction by the superior and to ensure sanding operation is running at high efficiency.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure the machine are operate according to instruction and job order.
- 3) Inspect and ensure all sanding materials as requirements and the outputs are as per specifications prior to packing.
- 4) Report to supervisor any abnormality on the machine and output.
- 5) Maintain housekeeping and safety of work area.

## **PARTICLEBOARD (SANDING AND PACKING)**

### **Level 3**

#### ***O*ccupational definition for PRODUCTION SUPERVISOR**

A Production Supervisor is designated to monitor and maintain production to achieve production target at any particular section.

He/She in particular:

- 1) Supervise and coordinate the operation activities.
- 2) Ensure continuous supply of materials for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Monitor day to day output according to set target and quality.
- 5) Maintain housekeeping and safety of production floor.

## **PARTICLEBOARD (SANDING AND PACKING)**

### **Level 4**

#### *O***ccupational definition for SUPERINTENDENT**

A Superintendent is designated to manage and control production in all sections and to ensure the productivity and performance is achieved.

He/She in particular:

- 1) Execute and monitor activities of material preparation, board making and drying activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and material procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend in troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of entire factory.

**PARTICLEBOARD  
(SANDING AND PACKING)**

**Level 5**

***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production target.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.



# **MEDIUM DENSITY FIBERBOARD (WOOD AND CHIP PREPARATION)**

## **JOB TITLES**

### ***LEVEL 1***

**CHIPPING OPERATOR**

### ***LEVEL 2***

**WOOD AND CHIP PREPARATION LINE LEADER**

### ***LEVEL 3***

**WOOD ROOM SUPERVISOR**

### ***LEVEL 4***

**WOOD ROOM EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **MEDIUM DENSITY FIBERBOARD (WOOD AND CHIP PREPARATION)**

### **Level 1**

#### *O***ccupational definition for CHIPPING OPERATOR**

A Chipping Operator is designated to operate the chipper machine and ensure optimum output according to specifications.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate machine according to instruction and job order to ensure optimum output.
- 3) Check raw material properly debarked prior to chipping to ensure good quality chips.
- 4) Perform inspection on chipper machine regularly as per maintenance checklist.
- 5) Maintain housekeeping of machine and working area.

## **MEDIUM DENSITY FIBERBOARD (WOOD AND CHIP PREPARATION)**

### **Level 2**

#### ***O*ccupational definition for WOOD AND CHIP PREPARATION LINE LEADER**

A Wood Chip Preparation Line Leader is designated to arrange and monitor logs arrangement and practice first in first out system (FIFO) prior to wood and chip preparation

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Plan and ensure logs arrangement for easy access.
- 3) Check the ageing of log and record log inventory.
- 3) Ensure the grabber operator take log according to FIFO and send for debarking and chipping process.
- 4) Report to supervisor any abnormality on the machine and output.
- 5) Maintain housekeeping and safety of work area.

## **MEDIUM DENSITY FIBERBOARD (WOOD AND CHIP PREPARATION)**

### **Level 3**

#### ***O*ccupational definition for WOOD ROOM SUPERVISOR**

A Wood room Supervisor is designated to monitor and maintain wood chip production and achieve production target.

He/She in particular:

- 1) Supervise and coordinate wood room and logyard activities.
- 2) Ensure enough chips for board production section.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Prepare a daily report to superior on production and quality performance.
- 5) Monitor housekeeping and safety of production floor.

## **MEDIUM DENSITY FIBERBOARD (WOOD AND CHIP PREPARATION)**

### **Level 4**

#### *O*ccupational definition for **WOOD ROOM EXECUTIVE**

A Wood room Executive is designated to manage and control production group in wood room and logyard section to ensure production target is achieved.

He/She in particular:

- 1) Execute and monitor activities at logyard and wood room sections.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and log procurement department.
- 3) Prepare production planning, monitoring and report to production manager.
- 4) Attend troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of work area.

## **MEDIUM DENSITY FIBERBOARD (WOOD AND CHIP PREPARATION)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production budget.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all process procedures and plan related to production process are effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

# **MEDIUM DENSITY FIBERBOARD (BOARD PRODUCTION)**

## **JOB TITLES**

### ***LEVEL 1***

**BOARD PRODUCTION OPERATOR**

### ***LEVEL 2***

**BOARD PRODUCTION LINE LEADER**

### ***LEVEL 3***

**BOARD PRODUCTION SUPERVISOR**

### ***LEVEL 4***

**BOARD PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **MEDIUM DENSITY FIBERBOARD (BOARD PRODUCTION)**

### **Level 1**

#### ***O*ccupational definition for BOARD PRODUCTION OPERATOR**

A Board Production Operator is designated to operate shieving machine, mat forming machine and pre pressing machine and follow instruction given by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Wash and refine chips prior to glue application.
- 3) Operate shieving machine, mat forming machine and pre pressing machine according to standard operation procedure.
- 4) Inspect and maintain the equipments are in good condition and clean.
- 5) Maintain housekeeping of machines and working area.



## **MEDIUM DENSITY FIBERBOARD (BOARD PRODUCTION)**

### **Level 2**

#### *O***ccupational definition for BOARD PRODUCTION LINE LEADER**

A Board Production Line Leader is designated to arrange and lead the board production activities from chip washing up to board pressing following SOP (Standard Operation Procedures).

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure chips are being washed and refined properly prior to glue mixing.
- 3) Check on mat forming, pre pressing and hot pressing activities.
- 4) Check on final quality after hot pressing.
- 5) Report to supervisor any abnormality on the machine and output.
- 6) Maintain housekeeping and safety of work area.

## **MEDIUM DENSITY FIBERBOARD (BOARD PRODUCTION)**

### **Level 3**

#### *O***ccupational definition for BOARD PRODUCTION SUPERVISOR**

A Board Production Supervisor is designated to monitor and maintain board production output and quality in order to achieve target.

He/She in particular:

- 1) Supervise and coordinate board production process and activities.
- 2) Maximize output and minimize production rejection rate.
- 3) Ensure all machineries and equipments are in good conditions.
- 4) Ensure all boards being cut according to requirements and quality checked prior to storage or shipment.
- 5) Prepare a daily report to superior on production and quality performance.
- 6) Maintain housekeeping and safety production floor.

## **MEDIUM DENSITY FIBERBOARD (BOARD PRODUCTION)**

### **Level 4**

#### *O***ccupational definition for BOARD PRODUCTION EXECUTIVE**

A Board Production Executive is designated to manage and control a production group in a board production section to achieve production target.

He/She in particular:

- 1) Execute and monitor board production activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and procurement of materials.
- 3) Prepare production planning, monitor and report to production manager.
- 4) Attend troubleshooting and solving production issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of board production work area.

## **MEDIUM DENSITY FIBERBOARD (BOARD PRODUCTION)**

### **Level 5**

#### *O***ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production budget.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all process procedures and plan related to production process are effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

# **MEDIUM DENSITY FIBERBOARD (FINISHING)**

## **JOB TITLES**

### ***LEVEL 1***

**FINISHING OPERATOR**

### ***LEVEL 2***

**FINISHING LINE LEADER**

### ***LEVEL 3***

**FINISHING SUPERVISOR**

### ***LEVEL 4***

**FINISHING EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **MEDIUM DENSITY FIBERBOARD (FINISHING)**

### **Level 1**

#### *O***ccupational definition for FINISHING OPERATOR**

A Finishing Operator is designated to operate sanding and cutting machine at finishing section and follow instruction by the superior.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate sanding machine according to Standard Operation Procedure (SOP).
- 3) Operate cutting machine according to Standard Operation Procedure (SOP).
- 4) Inspect and clean the sanding machine.
- 5) Maintain housekeeping of machine and working area.
- 6) Record the daily production report.

## **MEDIUM DENSITY FIBERBOARD (FINISHING)**

### **Level 2**

#### *O*ccupational definition for **FINISHING LINE LEADER**

A Finishing Line Leader is designated to arrange and lead the finishing and packing of finished MDF (Medium Density Fiberboard) prior to storage or shipment.

In particular he/she:

- 1) Ensure general safety rules and regulations are followed.
- 2) Ensure all boards are properly conditioned before sanding.
- 3) Check on final quality after sanding and cut to size operations.
- 4) Ensure finished products are labeled and properly strapped prior to storage.
- 5) Report to supervisor any abnormality on the machine and output.
- 6) Maintain housekeeping and safety of work area.

## **MEDIUM DENSITY FIBERBOARD (FINISHING)**

### **Level 3**

#### *O*ccupational definition for **FINISHING SUPERVISOR**

A Finishing Supervisor is designated to monitor finishing section to ensure sanding, grading and packing of finished products are according to requirements.

He/She in particular:

- 1) Supervise and coordinate finishing activities from sanding, cut to size, QC (Quality Control) and packing.
- 2) Ensure all machineries and equipments are in good conditions in order to maximize output and minimize down grading rate.
- 3) Ensure finished products being graded, labeled and properly strapped or packed prior to delivery.
- 4) Prepare a daily report to superior on production and quality performance.
- 5) Maintain housekeeping and safety of production floor.



## **MEDIUM DENSITY FIBERBOARD (FINISHING)**

### **Level 4**

#### ***O*ccupational definition for FINISHING EXECUTIVE**

A Finishing Executive is designated to manage and control production group in finishing section to achieve production target.

He/She in particular:

- 1) Execute and monitor finishing activities.
- 2) Coordinate the cross functional team such as maintenance, quality assurance and procurement of sanding paper materials, cutting machine saw blade and packing materials.
- 3) Prepare production planning, monitor and report to production manager.
- 4) Attend troubleshooting and solving finishing issues.
- 5) Monitor day to day production and ensure output and quality according to target.
- 6) Maintain housekeeping and safety of work area.

## **MEDIUM DENSITY FIBERBOARD (FINISHING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Prepare annual budget and monitor expenditure.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Supervise a group of executives, supervisors and workers to meet production budget.
- 4) Plan for sufficient manpower and material for production needs.
- 5) Investigate, analyze and respond to customer complaint and take preventive actions.
- 6) Ensure all process procedures and plan related to production process are effectively implemented and maintained.
- 7) Prepare staff performance and development through proper training program and needs.

**FURNITURE  
(ROUGH MILLING)**

**JOB TITLES**

***LEVEL 1***

**ROUGH MILLING OPERATOR**

***LEVEL 2***

**ROUGH MILLING LINE LEADER**

***LEVEL 3***

**ROUGH MILLING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **FURNITURE (ROUGH MILLING)**

### **Level 1**

#### *O***ccupational definition for ROUGH MILLING OPERATOR**

A Rough Milling Operator is designated to operate machines at rough milling sections according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Prepare and sort the material needed such as sawn timber according to requirements.
- 2) Operate machines to do cross cutting, ripping, thicknessing, laminating and stack accordingly comply with general safety rules and regulations.
- 3) Measure and marks material to verify dimensions using hand tools.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## **FURNITURE (ROUGH MILLING)**

### **Level 2**

#### *O*ccupational definition for **ROUGH MILLING LINE LEADER**

A Rough Milling Line Leader is designated to lead the rough milling section and to ensure it is running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Check rough milling activities such as cross cutting, ripping, thickening and laminating.
- 2) Ensure all machines and equipments are properly set and in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **FURNITURE (ROUGH MILLING)**

### **Level 3**

#### *O***ccupational definition for ROUGH MILLING SUPERVISOR**

A Rough Milling Supervisor is designated to supervise and monitor day to day operation at the rough milling section and to ensure it is running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Monitor and coordinate all rough milling activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Assist Production Executive in monitoring day to day operation of production.
- 4) Ensure output according to set target and quality standard.
- 5) Perform supervision job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.

## **FURNITURE (ROUGH MILLING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and furniture production team in order to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor furniture production activities.
- 2) Monitor day to day production with optimum material usage ensuring output according to set target and quality standard.
- 3) Set and implement the production quality system.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Ensure that all tasks performed are in accordance with safe working practice.

## **FURNITURE (ROUGH MILLING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall processes and resources in furniture factory from sales order to top management order and to ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory and to ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manners, sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



**FURNITURE  
(FINAL MILLING)**

***(JOB TITLES)***

***LEVEL 1***

**FINAL MILLING OPERATOR**

***LEVEL 2***

**FINAL MILLING LINE LEADER**

***LEVEL 3***

**FINAL MILLING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **FURNITURE (FINAL MILLING)**

### **Level 1**

#### ***O*ccupational definition for FINAL MILLING OPERATOR**

A Final Milling Operator is designated to operate machines at final milling section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Prepare material needed for final milling process.
- 2) Operate machines and equipments to do shaping, profiling, moulding, boring of furniture components and stack accordingly.
- 3) Check and marks material to verify dimensions.
- 4) Perform trim on parts using hand tools.
- 5) Maintain housekeeping and safety at work area.
- 6) Report any abnormality to superior.

## **FURNITURE (FINAL MILLING)**

### **Level 2**

#### *O***ccupational definition for FINAL MILLING LINE LEADER**

A Final Milling Line Leader is designated to lead the final milling processes in order it is running according to production target and follow Standard Operation Procedures (SOP).

He/She in particular:

- 1) Check and coordinate final milling activities.
- 2) Ensure all machines and equipments are properly set and in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **FURNITURE (FINAL MILLING)**

### **Level 3**

#### ***O*ccupational definition for FINAL MILLING SUPERVISOR**

A Final Milling Supervisor is designated to supervise and monitor day to day operation at the final milling section and to ensure it is running according to production target and quality standard.

He/She in particular:

- 1) Monitor and coordinate final milling activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Assist Production Executive in monitoring day to day of final milling operation.
- 4) Ensure output according to set target and quality standard.
- 5) Performs supervision and controlling job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.

## **FURNITURE (FINAL MILLING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and furniture production team in order to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor furniture production activities.
- 2) Monitor day to day production with optimum material usage and ensuring output according to set target and quality standard.
- 3) Set and implement the production quality system.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Ensure that all tasks performed are in accordance with safe working practice.

## **FURNITURE (FINAL MILLING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall processes and resources in furniture factory from sales order to top management order and to ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory and to ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manners, sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**FURNITURE  
(ASSEMBLY & FINISHING)**

**JOB TITLES**

***LEVEL 1***

**SANDING OPERATOR**

***LEVEL 2***

**FINISHING LINE LEADER**

***LEVEL 3***

**FINISHING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 1**

#### ***O*ccupational definition for SANDING OPERATOR**

A Sanding Operator is designated to operate sanding machines at assembly and finishing section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Set and operates sanding machines such as wide belt sander, drum sander, orbital sander, profile sander to do sanding of furniture components prior to finishing.
- 2) Ensure work based on job order and instructions by superior.
- 3) Check the surface after sanding and marks defective area.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.



**FURNITURE  
(ASSEMBLY & FINISHING)**

**Level 2**

*O***ccupational definition for FINISHING LINE LEADER**

A Finishing Line Leader is designated to assist supervisor in performing sanding, finishing and assembly activities according to Standard Operation Procedure (SOP).

He/She in particular:

- 1) Performs and coordinates sanding, finishing and assembly production activities.
- 2) Prepare the finishing material by mixing the chemicals according to instruction by supervisor and verify the quality.
- 3) Set machines equipments and ensure they are properly cleaned after used.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 3**

#### ***O*ccupational definition for FINISHING SUPERVISOR**

A Finishing Supervisor is designated to supervise and monitor day to day operation at the Assembly and Finishing Section and to ensure operations are running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Performs finishing activities by using finishing technology, finishing systems and chemicals preparation.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Ensure the finishing material being prepared according to mixing specification.
- 4) Perform monitoring day to day into assembling, finishing process also ensuring output according to set target and quality standard.
- 5) Performs supervision and controlling job according to Standard Operation Procedure (SOP), educate on quality and safety standards.
- 6) Maintain housekeeping and safety of work area.

**FURNITURE  
(ASSEMBLY & FINISHING)**

**Level 4**

*O***ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire production activities and furniture production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor furniture production activities.
- 2) Monitor day to day production with optimum material usage also ensuring output according to set target and quality standard.
- 3) Set and implement the quality system.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Ensure that all tasks performed are in accordance with safe working practice.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 5**

#### *O***ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall processes and resources in furniture factory from sales order to top management order and to ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory and to ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manners, sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**FURNITURE  
(ASSEMBLY & FINISHING)**

***JOB TITLES***

***LEVEL 1***

**FINISHING OPERATOR**

***LEVEL 2***

**FINISHING LINE LEADER**

***LEVEL 3***

**FINISHING SUPERVISOR**

***LEVEL 4***

**FINISHING EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 1**

#### *O*ccupational definition for **FINISHING OPERATOR**

A Finishing Operator is designated to perform finishing activities and operate finishing equipment at finishing section according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Performs spray activities of furniture components according to specification.
- 2) Operates and handle finishing equipment in order to perform finishing activities.
- 3) Performs skill in spraying technique and in finishing system according to standard operating procedure.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

**FURNITURE  
(ASSEMBLY & FINISHING)**

## **Level 2**

### *O*ccupational definition for **FINISHING LINE LEADER**

A Finishing Line Leader is designated to assist supervisor in performing sanding, finishing and assembly activities according to Standard Operation Procedure (SOP).

He/She in particular:

- 1) Performs and coordinates sanding, finishing and assembly production activities.
- 2) Prepare the finishing material by mixing the chemicals according to instruction by supervisor and verify the quality.
- 3) Set machines equipments and ensure they are properly cleaned after used.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 3**

#### ***O*ccupational definition for FINISHING SUPERVISOR**

A Finishing Supervisor is designated to supervise and monitor day to day operation at the Assembly and Finishing Section and to ensure operations are running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Performs finishing activities by using finishing technology, finishing systems and chemicals preparation.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Ensure the finishing material being prepared according to mixing specification.
- 4) Assist in supervision and in monitoring day to day assembling, finishing process and ensuring output according to set target and quality standard.
- 5) Assist in supervision and controlling job according to SOP (Standard Operation Procedures) and educate on quality and safety standards.
- 6) Maintain housekeeping and safety of work area.



## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire production activities and furniture production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor furniture production activities.
- 2) Monitor day to day production with optimum material usage and ensuring output according to set target and quality standard.
- 3) Set and implement the quality system.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Ensure that all tasks performed are in accordance with safe working practice.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 5**

#### *O***ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall processes and resources in furniture factory from sales order to top management order and to ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory and to ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manners, sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**FURNITURE  
(ASSEMBLY AND FINISHING)**

**JOB TITLES**

***LEVEL 1***

**ASSEMBLY OPERATOR**

***LEVEL 2***

**FINISHING LINE LEADER**

***LEVEL 3***

**FINISHING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **FURNITURE (ASSEMBLY AND FINISHING)**

### **Level 1**

#### *O***ccupational definition for ASSEMBLY OPERATOR**

An Assembly Operator is designated to assemble components into final furniture parts or products prior to packing according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check sorting furniture components, apply adhesive at joints, install hardware and fittings as when required according to instruction in the manual.
- 2) Wrap the finished components with wrapping materials prior to packing into carton boxes to prevent from scratches according to specific requirements.
- 3) Operate the assembly and packing equipments in order to perform the activities smoothly.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 2**

#### *O*ccupational definition for **FINISHING LINE LEADER**

A Finishing Line Leader is designated to assist supervisor in performing sanding, finishing and assembly activities according to Standard Operation Procedure (SOP).

He/She in particular:

- 1) Check and coordinates sanding, finishing and assembly activities.
- 2) Prepare the finishing material by mixing the chemicals according to instruction by supervisor and verify the quality.
- 3) Set machines and equipments and ensure they are properly cleaned after used.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 3**

#### *O***ccupational definition for FINISHING SUPERVISOR**

A Finishing Supervisor is designated to supervise and monitor day to day operation at the Assembly and Finishing Section and to ensure operations are running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Performs finishing activities by using finishing technology, finishing systems and chemicals preparation.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Ensure the finishing material being prepared according to mixing specification.
- 4) Assist Production Executive in monitoring day to day assembling and finishing process and ensuring output according to set target and quality standard.
- 5) Assist in supervision controlling job according to SOP (Standard Operation Procedures) and educate on quality and safety standards.
- 6) Maintain housekeeping and safety of work area.

**FURNITURE  
(ASSEMBLY & FINISHING)**

**Level 4**

*O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire production activities and furniture production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor furniture production activities.
- 2) Monitor day to day production with optimum material usage and ensuring output according to set target and quality standard.
- 3) Set and implement the quality system.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affairs.
- 7) Ensure that all tasks performed are in accordance with safe working practice.

## **FURNITURE (ASSEMBLY & FINISHING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall processes and resources in furniture factory from sales order to top management order and to ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory and to ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manners, sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



**FURNITURE  
(PRODUCT DEVELOPMENT)**

**JOB TITLES**

***LEVEL 1***

-

***LEVEL 2***

**SAMPLE MAKER**

***LEVEL 3***

**DESIGNER**

***LEVEL 4***

**PRODUCT DEVELOPMENT EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **FURNITURE (PRODUCT DEVELOPMENT)**

### **Level 2**

#### *O*ccupational definition for **SAMPLE MAKER**

A Sample Maker is designated to perform the sample making activities according to specification and quality requirements.

He/She in particular:

- 1) Read technical drawing and component drawing.
- 2) Operate machines and equipments examples Planner, Sliding Table Saw, Profile Machines, Spindle Moulder, Sanding Machines, Boring Machines, assembling machines.
- 3) Prepare sample as mention in the new drawing.
- 4) Use finishing equipments and perform finishing systems.
- 5) Prepare jigs and fixtures for production.
- 6) Performs furniture fittings and accessories.
- 7) Report any abnormality to designer.

## **FURNITURE (PRODUCT DEVELOPMENT)**

### **Level 3**

#### *O*ccupational definition for **DESIGNER**

A designer is designated to produce design and monitor day to day operation at the Packing Section and to ensure operations are running according to production target and quality standard.

He/She in particular:

- 1) Prepare various furniture designs using graphic software.
- 2) Ensure machines capability with the new drawing.
- 3) Check all furniture fittings.
- 4) Construct furniture design trend needs.
- 5) Ensure all design can be produce in the factory.
- 6) Assist Product Development Executive.

**FURNITURE  
(PRODUCT DEVELOPMENT)**

**Level 4**

*O***ccupational definition for PRODUCT DEVELOPMENT EXECUTIVE**

A Product Development Executive designated to monitor the entire product development activities and furniture designing team to achieve target.

He/She in particular:

- 1) Check current market trend and needs.
- 2) Plan, execute and monitor furniture product development activities.
- 3) Prepare target in new product development with optimum material usage.
- 4) Prepare costing on new products and bill of materials.
- 5) Ensure quality level requirements for a new product.

## **FURNITURE (PRODUCT DEVELOPMENT)**

### **Level 5**

#### *O***ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall processes and resources in furniture factory from sales order to top management order and to ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory and to ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manners, sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**FURNITURE  
(PRODUCT DEVELOPMENT)**

**JOB TITLES**

***LEVEL 1***

-

***LEVEL 2***

**DRAUGHTSMAN**

***LEVEL 3***

**DESIGNER**

***LEVEL 4***

**PRODUCT DEVELOPMENT EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## FURNITURE (PRODUCT DEVELOPMENT)

# Level 2

### *O*ccupational definition for DRAUGHTSMAN

A Draughtsman is designated to perform the draughtsman ship activities according to specification and quality requirements.

He/She in particular:

- 1) Prepare product specification and component drawing for production.
- 2) Apply in Auto CAD and other design software.
- 3) Prepare bill of materials for production.
- 4) Prepare assembly and packing instructions.
- 5) Prepare drawing for making jigs and fixtures for production.
- 6) Construct all furniture fittings and accessories drafting.
- 7) Report any abnormality to designer.

## **FURNITURE (PRODUCT DEVELOPMENT)**

### **Level 3**

#### *O***ccupational definition for DESIGNER**

A Designer is designated to produce new product designs according to market requirement and such designs could be produced in the factory.

He/She in particular:

- 1) Construct in various furniture designs and graphic software.
- 2) Apply current furniture design trend, market needs, and quality standard.
- 3) Construct furniture fittings and accessories.
- 4) Check the machines capability to ensure that new designs could be produced in the factory.
- 5) Ensure all materials and accessories are available in the market.
- 6) Assist Product Development Executive in execution of product development and promotional activities.
- 7) Responsible in developing company's product catalogue.



## **FURNITURE (PRODUCT DEVELOPMENT)**

### **Level 4**

#### *O*ccupational definition for **PRODUCT DEVELOPMENT EXECUTIVE**

A Product Development Executive is designated to monitor the entire product development activities and to ensure new products are developed according to target set by management.

He/She in particular:

- 1) Check the current market requirements such as design trend specific customer needs on quality and safety.
- 2) Plan, execute and monitor furniture designing and product development activities to achieve own design manufacturing.
- 3) Ensure new products being developed with optimum material usage and with added value.
- 4) Prepare costing on new products and bill of materials.
- 5) Develop quality level requirements for a new product.
- 6) Plan and execute promotional activities for new products.

## **FURNITURE (PRODUCT DEVELOPMENT)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall process and resources in furniture factory from sales order to top management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manner sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**FURNITURE  
(CARPENTRY SERVICES)**

**JOB TITLES**

***LEVEL 1***

-

***LEVEL 2***

**CARPENTER**

***LEVEL 3***

**PROJECT COORDINATOR**

***LEVEL 4***

**PRODUCT DEVELOPMENT EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

**FURNITURE  
(CARPENTRY SERVICES)**

**Level 2**

*O*ccupational definition for **CARPENTER**

A Carpenter is designated to lead and monitor carpentry works at factory or at sites according to customer requirements and following production and project schedule.

He/She in particular:

- 1) Check and coordinates carpentry service activities throughout the project period.
- 2) Ensure all equipments and repaired items in good conditions.
- 3) Monitor day to day operation and ensure service given according quality standard and customer requirements.
- 4) Maintain housekeeping and safety of work area.
- 5) Give recommendations on improving carpentry services to project coordinator.

**FURNITURE  
(CARPENTRY SERVICE)**

**Level 3**

*O*ccupational definition for **PROJECT COORDINATOR**

A Project Coordinator is designated to perform coordination works with customer and company's staff on the project according to agreed quality standard, cost and completion time.

He/She in particular:

- 1) Prepare costing of project and submit quotation with all terms and conditions to prospective customers.
- 2) Supervises and coordinates all carpentry works at site according quality standard and customer's requirements.
- 3) Handover the completed project to customer and submit invoice for payment.
- 4) Assist Product Development Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety.
- 5) Prepare project progress report and recommendations for improvements.

**FURNITURE  
(CARPENTRY SERVICE)**

**Level 4**

*O*ccupational definition for **PRODUCT DEVELOPMENT EXECUTIVE**

A Product Development Executive designated to monitor the entire product development activities and furniture designing team to achieve target.

He/She in particular:

- 1) Ensure in current market trend and needs.
- 2) Plan, execute and monitor furniture product development activities.
- 3) Prepare target in new product development with optimum material usage.
- 4) Prepare costing and bill of materials on new products.
- 5) Develop quality level requirements for a new product.

## **FURNITURE (CARPENTRY SERVICE)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall process and resources in furniture factory from sales order to top management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory to achieve company's mission and vision.
- 3) Manage the overall process and activities through entire factory ensure they are according to quality system.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all production activities are performed in the most effective and efficient manner sets target for the team members and provide the necessary coaching to further optimize performance.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**MOULDING  
(TIMBER YARD)**

**JOB TITLES**

***LEVEL 1***

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***LEVEL 2***

**TIMBER YARD LINE LEADER**

***LEVEL 3***

**TIMBER YARD SUPERVISOR**

***LEVEL 4***

**MOULDING PLANT EXECUTIVE**

***LEVEL 5***

**MOULDING PLANT MANAGER**



## **MOULDING (TIMBER YARD)**

### **Level 2**

#### ***O*ccupational definition for TIMBER YARD LINE LEADER**

A Line Leader is designated to lead in timber yard activities are progressing according to production target and set quality standard.

He/She in particular:

- 1) Check timber yard activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Evaluate and ensuring production disciplines according to procedures.
- 4) Assist supervisor day to day production.
- 5) Maintain housekeeping and safety of work area.

## **MOULDING (TIMBER YARD)**

### **Level 3**

#### ***O*ccupational definition for TIMBER YARD SUPERVISOR**

A Supervisor is designated to monitor the timber yard activities are progressing according to production target and set quality standard.

He/She in particular:

- 1) Monitor and coordinates timber yard activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Assist production executive in monitoring day to day production and ensuring output according to set target and quality standard.
- 4) Assist production in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **MOULDING (TIMBER YARD)**

### **Level 4**

#### *O***ccupational definition for MOULDING PLANT EXECUTIVE**

A Plant executive designated to monitor the entire material preparation and moulding production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor moulding activities.
- 2) Monitor day to day production and ensuring output and expenses according to budge.
- 3) Prepare target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the factory.

## **MOULDING (TIMBER YARD)**

### **Level 5**

#### *O***ccupational definition for MOULDING PLANT MANAGER**

A Plant Manager is designated to manage and control the overall process and resources in moulding plant from sales order to management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in Moulding factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **MOULDING (MOULDING)**

## **JOB TITLES**

### ***LEVEL 1***

**ROUGH MILLING OPERATOR**

### ***LEVEL 2***

**MOULDING LINE LEADER**

### ***LEVEL 3***

**MOULDING SUPERVISOR**

### ***LEVEL 4***

**MOULDING PLANT EXECUTIVE**

### ***LEVEL 5***

**MOULDING PLANT MANAGER**

## **MOULDING (MOULDING)**

### **Level 1**

#### *O*ccupational definition for **ROUGH MILLING OPERATOR**

An operator is designated to operate machines at rough milling sections according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Prepare and sorting the material needed such as sawn timber, plywood, High Pressure Laminates according to requirements.
- 2) Operates machines equipment to do cross cutting, ripping, blanking, laminating of material and stack accordingly comply with general safety rules and regulations.
- 3) Ensure work based on job order.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## **MOULDING (MOULDING)**

### **Level 2**

#### *O*ccupational definition for **MOULDING LINE LEADER**

A Line Leader is designated to monitor the rough milling processes is running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Leads and coordinates rough milling activities.
- 2) Ensure all machines and equipments are properly set and in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Record all work performed in the log book.

## **MOULDING (MOULDING)**

### **Level 3**

#### *O*ccupational definition for **MOULDING SUPERVISOR**

A Supervisor designated to supervise and monitor day to day operation at the final milling and moulding section are running according to production goal/target and set quality standard.

He/She in particular:

- 1) Monitor and coordinates final milling or moulding activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Ensure production disciplines according to procedures.
- 4) Monitor day to day production and ensure output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.



## **MOULDING (MOULDING)**

### **Level 4**

#### *O*ccupational definition for **MOULDING PLANT EXECUTIVE**

A Plant executive designated to monitor the entire material preparation and moulding production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor moulding activities.
- 2) Monitor day to day production and ensuring output and expenses according to budget.
- 3) Prepare output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the factory.

## **MOULDING (MOULDING)**

### **Level 5**

#### *O*ccupational definition for **MOULDING PLANT MANAGER**

A Plant Manager is designated to overall manage and control the overall process and resources in moulding plant on sales order or management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in furniture factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **MOULDING (MOULDING)**

## **JOB TITLES**

### ***LEVEL 1***

**MOULDING OPERATOR**

### ***LEVEL 2***

**MOULDING LINE LEADER**

### ***LEVEL 3***

**MOULDING SUPERVISOR**

### ***LEVEL 4***

**MOULDING PLANT EXECUTIVE**

### ***LEVEL 5***

**MOULDING PLANT MANAGER**

## **MOULDING (MOULDING)**

### **Level 1**

#### *O*ccupational definition for **MOULDING OPERATOR**

A moulder operator is designated to operate machines at final milling or moulding section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Operate machines to do shaping, profiling and moulding of sawn timber the stacking according to sizes and types.
- 2) Stock sawn timber according to sizes and types.
- 3) Ensure work based on job order and instruction by superior.
- 4) Maintain housekeeping and safety work area.
- 5) Report any abnormality to superior.

## **MOULDING (MOULDING)**

### **Level 2**

#### *O*ccupational definition for **MOULDING LINE LEADER**

A Line Leader is designated to assist supervisor on day to day activities and inspect quality of products according to specification requirements.

He/She in particular:

- 1) Assist supervisor of in daily operation.
- 2) Check quality and output moulded product.
- 3) Prepare daily report.
- 4) Ensure all machines and equipments are in good conditions.
- 5) Maintain housekeeping and safety of work area.

## **MOULDING (MOULDING)**

### **Level 3**

#### ***O*ccupational definition for MOULDING SUPERVISOR**

A Supervisor designated to supervise and monitor day to day operation at the final milling and moulding section are running according to production goal/target and set quality standard.

He/She in particular:

- 1) Monitor and coordinates final milling or moulding activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Evaluate and ensure production disciplines according to procedures.
- 4) Monitor day to day production and ensuring output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.

## **MOULDING (MOULDING)**

### **Level 4**

#### ***O*ccupational definition for MOULDING PLANT EXECUTIVE**

A Plant Executive is designated to monitor the entire material preparation and moulding production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor moulding activities.
- 2) Monitor day to day production and ensuring output and expenses according to budget.
- 3) Ensure output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the factory.

## **MOULDING (MOULDING)**

### **Level 5**

#### *O***ccupational definition for MOULDING PLANT MANAGER**

A Plant Manager is designated to overall manage and control the overall process and resources in moulding plant on sales order or management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Check in all sections and functions in furniture factory.
- 2) Ensure business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



# **MOULDING (PACKAGING)**

## ***LEVEL 1***

**GENERAL WORKER**

## ***LEVEL 2***

**PACKING LINE LEADER**

## ***LEVEL 3***

**PACKING SUPERVISOR**

## ***LEVEL 4***

**MOULDING PLANT EXECUTIVE**

## ***LEVEL 5***

**MOULDING PLANT MANAGER**

## **MOULDING (PACKAGING)**

### **Level 1**

#### *O*ccupational definition for **GENERAL WORKER**

A General Worker is designated perform packaging job and to assist other operations as per instruction by superior.

In particular he/she:

- 1) Ensure instruction such as strapping and packing of moulded components according to requirement.
- 2) Report any abnormality to superior.
- 3) Ensure all machines and equipments are in good condition.
- 4) Assist supervisor day to day production.
- 5) Maintain housekeeping and safety of work area.

## **MOULDING (PACKAGING)**

### **Level 2**

#### *O***ccupational definition for PACKING LINE LEADER**

A Line Leader is designated to lead in packaging activities progress according to production target and set quality standard.

He/She in particular:

- 1) Ensure and check coordinates packaging activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Assist supervisor day to day production.
- 4) Maintain housekeeping and safety of work area.
- 5) Report any abnormality to superior.

## **MOULDING (PACKAGING)**

### **Level 3**

#### *O*ccupational definition for **PACKING SUPERVISOR**

A Supervisor designated to supervise and monitor day to day operations at the packaging section are running according to production target and set quality standard.

He/She in particular:

- 1) Monitor and coordinates packaging activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Assist production executive in monitoring day to day production and ensuring output according to set target and quality standard.
- 4) Assist production in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **MOULDING (PACKAGING)**

### **Level 4**

#### *O***ccupational definition for MOULDING PLANT EXECUTIVE**

A Plant Executive is designated to monitor the entire material preparation and moulding production team to achieve production target and goal.

He/She in particular:

- 1) Plan, execute and monitor moulding activities.
- 2) Monitor day to day production and ensuring output and expenses according to budge.
- 3) Ensure output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the factory.

## **MOULDING (PACKAGING)**

### **Level 5**

#### *O***ccupational definition for MOULDING PLANT MANAGER**

A Plant Manager is designated to overall manage and control the overall process and resources in moulding plant on sales order or management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Check in all sections and functions in furniture factory.
- 2) Ensure business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **LAMINATED BOARD (ROUGH MILLING)**

## ***LEVEL 1***

**ROUGH MILLING OPERATOR**

## ***LEVEL 2***

**ROUGH MILLING LINE LEADER**

## ***LEVEL 3***

**ROUGH MILLING SUPERVISOR**

## ***LEVEL 4***

**PRODUCTION EXECUTIVE**

## ***LEVEL 5***

**PRODUCTION MANAGER**

## LAMINATED BOARD (ROUGH MILLING)

# Level 1

### *O*ccupational definition for **ROUGH MILLING OPERATOR**

A Rough Milling Operator is designated to operate the machine at rough mill according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check machine for cross cutting, blanking and planning.
- 2) Perform other works such as stacking and storage of timbers according to sizes, grades and other requirements.
- 3) Ensure general safety rules and regulations are followed.
- 4) Maintain housekeeping and safety working area.
- 5) Report any abnormality to superior.



## **LAMINATED BOARD (ROUGH MILLING)**

### **Level 2**

#### *O*ccupational definition for **ROUGH MILLING LINE LEADER**

A Rough Milling Line Leader is designated to lead the machining operations at rough mill according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check the machining operations of cross cutting, blanking and planning of timber.
- 2) Ensure operators perform other works such as stacking and storage of timbers according to sizes, grades and other requirements.
- 3) Check quality of machined products and report to superior.
- 4) Ensure general safety rules and regulations are followed.
- 5) Maintain housekeeping and safety working area.

## **LAMINATED BOARD (ROUGH MILLING)**

### **Level 3**

#### *O***ccupational definition for ROUGH MILLING SUPERVISOR**

A Rough Milling Supervisor is designated to monitor the day to day rough milling activities according to given instructions and set production targets.

He/She in particular:

- 1) Monitor and coordinate all rough milling activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Ensure monitoring day to day production and ensuring output according to set target and quality standard.
- 4) Ensure managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## LAMINATED BOARD (ROUGH MILLING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and processing of laminated board production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor lamination activities.
- 2) Monitor day to day production and ensuring output and expenses according to budget.
- 3) Ensure output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the entire factory.

## LAMINATED BOARD (ROUGH MILLING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in laminated board factory on sales order or management order and ensure that the quality and quantity of laminated board production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in laminated board factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **LAMINATED BOARD (FINGER JOINTING)**

## **JOB TITLES**

### ***LEVEL 1***

**FINGER JOINTING OPERATOR**

### ***LEVEL 2***

**FINGER JOINTING LINE LEADER**

### ***LEVEL 3***

**FINGER JOINTING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## LAMINATED BOARD (FINGER JOINTING)

# Level 1

### *O*ccupational definition for FINGER JOINTING OPERATOR

A Finger Jointing Operator is designated to operate finger shaping machines at finger jointing section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check machines to do finger jointing activities which are shaping, glue spreading and hydraulic pressing.
- 2) Check the timber and machine condition before processing and stack jointed timber components.
- 3) Ensure the quality and quantity according to set requirement.
- 4) Maintain housekeeping and safety work area.
- 5) Report any abnormality to superior.

## LAMINATED BOARD (FINGER JOINTING)

### Level 2

#### *O*ccupational definition for FINGER JOINTING LINE LEADER

A Finger Jointing Line Leader is designated to monitor finger jointing process is in progressed according to production target and set quality standard.

He/She in particular:

- 1) Lead and regularly check finger jointing activities.
- 2) Maintain all machines and equipments are in good conditions.
- 3) Evaluate and ensuring production disciplines are followed according to procedures.
- 4) Monitor day to day production and ensure output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.

## **LAMINATED BOARD (FINGER JOINTING)**

### **Level 3**

#### ***O*ccupational definition for FINGER JOINTING SUPERVISOR**

A Finger Jointing Supervisor is designated to monitor the finger jointing activities according to given instructions and set production targets.

He/She in particular:

- 1) Monitor and coordinates all finger jointing activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Ensure in monitoring day to day production and ensuring output according to set target and quality standard.
- 4) Ensure in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.



## LAMINATED BOARD (FINGER JOINTING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and processing of finger jointing production team to achieve production target and goals.

He/She in particular:

- 1) Ensure and monitor finger joint lamination activities.
- 2) Monitor day to day production and ensuring output and expenses according to budget.
- 3) Ensure to achieve output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the entire factory.

## LAMINATED BOARD (FINGER JOINTING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in laminated board factory on sales order or management order and ensure that the quality and quantity of laminated board production is according to planned arrangement.

He/She is particular:

- 1) Check in all sections and functions in laminated board factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **LAMINATED BOARD (FINGER JOINTING)**

## **JOB TITLES**

### ***LEVEL 1***

**4-HEAD MOULDER OPERATOR**

### ***LEVEL 2***

**FINGER JOINTING LINE LEADER**

### ***LEVEL 3***

**FINGER JOINTING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## LAMINATED BOARD (FINGER JOINTING)

### Level 1

#### *O*ccupational definition for 4-HEAD MOULDER OPERATOR

A 4-Head Moulder Operator is designated to operate 4-head moulding machine according to instruction to achieve production target and set quality standard.

He/She in particular:

- 1) Check and operate 4-head moulder and sort moulded components according to sizes and quality.
- 2) Check the raw material, machine and cutter conditions before processing.
- 3) Ensure quality and quantity according to set requirement.
- 4) Maintain housekeeping and safety of work area.
- 5) Report any abnormality to superior.

## LAMINATED BOARD (FINGER JOINTING)

### Level 2

#### *O*ccupational definition for FINGER JOINTING LINE LEADER

A Finger Jointing Line Leader is designated to monitor finger jointing process is in progressed according to production target and set quality standard.

He/She in particular:

- 1) Check finger jointing activities.
- 2) Check all machines and equipments are in good conditions.
- 3) Evaluate and ensuring production disciplines are followed according to procedures.
- 4) Monitor day to day production and ensure output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.

## **LAMINATED BOARD (FINGER JOINTING)**

### **Level 3**

#### *O***ccupational definition for FINGER JOINTING SUPERVISOR**

A Finger Jointing Supervisor is designated to monitor the finger jointing activities according to given instructions and set production targets.

He/She in particular:

- 1) Monitor and coordinates all finger jointing activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Assist Production Executive in monitoring day to day production and ensuring output according to set target and quality standard.
- 4) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## LAMINATED BOARD (FINGER JOINTING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and processing of finger jointing production team to achieve production target and goals.

He/She in particular:

- 1) Check and monitor finger joint lamination activities.
- 2) Monitor day to day production and ensuring output and expenses according to budget.
- 3) Ensure to achieve output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the entire factory.

## LAMINATED BOARD (FINGER JOINTING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in laminated board factory on sales order or management order and ensure that the quality and quantity of laminated board production is according to planned arrangement.

He/She in particular:

- 1) Responsible in all sections and functions in laminated board factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



# **LAMINATED BOARD (LAMINATION)**

## **JOB TITLES**

### ***LEVEL 1***

**GLUE SPREADER OPERATOR**

### ***LEVEL 2***

**LAMINATION LINE LEADER**

### ***LEVEL 3***

**LAMINATION SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **LAMINATED BOARD (LAMINATION)**

### **Level 1**

#### *O***ccupational definition for GLUE SPREADER OPERATOR**

A Glue Spreader Operator is designated to operate glue spreading machines at finger jointing section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check machines to do glue spreading for lamination of finger jointed component stacking according to sizes.
- 2) Check the glue condition before use.
- 3) Clean the glue spreader after use.
- 4) Maintain housekeeping and safety of work area.
- 5) Report any abnormality to superior.

## **LAMINATED BOARD (LAMINATION)**

### **Level 2**

#### *O***ccupational definition for LAMINATION LINE LEADER**

A Lamination Line Leader is designated to lead the operation of Radio Frequency (RF) Laminating Machine or equipment to press the glued finger jointed component to form lamination board according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check operates RF (Radio Frequency) laminating machine to do lamination of finger jointed components into laminated board.
- 2) Check the components surfaces are properly sanded before gluing.
- 3) Ensure the glue is properly mixed and of good quality.
- 4) Maintain the quality and quantity according to set requirement.
- 5) Maintain housekeeping and safety of work area.

## **LAMINATED BOARD (LAMINATION)**

### **Level 3**

#### *O*ccupational definition for **LAMINATION SUPERVISOR**

A Lamination Supervisor is designated to monitor the lamination activities according to given instructions and set production targets.

He/She in particular:

- 1) Monitor and coordinate all lamination activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Monitor day to day production to ensure output according to set target and quality standard.
- 4) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **LAMINATED BOARD (LAMINATION)**

### **Level 4**

#### *O***ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and processing of finger jointing production team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor finger joint lamination activities.
- 2) Monitor day to day production and ensuring output and expenses according to budge.
- 3) Ensure to achieve output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the entire factory.

## **LAMINATED BOARD (LAMINATION)**

### **Level 5**

#### *O***ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in laminated board factory on sales order or management order and ensure that the quality and quantity of laminated board production is according to planned arrangement.

He/She in particular:

- 1) Responsible in all sections and functions in laminated board factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **LAMINATED BOARD (LAMINATION)**

## **JOB TITLES**

### ***LEVEL 1***

**WIDE BELT SANDER OPERATOR**

### ***LEVEL 2***

**LAMINATION LINE LEADER**

### ***LEVEL 3***

**LAMINATION SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **LAMINATED BOARD (LAMINATION)**

### **Level 1**

#### ***O*ccupational definition for WIDE BELT SANDER OPERATOR**

A Wide Belt Sander Operator is designated to operate wide belt sanding machines at lamination section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check and operate wide belt sander to do required sanding activities.
- 2) Check the sanding paper and machine condition before use.
- 3) Perform work based on job order and instructions by superior.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.



## **LAMINATED BOARD (LAMINATION)**

### **Level 2**

#### *O*ccupational definition for **LAMINATION LINE LEADER**

A Lamination Line Leader is designated to lead the operation of Radio Frequency (RF) Laminating Machine or equipment to press the glued finger jointed component to form lamination board according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check RF (Radio Frequency) laminating machine to do lamination of finger jointed components into laminated board.
- 2) Check the components surfaces are properly sanded before gluing.
- 3) Ensure the glue is properly mixed and of good quality.
- 4) Maintain the quality and quantity according to set requirement.
- 5) Maintain housekeeping and safety of work area.

## **LAMINATED BOARD (LAMINATION)**

### **Level 3**

#### ***O*ccupational definition for LAMINATION SUPERVISOR**

A Lamination Supervisor is designated to monitor the lamination activities according to given instructions and set production targets.

He/She in particular:

- 1) Monitor and coordinate all lamination activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Monitor day to day production to ensure output according to set target and quality standard.
- 4) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **LAMINATED BOARD (LAMINATION)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and processing of finger jointing production team to achieve production target and goals.

He/She in particular:

- 1) Check, execute and monitor finger joint lamination activities.
- 2) Monitor day to day production and ensuring output and expenses according to budget.
- 3) Ensure to achieve output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation procedures), educate quality and safety, handling their attendance and affair.
- 7) Maintain housekeeping and safety in the entire factory.

## **LAMINATED BOARD (LAMINATION)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in laminated board factory on sales order or management order and ensure that the quality and quantity of laminated board production is according to planned arrangement.

He/She in particular:

- 1) Responsible in all sections and functions in laminated board factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**DOOR AND WINDOW FRAME  
(ROUGH MILLING)**

**JOB TITLES**

***LEVEL 1***

**ROUGH MILLING OPERATOR**

***LEVEL 2***

**ROUGH MILLING LINE LEADER**

***LEVEL 3***

**ROUGH MILLING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **DOOR AND WINDOW FRAME (ROUGH MILLING)**

### **Level 1**

#### *O***ccupational definition for ROUGH MILLING OPERATOR**

A Rough Milling Operator is designated to operate machines at Rough Milling according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Prepare and sort raw material needed such as sawn timber according to requirements.
- 2) Operate machine for cross cutting, ripping, blanking and planning, gluing and clamping. Sort machined timbers according to sizes and quality.
- 3) Ensure general safety rules and regulations are followed.
- 4) Ensure work based on job order and instructions by superior.
- 5) Maintain housekeeping and safety of work area.
- 6) Report any abnormality to superior.

## **DOOR AND WINDOW FRAME (ROUGH MILLING)**

### **Level 2**

#### *O*ccupational definition for **ROUGH MILLING LINE LEADER**

A Rough Milling Line Leader is designated to lead the rough milling processes is running according to production target and following Standard Operation Procedures (SOP).

He/She in particular:

- 1) Check machining operations and other rough milling activities and also clamp carrier operation.
- 2) Check operators to perform other works such as stacking and storage of timbers according to sizes and grades.
- 3) Check all machines and equipments are properly set and in are maintained in good conditions.
- 4) Machine all outputs according to set target and quality standard and comply with general rules and regulations.
- 5) Maintain housekeeping and safety of work area.
- 6) Record all work performed in the log book.

## **DOOR AND WINDOW FRAME (ROUGH MILLING)**

### **Level 3**

#### ***O*ccupational definition for ROUGH MILLING SUPERVISOR**

A Rough Milling Supervisor is designated to monitor the day to day rough milling section to ensure activities are according to given instructions and set production targets.

He/She in particular:

- 1) Monitor and coordinate all rough milling activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Monitor day to day production and ensure output is produced according to set target and quality standard.
- 4) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.



## **DOOR AND WINDOW FRAME (ROUGH MILLING)**

### **Level 4**

#### *O***ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation, processing and production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor door and window frame production activities.
- 2) Monitor day to day production and ensuring output is produced according to set target and quality standard.
- 3) Optimize the use of material for better productivity.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affairs.
- 7) Maintain housekeeping and safety in the entire factory.

## **DOOR AND WINDOW FRAME (ROUGH MILLING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall process and resources in door and window frame factory from sales order to top management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in door and window frame factory.
- 2) Plan operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**DOOR AND WINDOW FRAME  
(FINAL MILLING)**

**JOB TITLES**

***LEVEL 1***

**FINAL MILLING OPERATOR**

***LEVEL 2***

**FINAL MILLING LINE LEADER**

***LEVEL 3***

**FINAL MILLING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **DOOR AND WINDOW FRAME (FINAL MILLING)**

### **Level 1**

#### *O***ccupational definition for FINAL MILLING OPERATOR**

A Final Milling Operator is designated to operate machines at final milling section according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Check and sort material needed for shaping, tenoning and boring operations as per products requirements.
- 2) Ensure operate machines accordingly, check the quality of output and stack components accordingly.
- 3) Ensure work based on job order and SOP (Standard Operation Procedures).
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## **DOOR AND WINDOW FRAME (FINAL MILLING)**

### **Level 2**

#### *O*ccupational definition for FINAL MILLING LINE LEADER

A Final Milling Line Leader is designated to lead the final milling activities in order the operations are according to production target and follow Standard Operation Procedures (SOP).

He/She in particular:

- 1) Check and coordinates in final milling activities.
- 2) Check to ensure all machines and equipments are properly set and in good conditions before use.
- 3) Produce machined output according to set target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Record all work performed in the log book.
- 6) Report on any abnormality to superior.

## **DOOR AND WINDOW FRAME (FINAL MILLING)**

### **Level 3**

#### ***O*ccupational definition for FINAL MILLING SUPERVISOR**

A Final Milling Supervisor is designated to supervise and monitor day to day operation at the final milling section to ensure they are running according to production target and quality standard.

He/She in particular:

- 1) Monitor and coordinate all final milling activities.
- 2) Ensure all machines and equipments are in good conditions and well maintained.
- 3) Evaluate and ensuring production disciplines are followed according to procedures.
- 4) Monitor day to day production and ensuring output according to set target and quality standard.
- 5) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.

## **DOOR AND WINDOW FRAME (FINAL MILLING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation, processing and production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor door and window frame production activities.
- 2) Monitor day to day production and ensuring output is produced according to set target and quality standard.
- 3) Optimize the use of material for better productivity.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affairs.
- 7) Maintain housekeeping and safety in the entire factory.

## **DOOR AND WINDOW FRAME (FINAL MILLING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to plan, manage and control the overall process and resources in door and window frame factory from sales order to top management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in door and window frame factory.
- 2) Plan operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



# **DOOR AND WINDOW FRAME (ASSEMBLY AND PACKING)**

## **JOB TITLES**

### ***LEVEL 1***

**ASSEMBLY OPERATOR**

### ***LEVEL 2***

**ASSEMBLY LINE LEADER**

### ***LEVEL 3***

**ASSEMBLY SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **DOOR AND WINDOW FRAME (ASSEMBLY AND PACKING)**

### **Level 1**

#### *O***ccupational definition for ASSEMBLY OPERATOR**

An Assembly Operator is designated to operate Hydraulic Press Machine at Assembly and Packing Section according to instruction by superior follow a Standard Operation Procedures (SOP).

He/She in particular:

- 1) Check and sort material needed for pressing as per products requirements.
- 2) Operate machines and equipments to press of door and window components and stack accordingly.
- 3) Perform work based on job order.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## **DOOR AND WINDOW FRAME (ASSEMBLY AND PACKING)**

### **Level 2**

#### *O*ccupational definition for **ASSEMBLY LINE LEADER**

An Assembly Line Leader is designated to lead the sub-assembly activities according to production target and follow Standard Operation Procedures (SOP).

He/She in particular:

- 1) Check and coordinates in sub-assembly activities.
- 2) Ensure all machines and equipments are properly set and in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Record all work performed in the log book.
- 6) Report on any abnormality to superior.

## **DOOR AND WINDOW FRAME (ASSEMBLY AND PACKING)**

### **Level 3**

#### *O***ccupational definition for ASSEMBLY SUPERVISOR**

An Assembly Supervisor designated to supervise and monitor day to day operation at the Assembly and Packing Section are running according to production target and quality standard.

He/She in particular:

- 1) Monitor and coordinates in assembly and packing activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Evaluate and ensuring production disciplines are followed according to procedures.
- 4) Monitor day to day production and ensuring output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.

## **DOOR AND WINDOW FRAME (ASSEMBLY AND PACKING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor of door and window production activities.
- 2) Monitor day to day production and ensuring output according to set target and quality standard.
- 3) Ensure output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handling their attendance and affairs.
- 7) Maintain housekeeping and safety in the factory.

## **DOOR AND WINDOW FRAME (ASSEMBLY AND PACKING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Manager is designated to plan, manage and control the overall process and resources in door and window factory from sales order to top management order and ensure that the quality and quantity of furniture production is according to planned arrangement.

He/She is particular:

- 1) Responsible to all sections in door and window factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present monthly performance report to top management.

# **PARQUET AND FLOORING (ROUGH MILLING)**

## **JOB TITLES**

### ***LEVEL 1***

**ROUGH MILLING OPERATOR**

### ***LEVEL 2***

**ROUGH MILLING LINE LEADER**

### ***LEVEL 3***

**ROUGH MILLING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## PARQUET AND FLOORING (ROUGH MILLING)

# Level 1

### *O*ccupational definition for **ROUGH MILLING OPERATOR**

A Rough Milling Operator is designated to operate machines at Rough Milling according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Prepare and sort raw material needed such as sawn timber according to requirements.
- 2) Ensure and operate machine for cross cutting, ripping, blanking and planning, gluing and clamping. Sort machined timbers according to sizes and quality.
- 3) Ensure with general safety rules and regulations are followed.
- 4) Perform work based on job order and instructions by superior.
- 5) Maintain housekeeping and safety of work area.
- 6) Report any abnormality to superior.



## PARQUET AND FLOORING (ROUGH MILLING)

### Level 2

#### *O*ccupational definition for **ROUGH MILLING LINE LEADER**

A Rough Milling Line Leader is designated to lead the machining operations and to monitor the rough milling processes according to production target and set quality standard.

He/She in particular:

- 1) Check and coordinate the rough milling activities.
- 2) Ensure all machineries and equipments are properly set and in good conditions.
- 3) Check operation regularly to ensure output according to set target and quality standard.
- 4) Maintain cleanliness and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **PARQUET AND FLOORING (ROUGH MILLING)**

### **Level 3**

#### *O***ccupational definition for ROUGH MILLING SUPERVISOR**

A Rough Milling Supervisor designated to supervise and monitor day to day operations at the rough milling section to ensure it is according to production target and set quality standard.

He/She in particular:

- 1) Supervise and coordinates all rough milling activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Assist production executive in managing and controlling workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards and also in handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## PARQUET AND FLOORING (ROUGH MILLING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and parquet and flooring production team to achieve production target.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of parquet and flooring.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of entire factory area.

## **PARQUET AND FLOORING (ROUGH MILLING)**

### **Level 5**

#### ***O*ccupational definition for PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in parquet flooring factory from sales order to management order and ensure that the quality and quantity of flooring production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions of the factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **PARQUET AND FLOORING (FINAL MILLING)**

## **JOB TITLES**

### ***LEVEL 1***

**FINAL MILLING OPERATOR**

### ***LEVEL 2***

**FINAL MILLING LINE LEADER**

### ***LEVEL 3***

**FINAL MILLING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## PARQUET AND FLOORING (FINAL MILLING)

# Level 1

### *O*ccupational definition for FINAL MILLING OPERATOR

A Final Milling Operator is designated to operate machines at final milling section according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Prepare and sort material needed for glue lamination, pressing and sanding operations as per products requirements.
- 2) Set and operate machines accordingly, check the quality of output and stack components accordingly.
- 3) Perform work based on job order and SOP (Standard Operation Procedures).
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## PARQUET AND FLOORING (FINAL MILLING)

### Level 2

#### *O*ccupational definition for FINAL MILLING LINE LEADER

A Final Milling Line Leader is designated to lead the machining operations and to monitor the final milling processes according to production target and set quality standard.

He/She in particular:

- 1) Check and coordinate the final milling activities.
- 2) Ensure all machineries and equipments are properly set and in good conditions.
- 3) Check operation regularly to ensure output according to set target and quality standard.
- 4) Maintain cleanliness and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **PARQUET AND FLOORING (FINAL MILLING)**

### **Level 3**

#### ***O*ccupational definition for FINAL MILLING SUPERVISOR**

A Final Milling Supervisor is designated to monitor day to day operations at the final milling section and to ensure they are running according to production target and set quality standard.

He/She in particular:

- 1) Supervise and coordinate final milling activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Assist production executive in controlling workers to perform the job according to SOP (Standard Operation Procedure), quality and safety standards and also in handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.



## PARQUET AND FLOORING (FINAL MILLING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production executive designated to monitor the entire material preparation and parquet and flooring production team to achieve production target.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of parquet and flooring.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of factory area.

## PARQUET AND FLOORING (FINAL MILLING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in parquet flooring factory from sales order to management order and ensure that the quality and quantity of flooring production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions of the factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **PARQUET AND FLOORING (FINISHING)**

## **JOB TITLES**

### ***LEVEL 1***

**FINISHING OPERATOR**

### ***LEVEL 2***

**FINISHING LINE LEADER**

### ***LEVEL 3***

**FINISHING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## PARQUET AND FLOORING (FINISHING)

# Level 1

### *O*ccupational definition for FINISHING OPERATOR

A Finishing Operator is designated to operate the roller coater or other coating equipment at finishing section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check the material to be finished is properly sanded.
- 2) Apply coating to sanded component according to required finish.
- 3) Perform work based on job order and instructions by superior.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

## PARQUET AND FLOORING (FINISHING)

### Level 2

#### *O*ccupational definition for FINISHING LINE LEADER

A Finishing Line Leader is designated to lead the finishing section to ensure finishing of parquet and flooring components are done according to set specification and set quality requirements.

He/She in particular:

- 1) Inspect materials to be finished to ensure they are smoothly sanded prior to applying coating material.
- 2) Check all machineries and drying equipments are properly set and in good conditions.
- 3) Inspect the smoothness and glossiness of finished products and sort defective products for repair or reject.
- 4) Make daily report on the quality level of outputs and recommendation on quality upgrading.
- 5) Maintain cleanliness and safety of work area.

## **PARQUET AND FLOORING (FINISHING)**

### **Level 3**

#### *O***ccupational definition for FINISHING SUPERVISOR**

A Finishing Supervisor is designated to supervise and monitor day to day operation at the finishing section and to ensure operations are running according to production target and set quality standard.

He/She in particular:

- 1) Supervise and coordinate coating and drying activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Monitor day to day production and ensuring output according to set target and quality standard.
- 4) Assist production executive in controlling workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards and also in handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## PARQUET AND FLOORING (FINISHING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and parquet and flooring production team to achieve production target.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of parquet and flooring.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of entire factory area.

## PARQUET AND FLOORING (FINISHING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in parquet flooring factory from sales order to management order and ensure that the quality and quantity of flooring production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions of the factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



# **PARQUET AND FLOORING (PACKING)**

## **JOB TITLES**

### ***LEVEL 1***

**PACKING OPERATOR**

### ***LEVEL 2***

**PACKING LINE LEADER**

### ***LEVEL 3***

**PACKING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **PARQUET AND FLOORING (PACKING)**

### **Level 1**

#### *O***ccupational definition for PACKING OPERATOR**

A Packing Operator is designated to pack the finished flooring strips already QC (Quality Control) checked prior to delivery to customers following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Wrap the finished surface with wrapping materials prior to pack into carton boxes for prevent from scratches according.
- 2) Ensure on job order and instructions by superior.
- 3) Ensure general safety rules and regulations are followed.
- 4) Report any abnormality to superior.
- 5) Maintain housekeeping of work area.

## PARQUET AND FLOORING (PACKING)

# Level 2

### *O*ccupational definition for **PACKING LINE LEADER**

A Packing Line Leader is designated to lead the packing section to ensure the quality of finished flooring strips are according to specifications prior to packing following a Standard Operation Procedure (SOP).

He/She in particular:

- 1) Inspect and approve products that meet quality requirement.
- 2) Check that strapping machine is in good condition and packaging materials are sufficient for packing.
- 3) Ensure products to be delivered are properly packed according to standard requirements.
- 4) Make daily report on the quality level of outputs and recommendation on quality upgrading.
- 5) Maintain cleanliness and safety of work area.

## **PARQUET AND FLOORING (PACKING)**

### **Level 3**

#### *O***ccupational definition for PACKING SUPERVISOR**

A Packing Supervisor is designated to supervise and monitor day to day operation at the packing section and to ensure finished products are inspected according set quality standard and packed according to requirement.

He/She in particular:

- 1) Supervises and coordinates T&G (Touge and Grove) and packing activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Monitor day to day production and ensure output according to set target and quality standard.
- 4) Assist production executive in controlling workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards and also in handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## PARQUET AND FLOORING (PACKING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and parquet and flooring production team to achieve production target.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of parquet and flooring.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of factory area.

## PARQUET AND FLOORING (PACKING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in parquet flooring factory from sales order to management order and ensure that the quality and quantity of flooring production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions of the factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **HOUSING STRUCTURE (ROUGH MILLING)**

## **JOB TITLES**

### ***LEVEL 1***

**ROUGH MILLING OPERATOR**

### ***LEVEL 2***

**ROUGH MILLING LINE LEADER**

### ***LEVEL 3***

**ROUGH MILLING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## HOUSING STRUCTURE (ROUGH MILLING)

# Level 1

### *O*ccupational definition for **ROUGH MILLING OPERATOR**

A Rough Milling Operator is designated to operate cross cutting machine at rough milling section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check and operate machines to do cross-cutting of sawn timber
- 2) Stack the cut according to sizes and types.
- 3) Ensure work based on job order and instructions by superior.
- 4) Ensure with general safety rules and regulations are followed.
- 5) Report any abnormality to superior.



## HOUSING STRUCTURE (ROUGH MILLING)

### Level 2

#### *O*ccupational definition for ROUGH MILLING LINE LEADER

A Rough Milling Line leader is designated to lead the rough milling activities and to inspect quality of machined timbers according to production target and set quality standard.

He/She in particular:

- 1) Inspect the sizes and smoothness of machined timbers and reject defective ones.
- 2) Ensure materials are selected prior to machining activities and ensuring output according to set target and quality standard.
- 3) Make daily report on the quality level of outputs and recommendation on quality upgrading.
- 4) Record all work performed in the log book.
- 5) Maintain housekeeping and safety of work area.

## HOUSING STRUCTURE (ROUGH MILLING)

### Level 3

#### *O*ccupational definition for **ROUGH MILLING SUPERVISOR**

A Rough Milling Supervisor is designated to monitor day to day operation at the rough milling section and to ensure all activities are running according to production target and set quality standard.

He/She in particular:

- 1) Supervise and coordinate all rough milling activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Evaluate and ensure production disciplines are followed according to procedures.
- 4) Monitor day to day production to ensure output are produced according to set target and quality standard.
- 5) Assist production executive in managing and controlling workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards and also in handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.

## HOUSING STRUCTURE (ROUGH MILLING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and rough milling activities and team to achieve production target and goals.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of housing structure components.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of factory area.

## **HOUSING STRUCTURE (ROUGH MILLING)**

### **Level 5**

#### **O**ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in housing structure factory from sales order to management order and ensure that the quality and quantity of housing structure product is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in house structure factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **HOUSING STRUCTURE (FINAL MILLING)**

## **JOB TITLES**

### ***LEVEL 1***

**FINAL MILLING OPERATOR**

### ***LEVEL 2***

**FINAL MILLING LINE LEADER**

### ***LEVEL 3***

**FINAL MILLING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## HOUSING STRUCTURE (FINAL MILLING)

### Level 1

#### *O*ccupational definition for FINAL MILLING OPERATOR

A Final Milling Operator is designated to operate machines at final milling section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check machines to do shaping, check and moulding of sawn timber and do the stacking according to sizes and types.
- 2) Ensure work based on job order and instructions by superior.
- 3) Ensure all machines and equipments in good condition.
- 4) Maintain housekeeping and safety work area.
- 5) Report any abnormality to superior.

## HOUSING STRUCTURE (FINAL MILLING)

### Level 2

#### *O*ccupational definition for FINAL MILLING LINE LEADER

A Final Milling Line leader is designated to lead the final milling activities and to inspect quality of machined timbers according to production target and set quality standard.

He/She in particular:

- 1) Inspect the sizes and smoothness of machined timbers and reject defective ones.
- 2) Ensure materials are selected prior to machining activities and ensuring output according to set target and quality standard.
- 3) Make daily report on the quality level of outputs and recommendation on quality upgrading.
- 4) Record all work performed in the log book.
- 5) Maintain housekeeping and safety of work area.

## HOUSING STRUCTURE (FINAL MILLING)

### Level 3

#### *O*ccupational definition for FINAL MILLING SUPERVISOR

A Final Milling Supervisor is designated to monitor day to day operation at the final milling section and to ensure all activities are running according to production target and set quality standard.

He/She in particular:

- 1) Supervises and coordinates all final milling activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Evaluate and ensure production disciplines according to procedures.
- 4) Monitor day to day production and ensuring output according to set target and quality standard.
- 5) Assist production executive in managing and controlling workers to perform the job according to SOP, quality and safety standards and also in handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.



## HOUSING STRUCTURE (FINAL MILLING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire rough milling and final milling activities and assembly team to achieve production target and goals.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of housing structure components.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of entire factory area.

## HOUSING STRUCTURE (FINAL MILLING)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in housing structure factory from sales order to management order and ensure that the quality and quantity of housing structure product is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in house structure factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **HOUSING STRUCTURE (ASSEMBLY)**

## **JOB TITLES**

### ***LEVEL 1***

**ASSEMBLY OPERATOR**

### ***LEVEL 2***

**ASSEMBLY LINE LEADER**

### ***LEVEL 3***

**ASSEMBLY SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## HOUSING STRUCTURE (ASSEMBLY)

### Level 1

#### *O*ccupational definition for ASSEMBLY OPERATOR

An Assembly Operator is designated perform sub-assembly and final assembly of house structure components and parts and to assist other operations as per instruction by superior.

In particular he/she:

- 1) Ensure instruction such as gluing or joining moulded components into parts or frames according to requirement.
- 2) Operate boring or drilling machines when required.
- 3) Construct hardware and fittings to components when required.
- 4) Report any abnormality to superior.
- 5) Maintain cleanliness of work area.

## HOUSING STRUCTURE (ASSEMBLY)

### Level 2

#### *O*ccupational definition for **ASSEMBLY LINE LEADER**

An Assembly Line Leader is designated to lead in assembly of house structure components and to ensure they are running according to production target and set quality standard.

He/She in particular:

- 1) Check the subassembly and final assembly activities.
- 2) Ensure all hardware, fittings and equipments are in good conditions.
- 3) Monitor day to day assembly operation and ensure all are according to set target and quality standard.
- 4) Make daily report on quantity and quality of finished assembled parts.
- 5) Maintain cleanliness and safety of work area.

## HOUSING STRUCTURE (ASSEMBLY)

### Level 3

#### *O*ccupational definition for ASSEMBLY SUPERVISOR

A Supervisor is designated to monitor day to day operation at the final milling section and to ensure all activities are running according to production target and set quality standard.

He/She in particular:

- 1) Supervises and coordinates all assembly activities.
- 2) Ensure all machineries and equipments are in good conditions.
- 3) Evaluate and ensure production disciplines are followed according to procedures.
- 4) Monitor day to day production to ensure output are produced according to set target and quality standard.
- 5) Assist production executive in managing and controlling workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards and also in handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.

## HOUSING STRUCTURE (ASSEMBLY)

### Level 4

#### *O*ccupational definition for PRODUCTION EXECUTIVE

A Production Executive designated to monitor the entire rough milling and final milling activities and assembly team to achieve production target and goals.

He/She in particular:

- 1) Prepare production planning in term of material and manpower requirements for the production of housing structure components.
- 2) Monitor day to day production to ensure output according to set target.
- 3) Manage and control workers to perform the job according to SOP (Standard Operation Procedures), quality and safety standards.
- 4) Monitor the overall workers attendance and affair.
- 5) Ensure all machineries and equipments are in good conditions.
- 6) Maintain housekeeping and safety of factory area.

## HOUSING STRUCTURE (ASSEMBLY)

### Level 5

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Manager is designated to overall manage and control the overall process and resources in housing structure factory from sales order to management order and ensure that the quality and quantity of housing structure product is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in house structure factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



# **PULP AND PAPER (MATERIAL PREPARATION)**

## **JOB TITLES**

### ***LEVEL 1***

**PULP OPERATOR**

### ***LEVEL 2***

**PULP PREPARATION LEADER**

### ***LEVEL 3***

**PAPER MILL SUPERVISOR**

### ***LEVEL 4***

**ASSISTANT PAPER MILL MANAGER**

### ***LEVEL 5***

**PAPER MILL MANAGER**

**PULP AND PAPER  
(MATERIAL PREPARATION)**

**Level 1**

*O***ccupational definition for PULP OPERATOR**

A Pulp Operator a designated to perform in preparing pulp based on its recipe and job order given by Superior.

He/She are particular:

- 1) Ensure general safety rules and regulations are followed.
- 2) Control and set pulp equipment in order.
- 3) Ensure the quality and output is achieved.
- 4) Prepare shift report to Superior.
- 5) Maintain housekeeping and safety of work area.

**PULP AND PAPER  
(MATERIAL PREPARATION)**

## **Level 2**

### *O***ccupational definition for PULP PREPARATION LEADER**

Pulp Preparation Leader is designated to assist production supervisor based on job order.

In particular he/she:

- 1) Ensure safety, rules and regulations are followed.
- 2) Ensure chemical in order at the pulp preparation and setting up process.
- 3) Maintain all pulp preparation equipments in good condition and assist in performing trouble shooting.
- 4) Report on machine input parameter and any abnormality on the machine or output.
- 5) Maintain housekeeping and safety of work area.

**PULP AND PAPER  
(MATERIAL PREPARATION)**

**Level 3**

*O***ccupational definition for PAPER MILL SUPERVISOR**

A Paper Mill Supervisor is designated to supervise a group of section leaders and operators and to assist superior to achieve high production efficiency, prepare daily report and perform troubleshooting.

He/She in particular:

- 1) Supervise and coordinate activities of production process in order to achieve target.
- 2) Coordinate the cross functional team in the operation.
- 3) Perform troubleshooting on production, process and materials preparation.
- 4) Ensure machineries and equipments are in good conditions.
- 5) Prepare daily report to superior on production and quality performance.
- 6) Maintain housekeeping and safety of production floor.

**PULP AND PAPER  
(MATERIAL PREPARATION)**

**Level 4**

*O***ccupational definition for ASSISTANT PAPER MILL MANAGER**

An Assistance Paper Mill Manager is designated to manage and control production to ensure production target is achieved.

He/She in particular:

- 1) Execute and monitor activities of production process.
- 2) Coordinate the cross functional team such as personnel, maintenance, shipping and logistic/warehousing department.
- 3) Perform troubleshooting and solve production, process, materials and equipment issues.
- 4) Prepare production planning, monitoring and report to Production Manager.
- 5) Monitor day to day production and ensure quality as per the customer requirement.
- 6) Prepare a monthly performance report.
- 7) Maintain housekeeping and safety of entire production floor.

**PULP AND PAPER  
(MATERIAL PREPARATION)**

**Level 5**

***O*ccupational definition for PAPER MILL MANAGER.**

A Paper Mill Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Plan, manage and control the overall process and activities through entire paper mill plant.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Manage a group of executives, supervisors and workers to meet production budget.
- 4) Investigate, analyze and respond to customer complaint and take necessary preventive actions.
- 5) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 6) Prepare staff performance and development through proper training program and needs.
- 7) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).

**PULP AND PAPER  
(DE-INKING)**

**JOB TITLE**

***LEVEL 1***

**DE- INKING OPERATOR**

***LEVEL 2***

**DE-INKING SECTION LEADER**

***LEVEL 3***

**PAPER MILL SUPERVISOR**

***LEVEL 4***

**ASSISTANT PAPER MILL MANAGER**

***LEVEL 5***

**PAPER MILL MANAGER**

## **PULP AND PAPER (DE-INKING)**

# **Level 1**

### *O***ccupational definition for DE-INKING OPERATOR**

A De-inking Operator is designated to operate a bleaching, filter press, floatation cell and thickening machine based on job order.

He/She are particular:

- 1) Ensure general safety rules and regulations are followed.
- 2) Prepare the chemical and set dosing.
- 3) Operate a bleaching, filter press, floatation cell and thickening process.
- 4) Ensure quality of de-inking pulp as per quality specification.
- 5) Prepare shift report to Superior.
- 6) Maintain housekeeping and safety of work area.



**PULP AND PAPER  
(DE-INKING)**

**Level 2**

*O***ccupational definition for DE-INKING SECTION LEADER.**

A De-inking Section Leader is designated to assist production supervisor base on job order.

He/She are particular:

- 1) Ensure general safety rules and regulations are followed.
- 2) Monitor and lead de-inking setting up process.
- 3) Maintain all de-inking equipments are in good condition.
- 4) Assist in performing troubleshooting.
- 5) Report on machine input parameter and any abnormality on the machine or output.

## **PULP AND PAPER (DE-INKING)**

### **Level 3**

#### ***O*ccupational definition for PAPER MILL SUPERVISOR**

A Paper Mill Supervisor is designated to supervise a group of section leaders and operators and to assist superior to achieve high production efficiency, prepared daily report and performed troubleshooting.

He/She in particular:

- 1) Supervise and coordinates activities of production process in order to achieve target.
- 2) Coordinate the cross functional team in the operation.
- 3) Perform troubleshooting on production, process and materials preparation.
- 4) Ensure all machineries and equipments are in good conditions.
- 5) Prepare daily report to superior on production and quality performance.
- 6) Maintain housekeeping and safety of production floor.

## **PULP & PAPER (DE-INKING)**

### **Level 4**

#### *O***ccupational definition for ASSISTANT PAPER MILL MANAGER**

An Assistance Paper Mill Manager is designated to manage and control production to ensure production target is achieved.

He/She in particular:

- 1) Execute and monitor activities of production process.
- 2) Coordinate the cross functional team such as personnel, maintenance, shipping and logistic/warehousing department.
- 3) Perform troubleshooting and solve production, process, materials and equipment issues.
- 4) Prepare production planning, monitoring and report to Production Manager.
- 5) Monitor day to day production and ensure quality as per the customer requirement.
- 6) Prepare a monthly performance report.
- 7) Maintain housekeeping and safety of entire production floor.

## **PULP & PAPER (DE-INKING)**

### **Level 5**

#### ***O*ccupational definition for PAPER MILL MANAGER**

A Paper Mill Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Plan, manage and control the overall process and activities through entire paper mill plant.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Manage a group of executives, supervisors and workers to meet production budget.
- 4) Investigate, analyze and respond to customer complaint and take necessary preventive actions.
- 5) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 6) Prepare staff performance and development through proper training program and needs.
- 7) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).

# **PULP AND PAPER (PAPER MAKING)**

## **JOB TITLE**

### ***LEVEL 1***

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### ***LEVEL 2***

**PAPER MACHINE OPERATOR**

### ***LEVEL 3***

**PAPER MILL SUPERVISOR**

### ***LEVEL 4***

**ASSISTANT PAPER MILL MANAGER**

### ***LEVEL 5***

**PAPER MILL MANAGER**

## **PULP AND PAPER (PAPER MAKING)**

### **Level 2**

#### *O***ccupational definition for PAPER MACHINE OPERATOR**

A Paper Machine Operator is designated to operate paper machine and to assist production supervisor base on job order.

He/She are particular:

- 1) Ensure with general safety rules and regulations are followed.
- 2) Monitor and lead paper machine and setting up process.
- 3) Prepare chemical for paper machine additive, paper machine blade teflon.
- 4) Maintain all paper machine equipments are in good condition and assist in performing troubleshooting.
- 5) Report on machine input parameter any abnormality on the machine and output.
- 6) Maintain housekeeping and safety of work area.

## **PULP AND PAPER (PAPER MAKING)**

### **Level 3**

#### *O***ccupational definition for PAPER MILL SUPERVISOR**

A Paper Mill Supervisor is designated to supervise a group of section leaders and operators and to assist superior to achieve high production efficiency, prepared daily report and performed troubleshooting.

He/She in particular:

- 1) Supervise and coordinates activities of production process in order to achieve target.
- 2) Coordinate the cross functional team in the operation.
- 3) Perform troubleshooting on production, process and materials preparation.
- 4) Ensure all machineries and equipments are in good conditions.
- 5) Prepare daily report to superior on production and quality performance.
- 6) Maintain housekeeping and safety of production floor.

## **PULP AND PAPER (PAPER MAKING)**

### **Level 4**

#### ***O*ccupational definition for ASSISTANT PAPER MILL MANAGER**

An Assistance Paper Mill Manager is designated to manage and control production to ensure production target is achieved.

He/She in particular:

- 1) Execute and monitor activities of production process.
- 2) Coordinate the cross functional team such as personnel, maintenance, shipping and logistic/warehousing department.
- 3) Perform troubleshooting and solve production, process, materials and equipment issues.
- 4) Prepare production planning, monitoring and report to Production Manager.
- 5) Monitor day to day production and ensure quality as per the customer requirement.
- 6) Prepare a monthly performance report.
- 7) Maintain housekeeping and safety of entire production floor.



## **PULP AND PAPER (PAPER MAKING)**

### **Level 5**

#### ***O*ccupational definition for PAPER MILL MANAGER**

A Paper Mill Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Plan, manage and control the overall process and activities through entire paper mill plant.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Manage a group of executives, supervisors and workers to meet production budget.
- 4) Investigate, analyze and respond to customer complaint and take necessary preventive actions.
- 5) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 6) Prepare staff performance and development through proper training program and needs.
- 7) Review the production performance and make a action plan for any unachieved KPI (Key Performance Index).

**PULP AND PAPER  
(REWINDING)**

**JOB TITLE**

***LEVEL 1***

**REWINDING OPERATOR**

***LEVEL 2***

**REWINDING SECTION LEADER**

***LEVEL 3***

**PAPER MILL SUPERVISOR**

***LEVEL 4***

**ASSISTANT PAPER MILL MANAGER**

***LEVEL 5***

**PAPER MILL MANAGER**

## **PULP AND PAPER (REWINDING)**

# **Level 1**

### *O***ccupational definition for REWINDING OPERATOR**

A Rewinding Operator is designated to operate rewinding machine according to SOP (Standard Operation Procedures) and instruction from Rewinding Section Leader based on job order, batch order and roll number arrangement.

He/She are particular:

- 1) Ensure general safety rules and regulations are followed.
- 2) Operate rewinding machine according to SOP (Standard Operation Procedures) and production planning.
- 3) Ensure the quality and quantity of paper roll as per planned.
- 4) Report any abnormality and attend any troubleshooting of the rewinding machine.
- 5) Weight and label paper rolls.
- 6) Prepare daily report on the shift output.
- 7) Maintain housekeeping and safety of work area.

**PULP AND PAPER  
(REWINDING)**

**Level 2**

*O***ccupational definition for REWINDING SECTION LEADER**

A Rewinding Section Leader is designated to lead rewinding operation and to assist production supervisor base on job order.

He/She are particular:

- 1) Ensure general safety rules and regulations are followed.
- 2) Monitor and lead rewinding machine and assigning daily duties or tasks to Rewinding Operator and setting up process.
- 3) Maintain all rewinding machine equipments are always in good condition in order to achieve high efficiency and assist in performing troubleshooting.
- 4) Report on machine input parameter and any abnormality on the machine or output.
- 5) Maintain housekeeping and safety of work area.

## **PULP AND PAPER (REWINDING)**

### **Level 3**

#### *O***ccupational definition for PAPER MILL SUPERVISOR**

A Paper Mill Supervisor is designated to supervise a group of section leaders and operators and to assist superior to achieve high production efficiency, prepared daily report and performed troubleshooting.

He/She in particular:

- 1) Supervise and coordinates activities of production process in order to achieve target.
- 2) Check cross functional team in the operation.
- 3) Ensure troubleshooting on production, process, materials, machineries and equipments are in good conditions.
- 4) Prepare daily report to superior on production and quality performance.
- 5) Maintain housekeeping and safety of production floor.

## **PULP AND PAPER (REWINDING)**

### **Level 4**

#### ***O*ccupational definition for ASSISTANT PAPER MILL MANAGER**

An Assistance Paper Mill Manager is designated to manage and control production to ensure production target is achieved.

He/She in particular:

- 1) Monitor activities of production process.
- 2) Coordinate the cross functional team such as personnel, maintenance, shipping and logistic/warehousing department.
- 3) Perform troubleshooting and solve production, process, materials and equipment issues.
- 4) Prepare production planning, monitoring and report to Production Manager.
- 5) Monitor day to day production and ensure quality as per the customer requirement.
- 6) Prepare a monthly performance report.
- 7) Maintain housekeeping and safety of entire production floor.

## **PULP AND PAPER (REWINDING)**

### **Level 5**

#### ***O*ccupational definition for PAPER MILL MANAGER**

A Paper Mill Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Plan, manage and control the overall process and activities through entire paper mill plant.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Manage a group of executives, supervisors and workers to meet production budget.
- 4) Investigate, analyze and respond to customer complaint and take necessary preventive actions.
- 5) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 6) Prepare staff performance and development through proper training program and needs.
- 7) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).

**PULP AND PAPER  
(FINISHED PRODUCT)**

**JOB TITLE**

***LEVEL 1***

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***LEVEL 2***

**FINISHED PRODUCT SECTION LEADER**

***LEVEL 3***

**PAPER MILL SUPERVISOR**

***LEVEL 4***

**ASSISTANT PAPER MILL MANAGER**

***LEVEL 5***

**PAPER MILL MANAGER**



**PULP & PAPER  
(FINISHED PRODUCT)**

## **Level 2**

### ***O*ccupational definition for FINISHED PRODUCT SECTION LEADER**

A Finish Product Section Leader is designated pack the finish product and to assist production supervisor base on job order.

He/She are particular:

- 1) Ensure general safety rules and regulations are followed.
- 2) Monitor and lead daily duties in packing of finish products according to procedures.
- 3) Maintain all packing equipments and packaging materials are always in good condition.
- 4) Report on product quality prior to packing.
- 5) Maintain housekeeping and safety of work area.

**PULP AND PAPER  
(FINISHED PRODUCT)**

**Level 3**

*O***ccupational definition for PAPER MILL SUPERVISOR**

A Paper Mill Supervisor is designated to supervise a group of section leaders and operators and to assist superior to achieve high production efficiency, prepared daily report and performed troubleshooting.

He/She in particular:

- 1) Supervise and coordinates activities of production process in order to achieve target.
- 2) Coordinate the cross functional team in the operation.
- 3) Perform trouble shooting on production, process, materials and ensure all machineries and equipments are in good conditions.
- 4) Prepare daily report to superior on production and quality performance.
- 5) Maintain housekeeping and safety of production floor.

**PULP AND PAPER  
(FINISHED PRODUCT)**

**Level 4**

*O***ccupational definition for ASSISTANT PAPER MILL MANAGER**

An Assistance Paper Mill Manager is designated to manage and control production to ensure production target is achieved.

He/She in particular:

- 1) Execute and monitor activities of production process.
- 2) Coordinate the cross functional team such as personnel, maintenance, shipping and logistic/warehousing department.
- 3) Perform troubleshooting and solve production, process, materials and equipment issues.
- 4) Prepare production planning, monitoring and report to Production Manager.
- 5) Monitor day to day production and ensure quality as per the customer requirement.
- 6) Prepare a monthly performance report.
- 7) Maintain housekeeping and safety of entire production floor.

**PULP & PAPER  
(FINISHED PRODUCT)**

**Level 5**

*O***ccupational definition for PAPER MILL MANAGER**

A Paper Mill Manager is designated to manage overall production process, manpower, raw material and maintenance of production machineries. He/She need to prepare departmental budget and to ensure all production target is achieved.

He/She in particular:

- 1) Plan, manage and control the overall process and activities through entire paper mill plant.
- 2) Prepare necessary report and improvement recommendation for management review.
- 3) Manage a group of executives, supervisors and workers to meet production budget.
- 4) Investigate, analyze and respond to customer complaint and take necessary preventive actions.
- 5) Ensure all standard operation procedures and planned production process to be effectively implemented and maintained.
- 6) Prepare staff performance and development through proper training program and needs.
- 7) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).

**BOAT MAKING  
(MATERIAL PREPARATION)**

**JOB TITLES**

***LEVEL 1***

-

***LEVEL 2***

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***LEVEL 3***

**MATERIAL PREPARATION SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **BOAT MAKING (MATERIAL PREPARATION)**

### **Level 3**

#### *O*ccupational definition for **MATERIAL PREPARATION SUPERVISOR**

A Material Preparation Supervisor is designated to supervise and monitor the material preparation section according to production target and set quality standard.

He/She in particular:

- 1) Monitor and coordinate all material preparation activities.
- 2) Ensure sawn timber is selected according to job order requirements and stack according to sizes for air drying process or storage.
- 3) Ensure all machines and equipments are in good conditions.
- 4) Monitor day to day production to ensure output is produced according to set target and quality standard.
- 5) Assist production executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 6) Maintain housekeeping and safety of work area.

## **BOAT MAKING (MATERIAL PREPARATION)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and boat making team to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor boat making activities.
- 2) Monitor day to day production to ensure outputs are produced according to set target and quality standard.
- 3) Achieve output target with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Maintain housekeeping and safety of work area.

## **BOAT MAKING (MATERIAL PREPARATION)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in boat making factory from sales order to management order and ensure that the quality and quantity of boats is according to set target.

He/She is particular:

- 1) Responsible in all sections and functions in boat making factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



**BOAT MAKING  
(ROUGH MILLING)**

**JOB TITLES**

***LEVEL 1***

**MACHINING OPERATOR**

***LEVEL 2***

**MACHINING LINE LEADER**

***LEVEL 3***

**ROUGH MILLING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **BOAT MAKING (ROUGH MILLING)**

### **Level 1**

#### *O*ccupational definition for **MACHINING OPERATOR**

A Machining Operator is designated to operate machines at rough milling sections according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Operates machines to do cross cutting, ripping, blanking of sawn timber and do the stacking according to sizes.
- 2) Ensure general safety rules and regulations are followed.
- 3) Ensure the quality and quantity according to set requirements.
- 4) Report any abnormality to superior.
- 5) Maintain housekeeping of work area.

## **BOAT MAKING (ROUGH MILLING)**

### **Level 2**

#### *O***ccupational definition for MACHINING LINE LEADER**

A Machining Line Leader is designated to monitor the rough milling processes are running according to production target and set quality standard.

He/She in particular:

- 1) Check rough milling activities.
- 2) Ensure all machines and equipments are properly set and maintain in good conditions.
- 3) Ensure day to day production and ensure output according to set target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **BOAT MAKING (ROUGH MILLING)**

### **Level 3**

#### *O*ccupational definition for **ROUGH MILLING SUPERVISOR**

A Rough Milling Supervisor is designated to supervise and monitor day to day operations at the rough milling section are running according to production target and set quality standard.

He/She in particular:

- 1) Monitor and coordinate all rough milling activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Monitor day to day production and ensuring output according to set target and quality standard.
- 4) Assist production executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **BOAT MAKING (ROUGH MILLING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and boat making production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor boat making activities.
- 2) Monitor day to day production and ensuring out put according to set target and quality standard.
- 3) Ensure output target is achieved with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Maintain housekeeping and safety of work area.

## **BOAT MAKING (ROUGH MILLING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in boat making factory from sales order to management order and ensure that the quality and quantity of boat making production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in boat making factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **BOAT MAKING (FINAL MILLING)**

## **JOB TITLES**

### ***LEVEL 1***

**FINAL MILLING OPERATOR**

### ***LEVEL 2***

**FINAL MILLING LINE LEADER**

### ***LEVEL 3***

**FINAL MILLING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **BOAT MAKING (FINAL MILLING)**

### **Level 1**

#### *O*ccupational definition for **FINAL MILLING OPERATOR**

A Final Milling Operator is designated to operate machines at final milling section according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Operate machines to do shaping, profiling, moulding and boring at final milling section.
- 2) Stack according to sizes and types.
- 3) Construct work based on job order and instructions by superior.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.
- 6) Maintain housekeeping of work area.



## **BOAT MAKING (FINAL MILLING)**

### **Level 2**

#### *O***ccupational definition for FINAL MILLING LINE LEADER**

A Final Milling Line Leader is designated to monitor the final milling processes are running according to production target and set quality standard.

He/She in particular:

- 1) Check final milling activities.
- 2) Ensure all machines and equipments are properly set and maintain in good conditions.
- 3) Ensure day to day production accordingly target and quality standard.
- 4) Maintain housekeeping and safety of work area.
- 5) Prepare report on any abnormality occurred.
- 6) Record all work performed in the log book.

## **BOAT MAKING (FINAL MILLING)**

### **Level 3**

#### *O***ccupational definition for FINAL MILLING SUPERVISOR**

A Final Milling Supervisor is designated to supervise and monitor day to day operation at the final milling section are running according to production target and set quality standard.

He/She in particular:

- 1) Monitor and coordinate all rough milling activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Monitor day to day production and ensuring output according to set target and quality standard.
- 4) Assist production executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINAL MILLING)**

### **Level 4**

#### *O***ccupational definition for PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and boat making production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor boat making activities.
- 2) Monitor day to day production and ensuring out put according to set target and quality standard.
- 3) Ensure output target is achieved with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINAL MILLING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in boat making factory from sales order to management order and ensure that the quality and quantity of boat making production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in boat making factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **BOAT MAKING (FINISHING)**

## **JOB TITLES**

***LEVEL 1***

-

***LEVEL 2***

**ASSEMBLER**

***LEVEL 3***

**FINISHING SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **BOAT MAKING (FINISHING)**

### **Level 2**

#### *O*ccupational definition for **ASSEMBLER**

An Assembler is designated to assemble components into final boat making parts or products prior to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Sort boat components, apply glue or adhesive at joints when required and install hardware and fittings when required as per instructions in the manual.
- 2) Prepare assembly jigs and fixtures.
- 3) Perform work based on job order and instructions by superior.
- 4) Ensure general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

## **BOAT MAKING (FINISHING)**

### **Level 3**

#### *O*ccupational definition for **FINISHING SUPERVISOR**

A Finishing Supervisor is designated to supervise and monitor day to day operation at the assembly and finishing section and to ensure operation are running according to production target and set quality standard.

He/She in particular:

- 1) Monitor and coordinate all assembly and finishing activities.
- 2) Ensure all machines and equipments are in good conditions.
- 3) Monitor day to day production and ensuring output according to set target and quality standard.
- 4) Assist production executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINISHING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and boat making production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor boat making activities.
- 2) Monitor day to day production and ensuring out put according to set target and quality standard.
- 3) Ensure output target is achieved with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Maintain housekeeping and safety of work area.



## **BOAT MAKING (FINISHING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in boat making factory from sales order to management order and ensure that the quality and quantity of boat making production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in boat making factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **BOAT MAKING (FINISHING)**

## **JOB TITLES**

### ***LEVEL 1***

**SANDING OPERATOR**

### ***LEVEL 2***

**FINISHING LINE LEADER**

### ***LEVEL 3***

**FINISHING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## **BOAT MAKING (FINISHING)**

### **Level 1**

#### *O*ccupational definition for **SANDING OPERATOR**

A Sanding Operator is designated to operate sanding machines at assembly and finishing section according to instruction by superior following a Standard Operation Procedure (SOP).

In particular he/she:

- 1) Check sanding machines such as wide belt sander, drum sander, orbital sander, and profile sander to do sanding of furniture components.
- 2) Ensure work based on job order and instructions by superior.
- 3) Check the surface after sanding and marks defective area.
- 4) Maintain housekeeping and safety at work area.
- 5) Report any abnormality to superior.

## **BOAT MAKING (FINISHING)**

### **Level 2**

#### *O*ccupational definition for **FINISHING LINE LEADER**

A Finishing Line Leader is designated to lead the finishing section to ensure finishing of boat is done according to set specification and set quality requirements.

He/She in particular:

- 1) Inspects and coordinates all finishing activities.
- 2) Check the right mixing of finishing material as per finishing system given by superior.
- 3) Ensure all finishing materials, equipments are properly set and in good conditions.
- 4) Monitor day to day finishing process and ensure output according to set target and quality standard.
- 5) Maintain housekeeping and safety of work area.
- 6) Report on any abnormality occurred.
- 7) Record all work performed in the log book.

## **BOAT MAKING (FINISHING)**

### **Level 3**

#### *O*ccupational definition for **FINISHING SUPERVISOR**

A Supervisor designated to supervise and monitor day to day operation at the Finishing Section and to ensure operations are running according to production target and follow Standard Operation Procedures (SOP).

He/She in particular:

- 1) Monitor and coordinates all finishing activities.
- 2) Ensure and determine the right finishing materials as per customer requirements.
- 3) Assist Production Executive in monitoring day to day finishing process and ensuring output according to set target and quality standard.
- 4) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINISHING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and boat making production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor boat making activities.
- 2) Monitor day to day production and ensuring out put according to set target and quality standard.
- 3) Ensure output target is achieved with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINISHING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in boat making factory from sales order to management order and ensure that the quality and quantity of boat making production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in boat making factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **BOAT MAKING (FINISHING)**

## **JOB TITLES**

### ***LEVEL 1***

**SPRAY PAINTER**

### ***LEVEL 2***

**FINISHING LINE LEADER**

### ***LEVEL 3***

**FINISHING SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**



## **BOAT MAKING (FINISHING)**

### **Level 1**

#### *O*ccupational definition for **SPRAY PAINTER**

A Spray Painter is designated to perform painting and spraying activities and operate finishing equipments at finishing section according to instruction by superior following a Standard Operation Procedures (SOP).

In particular he/she:

- 1) Check activities to finish boat according to specification.
- 2) Operate and maintain finishing materials and equipments in order to perform finishing activities run smoothly.
- 3) Ensure work based on job order and instructions by superior.
- 4) Ensure with general safety rules and regulations are followed.
- 5) Report any abnormality to superior.

## **BOAT MAKING (FINISHING)**

### **Level 2**

#### *O***ccupational definition for FINISHING LINE LEADER**

A Finishing Line Leader is designated to lead the finishing section to ensure finishing of boat is done according to set specification and set quality requirements.

He/She in particular:

- 1) Inspects and coordinates all finishing activities.
- 2) Check the right mixing of finishing material as per finishing system given by superior.
- 3) Ensure all finishing materials, equipments are properly set and in good conditions.
- 4) Monitor day to day finishing process and output according to target and quality standard.
- 5) Maintain housekeeping and safety of work area.
- 6) Report on any abnormality occurred.
- 7) Record all work performed in the log book.

## **BOAT MAKING (FINISHING)**

### **Level 3**

#### *O***ccupational definition for FINISHING SUPERVISOR**

A Supervisor designated to supervise and monitor day to day operation at the Finishing Section and to ensure operations are running according to production target and follow Standard Operation Procedures (SOP).

He/She in particular:

- 1) Monitor and coordinates all finishing activities.
- 2) Ensure and determine the right finishing materials as per customer requirements.
- 3) Assist Production Executive in monitoring day to day finishing process and ensuring output according to set target and quality standard.
- 4) Assist Production Executive in managing and controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINISHING)**

### **Level 4**

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive designated to monitor the entire material preparation and boat making production team to achieve production target.

He/She in particular:

- 1) Plan, execute and monitor boat making activities.
- 2) Monitor day to day production and ensuring out put according to set target and quality standard.
- 3) Ensure output target is achieved with optimum material usage.
- 4) Ensure machines and equipments are in good conditions.
- 5) Evaluate and ensuring production disciplines.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affairs.
- 7) Maintain housekeeping and safety of work area.

## **BOAT MAKING (FINISHING)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in boat making factory from sales order to management order and ensure that the quality and quantity of boat making production is according to planned arrangement.

He/She is particular:

- 1) Responsible in all sections and functions in boat making factory.
- 2) Plan the business and operation activities through entire factory.
- 3) Manage the overall process and activities through entire factory according implemented policy.
- 4) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 5) Ensure that all the sections performing their tasks according to the instruction and standard requirement.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

**CHARCOAL  
(MATERIAL PREPARATION)**

**JOB TITLES**

***LEVEL 1***

**MATERIAL PREPARATION OPERATOR**

***LEVEL 2***

**ASSISTANT SUPERVISOR**

***LEVEL 3***

**SUPERVISOR**

***LEVEL 4***

**PRODUCTION EXECUTIVE**

***LEVEL 5***

**PRODUCTION MANAGER**

## **CHARCOAL (MATERIAL PREPARATION)**

### **Level 1**

#### *O*ccupational definition for **MATERIAL PREPARATION OPERATOR**

A Material Preparation Operator is designated to perform work in material preparation section according to instruction by superior following a standard manual or guidelines.

In particular he/she:

- 1) Check raw materials according to job order requirement.
- 2) Ensure stack according to sizes for air drying process or storage.
- 3) Deliver the materials to burning chamber area when required.
- 4) Ensure the type of material and quantity according to requirement.
- 5) Report any abnormality to superior.
- 6) Maintain cleanliness of work area.

## CHARCOAL (MATERIAL PREPARATION)

### Level 2

#### *O*ccupational definition for ASSISTANT SUPERVISOR

An Assistant Supervisor is designated to lead in the charcoal production line in order it is running according to production target and set quality standard.

He/She in particular:

- 1) Check material preparation, burning, quality checking and packing activities.
- 2) Ensure all heating equipments are properly set and in good conditions.
- 3) Prepare report on any abnormality occurred.
- 4) Record all work performed in the log book.
- 5) Maintain housekeeping and safety of work area.



## **CHARCOAL (MATERIAL PREPARATION)**

### **Level 3**

#### *O*ccupational definition for **SUPERVISOR**

A Supervisor is designated to monitor the whole charcoal production line to ensure they are according to production target and set quality standard.

He/She in particular:

- 1) Supervise and coordinate material preparation, burning, quality checking and packing activities.
- 2) Ensure all materials are in good conditions and stored properly.
- 3) Monitor day to day activities and ensure materials are prepared according to set target and quality standard.
- 4) Assist production manager in controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handling their attendance and affair.
- 5) Maintain housekeeping and safety of plant area

**CHARCOAL  
(MATERIAL PREPARATION)**

**Level 4**

*O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and burning operation to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor charcoal production processes.
- 2) Monitor day to day operation to ensure outputs are produced according to set target and quality standard.
- 3) Operate with optimum material usage.
- 4) Ensure burning equipments and facilities are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handle their attendance and affairs.
- 7) Maintain housekeeping and safety of entire plant.

## **CHARCOAL (MATERIAL PREPARATION)**

### **Level 5**

#### *O*ccupational definition for **PRODUCTION MANAGER**

A Production Manager is designated to overall manage and control the overall process and resources in charcoal production plant from sales order to management order and ensure that the quality and quantity of charcoal is according to set target.

He/She is particular:

- 1) Responsible in all sections and functions in charcoal processing plant.
- 2) Plan overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.

# **CHARCOAL (HEATING)**

## **JOB TITLES**

### ***LEVEL 1***

**BURNING OPERATOR**

### ***LEVEL 2***

**ASSISTANT SUPERVISOR**

### ***LEVEL 3***

**SUPERVISOR**

### ***LEVEL 4***

**PRODUCTION EXECUTIVE**

### ***LEVEL 5***

**PRODUCTION MANAGER**

## CHARCOAL (HEATING)

# Level 1

### *O*ccupational definition for **BURNING OPERATOR**

A Burning Operator is designated to operate the burning chamber at heating section according to instruction by superior.

In particular he/she:

- 1) Check the burning chamber, load the materials into the chamber and heat or burn the materials according to requirement.
- 2) Arrange the materials properly in the chamber for uniform burning.
- 3) Check the burning processes to ensure its consistency. Add fuel when necessary and put the fire off when burning cycle is completed.
- 4) Discharge the charcoal from burning chamber and cool them down according to schedule or requirement.
- 5) Report any abnormality to superior.
- 6) Maintain cleanliness of burning chamber.

## CHARCOAL (HEATING)

# Level 2

### *O*ccupational definition for ASSISTANT SUPERVISOR

An Assistant Supervisor is designated to lead in the charcoal production line in order it is running according to production target and set quality standard.

He/She in particular:

- 1) Lead check in material preparation, burning, quality checking and packing activities.
- 2) Ensure all heating equipments are properly set and in good conditions.
- 3) Check regularly during burning and record the heating levels to ensure its consistency.
- 4) Check the conditions of charcoal after burning completed and ensure they are totally cooled before packing.
- 5) Maintain housekeeping and safety of burning chamber area.
- 6) Record all work performed in the log book.

## CHARCOAL (HEATING)

### Level 3

#### *O*ccupational definition for SUPERVISOR

A Supervisor is designated to monitor the whole charcoal production line to ensure they are performed according to production set quality and standard operation procedure (SOP).

He/She in particular:

- 1) Supervise and coordinate material preparation, burning, quality checking and packing activities.
- 2) Ensure all materials are stored properly and heating facilities are in good conditions and well maintained.
- 3) Monitor day to day activities and ensure materials are prepared according to set target and quality standard.
- 4) Assist production executive in controlling subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety and handle their attendance and affair.
- 5) Maintain housekeeping and safety of plant area.

## CHARCOAL (HEATING)

### Level 4

#### *O*ccupational definition for **PRODUCTION EXECUTIVE**

A Production Executive is designated to monitor the entire material preparation and burning operation to achieve production target and goals.

He/She in particular:

- 1) Plan, execute and monitor charcoal production processes.
- 2) Monitor day to day operation to ensure outputs are produced according to set target and quality standard.
- 3) Operate with optimum material usage.
- 4) Ensure burning equipments and facilities are in good conditions.
- 5) Evaluate and ensure production disciplines are followed.
- 6) Manage and control subordinates to perform the job according to SOP (Standard Operation Procedures), educate quality and safety, handle their attendance and affairs.
- 7) Maintain housekeeping and safety of entire plant.



## CHARCOAL (HEATING)

# Level 5

### *O*ccupational definition for **PRODUCTION MANAGER**

A Manager is designated to overall manage and control the overall process and resources in charcoal production plant from sales order to management order and ensure that the quality and quantity of charcoal is according to set target.

He/She is particular:

- 1) Responsible in all sections and functions in charcoal factory.
- 2) Manage the overall process and activities through entire factory.
- 3) Check action on any abnormality report highlighted from subordinates and take necessary actions for unsolved problems.
- 4) Ensure that all the sections and functions performing their tasks according to the instruction and standard requirement.
- 5) Ensure that all the sections and functions achieve the management target and objectives.
- 6) Review the production performance and make an action plan for any unachieved KPI (Key Performance Index).
- 7) Prepare and present Monthly Performance Report to Top Management.



