

**DEFENCE & GOVERNMENT SERVICES**

Job Description:   
Group Service Delivery Manager

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| Function: | | | | Defence & Government Services | | | | | | | | |
| Generic job: | | | | Account Manager | | | | | | | | |
| Position: | | | | Group Service Delivery Manager | | | | | | | | |
| Job holder: | | | |  | | | | | | | | |
| Date (in job since): | | | |  | | | | | | | | |
| Immediate manager  (N+1 Job title and name): | | | | Account Director | | | | | | | | |
| Additional reporting line to: | | | |  | | | | | | | | |
| Position location: | | | | North region | | | | | | | | |
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| 1. Purpose of the job | | | | | | | | | | | | |
| * To plan, organise and manage delivery of all services delivered within the North contractual region, including accountability for cleaning, catering, security and sub-contractor service delivery * To ensure standards of service detailed in the service level agreement, KPIs and within the schedules of the contractual terms and conditions are achieved, maintained and developed for assigned operational business area * To contribute to the growth of all services in order to meet client and commercial expectations whilst maintaining strict budgetary control within operational business area in line with client and Sodexo expectations * Embracing the principles of Collaborative Business Relationships (BS11000), in line with Sodexo’s vision and values * To manage all aspects of performance of an assigned group of direct and indirect reports * Responsible for the overall management, co-ordination and control of all contract activity, including commercial performance, organic growth, people management and legislative, company and contract compliance across their designated area, ensuring that their team of direct and indirect reports are delivering services that are compliant and financially viable * Build long term profitable relationships and develops organic business opportunities by delivering operational excellence, and through collaboration with other on-site suppliers, the Integrator and the Client. * Implement Company, Segment and Contract strategy as directed and in line with our contractual agreements | | | | | | | | | | | | |
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| 2. Dimensions | | | | | | | | | | | | |
| Revenue FY13: | £13.5 million | | 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 | | * Pass all internal and external audits * Company & Legislative compliance * Achieve budget and KPIs * Completion of Team Briefs, EPA’s and improved employee engagement levels | | | | | | | | | | |

Draft. Version: 27-03-2014

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| 3. Organisation chart |
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| **4. Context and main issues** |
| * Comply with all legislative requirements * Adhere to any local client site rules and regulations * Role model safe behaviour * Travel and overnight stay may be required to undertake training and other business requirements * Unsociable hours in line with business requirements maybe required * Flexibility on work schedule and location maybe required * Effective collaborative working with Sodexo external partners, clients, employees, consumers and various personnel * Ensure all practices are in line with Sodexo policies and procedures and those set out within Health and Safety and Food safety guidelines/legislation * To act as a site Subject Matter Expert (SME) where appropriate to support other department managers and departments, offering guidance and support where required. |

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| 5. Main assignments |
| * To continue to develop one’s own skills and knowledge within the position, including any required training courses particular to this contract * To maintain excellent client/customer relationships across all stakeholders * To arrange regional and team briefs, huddles and meetings as required * To attend your EPA to discuss and agree job performance, objectives and development activities * To maintain professional work standards at all times * To care for all company equipment and ensure that any faults are reported to management * To work in conjunction with other department managers to plan, organise and coordinate service activity within own assigned operational business area and across the contract * To ensure daily standards of service in assigned operational area, as detailed in the service level agreement, within the schedules of the contractual terms and conditions and in line with applicable Sodexo service offer standards are achieved, maintained and developed * To contribute to the growth of services in order to meet client and commercial expectations whilst maintaining strict budgetary control in line with client and Sodexo expectations * To continually monitor all H&S and FS standards in all service operations and ensure they are maintained at the required level * To drive performance through adherence to all promotional activity and marketing initiatives * To contribute to the achievement of contract budget performance as determined by segment business objectives * To work in conjunction with other department managers to ensure operational excellence within assigned operational business area with specific responsibility for labour management and performance of a defined group of employees. * Active involvement, promotion and support of activities aligned towards employee engagement to achieve centrally driven targets * Develop and maintain a positive internal and external network * Continued professional learning and development in soft FM services * Deputise for the account director when required and during periods of absence * Understand the inherent risks of working in certain environments and develop and maintain the safeguarding of our colleagues * To carry out any other reasonable tasks and/or instructions as directed by senior management |

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| 6. Accountabilities |
| * Complexity of working within a matrix organisation * Compliance with all statutory legislation and company regulations * Ensuring continuous innovation to anticipate and react to changing market needs * Delivering strategic account management for multiple customer base, focusing on commercial and financial analysis of contracts, with focus on future trends * Exceed financial targets including revenue and gross profit * Pass all internal and external audits (Central Government audits included) * Achieve sales target set by account director * Control all environmental issues in line with contractual targets     **Leadership and people**   * The role holder will role model the company values and ensure they are reinforced at every opportunity. The role holder will provide leadership and clear direction on all aspects of the assigned operational business area, ensuring assigned employees deliver on business objectives. The role holder is responsible for supporting the delivery of the people plan and subsequently developing future capability of front line teams. The role holder will lead by example and champion effective communication. The role is responsible for the recruitment, induction, performance and development of assigned employees and will manage the performance of those employees and support other department managers to achieve this, in line with Sodexo HR policy and procedures.   **Risk, governance and compliance**   * The role holder is accountable for full compliance and understanding of all company risk, reporting and governance processes within their assigned operational area. The role holder will ensure that these processes are fully applied, complied with and adhered to within assigned operational business area. The role holder is accountable for cash and stock within the assigned operational business area where applicable; therefore cash and stock company procedural compliance is a requirement.   **Financial management**   * The role holder is accountable for the financial performance of the assigned business operational area in line with set budgets and as a contribution to overall site financial performance. There will be a requirement to contribute to the monthly financial review process for the assigned operational area and also to ensure follow up on all improvement plan actions to support improved financial performance where necessary.   **Relationship management client and team**   * The role holder is responsible for managing client and customer relationships and developing and maintaining strong business relationships. The role holder must seek to understand the client’s business environment, particular to central Government, and drivers, developing and maintaining strong relationships and establishing a network of client contacts. The role holder will manage clients proactively and professionally, in line with Clients for Life®, ensuring Sodexo delivers service in line with the client’s business objectives. The role holder will understand the importance the client places on partnering principles and endeavour to establish a dynamic and positive culture for co-operative business relationships and improvements to service.   **Operational management**   * The role holder will be responsible for overseeing their assigned operational business area and managing compliance with legal, regulatory and company requirements. The role holder will effectively manage continuous improvements, taking corrective action where necessary and informing their line manager of performance issues. The role holder will ensure robust health and safety procedures are implemented, reviewed and reported on a regular basis. The role holder will support their direct reports in resolving daily operational issues within their assigned area, where required.   **Service excellence**   * The role holder will be responsible for driving all aspects of service excellence across their operational business area including brand integrity, quality, compliance, Sodexo’s corporate social responsibility and service standards. The role holder will ensure that work is appropriately recognised and expected standards ensuring the offer is meeting the customer’s needs through full and correct use of company tools. In partnership with subject matters experts you will champion and embed service excellence initiatives across your business area and ensure that all services are aligned to the defence client and customer needs and deliverable within budget.   **Continuous development**   * The role holder will be responsible for the continual development and improvement of all on-site services, resulting in improved services, increased sales and reduced costs. The role holder will also continually monitor financial performance (e.g. supply chains, sales, labour, expenses, internal issues) to ensure that the budget figures are maintained and improved. When variances occur, to provide written explanation of costs and implement action plans for correction. |

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| 7. Person Specification |
| Essential:   * Comprehensive experience of working in a senior management role within the soft FM service industry * Soft FM specific technical skills including contract catering, hospitality and cleaning knowledge and skills * Inclusive style Leadership skills and knowledge * Proven track record of leading, managing and developing a team * People management skills including general HR skills in recruitment, training and managing employee performance including disciplinary and grievance procedures. * Good numerical, interpersonal and communication skills, must be able to demonstrate effective verbal and written communication * Management knowledge of health & safety and food safety * Ability to make independent decisions * Able to work on own initiative within a team environment * Able to demonstrate working knowledge of MS Office (Word, Excel and Outlook) * Able to demonstrate attention to detail and adherence to standards * Analyse problems analytically, develop opportunities and implement innovative solutions * Proven experience of managing long-term client relationships * Proven track record of leading, managing and developing a team across multiple sites * Proven ability to develop new business opportunities * Must be able to demonstrate the ability to communicate effectively both verbally and in writing * Qualifications in HSWA, IOSH and COSHH, Food safety qualification equivalent to CIEH level 3   Desirable:   * Experience of working within varying Government environments and / or Central Government contracts * Proven experience of managing client relationships within a contract environment * Qualification or relevant experience in Business Management.   Travel and overnight stay may be required to undertake training and other business requirements  Unsociable hours in line with business requirements maybe required  Flexibility on work schedule and location maybe required |

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| 8. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires |
| |  |  | | --- | --- | | * Growth, client and customer satisfaction, quality of services provided | * Industry acumen | | * Rigorous management of results | * Analysis and decision making | | * Leadership and people management | * Planning and organising | | * Innovation and change | * Commercial Awareness | | * Brand notoriety | * Employee Engagement | | * Business Consulting |  | |

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| 9. Management Approval – To be completed by document owner |
| |  |  |  |  | | --- | --- | --- | --- | | Version | 1 | Date | 23 November 2017 | | Document Owner | DH | | | |