

COVER LETTER – OPERATIONS EXPERIENCE (2015-2020 *& 2021-2022)

1. Responsibilities I held in OPS related activities.

- **Provided leadership and management oversight to team members;**
- **Represent the company in a professional manner during all interactions with project owners;**
- **Ensured all Company safety policies are in place at each project and that overall safety program performance was meeting expectations of all stakeholders;**
- **Oversaw contract performance at each project. Take actions to ensure that the Company is meeting all contractual obligations and advised management on adverse situations as they arise;**
- **Conferred with management and other administrative personnel to review achievements and discussed required changes in goals or objectives resulting from current status and conditions;**
- **Ensured the performance at existing contracts are optimized;**
- **Liaised with superior to make decisions for operational activities and set strategic goals;**
- **Planned and monitored the day-to-day running of business to ensure smooth progress;**
- **Supervised staff from different departments and provide constructive feedback;**
- **Evaluated regularly the efficiency of business procedures according to organizational objectives and applied improvements;**
- **Managed procurement processes and coordinate material and resources allocation;**
- **Oversaw customer support processes and organize them to enhance customer satisfaction;**
- **Reviewed financial information and adjust operational budgets to promote profitability;**
- **Revised and/or formulate policies and promote their implementation;**
- **Managed relationships/agreements with external partners/vendors;**
- **Evaluated overall performance or both People and Projects / Initiatives by gathering, analyzing and interpreting data and metrics;**
- **Supported the HR department in staff management, hiring, termination, and disciplinary action**
- **Ensured that the company runs with legality and conformity to established regulations.**
- **Overall helped and managed key tech stack operational systems (ERPs, HRIS, CRM, Sales) as well as help with Data Architecture and Analysis;**
- **Helped and contributed to any transformational initiatives through the 3 Ps (People, Processes, Products/Systems);**
- **Prepare periodic reports as required.**

2. How I typically handle multiple operational projects at one time.

- **Designate one place to house all of your projects;**
- **Define goals, plans, responsibilities, and expectations at the beginning;**
- **Define KIPs (that align with higher level OKRs);**
- **Prioritize the work that will make the most impact (impact versus risk of not doing those);**
- **Empower your team to be flexible when priorities change;**
- **Manage and communicate expectations clearly;**

US citizenship
Fluency in both English & French

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- **Look at work across all 3 levels (projects, programs, portfolio) to balance both Resource workloads and timelines;**
 - **Adjust project schedules to maximize team productivity;**
 - **Delegate work - but retain visibility;**
 - **Track and save the workflows - instead of reinventing the wheel each time.**
3. OPS skills I possess that are related to managing ops effectively.
- **Comfortable making decisions / Decision-making skills;**
 - **Possess leadership abilities;**
 - **Good verbal and written communication skills;**
 - **Active listening;**
 - **Technical skills, including computer skills, SaaS/PaaS as well as the ability to analyze big data and business intelligence;**
 - **Problem-solving skills;**
 - **Motivational and inspirational skills to lead a team;**
4. Strategies and mindset that I typically implemented in the past to be successful.
- **Analytical mindset for spotting trends and making data-driven decisions;**
 - **Excellent problem-solving skills for addressing issues across various teams;**
 - **Ability to establish and enforce short-term and long-term goals;**
 - **Exceptional leadership skills for overseeing department managers;**
 - **Comfortable making decisions;**
 - **Possess leadership abilities;**
 - **Effective communicator;**
 - **Strategic planning and critical thinking skills;**
5. My favorite part of working in operations.
- My favorite part of operations is the fact that I get to work on a variety of tasks. Some days I'm more involved in the logistical and supply chain aspects, making sure that product goes from our facility to our customers, other days I will be deep embedded into evaluating a vendor for a platform we are thinking of introducing to the company.**
6. How I helped ensure culture remained equal parts positive and productive.
- **Set clear objectives to guide employee performance;**
 - **Make sure employees understand the organization's long-term goals;**
 - **Establish diversity initiatives and promote inclusive practices;**
 - **Encourage transparency and open communication among department heads, management and team members;**
 - **Let every employee have a seat at the table and empower them to share their thoughts;**
 - **Create opportunities for employees to get to know one another at work and outside of work to foster meaningful relationships.**

7. How I have handled underperforming staff in the past.

Put a performance plan for this person and make sure I involved HR as I did not want to have any possibility of bias. The steps I took where:

- 1. Identifying the Problem(s)**
 - documented the performance issues;
 - talk to my friend about the problem;
 - Highlighted the ways in which his work behavior and delivery deviates from the expected level.
- 2. Developed an Action Plan**
 - Establish specific, measurable improvement goals for him;
 - Included a detailed list of available resources (including HR and my 1 on 1 availabilities);
 - Created a timeline to achieve performance improvement goals;
 - Identified the metric that will be used to measure progress;
 - Stated the intended consequences following the completion of the performance improvement plan;
 - Review performance improvement plan with him;
- 3. Following Up**
 - Observed and documented the progress;
 - Meet with him regularly to discuss progress;
 - Assess the effectiveness of the performance improvement plan.

8. How I improved operational efficiency in the past

- 1. Identify areas of improvement: identify areas of improvement within the workplace's current operations (identify the cost, profit, the time it takes to produce inventory and the amount of staff needed to fulfill customer orders, etc.)**
- 2. Automate processes where applicable: using technology and machinery to perform manufacturing and business operations.**
- 3. Share resources among departments: consider sharing resources among departments to save money and improve operating efficiency.**
- 4. Streamline operational processes: by simplifying the processes, tracking operational progress and removing complex procedures (i.e. reduce the number of staff for each operation and increase the responsibilities of the remaining staff or develop a documentation system that documents detailed information about each operation)**
- 5. Ensure organization: conduct a staff training that covers proper organization procedures, create guidelines that allows staff to have instructions when handling products, etc.)**

14. Are you familiar with managing a budget? **Directed and controlled with the CFO's team the organization's budgeting and financial forecasting. Business process for annual, quarterly and monthly team budgeting. Also did put in place dome budgetary guidelines and processes.**