

Job Description:

Managing Director

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| Function: | Defence, Government  |
| Position:  | Managing Director, Cyprus |
| Job holder: | PS |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | CEO Defence & Government Services UK & Ireland |
| Additional reporting line to: |  |
| Position location: | Sodexo Cyprus |
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| 1. Purpose of the Job – State concisely the aim of the job.  |
| * Reporting to the CEO of the Sodexo Defence & Government Services UK & Ireland segment and being a key member of the Defence UK Executive team, the Managing Director of Cyprus will play an instrumental role in the operational leadership and management of the multi-activity contract in Cyprus in addition to contributing to contract growth through the identification and development of new business. The role will be responsible for the leadership and overall financial performance of the Cyprus business and accountable for achievement of financial, client, people, quality, legislative and process related business objectives and standards
* The Managing Director of the Cyprus Multi-Activity contract will shape strategy and leverage the organisation to ensure the maximisation of client satisfaction, contract retention and loyalty whilst simultaneously identifying and supporting further opportunities for revenue and business growth. The role will execute the responsibilities of a managing director according to lawful and ethical standards and hold ultimate responsibility for employee welfare in accordance with group policies
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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 FY15/16: | €tbc | EBIT growth: | tbc | Growth type: | n/a | Outsourcing rate: | n/a | Region Workforce | tbc |
| EBIT margin: | tbc |
| Net income growth: | tbc | Outsourcing growth rate: | n/a | HR in Region  | tbc |
| Cash conversion: | tbc |
| Characteristics  | * Member of the Defence & Government Services UK & Ireland leadership team
* Leader of the Sodexo Cyprus team and business
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Draft. Version: 27-03-2014

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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. |
| CEO Defence & Government Services UK & IrelandManaging DirectorSodexo Cyprus 4 direct reports Sodexo Cyprus Finance DirectorHRBP |

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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. |
| * Ensuring safety in complex and challenging operating environments to exceed industry standards and position Sodexo as a market leader
* Developing the divisional and segment brand: identifying and realising market opportunities to deliver sustainable profitable growth
* Ensuring all operational activity in Sodexo Cyprus is carried out in compliance with all established standards and Group policies
* Ensuring continuous innovation to anticipate and react to changing market needs
* Developing segment talent and ensuring talent pipelines provide succession candidates for all leadership positions
* Represent Sodexo in partnering with and developing strong commercial relationships with Local Communities (where applicable) to develop business outcomes
* Complexity of contract management, organisational change and commercial negotiations within the Republic of Cyprus
* Working within a complex industrial relations framework prevalent in the Republic of Cyprus and a workforce consisting of Greek Cypriot, Turkish Cypriot and ex-patriot employees
* Managing senior client relationships with both the economic buyer and the end user who can have different requirements
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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| **In collaboration with the CEO Defence & Government Services UK & Ireland, developing and implementing the UK & Ireland segment strategy in full alignment with the global and regional Government strategy to deliver sustainable, profitable growth.** * Contributing to the building of an ambitious vision for the Defence segment regionally, as a member of the regional team and collaboration with peers in the Defence & Government Services sectors as appropriate to drive the business and create a “one-team” approach
* Leading, developing and driving the Defence & Government Services segments vision, strategy, initiatives and offers based on deep knowledge of clients’ and consumers’ needs and focused on Quality of Life to deliver sustainable profitable growth and a safe working environment in collaboration with the CEO Defence & Government Services UK & Ireland
* Ensuring full alignment with the global and regional Defence & Government Services segment strategy & associated initiatives and actions
* Delivering with the support of marketing the unique segment value proposition focused on Quality of Life
* Ensuring the long term financial viability of Sodexo Cyprus through keeping abreast of the external environment and current and future trends
* Delivering on the revenue, EBIT, cash and ROCE targets built as part of UK & Ireland targets and plans within the scope of delegation, in line with the segment strategy to the CEO Defence & Government Services UK & Ireland
* Gaining specific country insight and providing considered operational and strategic advice to the CEO Defence CEO Defence & Government Services UK & Ireland
* Liaising with the client to identify continuous improvements opportunities and future rebid win themes

**Leading the Defence Cyprus business to achieve economic and commercial performance*** Ensuring the safety of all people through appropriate anticipation, identification and mitigation of risks
* Guaranteeing to the CEO Defence & Government Services UK & Ireland as part of the Defence & Government Services leadership, and ultimately the Global Segment CEO, the economic and commercial performance of the segment in the UK & Ireland
* Allocating the financial and human resources under responsibility to optimize utilization
* Identifying key trends in the Cyprus market, and being responsible for input to and implementation of new offerings and continually enhancing the distinctive elements of the Sodexo Cyprus offer
* Ensuring the development of the segment assets for sustainable growth: client and consumer insights, client base, Quality of Life Index, offers, solutions and contributing to services development
* Understanding the team diversity and the importance culture plays in the workplace - ensuring that the environment is conducive to deliver our promise of improving the Quality of Life for segment employees; their engagement, retention, development and productivity
* Developing and maintaining strategic partnerships with clients at the highest level, ensuring the alignment of our services to the needs and long-term strategies of our clients in the region. Participating actively in presentations, meetings and negotiations with customers on accounts and situations with very high stakes
* Supporting the segment communication strategy in the UK & Ireland to support development objectives in close collaboration with the Brand and Communications teams; ensuring consistency with the global and regional Corporate Services communications
* Ensuring Sodexo Cyprus operates in compliance with Republic of Cyprus legal, regulatory and mandatory company requirements

**Managing and developing the Defence & Government Services UK & Ireland segment talent*** Ensuring leadership development and succession plans are in place for key segment positions (including own position and direct reports) in partnership with Segment HR and in full alignment with the policies, frameworks, guidelines and processes developed by Group Talent
* Ensuring the identification and management of segment talent at each level of the organisation in Cyprus, through measurement of individual and collective performance and talent review processes in collaboration with the group’s talent processes and the HR team
* Promoting the development of employees by allocating increasing responsibilities and enabling access to development programmes according to strategic needs and in collaboration with HR
* Driving Quality of Life for segment employees by defining and implementing supporting initiatives
* Assessing, nominating and reviewing key segment positions (in compliance with established processes)
* Leading and managing all divisional and supporting segment, talent effectively within the context of defined policies and procedures.
* In partnership with Segment HR, ensure that all training needs are systematically identified and delivered

**Building all Defence & Government Services UK & Ireland activity in line with Group policies and standards** * Building and leading the team comprising of the Sodexo Cyprus leadership team, and dedicated functional resources (where they exist) through consistent personal role-modeling of behaviors aligned with the Sodexo Group values (Service Spirit, Team Spirit and Spirit of Progress) and ethical principles (Loyalty, Respect for people, Transparency, Business integrity)
* Ensuring compliance with standards established by Service Operations in terms of cost and business process implementation and facilitating the sharing and development of shared services with other segments; implementing all operational end-to-end processes and SOPs/ contributing to continuous improvement
* Ensuring compliance with the appropriate Republic of Cyprus legislation and all Group policies, ensuring alignment with the rules of the company to anticipate risks, encourage continuous improvement and the pursuit of operational excellence
* Promoting and defending the Sodexo brand at all levels
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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. |
| * Performance on established Health, Safety and Environment, Corporate Social Responsibility, and Diversity and Inclusion metrics
* Financial performance targets for the segment in the UK/Ireland achieved (P&L, margins, cash)
* Divisional segment performance on established people-metrics; Quality of Life progress for all segment employees: engagement, retention, development and productivity
* Segment talent identified and developed; succession plans for all segment leadership positions established (including own position); succession candidates developed in line with plans in collaboration with Segment HR
* Segment assets developed and deployed (e.g. definition of new offers, contribution to new services)
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| 7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| * Strong leadership skills with an emphasis on leading change and articulating a clear vision
* Demonstrable senior level leadership with experience of creating success through working in collaborative partnerships in a complex environment
* Proven experience interfacing with senior clients and key internal/external stakeholders, experience of working within the Defence sector highly desirable
* Developed networking skills with exceptional stakeholder engagement skills and negotiation skills
* Strong interpersonal relationships skills, emotional resilience and personal confidence
* Strategic thinker with the leadership skills to ability to translate ideas into tangible actions and the ability to leverage relationships that will drive results
* Ability to influence and persuade others, gaining trust and confidence
* Sound knowledge of corporate governance and risk management
* Strong organisational skills and ability to manage complex teams and multiple and shifting priorities
* A high level of political awareness and the acumen to deliver the Sodexo strategy in context within the Republic of Cyprus
* Degree and/or membership of a professional recognised body or an appropriate management qualification
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| 8. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires |
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| * Growth, Client & Customer Satisfaction / Quality of Services provided
 | * Leadership & People Management
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| * Rigorous management of results
 | * Innovation and Change
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| * Brand Notoriety
 | * Business Consulting
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| * Commercial Awareness
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| * Employee Engagement
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| 9. Management Approval – To be completed by document owner |
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| Version |  | Date |  |
| Document Owner |  |

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