

# Job Description: General Manager

Function:	General Manager
Position:	<b>General Manager</b>
Job holder:	N/A
Date (in job since):	N/A
Immediate manager (N+1 Job title and name):	Catering Services Director
Additional reporting line to:	
Position location:	Brighton and Hove Albion Football Club

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

- Maximise the profitability of the contract within area of responsibility and deliver the required results
- Lead, develop, manage and motivate a high performing team to the agreed standards ensuring that the client receives services of the highest quality
- Support the Catering Services Director in the development of business strategy in line with current and emerging client needs
- Lead and maintain account development plans, as well as supporting the change management process and associated Service Levels Agreements (SLAs) ensuring risks are mitigated
- Support the business development and regional management teams in identifying opportunities with other clients to maximise profit and growth
- Manage the services and teams to the agreed standards
- Ensure that business deadlines and targets are hit
- Lead the team and take responsibility when needed, act with initiative, demonstrate energy and enthusiasm
- Demonstrate a high level of thought leadership and act as change agent.
- Champion for retention for Investors in People

## 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.

## 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.

Catering Services  
Director

General 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.

- Units are operating within budget
- Contracts are performing to SLAs and budget and costs are being controlled by promoting cross-departmental efficiencies to assist in the control of labour costs
- Business, contract delivery and client risks managed in controlled and structured manner
- Continuous improvement plans in place for specific clients and specific services
- Sector and account development strategies and plans in place together with controls and governance to ensure delivery of said plans. Connect strategies to overall business plan as well as market and client demand changes
- Measurably strong client perception and satisfaction with services delivered
- High levels of client engagement via demonstrably strong relationships built on mutual respect and trust
- P&L's managed to deliver and exceed budget, commitment registers kept up to date, purchase orders raised and authorised appropriately and business is traded correctly and on time
- Organic growth (client and sector) opportunities identified and converted
- Client retention and contract extension opportunities identified and converted through positive working relationships with clients
- Leadership of new bid opportunities in specific sector environments and prospecting of new clients
- High-levels of team engagement
- Recognised leader within the business and respected specialist in specific market sector
- Successful mobilisation of new services sold
- All standards in the operational audits are effectively passed by the business units such as Safeguard, Unit Business Health Checks and Mystery Shops
- Formal client and industry recognition (awards) for services delivery, innovation, continuous improvement etc
- Creation of internal networks and forums for sharing best practice at technical, business, sector and client levels
- Maintain high performing teams, demonstrated through the EPA, talent and succession planning processes and staff engagement surveys and IIP accreditation
- Maintain high standards of appearance and personal hygiene

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

**Growth, client and customer satisfaction**

- Take overall responsibility for ensuring that the contract is operated within its contractual terms, have a unit 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 and Brighton FC
- Understand the contract 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
- Ability to interpret and understand the contract for the accounts managed with an ability to negotiate within the boundaries of the contract
- Commercial and financial management of the contract with focus on looking forward to next three years and analysis of future trends
- Build strong understanding of service offers within Sodexo drawing upon the Centres of Excellence where appropriate and supporting the general services manager and project manager in the delivery of mobilisations and recommending service solutions for clients
- Identify organic growth opportunities through innovation and new initiatives within existing contract
- Manage senior clients expectations around the future development of the account

- Seeks new ways to drive revenue and grow accounts, selling new service lines and play key lead role in contract tenders when applicable
- Ensure contract is performing within the agreed SLAs at all times to meet Sodexo commitments
- Take overall responsibility for ensuring that contract is operated within their contractual terms
- Ensure that clients receive services delivered within contractual terms and these are delivered in a cost-effective way
- Develop strong long-term client relationships with multiple clients and agents in line with Clients for Life (CFL) philosophy to enhance the retention of current client and customers, gain referrals for new business and attract new clients and customers.
- Develop and retain existing client relationships through monthly meetings and quarterly reviews.
- Monitor KPI reporting, reviewing contents of client meetings and reviewing/monitoring operations performance in client retention
- Deliver Clients for Life development plans and increase client retention/growth

### **Rigorous management of results**

- Take overall responsibility for ensuring the contract performs to budget and achieve their unit business plans and improve 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 plan is 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 across all operational departments
- Take overall accountability for delivering services to the agreed specification and service level agreements/standards required by the contract 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 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 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 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 and Mystery Shops etc.
- Take overall accountability for Health and Safety and training plans within business area
- Ensure all business unit comply with all business processes and systems such as Eprofit trading procedures and that UDC payroll is administered correctly for establishment staff and casual workers in accordance to their Terms and conditions of employment
- Own the risks and risk register and monitoring risks.
- Ensure continuous oversight of all business continuity plans within contract and ensuring they are connected with wider Sodexo plans to maximise efficiencies
- Ensure analysis of indicators adhere to processes and implement coaching to embed good practice
- 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
- Ensure the unit complies with appropriate controls and meets all other audit standards
- Ensure stock is managed by carrying out stock counts and fixed asset and cash handling audits in line with the procedures set out in the unit business health check

- Carry out in-depth reviews with each Business Manager at the end of each period to discuss their financial and contract(s) performance. Ensure any variances are acted on in an appropriate way.
- Understand and apply Sodexo resource management principles, tools and processes to manage labour effectively
- Monitor and review service delivery against the contract SLA and Sodexo operating procedures and best practices and drive improvements through continually seeking ways to enhance quality through innovation and cost efficiencies
- Effective management of agents, suppliers and contractors
- Facilitate effective communications between the centre and the operations teams
- Ensure direct reports are delivering contract to the right quality standards by reviewing and challenging reports on achievements against SLAs and ensuring action plans are put in place to ensure the SLAs are met.
- Undertake operational duties as required to support the business

### **Leadership and people management**

- 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
- Coach managers to ensure that the Focus on Five principles are adopted, employee's 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
- Manage contracted employees, fixed term and casual labour in line with the labour productivity tools, policies and processes
- Take responsibility for the management of all direct reports including recruitment, induction, training and performance
- Coach and mentor direct report
- Grow strong relationships with clients to ensure a profitable long-term partnership
- Communicate the employee engagement results and compile a robust action plan for the business area to drive continuous improvement
- Hold regular team meetings with managers to ensure the cascade of information down to unit level employees.
- Build and maintain a thorough understanding of Sodexo strategy and financial goals, Sodexo policies, procedures and processes such as people management, health and safety etc. to ensure compliance
- Facilitate a high support, high challenge performance management culture
- Build personal effectiveness in all situations

### **Innovation and Change**

- Continuous professional development in industry/specialism
- Continuously seek ways to enhance quality through innovation and cost efficiency by monitoring performance against existing standards

### **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.

### **Planning and Organising**

- Plan and prioritise workload and tasks effectively for self and others to minimise relativity, maintain a work life balance and ensure the right number and calibre of personnel are allocated to logistics tasks

**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.

- There is a positive team culture where all team members work together and support each business area as required.
- Develop long-term client relationships in line with the 'clients for life philosophy' to enhance the retention of current clients and customers, gain referrals for new business and attract new customers.
- Service Standards across site are either in line with or above our client's expectations and reviewed on an ongoing basis.

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

**Essential**

- High standard of literacy and numeracy
- Expertly manage senior and often challenging client relationships
- Highly developed verbal and non-verbal communication skills
- Extensive experience in delivering high quality hospitality operations
- Proven experience in managing P&L accounts and driving profitability
- Proven operational knowledge, skills and experience in managing multi-site/multi service operations
- Management of large and diverse teams
- Manage multiple workloads and shifting priorities
- Deliver excellence in operational service standards and customer satisfaction
- Demonstrate resilience when faced with multiple business challenges
- Ability to interpret and utilise complex and varied financial and commercial information
- Excellent interpersonal skills and ability to communicate effectively with customers, clients and employees at all levels
- Background in conference and events
- Achieve set, standards and operate to performance criteria; for example health and safety, hygiene
- Self-motivated and able to work on own initiative within a team environment

**Desirable**

- IOSH managing safely qualification
- CIEH Level 3 qualification

**Contextual or other information**

- Travel and overnight may be required to undertake training and business requirements
- 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.

**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	Analysis and Decision Making
Commercial Awareness	Industry Acumen
Employee Engagement	
Learning & Development	

**9. Management Approval** – To be completed by document owner

Version	V1	Date	18/07/23
Document Owner			

**10. Employee Approval** – To be completed by employee

Employee Name		Date	
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