

**Position Title**

Customer Service/Estimating Manager

**Date Prepared**

January 25, 1995

**Department**

Customer Service/Estimating

**Location**

Brainerd

**Reports to:** V.P. of Operations**I Position Purpose**

- Ensures that the smooth flow of entered orders is maintained among the Customer, customer Service, and manufacturing thereby enhancing the efforts of the sales force to obtain a greater volume of business.
- Oversees the day to day activities of the Estimating department in estimating jobs, material and production costs.

**II Budget Dimensions**

- Ensures Customer alts/up charges or any variance from estimates are documented & communicated to Customers at order entry.
- Ensure all billing is completed in a fair and consistent manner within 24 hours from receipt of cost sheet.
- Ensure all estimates are prepared within the set standards of the Company.

**III Primary Functions Duties and Responsibilities****Quality**

- Learn and understand all aspects of estimating and production.
- Work in a quality oriented manner that promotes a positive example

**Customer Service**

- Direct and monitor all activities of the CSR's.
- Exercises the authority to assign work to the CSR's and change priorities throughout the group to meet schedules and commitments.
- Maintain a working knowledge of the contacts for all accounts.
- Maintain the necessary paperwork and control within the group to keep scheduling informed of any and all status situations, changes and breakdowns.
- Adopts procedures for the customer service team to ensure new and better methods of maintaining accounts.
- Promotes and monitors inside sales according to yearly sales plan.
- Assist's the CSR's when problems arise they cannot successfully solve.
- Recommends and implements programs that will more fully develop the CSR.

**Estimating**

- Supervises the standard cost estimating system.
- Monitors the flow of work through the estimating functions in the department.
- Monitors rate files for labor, materials and spoilage to ensure current costs are being applied.
- Ensures that all jobs have been estimated in a timely fashion.
- Estimates and evaluates printing proposals.
- Maintains a list of acceptable suppliers for graphic arts services.
- Provides estimators with current production information, standards and material costs.
- Maintains historical cost and production information to improve accuracy of estimates.
- Accumulates cost experience and material usage on all jobs produced.
- Reviews methods of actual job production.
- Provides accurate and immediate methods of producing proposed work.
- Maintains current knowledge of status and capabilities of all manufacturing areas.
- Provides analytical cost and production support to management.
- Analyzes work completed for cost reporting accuracy.
- Reviews procedures for cost effectiveness.
- Provides accurate and detailed reports of cost overruns or underruns.
- Provides the company with updates for procedural and cost information.
- Keeps abreast of industry changes in both equipment and methods.
- Defines responsibility and communicates established standards of performance to subordinates.
- Supervises the application of policies and communicates programs, practices and procedures.
- Appraises subordinates performance against assigned responsibility and accountability factors.
- Selects and recommends hiring, wage adjustments, change in status and termination of personnel that report to him/her.
- Trains and coaches subordinates' in the proper performance of their jobs to improve their efficiency and upgrade the total standards of the department.

#### **Administration**

- Maintains all job documentation and tracking according to the standard procedures set by the VP of Operations.
- Keeps accurate records on all estimates so both company and customer are protected, should questions arise at a later date.
- Prepares and supplies all billing information to Accounts Receivable.

#### **Policy**

- Performs projects and assignments as requested by the VP of Operations.
- Assigned all house accounts and walk-in customers.
- Understand and support all established company policies.
- Conduct and present yourself in a professional manner.
- Performs other duties as requested.

#### **IV      Communication**

##### **External Contacts**

- \* Customers
- \* Vendors

##### **Nature or Purpose**

- \* Job specifications
- \* Scheduling & availability

##### **Internal Contacts**

- \* VP of Operations
- \* Sales Representatives
- \* Peers
- \* Scheduler
- \* Purchasing
- \* Manufacturing Supervisors
- \* Accounting
- \* Manufacturing employees

##### **Nature or Purpose**

- \* Direction, feedback & information exchange.
- \* Job specifications & estimate requests.
- \* Communicate & support each other.
- \* Job tracking & delivery dates.
- \* Material availability
- \* Quality Issues & scheduling.
- \* Credit checks & billing issues.
- \* Job specifications.

#### **V      Problem Solving**

- Ensure proper specifications and information is provided.
- Provide guidance on quality.
- Provide support for fellow employees.
- Accurately detail issues to VP of Operations.

#### **VI      Education and Experience**

- Four years in the trade or graphic arts degree.
- Possesses understanding of the printing process.
- Good communication skills.
- Good interpersonal skills.
- Leadership tendencies.
- Excellent trouble shooting skills.
- Computer experience preferred.

#### **VII      Travel / Physical Exertion**

- Travel as required which may include occasional overnight stays.

#### **VII      Other Information**

- Detail orientated.
- Strong analytical & organizational skills.
- Ability to work independently.
- Self motivated.

**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

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