

# JOB DESCRIPTION:

## GENERAL SERVICES MANAGER

Function:	Corporate Services UK&I
Position:	<b>GENERAL SERVICES MANAGER – LILLY LIMERICK</b>
Job holder:	Sean Hayes
Date (in job since):	N/A
Immediate manager (N+1 Job title and name):	Client Relationship Manager, Brenda Flaherty
Additional reporting line to:	Account director – Billy Perkins
Position location:	Limerick

### 1. Purpose of the Job – State concisely the aim of the job.

Is responsible for managing the delivery of multiple FM services to at site level, ensuring outstanding service delivery at all times and hopefully exceeding all Sodexo targets whilst maintaining compliance. The single point of contact for all Facilities Management activities on the site.

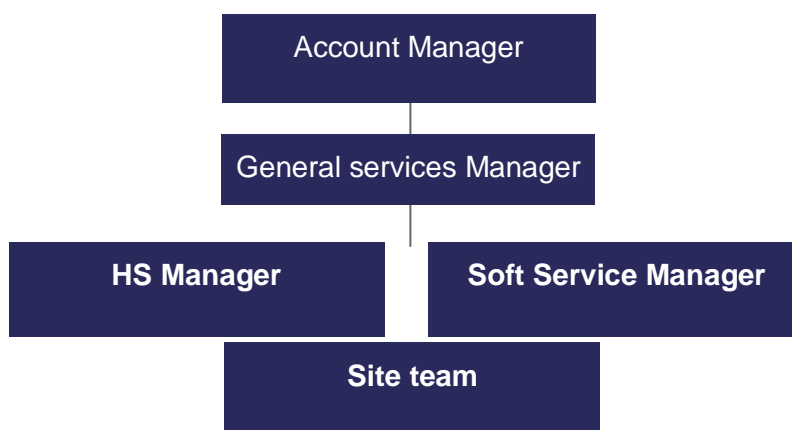
Main responsibilities include:

- Comprehensive knowledge of contract scope and form (e.g. variation control), managing the IFM services to and across the site.
- Performance management across teams and service lines, reporting and monitoring of performance.
- Financial management to ensure control of spending and budgets.
- Assume full responsibility for contract outputs and management of services against contracted scope of works.
- Ensures full compliance.
- Interfacing with Segment teams and Segment subject matter experts via a matrix structure.
- Cultivate a shares sense of identity among all Sodexo services on site.

**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 FY25:	Approx €4M	EBIT growth:	tbc	Growth type:	n/a	Outsourcing rate:	n/a	Region Workforce	48+
		EBIT margin:	tbc						
		Net income growth:	tbc			Outsourcing growth rate:	n/a	HR in Region	
		Cash conversion:	tbc						
Characteristics		<div>● 1 site (Limerick)</div>							

**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. Please show the job titles not the actual people doing the role, i.e. Finance Manager, Project Manager



**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.

- **Leading the Contract** – providing confident, visible leadership, ensuring standards are set and delivered, talent and resources are utilised optimally, client relationships are nurtured and developed and all opportunities for best practice and capability growth are leveraged.
- **Delivering on Financial and Operational Targets** – Ensuring that committed targets are met or exceeded and that costs and revenues are closely managed over the course of the financial years to ensure clarity on performance and provide the means to respond rapidly to any threats to financial performance. Measures include revenue growth, profitability and contract CPI'S and EHS targets.
- **Team Management** - Selecting, managing, engaging and developing highly performing and diverse operating teams, with right skills and capabilities
- **Client Relationship Management** – Engaging with key clients on a routine basis and lead by example in providing contract/relationship management.
- **Strategy and Planning** – Deployment of the account strategy and ensuring that effective plans are in place to deliver against strategy.
- **Delivery of Excellence in Risk, Compliance and Quality Management** – Ensuring the protocols, processes and capabilities are in place to deliver all technical/regulatory requirements for the safe and commercial on-going management of these specialist contract(s).

## 5. Main assignments – Indicate the main activities / duties to be conducted in the job.

### Central Team Liaison (in conjunction with Account Manager)

- To work collaboratively with the central team and central subject matter experts to deliver all contractual requirements to the client.
- Work with the central finance team and Account Manager to assist with the co-ordination of all financial and KPI reporting, budgeting and change management across the account.
- Work with the central subject matter experts to ensure a standardised, consistent and compliant approach is implemented for each subject area (e.g. HR, Communications, Operational Excellence, Technical Services, HS&E)
- Understand the requirements of central reporting on key functions to meet the agreed account wide objectives.
- Work with subject matter experts regarding initiatives, such as nutritional information in all catering facilities to ensure a standardised approach is implemented. (where applicable)

### Segment Liaison

- To work collaboratively with segment teams and subject matter experts to deliver all contractual requirements to the client.
- Work closely with the Account Manager and segment teams to develop a site support, coaching and information structure to ensure that the team (including self) get the right level of commercial and local support.
- Ensure clarity of understanding and application on KPI, other risks and potential rewards.
- Ensure that all country legislative requirements (including inspections) are carried out and dealt with in an appropriate manner.
- Work with the finance teams to ensure the co-ordination of all financial and KPI reporting, budgeting and change management across the account to meet the central deliverables.
- Liaise with country subject matter experts (in conjunction with relevant central subject matter experts) to ensure a standardised, consistent and compliant approach is implemented for each subject area (e.g. GXP, HR, Communications, Operational Excellence, Technical Services, HS&E)
- Jointly work with the segment teams and subject matter experts to ensure that Sodexo's service delivery remains at an optimum level and work together to resolve any issues (e.g. staffing, HS&E, performance management)

### Business Development

- To implement and maintain business improvement and process improvement into all areas.
- Evaluate ideas for additional scope of work, additional services and recommend to the client as appropriate.
- Selling additional services and growth of the contract through innovation and efficiencies.

### Contract Management

- Understanding of contract scope and form (e.g. payment mechanisms and procedures and variation control) and their importance to managing a site and the services provided including the ability to calculate the rewards/penalties of meeting/not meeting KPIs.
- Ensure contract is being delivered in a cost effective way for the client and Sodexo.
- Ability to operate with complex clients and contract scope.
- Understanding of Sodexo contract compliance.

### Financial Management

- Preparation of contract level monthly P&Ls to show financial performance.
- Evaluate financial performance to develop action plans to improve financial performance.
- Management, reporting and monitoring of performance and accounts to ensure control of spending and

budgets.

- Forecasting and budgeting and preparing month end reports for clients and Sodexo.
- Utilisation of SAP reporting.
- Management of age debt profile.
- Monthly billing and invoicing to clients.

#### **Client Relationship Management**

- Effectively manage the client relationship including proactive measurement with the clients for life process for retention and customer satisfaction.
- Understand client expectations and needs regarding Regulatory Compliance for all services at site.
- Holding regular meetings with clients to review performance.
- Supporting Operations Directors in monthly client meetings to demonstrate and enhance management capability in the eyes of clients.
- Working with the subject matter experts to ensure the application of best practice.
- Understanding of Clients for Life process and methodology.

#### **Service Delivery**

- To provide thought leadership on all IFM service delivery and act as a subject matter expert for service delivery for a total IFM offer.
- Assume full responsibility for contract outputs and management of services against contracted scope of works.
- Management of Asset using agreed processes, tools and systems.
- Compliant management of sub-contractors, third party suppliers.
- Ensure delivery of contract to agreed level of quality.
- Reporting on SLAs and delivering action plans to ensure that SLAs are met/exceeded.
- Share best practice with other sites within the contract to improve service and ensure consistency and alignment of activities.

#### **Compliance, Environmental, Health & Safety and Risk Management**

- Ensuring that the risk related to new and existing services have been established, assessed and mitigated against.
- Managing vendor compliance in line with Sodexo's procedures.
- Ensures self and team are and remain aware, qualified and competent in relevant GMP and GDP aspects for relevant services at site – especially including all services directly affecting the clients own regulated activities (such as Goods Receiving, Sampling, Warehousing and Preparation for distribution of Raw materials and Finished Products, GMP Janitorial services etc.)
- Ensuring the Risk Register is completed and Business Continuity Plans are up to date and can be implemented when needed.
- Understanding of when its necessary to seek advice from subject matter experts and to consult them for technical expertise to ensure the correct procedures are followed.
- Managing compliance including standard operating procedures, purchasing, statutory requirements (health and safety).
- Implementing any actions arising from the risk register.
- To liaise with subject matter experts to ensure quality assurance, best practice and compliance standards.
- Ensuring that H&S procedures and standards and central H&S directives are being complied to, including ensuring that contractors comply with necessary standards.
- Deliver against the client's site safety policies and sustainability strategies.

#### **People Management/Leadership**

- Establish and effectively lead a highly capable team who will deliver against the strategic growth objectives.
- People resource management - including coaching, development and employee engagement.
- Responsible for the leadership of all employees including effective resource management, recruitment, induction, PDRs, development, coaching and performance management.

- Coaching team to find resolutions to problems and work more effectively.
- Ensuring that HR procedures are followed and ensuring any people related problems are dealt with inline with policy and procedure.
- Communicating corporate messages and information to the team and manage upward communications.
- Oversee labour management and ensure that this is being managed effectively.
- Understanding of Sodexo's people policies and management tools.

**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.

- All GOP and other financial targets exceeded (margin, client GMP etc.).
- Additional services and scope addition being delivered.
- Engagement rate of the team exceeded and development plans in place. Positive team culture and high levels of productivity and employee engagement are demonstrated with all team members working together to support the business area as required and maintain Investors In People accreditation.
- Services delivered within budgets with savings achieved, innovations and initiatives appropriately captured in the change process.
- Compliant delivery and performance of contracted services as measured through performance management systems, SLAs and monthly management information reports.
- Contract performing to SLAs and budget and costs are being controlled by promoting cross-departmental efficiencies to assist in the control of labour costs.
- Measurably strong client perception and satisfaction with services delivered.
- Services are delivered to the required level across all service portfolio, service excellence as standard.
- Segment is recognised by client and Sodexo as a benchmark for service excellence within the contract and wider Sodexo operation.
- All units are managed appropriately, commitment registers are kept up to date, purchase orders are raised and authorised appropriately and business is traded in the correct period.
- A positive working relationship with the client is evident with 'win-win' scenarios.
- The fixed term and casual labour pool is managed in line with any labour productivity projects and through liaising with other departments and is flexed dependant on the needs of the business on a weekly basis.
- A proactive attitude to continuous improvement is visible with regular meetings to review service delivery and SLAs including service styles and menu offers as well as positive customer feedback, ensuring that the whole team is engaged in this process.
- Processes are developed and followed to ensure all departments have the necessary information both pre and post event.
- Open, two way communications between all departments are evident.
- Information regarding account is readily available, with ongoing actions plans in place that are constantly under review.
- All operational audits are passed by the unit – Safeguard audit and Unit Business Health Check.
- Innovative ideas are being implemented to improve service delivery, retain clients and win new services on site.
- Maintain high standards of appearance and personal hygiene.

**7. Person Specification** – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively

**Essential**

- Experience of having operated successfully within an outsourced environment
- Exceptional client relationship management skills
- Development of commercially viable solutions based on rigorous techniques to understand client needs and price products/services accordingly
- Strong commercial acumen, with the ability to devise and manage P&L account
- Considerable experience in sector contracting and sector technical service delivery
- Achieve set, standards and operate to performance criteria; for example health and safety, hygiene
- Not less than 5 years experience working and managing in a Regulated Environment, including GMP and GDP in all aspects of Warehousing environment
- Considerable experience in sector contracting and sector technical service delivery
- Proven financial acumen essential with commercial experience and business acumen
- Proven track record of initiating and leading demanding business transformation programmes
- Proven experience of developing profitable relationships with clients
- Proven experience in identifying new business
- Excellent communication, influencing and facilitation skills
- High standards of numeracy and written communication
- Continuous professional development in industry/specialism
- People management experience within a diverse geographic and business environment
- Ability to analyse use of labour to ensure it is used in an efficient way
- Ability to assess talent and development needs and manage performance
- Self-motivated and able to work on own initiative within a team environment

**Desirable**

- Facilities/Engineering degree/Technical background
- Experience in pharmaceutical or FMCG industry sectors
- NEBOSH (or equivalent) – National General Certificate and/or Diploma
- BIFM Qualifications – Part 2, or relevant professional development

This job description is intended to give the post holder an appreciation of the role envisaged and the range of duties and responsibilities to be undertaken. It does not attempt to detail every activity. Specific tasks and objectives will be agreed with the post holder at regular intervals. The post holder will be required at all times to perform any other reasonable task, as requested by the Line Manager in order to meet the operational needs of the business.

**8. Competencies** – Indicate which of the Sodexo core competencies and any professional competencies that the role requires

■ Growth, Client & Customer Satisfaction / Quality of Services provided	■ Leadership & People Management
■ Rigorous management of results	■ Innovation and Change
■ Brand Notoriety	
■ Commercial Awareness	
■ Employee Engagement	
■ Learning & Development	