

Protecting the Vulnerable™



POSITION SPECIFICATIONS

Director of Hardware Engineering

5-February-2021



ABOUT OUR COMPANY

Mesa Laboratories, Inc. (Mesa) is a global technology innovator committed to solving some of the most critical quality control and analytical challenges in the pharmaceutical, healthcare, industrial safety, environmental, food and beverage industries. Mesa offers products and services through four divisions (Sterilization and Disinfection Control, Instruments, Cold Chain Monitoring and Cold Chain Packaging), which help our customers ensure product integrity, increase patient and worker safety, and improve quality of life.

Today, each of Mesa's products and services play a role in ensuring the safety and efficacy of the products we use every day. No matter if it's the environment, products or people, Mesa is committed to Protecting the Vulnerable™.

Founded in 1982, Mesa went public in 1984. After 10 years of more than 15% growth per year, the company now has revenue above \$100M and a market cap above \$1B. Our growth is attributed to the 450+ dedicated employees who follow our customer-focused, lean-based value system, called *The Mesa Way!*. The Mesa Way! is based on four pillars that drive our work every day:

Measure What Matters: We take the customer's perspective, our "True North", both to measure what matters most to customers and to set absolute standards for performance. We manage to leading indicators, which drive us to proactively avoid problems.

Empower Teams: We move decision making as close to the customer as possible and provide the structure and real time communication forum to align the whole organization behind surpassing customer expectations.

Steadily Improve: We leverage a common and proven set of lean-based tools to prioritize our biggest opportunities, address those opportunities at root cause, and quickly implement change.

Always Learn: We ensure that improvements are sustained, enabling us to raise performance expectations and repeat the cycle of improvement. Equally, this cycle strengthens the Mesa team by providing endless learning opportunities for our employees and helps us to become an employer of choice in our communities.

Mesa Labs is located in the Denver area. [Learn on what Denver has to offer here.](#)

Position: Director of Hardware Engineering
Location of Position: Lakewood, CO
Reporting Relationship: This position reports to the General Manager & Vice President of Product Management & Engineering
Job Classification: Salaried
Supervisory Responsibilities: Yes

Scope of Position: The Director of Hardware Engineering is a member of the company's senior management team with Engineering responsibility for the Instruments and Data Solutions Divisions.

These Divisions will benefit greatly from installation of best in class development processes, robust screening of new technologies and products (whether developed internally or externally), strong leadership, and team development.

Leveraging a deep technical understanding while working closely with customers, Product Management, Operations, Quality, and Commercial teams, the Director will invigorate the Divisions' core product lines and will be responsible for developing and executing a roadmap to capitalize on product driven opportunities for organic and inorganic growth.

Focusing on results and managing through influence cross functionally while having direct ownership of Hardware Engineering, this leader will build the function into a corporate strength by renewing processes, systems, competencies, and expertise.

This role will be the key technical "evangelist" to help create a technical and product framework that bridges and applies technology to solve real business problems. Through this insight and framework, the role will become a prime driver of strategy within a company with a strong strategic culture and drive to win. Additionally, working with the GM, internal partners, and a small team, this individual will play an integral role in developing a company-wide "customer focused" continuous improvement culture.

Specifically, this leader will:

- Design and implement best in class process for ideation, development, sustaining engineering and technical evaluation of externally related innovation opportunities
- Develop Engineering into a core strength of the organization by improving organizational design, developing team members and identify and addressing capability gaps
- Manage existing 20 person Hardware Engineering organization and work closely with Software Engineering Sr. Manager on organization design and talent development plans
- Balance new product innovation with the needs for sustaining our competitive position within currently served markets and the need to reduce corporate risk associated with uniquely designed components

- Lead the evaluation of acquisitions from the technical point of view including technology trends and the application of new technologies as well as target company products, engineering teams, design processes, and design controls
- Deliver product commitments on-time and on-budget while meeting product requirements

Essential Duties Core duties and responsibilities include, but are not limited to, the following:

- **Process Development and Installation**
 - Lead technical implantation of best in class formal stage gate development process, including: training & coaching existing team in process usage. Launch Daily Management to sustain process, and identify areas of improvement
 - Establish & Maintain relationships with outside development firms to collaborate with New Product Development efforts
 - Own the execution of the product pipeline to meet development commitments for time, quality, costs, and performance/safety and ensure robust support through the commercialization phase
 - Work in collaboration with product management team to scale and tailor product development and commercialization process
 - Lead the design of a cross functional forum to ensure coordination and buy-in
- **Team Design and Development**
 - Within the first 90 days, renew organization design and roles to balance the needs for both product and technical expertise
 - Define capability and development gaps within the new organization design and rigorously close those gaps through team development and team renewal
 - Provide daily leadership to the Senior Managers, Managers and entire team. Proactively address resource, personnel and technical issues (spanning electrical, mechanical, software, biochemistry, and systems)
 - Build a culture of team/project accountability, transparency, collaboration, and technical excellence - lead by example as a hands-on “player-coach”
- **New Product Ideation and Inorganic**
 - Determines differentiation and application fit for product ideas and concepts. Lead expert in applying technology trends to product design and insightfully engages with customers to read between the lines of customer needs
 - Engages deeply and quickly to manage opportunity and risk in new products and technologies. Analyzes underlying technical platforms and documentation for extensibility and sustainability, evaluates team for competency and cultural fit, and actively develops methods to manage risks identified

- o Champions the development and integration of new technologies, products, and product teams into the Mesa Labs framework and ensures robust execution

- Model personal Lean Philosophy 5S behaviors in creating a continuously improving, clean, well-organized and self-maintaining work environment. Work closely with team members and others to motivate and improve 5S knowledge and implementation.
- Follow a continuous improvement approach for team accountability for achieving high performance SQDC (Safety, Quality, Delivery, & Cost) targets through a visual work environment.
- Comply with company ethics, code of conduct, policies, and best practices, with a commitment to safety in the workplace, valuing of diversity, and promotion of a harassment-free environment.

Professional Qualifications:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The categories listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience:

- The successful candidate will be a broadly experienced and highly credible Engineering leader with experience in sophisticated life science tools, medical devices, technology, and/or healthcare solutions industries. The successful candidate will have a strong track record with a mix of experience in world class organizations and more entrepreneurial environments
- BA/BS in Engineering (MS helpful) and 5-10 years minimum leading successful Engineering teams with history as both a strong functional and product line owner
- Track record of delivering successful results/outcomes in all stages of the product life cycle across multiple product categories
- Experience in verification and validation requirements of ISO 13485 and 21 CFR 820 for a Class 2 Medical Device
- Ability to manage multiple and changing priorities in a fast-paced environment; ability to simplify complex technical information and communicate in a clear, concise and compelling/persuasive manner
- Strength in problem solving, applying hard data and qualitative insight to frame problems and develop novel solutions to business, technical and process issues
- Developer of people capable of identifying individual strengths and motivations to place them, passion for individual coaching but capable of renewing a team as needed to maintain the highest standards of performance
- Proven process-driven leadership within engineering function. Leader who focuses on a continuous improvement environment, empowering mindset vs. expert engineer

- Familiarity synthesizing alternative development methodologies: (Stage-Gate, Waterfall, Iterative, Agile, SCRUM) and applying the best approach for the opportunity at hand

Skills, Knowledge and Abilities:

- Collaborative executive who aims for high performance and a high trajectory career path while prioritizing team success
- Entrepreneurial mindset that sees the opportunity and can identify and navigate the “skinny” path to success
- Relentlessly prioritizes the critical few vs. the important many and balances hands-on and coaching approaches
- Possesses deep technical insight and delivers breakthrough ideas via understanding of technical trends balanced with deep customer empathy to apply the technologies to real world problems
- Comfortable with full transparency, strong process orientation, focuses on problems and learns from mistakes
- Strong mental horsepower and agility. Demonstrated ability to excel in different business models and end markets simultaneously
- Able to synthesize diverse and unstructured information into a coherent plan
- A strong communicator able to lead through influence to gain buy-in within the company, partners, channels and industry
- An executive who stretches goals, is a “team-first” leader and a strong people developer
- Strong leadership character able to empower teams while ensuring accountability, while leading via coaching

The Mesa Way Expectations:

This position is an **Individual Leader** focused on individual accountability, teamwork, and cross-functional collaboration. Leadership by example at every level. Proactive daily management.

Pillar #1 – Measure What Matters

- **Customer Centric & Game Plan** - Demonstrates a deep understanding of customer needs based on first-hand, fact-based information/observation. Able to clearly articulate how best to address the customers' needs. Understands how work impacts customers. Dedicated to exceeding customer expectations. Seeks and uses customer information to improve products, services, and processes.
- **Critical Few** – Balance urgency and importance. Adapts to changing needs and prioritizes investment of time toward the greatest impact.
- **Clear Direction and Buy In** – Simplifies deep domain expertise, enabling broader team understanding and ability to contribute/build upon shared insights.
- **Stretch Goals That Drive Innovation** – Sets goals that stretch self and team. Balances ability to commit time/resources with aspirations.

Pillar #2 – Empower Teams

- **Ownership at Point of Impact** – Supports team development. Constantly on the lookout for potential talent additions to the Mesa team. Create an environment of ownership by the team at the point of impact. Front line ownership and accountability both individual and team objectives.

- **Coach vs. Direct** – Understands and subscribes to goals and converts to action without step by step direction. Open minded and nimble. Vocalize and learn from mistakes as an opportunity for growth and improvement. Demonstrates concern for value of others. Listens well and is genuinely interested in win/win solutions.
- **Fact Based Decisions** – Understand personal metrics and how they align with overall company performance and strategy. Set the example of prioritization according to the decision-making and problem-solving principles.
- **Proactive and Urgent** – Relentlessly identifies the critical few and prioritizes them. Expeditiously brings complete closure. Turns strategies/opportunities into actionable plans. Inquisitive and curious. Effectively manages personal time with business priorities.

Pillar #3 – Steadily Improve

- **Seeks a Better Way** – Proactively makes recommendations for improvement and engages fully in Daily Management. Driven by winning and success! Holds themselves accountable for results and celebrates successes. Actively and effectively participates in Kaizen teams.
- **Problem Solve to Root Cause** – Balance urgency and importance. Adapts to changing needs and prioritizes investment of time toward the greatest impact. Correctly defines and scopes complex problems. Looks beyond obvious symptoms and drives to root cause using discipline and logic. Leverage A3 Thinking and problem-solving tools as an important team contributor. Be methodical and comprehensive, drive to the details for good Gemba analysis. Willingness to iterate to arrive at root cause. Don't cut corners.
- **Experiment** – Views current state as experimental; continuously seeks and shares areas of improvement. Balances planned execution with ability to communicate with valuable market feedback to management.
- **Bias for Action** – Balances fact-based decision making with learning-by-doing. Be proactive! Show comfort with experimentation to validate concepts vs. waiting for 100% certainty. Views failures as learning opportunities.

The Mesa Way

Expectations Pillar #4 – Always Learn (continued):

- **High Expectations** – Sets goals that stretch self and team. Balances ability to commit time/resources with aspirations.
- **Transparent Two-Way Communication** – Direct and honest, presents the truth transparently and with respect. Willing to admit mistakes as an opportunity for growth and improvement. Viewed as direct, truthful, and genuine.
- **Passion for Teaching and Learning and Continuous Feedback** – Proactively seeks / provides feedback to develop self and support development of others. Actively pursues new learning opportunities.
- **Humility and Self Awareness** – Open-minded and seeks to understand. Seeks and acts on feedback: both positive and negative. Understand your impact on others. Treats others with respect.

Physical Demands: While performing the duties of this job, the employee is regularly required to stand or sit for extended periods of time. If reasonable, requests regarding ergonomic concerns will be considered. For individuals with disabilities, accommodations may be made to perform the essential functions. Occasional lifting is required.

Work Environment: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

This is a high volume, high energy manufacturing facility that works to meet manufacturing deadlines. An enthusiastic, positive attitude is highly encouraged and conducive to a productive successful atmosphere. Common sense judgments and problem solving is desirable. Must have the ability to handle repetitious and tedious job functions.

A typical office environment and biological laboratory environment comprise the bulk of the work environment for this position. The noise level in the work environment is moderately quiet.

Compensation: Salary, incentive bonuses, and equity will be offered commensurate with the successful candidate's experience and qualifications. Benefits include medical, dental, vision, life, accidental death and dismemberment, short term and long-term disability, Paid time off, paid holidays, 401k retirement with company match.

- Position Range: \$140,000 – \$160,000

**Additional Company
Information:**

Mesa has a defined pathway for continued high growth rates. In 2015, share price was \$50; it has grown to more than \$200 per share in 2019. Mesa has committed to increased focus in the areas of Research & Development and Mergers and Acquisitions.

Mesa's new Executive Leadership Team and Board Members have a deep understanding and experience transforming and growing midsize organizations. Leadership, Management and the Board are committed to cultural transformation – addressing organizational opportunities and challenges head on.

Mesa is a fast-paced organization that challenges old ways of thinking to capture the vast opportunities available. Mesa is committed to continuous improvement (CI) which is fully supported by the executive team and Board of Directors. CI also included significant investments across the organization.

Please forward Resumes to the Following

Mack Lloyd | Human Resources | mack.lloyd@mesalabs.com

Mesa Labs is an Equal Employment Opportunity Employer.

Mesa Labor prohibits unlawful discrimination and harassment against applicants or employees based on age, race, sex, color, religion, creed, national origin or ancestry, disability, military status, sexual orientation, or any other status protected by applicable state or local law.