

Job Description:
Partnership Director – The University of Greenwich

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| Function: | Operations. Universities  |
| Position:  | Partnership Director  |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | Managing Director  |
| Additional reporting line to: |  |
| Position location: | United Kingdom & Ireland |
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| 1. Purpose of the Job – State concisely the aim of the job.  |
| * To lead and manage all service activities across the University of Greenwich account portfolio, working with the client and all internal Sodexo operations to deliver consistency in offer whilst ensuring financial targets are met.
* To provide strategic leadership across the account portfolio, including both Hard and Soft Services, enabling the delivery of significant profitable growth
* Develop business strategy in line with current and emerging client needs.
* Client development and retention through pro-actively developing and building client relationships
* To provide thought leadership on Quality of Life services and define a robust and achievable growth strategy, which will successfully improve performance.
* Act as the key strategic interface between our client(s), Sodexo Directors and functional delivery teams developing a community of best practice. Including providing expertise as & when required to other University accounts.
* Implement transformation and change programs, maximising operational excellence, maintaining process improvement and service development
* Adopt a partnership approach with Sodexo and client entities to ensure the contract is executed in the best interest of both Sodexo and the client
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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 CIRCA £15m | EBIT growth: | tbc | Growth type: | Projects CIRCA  | Outsourcing rate: | n/a | Region Workforce | 600 |
| EBIT margin: | tbc |
| Net income growth: | tbc | Outsourcing growth rate: | n/a | HR in Region  |  |
| Cash conversion: | tbc |
| Characteristics  |  |

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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. |
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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. |
| * *Leading the single business unit client portfolio* – 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 KPI targets.
* *Team Management* - Selecting, managing, engaging and developing highly performing and diverse account team, with right skills and capabilities, particularly technical/professional skills are acquired and developed in line with contract(s), client and segment needs
* *Client Relationship Management* – Engaging the with key clients on a routine basis and lead by example in providing excellence in contract/relationship management
* *Strategy and Planning* – Deployment a robust plan across the estate that is constantly managed to ensure it is effective and delivering 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 ongoing management of the contract.
* *Effective Management of Internal Resources* – Engaging effectively with support functions/service operations and providing clear business briefs on services required.
* *Management Contribution to Universities regionally* – taking a collective leadership accountability to identify synergies, cross-sales and other opportunities
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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| Rigorous management of results* Take overall responsibility for ensuring the Greenwich contract performs to budget, achieves business plans and improves financial performance utilising nominated suppliers, maximising labour productivity in line with Company models, policies and procedures and controlling costs
* Contribute to the development and implementation of the segment strategy and ensure own business area plans are in line with segment objectives and delivers against Sodexo expectations
* Set and agree overall annual budgets with finance and develop unit business plans and local area plans which link to the overall Segment strategy and objectives
* Analyse and review all financial measures and tools to ensure positive financial performance through accurate forecasting and account management
* Seek new ways to drive revenue and maximise sales by implementing innovative ideas
* Maximise the profitability of the contract(s) within area of responsibility and deliver the required financial and service level results using the principals of contract design and management
* Take overall accountability for delivering services to the agreed specification and service level agreements/standards required by the contract(s) within your assigned area
* Continually seek ways to maximise profitability and enhance service quality by driving excellence and innovations in service delivery and pushing for more efficient service delivery and cost efficiencies
* Ensure analysis of indicators adhere to processes and implement coaching to embed good practice

Growth, client and customer satisfaction* Take overall responsibility for ensuring that the contract is operated within its contractual terms, have a client business plan which is reviewed at least quarterly showing key objectives, goals and measures that link to the overall business plan and strategy for the segment
* Adopt a partnership approach with Sodexo and client entities to ensure the contract is executed in the best interest of both Sodexo and the client
* Understand the contract(s) scope and form within area of responsibility (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 and penalties of meeting or not meeting KPIs
* Ensure that all commercial activities maximise shareholder value and return on assets and capital employed
* Ability to interpret and understand contract(s) for the accounts managed with an ability to negotiate within the boundaries of the contract
* Commercial and financial management of contract(s) with focus on looking forward to next three years and analysis of future trends
* Develop long term client relationships with clients and agents to understand clients future expectations for the account and develop the model to meet those using the Clients for Life process, methodology and toolkit including facilitating and attending Expectations and TARP meetings
* Deliver strategic account management for multiple clients through the leadership of account managers, developing solutions and measuring performance against contract SLAs. Growth of accounts, selling in service lines and key lead role for contract retender when applicable
* Contribute & attend governance requirements in line with the client contract & expectations.
* Support the business development team in identifying opportunities with existing and new clients to maximise profit and growth and sell additional services

Contract management * Own, define, maintain and manage account development plans, as well as leading the change management process and associated Service Levels Agreements (SLAs) ensuring risks are mitigated
* Review KPI’s and results achieved and deliver competitor benchmarks

Client relationship management * Grow strong relationships with clients to ensure a profitable long-term partnership
* Lead by example in providing excellence in contract and relationship management
* Manage relationships and key interfaces with the client and the clients' key decision makers
* Seek feedback and validation of service from all levels within the contract

Service delivery * Lead the delivery of Quality of Life services and key programs - cost reduction, business growth opportunities and service improvement programs
* Drive innovation and continuous improvement of people, systems, processes and offer
* Work with the Service Operations, Transversal Functions, Segment operational & functional teams to ensure a standardised, consistent and compliant approach is implemented across the region (e.g. HR, Communications, Technical Services, EHS, OE)
* Continuously seek ways to enhance quality through innovation and cost efficiency by monitoring performance against existing standards
* Creation of internal networks and forums for sharing best practice at technical, business, sector and client levels

**Brand notoriety*** Promote Sodexo as the preferred employer, internally and externally, adhering to the Sodexo recruitment policies and raise the profile of Sodexo in local communities, building relationships with key stakeholders
* Promote the health and well-being of employees
* Live the Sodexo values and promote brand standards as an ambassador.
* Drive all aspects of service excellence across the business area including brand integrity, quality, compliance, Sodexo’s corporate social responsibility and service standards.

Compliance, environment, Health and Safety and risk management * Ensuring that all aspects of the business are conducted in accordance with all relevant statutory requirements and Codes of Practice.
* Ensure that health and safety is given the number one priority by delivering all Safeguard administration in advance of and during logistical operations. Lead where appropriate, and take part in management and employee briefings to deliver safety information to include; Food Safety, Health and Safety, Fire Safety, First Aid and any statutory, client or venue specific safety requirements
* Ensure compliance with nominated suppliers in line with Sodexo policy and ensure suppliers have undergone rigorous safety checks through the Vendor Governance Team (to gain best market value prices), labour management and forecasting performance against budget, audit controls etc.
* Ensure the business complies with all Company and client policies and procedures/site rules and statutory regulations and that licences and qualifications are met and retained and consequences managed appropriately.
* Ensure that all audits such as Unit Business Health Checks are complied with.
* Take overall accountability for Health and Safety and training plans within business area contract(s)
* Ensure the business units comply with all business processes and systems and that UDC payroll is administered correctly for establishment staff and casual workers in accordance to their Terms and conditions of employment
* Ensure that stock is managed effectively and liaise with other departments to ensure client billing is accurate and timely
* Own the risks and risk register and monitoring risks through account managers
* Ensure continuous oversight of all business continuity plans within contract(s) and ensuring they are connected with wider Sodexo plans to maximise efficiencies.

Leadership and people management* To establish and effectively lead a highly capable team who will deliver against the strategic growth objectives
* Recruit, induct, motivate, manage, train and develop all employees following Sodexo HR policy and guidelines
* Lead excellence in performance through coaching and drive a greater understanding of technical competence versus behavioural capability
* Role model the focus on five behaviours to improve engagement, enhance performance and retain Investors in People accreditation. Communicate the employee engagement results and compile a robust action plan for the business area to drive continuous improvement
* Coach managers to ensure that the Focus on Five principles are adopted, employees performance is managed through the Sodexo performance management processes and talent development and succession planning activities take place
* Manage the team and provide them with guidance on operational issues to ensure the business objectives are met by effectively guiding team members performance by a stuctured process of target setting, performance management, rewarding and development plans.
* Ensure that the appropriate training and development plans are in place for all employees within the business to ensure that statutory requirements are met and development training activities are carried out and recorded to assist with career development and succession planning
* Hold regular team meetings with managers to ensure the cascade of information down to unit level employees.
* Facilitate a high support, high challenge performance management culture
* Build personal effectiveness in all situations
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| 6. Accountabilities – Give the 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)
* Current services delivered effectively in-line with contract and client expectations.
* Additional services identified, mobilised and delivered effectively
* 100% Client Retention
* Engagement rate of the team exceeded and development plans in place
* 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(s) are performing to SLAs and budget and costs are being controlled by promoting cross-departmental efficiencies to assist in the control of labour costs
* Continuous improvement plans in place for specific clients and specific services
* Developed and mature industry, sector and client networks with evidence of influence and advocacy
* Measurably strong client perception and satisfaction with services delivered
* Services are delivered to the required level across all service portfolio, service excellence as standard
* Safety, Health and Environmental compliance in all activities
* Segment is recognised by client and Sodexo as a benchmark for service excellence within the contract and wider Sodexo operation
* Client retention and contract extension opportunities identified and converted through positive working relationships with clients
* Successful mobilisation of new services sold
* All standards in the operational audits are effectively passed
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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*** Experience of having operated successfully within an outsourced B2B environment
* Demonstrable track record of developing successful operational strategies across a broad portfolio of target client groups
* Exceptional client relationship management skills
* Development of commercially viable solutions based on rigorous techniques to understand client needs and price products/services accordingly
* 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, particularly sales/bid copy
* Continuous professional development in industry/specialism

**Desirable*** Representative and active involvement on Industry bodies
* Facilities/Engineering degree/Technical background

Other relevant information * To relieve and assist in other establishments in certain circumstances.
* To attend meetings and training courses as requested.

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.  |

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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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| * Client Growth and Customer Satisfaction
 | * Innovation and Change
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| * Rigorous Management of Results
 | * Brand Notoriety
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| * Leadership and People Management
 | * Planning and Organising
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| * Analysis and Decision Making
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| * Industry Acumen
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| Managers Name: |  |
| Managers Signature: |  |
| Date: |  |
| Employee Name: |  |
| Employee Signature: |  |
| Date: |  |