

Job Description:   
Head of Transformation and Change

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| Function: | | | | Government | | | | | | | | |
| Position: | | | | Head of Transformation and Change | | | | | | | | |
| Job holder: | | | | TBC | | | | | | | | |
| Date (in job since): | | | | TBC | | | | | | | | |
| Immediate manager  (N+1 Job title and name): | | | | Services Director | | | | | | | | |
| Additional reporting line to: | | | |  | | | | | | | | |
| Position location: | | | | Home based (with Nationwide travel) | | | | | | | | |
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| 1. Purpose of the Job – State concisely the aim of the job. | | | | | | | | | | | | |
| * Responsible for providing continuous improvement support across the segment. This includes contract   management, workforce management and operational excellence. The role involves participation in business improvement activities within bidding, mobilisation and stabilisation. Supporting the monitoring of contracts, deployment of the Business Improvement Management Programme and subsequent profit improvement plans. Involvement in the deployment of WFM systems and processes.   * This role will be instrumental in the processes and governance to align with the end-to-end planning and delivery process for all initiatives, projects and organisational change from initial feasibility through to financial approval, design, delivery and completion, to ensure all activity is delivered on budget, on programme and to a high standard. * This role will liaise across a broad range of key stakeholders, ensuring they are involved in PMO activities as and when required to support Segment strategic planning, financial analysis, stage gate reviews/sign off and a broad suite of reporting products, including accurate and timely executive reports to inform the key stakeholders and facilitate decision making. * Required to work closely and collaboratively with the Segment Executive Board, Regional SO and Transversal functions and ensure alignment between Segment Portfolio Planning and Programme Management Functions and external consultants, contractors and suppliers to deliver successful project outcomes. | | | | | | | | | | | | |
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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 FY13: | €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 | | * **Revenue**: £450 million - impact on revenue via successful Segment business improvement initiative implementation * **Staff** : 5,700 - indirect staff impact via UK&I segment transformation and change role * **Growth** : Key role in establishing the platform and governance for successful transformation and change * One direct report – Project Manager | | | | | | | | | | |

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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. |
| * Drive transformational change in accordance with the Segments growth strategy through activity identified during the Regional Business Planning process. * Support the development and implementation of the segment strategy as required by the Executive Board * Engagement of operational senior leadership team to ensure successful deployment and embedding of change initiatives. * Ownership and management of the Segment initiative tracker ensuring all planned activity is scheduled into the Contract delivery plans in readiness for the start of the fiscal year * Working closely with the operational senior leaders to gain buy-in across the business for transformational change and establish a culture of continuous improvement * Lead Global, Regional and Segment initiatives through process optimisation, benchmarking and sharing of best practice |

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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| * Deployment and management of the Segments strategic initiatives * Manages an inclusive governance process across all areas of business improvement that drives focus on achieving results * Shares best practices in any service line and drives consistency in approach * Adheres to and drives compliance with Company policies and procedures * Ensures confidentiality of materials and information * Provide support to existing and prospective key accounts * Assist in the training and development of operational teams, including prioritizing rollout and tracking implementation * Support the sales function through bid process and client presentations * Works collectively to achieve business objectives whilst promoting collaboration, co-ordination and teamwork with central teams and external organisations * Participate in the development and continuous improvement of tools to control resource allocation and related workforce management processes * Drive leaders in segment (Contract Directors, middle management and front-line colleagues) to ensure segment strategy and performance targets are met * Ensure a communications plan is initiated at the appropriate time to inform all colleagues of any Change initiatives * Gatekeeper and segment representative for the Demand Supply Sub Group (DSSG) ensure the timely recording of all segment demand into Service Operations |

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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. |
| * Ensure appropriate governance is in place to proactively lead, control and deliver the Segment Business Improvement and PMO transformational programme * Ensure fit for purpose / best practice change management methods (e.g. Prince 2 methodologies) are in place across the portfolio of programmes / projects to successful deliver and govern the objectives of the region and enable the segment strategy * Ensure organisational change is enacted in a planned and sustainable manner working with the HRD and HRBP community * Ensure effective risk management methods are in place to mitigate adverse delivery impacts on the strategy * Ensure the UK&I has a sequenced deployment plan of segment strategy initiatives at any given time inclusive of performance tracking * Ensure all managers within the segment are adequately trained in business improvement process working within the boundaries of Service Operations initiatives |

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| 7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| * Proven track record of delivering strategic change and improvement programmes to achieve principle objectives, within budget/business parameters and in accordance with Industry best practice (MSP / Prince 2 methodologies) * At least 10 years of successfully project and programme managing projects and strategic change * In depth knowledge of Sodexo group and segment strategies * Strong knowledge and relationships within the business to ensure right person, right time is engaged * Proven ability to develop segment strategies and translate into tangible programmes of work at all levels * Proven ability to communicate change in a timely and precise approach in line with segment objectives * Proven understanding and management of the political environment associated with successful delivery of change * Ability to generate programme and project change delivery, commitment and buy-in from key stakeholders which often has numerous other business demands and pressures – emotional intelligence being key * Ability to drive and lead the delivery of strategic change/project across a senior stakeholder group (Segment CEO, Exec and Contract Directors, Service Operations and Transversal Functions) * Ability to lead, manage, motivate and empower others in pursuit and achievement of common goals * Operate flexibility in response to new demands, apply transferable skills within a diverse context and where necessary operate outside of professional boundaries * Demonstrable ability to operate with high thinking capacity and willingness and enthusiasm to challenge existing arrangements and methods * Successfully communicate and present with senior executives to gain commitment of Business Improvement, transformational activity, programmes and projects * Successfully identify and manage senior stakeholders internally and externally including consultants and supply partners * Ability to operate and deliver within a changing business and market environment – demonstrate resilience at times of high pressure * Facilitation skills – ability to successfully facilitate a varying degree of workshops (typically with senior executive resource) to achieve specific outcomes and drive commitment, advocacy and delivery * Able to demonstrate empathy and the integrity to deal with sensitive and personal information during times of change and business improvement |

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| 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 * Innovation and Change * Business Consulting * Rigorous management of results * Brand Notoriety * Commercial Awareness * Employee Engagement * Learning & Development * Leadership & People Management |