



FY 2026

# OPERATIONS MANAGER

STARTUP GUIDE

What to Expect Your First Year



30/60/90 /365 Days Expectations

# Nampa DC Ops Manager Ramp Plan: 30 / 60 / 90 / 365 Days



## OVERVIEW

This plan is written specifically for Operations Managers who will lead an entire department at the Nampa DC. Unlike supervisors, who own shift-level execution, operations managers are accountable for the full department across all four shifts - its performance, its people, and its culture.

Operations managers in Nampa will carry the responsibility of ensuring alignment across shifts, **developing supervisors into elite leaders**, and driving operational excellence at scale. You will set expectations, reinforce consistency, and ensure your department becomes a model within the network.

This is not just about managing production. It is about building a department that delivers results, grows people, and becomes a benchmark of excellence.



## First 30 Days: Learn the Landscape. Establish Credibility.

### Objective

Gain deep understanding of the DC startup strategy, your department's future-state design, and your leadership responsibilities. Establish credibility with your supervisors and peers by showing clarity, preparation, and commitment.

- Attend executive-level startup leadership onboarding sessions.
- Study departmental SOPs, slotting designs, labor plans, and KPI targets.
- Meet with every supervisor in your department to understand strengths, gaps, and development needs.
- Participate in supervisor hiring interviews and mentor onboarding.
- Establish your department's leader standard work framework.

### Leadership Actions

- Build trust with peer OMs, AGMs, and supervisors.
- Take ownership of one major startup deliverable at the department level (training program, KPI dashboard, layout readiness).
- Communicate regularly with AGM and GM to align expectations.
- Set clear expectations with supervisors around culture, communication, and execution.

## Learn & Build

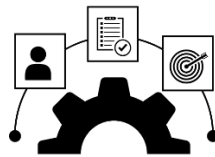
- Master your department's flow, systems, and metrics.
- Learn advanced labor planning, capacity modeling, and KPI forecasting.
- Understand how safety, CI, and AI integration will shape departmental operations.

## Success Indicators

- You have internalized startup strategy and your department's role in it.
- You have credibility with supervisors and peers.
- You own a meaningful workstream and are delivering results.

The first 30 days are about **clarity and presence**. Your supervisors and team will be looking to you to set direction and tone.

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## Day 31–60: Build Systems. Align Supervisors.

Transition from learning to leading. Begin building operational systems, training supervisors, and aligning expectations across all shifts in your department.

## Key Activities

- Lead area setups and departmental walk-throughs.
- Launch supervisor onboarding, coaching, and alignment sessions.
- Identify gaps in SOPs, layout, or systems, and escalate with solutions.
- Oversee supervisor-led team huddles and reinforce consistent messaging.
- Conduct cross-shift training simulations and pilot runs.

## Leadership Actions

- Set department culture expectations clearly and reinforce daily through supervisors.
- Join GEMBA walks and coach supervisors on how to lead them.
- Guide CI ideation sessions with supervisors.
- Establish accountability rhythms for supervisors (weekly 1:1s, check-ins, dashboards).

## Learn & Build

- Strengthen knowledge of systems reporting, labor standards, and visual KPI systems.
- Learn how to balance tactical problem-solving with strategic oversight.
- Build your ability to coach supervisors effectively, not just direct them.

## Success Indicators

- Your department's systems are functional and aligned across shifts.
- Supervisors are confident, consistent, and engaged.
- You are solving startup issues proactively at scale.

**This is where you stop being a participant and start shaping your department.** Your influence extends through supervisors to every shift.

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## Day 61–90: Launch Live. Own the Department

Take full ownership of your department as live operations begin. **Ensure that supervisors are aligned, teams are executing consistently, and results are visible.**

- Oversee live production across all shifts.
- Reinforce safety, training, and performance standards.
- Monitor labor, flow, and KPIs across shifts.
- Conduct regular coaching with supervisors to drive consistency.
- Lead your department in GEMBA and performance reviews.

## Leadership Actions

- Lead by being visible and present across shifts.
- Resolve escalated performance or personnel issues quickly.
- Demonstrate readiness to step into AGM responsibilities if required.
- Model high expectations while empowering supervisors to lead independently.

## Learn & Build

- Understand cross-departmental dependencies and impact on the DC.
- Build strong partnerships with HR, IC, Transportation, Maintenance, and IT.
- Fine-tune departmental leader standard work for supervisors and shifts.

## Success Indicators

- Your department is live, safe, and delivering results consistently.
- Supervisors are aligned and confident.
- Metrics are tracked, visible, and improving.

In this phase, you demonstrate control and leadership over your department. **Supervisors will mirror your approach - lead with clarity and conviction.**



## Day 91–365: Drive Excellence. Develop Leaders.

Stabilize operations and elevate performance. Focus on developing supervisors, embedding continuous improvement, and **positioning your department as a network leader**.

- Build a coaching and development plan for all supervisors.
- Embed CI practices and lead departmental projects.
- Champion cross-shift consistency and knowledge sharing.
- Oversee performance reviews and succession planning.

### Leadership Actions

- Lead CI and safety initiatives with supervisors.
- Cross-train across departments to broaden your scope and readiness.
- Participate in quarterly leadership reviews and network strategy sessions.
- Guide supervisors to become future OMs.

### Learn & Build

- Develop strategic vision for your department's role in network performance.
- Strengthen delegation and accountability structures for supervisors.
- Drive culture alignment across shifts under pressure.

### Success Indicators

- **Your department is stable, high-performing, and admired within the network.**
- **You are recognized for building strong supervisors and future leaders.**
- You are being considered for AGM-level responsibilities.

By year one, you are no longer just managing a department, you are shaping leaders, culture, and long-term operational excellence.



## What to Look Out For During Startups (Operations Manager Lens)

- **Supervisor Alignment:** Supervisors may develop inconsistent practices. Ensure clarity and unity across shifts.

- **Competing Priorities:** Startup demands will shift quickly. Keep supervisors focused on the most critical deliverables.
- **Culture Drift:** Without active alignment, each shift can form its own culture. You must unify them under one standard.
- **Information Bottlenecks:** Supervisors and associates will need clarity. Your job is to keep communication simple, clear, and flowing.
- **Early Burnout:** Supervisors may push too hard, too fast. Coach them to sustain energy and effectiveness.

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## Average Supervisors vs. Elite Supervisors in Nampa

Average Operations Managers	Elite Operations Managers
Focus narrowly on production and miss the bigger picture.	Balance daily performance with long-term departmental growth.
Rely on supervisors to carry culture without oversight.	Shape culture intentionally across all shifts, ensuring consistency.
React to problems after they happen.	Anticipate issues and coach supervisors to prevent them.
Manage numbers but fail to develop people.	Develop supervisors into leaders, building bench strength for the network.
Allow each shift to operate in silos.	Unify all four shifts into one cohesive department.
Provide direction but little inspiration.	Inspire supervisors to raise standards, innovate, and take ownership.

In Nampa, **average is not enough**. Elite Operations Managers will unify teams, build leaders, and deliver excellence at scale.

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## Final Word

This is not a traditional operations role. It is a chance to build a department from the ground up, shape leaders, and establish Nampa as a benchmark within the network.

As an Operations Manager, your influence is exponential. The supervisors and associates under your leadership will model your standards and carry your vision forward. If you bring clarity, courage, and conviction to this ramp plan, you will not only launch a department, **you will launch a reputation as a leader of leaders**.