



Production Director

There's a predictable unpredictability about managing a four-million piece mailing. With envelope printing at one vendor, the inserts printing at three other vendors, and the mail-house anxiously waiting for all these pieces to arrive after re-scheduling their machinery for the third time this week, getting four million pieces of mail produced within a two-week time frame can feel very much like skillfully spinning twelve plates on poles without one hitting the floor. Yes, it can be challenging; however it's also exhilarating, never boring, and there's always something demanding your attention. That's much of what our job looks like at [Production Solutions](http://www.productionolutions.com) every day.

Production Solutions manages the procurement of direct mail campaigns for commercial agencies and not-for-profit organizations throughout North America, including many of the smaller local causes and many of the larger, internationally recognized initiatives. Each of our clients brings this deadline-driven, task-laden project to us – taking it safely off their desk and expecting what is now “out of sight, out of mind” for them, is now ours to accurately manage.

As Production Director, you will oversee the smooth management of approximately 250 direct mail projects a year / 50MM+ direct mail pieces a year. After completing an initial training and orientation period at Production Solutions, you will lead and mentor a team of 2-3 Account Managers and Senior Account Managers (and eventually a full team of 5 to 7 direct reports). Each member of your team manages approximately 8 projects at a time, with a 2-4 week turn-around time. In our deadline-driven, project-oriented, service-intensive environment, your team is responsible for taking each direct mail project from “start to finish.” Each member of your team is tasked with becoming a trusted advisor to their clients and is responsible for continually learning and better understanding their clients' business needs and finding ways to ‘do more.’ As Production Director you will skillfully lead and guide your team as they manage full cycle projects, from concept development to signing off on all approvals.

Ours is a culture that takes 100% accountability for any issue and for the client's work. We believe that the client is very rarely wrong and that our responsibility doesn't stop when the customer signs off on the order – we own the order (from concept, to arriving in-home, to the mail box) and it's our responsibility to get it right. As Production Director, you will ensure your team confidently and accurately manages client expectations and candidly asks the right questions, including those that sometimes arise even after an order has been signed off and approved. You will ensure that your team keeps our time commitments, averts preventable issues and smoothly navigates through the uncontrollable ones – ultimately creating a happy, satisfied client who entrusts us to skillfully manage all of their production needs and who turns to us for future bids and projects (and ideally, to manage their annual mail plan year over year).



In this role, you will report directly to the VP of Operations and serve as an integral member of the management team – a supportive, respectful, collegial team where everyone pitches in and works well together. You will work in tandem with three other Production Directors, the Resource Director, HR Director, and the Client Services Director. You will be involved in hiring and recruiting, training of staff, performance management, process improvement, business development, budget management and marketing to our clients. In addition to supporting the smooth management of production schedules, you will continually look for ways to improve processes (whether it's on a particular project or overall systems) and identify ways to speed up production. You will serve as a credible resource to your team, staff and clients alike, applying your knowledge and expertise in print, data processing/personalization and mailshop. In this role you will have your hand solidly in the daily contributions that support and grow our business.

Company Overview

[Production Solutions](#) is an expert in direct mail production management. Our clients, while expert in developing creative direct mail packages and identifying their target market, bring their direct-mail projects to us because they need the same depth and expertise in the procurement and management of their mailings.

Production Solutions is unique with our vast knowledge of direct mail fundraising programs and subscription development programs. In 1990 we revolutionized the [procurement and implementation](#) aspect of the direct mail process. Until then, production management of direct mail projects was perceived as ancillary. That all changed as mailing quantities increased, packaging became more complex, postage costs skyrocketed, and U.S. Postal Service regulations continued to change. Nonprofit organizations and fundraising agencies were forced to look for a better-positioned, more experienced production team than what was at hand within their organization. With over 20 years in the Direct Marketing Industry, we've been able to develop our highly experienced staff, a loyal supplier base and an incredible depth of knowledge in mailing formats, techniques and costs savings.

Responsibilities as the Production Director

In this role you will:

- Provide management, skill training and professional development to Account Managers and Senior Account Managers.
- Develop, set, and monitor the quality control procedures required to ensure accurate production.
- Work in tandem w/ Client Services Department to address quality and customer service issues.



- Be a resource to team members for job related issues.
- Communicate clearly and effectively with clients, suppliers and colleagues.
- Ensure high quality products and services.
- Interview, hire, evaluate, conduct performance reviews and execute terminations for Account Manager positions.
- Monitor team capacity and work with Business Development and Client Services to add additional clients when capacity is available.
- Maintain low employee turnover.
- Work with team Account Managers to ensure cross-coverage on accounts.
- Attend and monitor team production meetings to ensure accurate and on-time production schedules for clients' current and future work.
- Work with the VP of Operations, Production Directors and Account Managers to implement and test new strategies for improved client satisfaction, staff technical skill development and improvements in workflow productivity.
- Coordinate client marketing documents (cost savings memos, industry news) with production team and Client Services Department.
- Assist Sales and Client Services with new marketing budgets and assimilating new clients into production.
- Provide support and back up to other Production Directors or Account Managers when needed.

Essential Experience, Technical Skills and Competencies of the Production Director

The successful candidate will demonstrate the following:

Experience

- Management experience: overseeing and leading production teams, managing multiple projects with exceptional accuracy, and a track record of meeting deadlines. Experience counseling and mentoring employees, conducting performance evaluations and maintaining appropriate records and documentation.
- Direct mail production and/or fundraising experience.
- Procurement, implementation, and/or printing experience: working knowledge of printing methods, data processing, personalization and mailshop operations, and postal regulations and logistics.
- Service-industry experience: proven ability to develop/maintain strong working relationships with internal staff and outside partners/vendors is required.

Skills

- Project planning skills: ability to set milestones and administer action plans.
- Fluency in direct marketing and printing/mailing industry terminology.



- Experience managing competing priorities in a deadline driven environment.
- Strong organizational skills and the ability to multi-task with a high level of attention to detail.
- Ability to provide superior customer service for clients with varying needs and complexities.
- Ability to execute technical and complex tasks through written and verbal instruction.
- Ability to communicate technical information to non-technical audiences to either staff or clients.
- Ability to effectively lead staff, appropriately delegate tasks and responsibilities, consistently follow-up and follow-through, and serve as a point of expertise and resource to staff.
- Proficient in problem-solving and conflict resolution dialog.
- MS Suite (Windows, Outlook, Word, Excel): highly proficient / expert.
- Proficient use of a database system: we utilize a customized procurement and tracking software that allows us to precisely manage large and small projects alike.

Requirements

- Minimum of four years experience in the direct mail industry.
- Two years of proven supervisory, mentoring or training skills and organizational leadership.
- Experience providing production management and customer service to multiple clients and their multiple fundraising programs/campaigns.

Required Attributes

- Strong manager: You have a firm, fair and flexible leadership style that both complements the efforts and supports the needs of others. You are seen as accessible and foster trust while promoting an attitude of accountability. Leadership, poise, tact and diplomacy will be vital to your success.
- Rapport builder: People know you have their best interests in mind and you are sincere in your communications. You earn trust by your actions, faithfully keep your promises and easily adjust your style without sacrificing relationships or service delivery. You are seen as an “honest broker.”
- Skilled project manager: You are able to juggle multiple tasks, allocate and optimize resources and manage timelines. You enjoy creating and implementing processes and procedures that uphold rigorous standards.
- Customer service: You have a positive approach and the ability to be flexible and capable of handling urgent matters in an effective manner. You understand the needs and concerns of others and realistically manage expectations.



- Resourceful & great follow-through: Whether it's something that requires a quick turn-around or a long-term project with many steps, you set the standard, taking full responsibility from start to finish. When you say you'll get back with someone, you do.
- Service oriented: You take delight in exceeding others' expectations.
- Problem solver: You understand the big picture and can easily recognize challenges before they occur. You seek out relevant information and decide the appropriate next steps to get the desired results.
- Excellent written and verbal communication skills: You understand the importance of tone and how to communicate clearly, whether it's over the phone, via email, or face to face.
- Attention to detail: You are deadline-focused and understand the need for a quality product delivered on time. Your impeccable work style sets the standard.
- Fun: our work is challenging but we maintain a sense of humor and really enjoy what we do.

What's Attractive to the Right Candidate?

- This is a key management role within an organization with high standards, and your direct reports will be service-driven control freaks, this is the company and the position for you. Each project has several "wins" at each stage and you have the opportunity to build a winning team and create a satisfied client at every turn.
- In managing your team's success, this position is very much like running your own business within the business – we provide you with the tools, support and resources to help you succeed.
- You will work closely with a management team where your experience, opinions and expertise are valued – what you bring to the team is vital to our success.
- We expect a lot and we give a lot – we will reward performance, and we support and encourage a work/life balance.
- Working at a great [location](#) in Tyson's Corner, close to the Tyson's Corner Center Shopping Mall.
- We offer a competitive salary and comprehensive benefits package.

Employee Benefits

We have a highly competitive benefits package: full major medical/dental/vision plans (coverage starts the 1st day of the month following your start date), life insurance, short term disability coverage, long term disability, paid holidays, 10 days accrued vacation (for first two years, and begin accruing 15 days per year at beginning of third year), option to carry 10 vacation days over per calendar year, 8 days sick allowance, 2 personnel days, optional flex-spending account, 401K, and health club reimbursement (up to \$40/month for certified health clubs).



To Apply for the Production Director:

Send resume to: careers@psmail.com with Production Director in the subject line.