

Job Description:
HR Business Partner – Segment/Service Ops/Transversal Functions

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| Function: | Human Resources  |
| Segment:  |  |
| Position: | Regional HR Business Partner |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | Regional HR Director Segment/Service Ops,  |
| Additional reporting line to: |   |
| Position location: |  |
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| 1. Purpose of the Job – State concisely the aim of the job.  |
| * Partner with business leaders & Regional Segment HR Directors to drive and deliver HR solutions to: maximise people performance, strategy and workforce planning, develop support and promote a HR community of practice which will significantly contribute towards strengthening business performance.
* Support business development of the account(s) supported to help grow the services through relationship and trust
* Enhance HR engagement and quality of subsequent HR output in order to connect with the client(s) and strategically understand their business
* Coach and counsel account(s)/segment leadership team and act as single point of contact for them
* To lead and deliver the people agenda across the account(s) by working in partnership with intra - regional HR teams as well as the account management teams.
* To partner business stakeholders in all HR activities in line with both Sodexo, Sub-Segment/Segment, Division and the client’s strategic objectives, to drive and deliver improved account(s) results
* Supporting and promoting a zero-accident mindset
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| 2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department. |
| Revenue: €600m across UK&I | Tpfizer | EBIT growth: | tbc | Growth type: | €50m new development target | Outsourcing rate: | n/a | Segment Workforce: 7,500 |  |
| EBIT margin: | tbc |
| Net income growth: | tbc | Outsourcing growth rate: | n/a |  |  |
| Cash conversion: | tbc |
| Characteristics  | * Delivering business results through a regional HR matrix structure
	+ Regional and Global HR Directors Transversal and Group HR Functions
	+ Transversal HR function
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| 3. Organisation chart – Indicate schematically the position of the job within the organisation. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated. |
| HR Director Segment DirectorHR Business PartnerDirector |

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| **4. Context and main issues** – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to. |
| * **Leadership –** providing confident, visible leadership to account teams, ensuring performance standards are met and delivered, talent and resources are utilised optimally, client HR relationships are nurtured and developed and all opportunities for best practice and growth are leveraged.
* **Mobilisation** - the quality of the ‘people transfer process’: HR due diligence, labour relations, induction and on-boarding
* **Recruitment and talent management -** selecting, managing, engaging and developing highly performing and diverse account teams, with right skills and capabilities.
* **Financial & operational targets –** working to ensure committed targets are met or exceeded and that costs and revenues are closely managed. Measures include revenue growth, profitability, HR indictors, contract indicators and EHS targets.
* **Effective management of internal resources ensuring cooperation and social interaction –** Engaging effectively in setting out expectations of Regional & Transversal HR & providing clear business briefs on services required.
* **Contribution to the HR leadership of Regional Segment/Sub-Segment/Serv Ops–** identifying synergies, best practice and other opportunities to improve.
* Driving Sodexo HR strategy regarding **D&I and engagement/reward and recognition**
* **HR bid management support for accounts regionally.**
* Contributing to the achievement of the segment’s strategic objectives, priorities and HR strategy
* Implementing HR strategic priorities at client, sector and/or sub-segment levels, ensuring the needs of the segment are met by HR
* Maintaining full alignment with Group HR strategic priorities, HR policies,

frameworks, guidelines and processes* Working with HRD and talent roles ensuring timely implementation of talent processes to ensure development

in the region, including the establishment of succession and workforce plans* Performance appraisals, career management, Hi-Po management, succession planning for Segment

employees down to and including Site Managers using processes and tools* Maintaining efficient ways of working between segment HR, “HR Services” at regional level

and Group HR* Provide Segment and/or client specific training needs inputs to Training Centre of Expertise
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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| * Drive the business and create a “one team approach”
* Engage, influence and challenge business leaders in the development and implementation of business strategy and ensure business perspective informs the shaping of HR strategy and policy development
* Manage the development and delivery of the agreed People Plan: Involve Regional HR & Transversal HR in creating a plan to ensure the achievement of business aims.
* Ensuring the environment is in place to deliver our promise of improving the Quality of Life for employees, their engagement, retention, development and productivity
* Talent and succession: Lead, manage and co-ordinate talent management and succession planning processes on and across the segment in full alignment with the policies, frameworks, guidelines and processes developed by Group Talent. Collaborate with Regional HR and dedicated other HRBP’s to ensure identified talent is developed and succession risks are anticipated, diagnosing causes of staff turnover and implement interventions.
* Learning & development – Ensuring in partnership with Regional HR & operational teams – that all training needs are systematically identified and via HR Services delivered.
* Realize and support the standardize HR initiatives across the segment, sub segment & region in conjunction with the Regional HR teams and gain acceptance from key stakeholders.
* Lead and manage organisational change: advise and support on agreed change management techniques including organisation design, leadership development and coaching/mentoring techniques to successfully guide effective organisational and cultural change.
* Industrial and employee relations: advise and guide employee representative relationships, liaising with local and global IR responsible, and work with the account teams to identify opportunities to drive the Quality of Life of our employees to facilitate a positive ER and industrial relations climate.
* Drive HR value for clients and contribute to business strategy - act as a key and active member of the team to lead effective delivery of HR value to the client and influencing the development of results and saving targets.
* Support bid renewals and provide bid management support - contribute to the development of our Quality of Life proposition by providing people thought leadership for new clients and retention.
* Learning and development: create a culture of innovation and continuous learning and improvement. Identify strategically-important capability gaps and develop solutions to successfully solve current and future capability gaps by working with HR services.
* Performance and reward: play a lead role in the consistent application of reward processes and initiatives. Embed an effective use of agreed performance processes to drive business performance.
* HR policy and process development: provide resilient and consistent application of Global HR policies and process, in particular championing effective engagement from HR Services.
* Risk, governance and compliance: Support full understanding of all company risk and governance processes, ensure that these are fully applied, complied with and adhered to.
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| 6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities. |
| * Contribute to the achievement of financial performance targets for the account(s), division and sub-segment/segment supported.
* Achievement of established people metrics for the account(s), division and sub-segment/segment supported; Quality of Life progress for employees: engagement, retention, development & productivity.
* Clear and executable succession and talent plans for all account(s), division and sub-segment/segment supported leadership positions, & succession candidates developed.
* Deliver a commercially strong HR value proposition for clients and consumers, implementing best in class people solution to drive our growth ambition and deliver successful deployment and people transition.
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| **7. Person Specification** –Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| Essential* Educated to degree level or equivalent HR practitioner qualification or qualified by experience
* Extensive HR generalist experience and detailed understanding of all aspects of HR Management including reward, resourcing, talent management/succession planning, change management and employee relations
* Proven experience in working in a matrix organisation and building diverse teams
* Developed client relationship management skills
* Strong analytical skills and proven understanding of human capital measurement and delivery of performance improvement interventions
* Professional and commercial acumen, with strong influencing and stakeholder management skills
* Experience of organisation development and design, and facilitation of change including consultation and engagement
* Excellent interpersonal and presentation skills
* Excellent communication, influencing, coaching and facilitation skills
* Well organised, responsive and able to work under pressure

Desirable* Exposure to works councils/social programmes/unionised environments is beneficial
* Appreciation of other HR Systems
* Proficient user of Microsoft Office programmes
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| 8. Competencies (HR and Core)  |
| * Growth, Client and Customer Satisfaction/Quality of Services Provided
* Rigorous management of results
* Brand notoriety
* Commercial awareness
* Employee engagement
* Workforce planning and talent management
* Learning and development
 | * Leadership & people management
* Innovation & change
* Business consulting
* HR Service Delivery
* Organisational development
* Performance and reward
* Employee relations
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