

**DEFENCE & GOVERNMENT SERVICES**

Job Description:
Hospitality and Guest Services Manager

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| Function: | Defence & Government Services |
| Generic job:  |  |
| Position:  | Hospitality and Guest Services Manager |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | Manager |
| Additional reporting line to: | Contract Director  |
| Position location: | Colchester PFI |
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| 1. Purpose of the job  |
| * The overall accountability and responsibility for the day to day management, co-ordination and control of all Defence activity, as set out in the contract Schedule of Requirement (SOR) and operational manuals, across the designated contract and affiliated sites.
* To plan, organise and manage delivery of all services within all the operational business area
* 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 reports
* Responsible for the overall management, co-ordination and control of all contract activity across 13 messes in 3 separate locations, including commercial performance, organic growth, people management and legislative, company and contract compliance across their designated area, ensuring that their team of Mess Managers are delivering services that are compliant and financially viable
* Build long term profitable relationships and develop new business opportunities by delivering operational excellence
* Implement Company, Segment and Contract strategy as directed.
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| 2. Dimensions  |
| Revenue |  | EBIT growth:  |  | Growth type: | n/a | Outsourcing rate: | n/a | Region Workforce | tbc |
| EBIT margin:  |  |
| Net income growth: | n/a | Outsourcing growth rate: | n/a | HR in Region  | tbc |
| Cash conversion: | n/a |
| Characteristics  | * Pass all internal and external audits
* Company & Legislative compliance
* Achieve budget and Defence KPIs
* Completion of Team Briefs, EPA’s and improved employee engagement levels
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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, DIO employees and MoD consumers and personnel, including CCM where appropriate who work on site
* 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
* To maintain excellent client/customer relationships
* To attend 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 act as duty manager ‘on call’ and holiday/weekend cover as directed by line manager
* To work in conjunction with other department managers to plan, organise and coordinate service activity within own assigned operational business area and across the site
* 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 site 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 and achievement of IIP Gold standard
* Develop and maintain a positive internal and external network
* Continued professional learning and development in soft FM services
* Develop a strong working relationship with your clients, developing a partnering culture with a view of business enhancement.
* 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. Carry out audits and in process checks to monitor that the correct standards are achieved and company policies and procedures are being followed.
* 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
* Ensure all company systems such as Eprophit, TMS, Recipe Online, Cash 2 Client, Clarity/EpoS and UDC billing are applied correctly on site and that payroll is administered for establishment staff and casual workers in line with their terms and conditions
* To carry out any other reasonable tasks and/or instructions as directed by your line manager and senior management
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| 6. Accountabilities |
| * Achieve gross margin targets
* Pass all internal and external audits
* Achieve sales target
* Control waste in line with targets

Leadership and people* The role holder will role model company values and ensure that they are reinforced at every opportunity. The role holder will support their line manager to drive employee engagement and team performance. This will include effective communication and the application of Sodexo HR policies and procedures as directed by their line manager

Risk, governance and compliance* The role holder will ensure that these processes are fully applied, complied with and adhered to within their assigned operational business area. Where applicable cash and stock company procedural compliance is a requirement. This includes but is not limited to ensuring monthly results from self-audits and external audits achieve monthly contractual KPI’s to avoid financial penalties within the payment mechanism. The role holder will ensure that 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. The role holder is responsible for primacy of the two on site hotels, the Officers Mess and the Sergeants Mess with an occupancy of 190 and 196 rooms respectively The role holder is responsible for ensuring on site compliance contributing to the successful completion of HM inspectorate of prisons inspections.

Financial management* The role holder is required to contribute to the financial performance of their business area. This is achieved through effective control of all equipment and supplies as well as payroll.
* Prepare and present the annual budget and business plan in conjunction with, Manager and Commercial Finance Manager
* Ensure all financial and trading deadlines are met to ensure accurate and compliant budgetary and financial controls for your area of responsibility
* You will coach the mess teams on effectively managing costs whilst maintaining recipe/offer standards and cooking and preparation standards
* Work effectively with contract and CCM in delivering the food concept, whilst monitoring the performance of sales, profitability and year on year business growth
* Effective P&L management of the contract to deliver on budget in all areas of responsibility. To include but not limited to:
	+ - * Review actual performance against budget with management team and create action plan to correct any shortfall identified
			* Identify improvements to service provision by evaluating and reviewing traditional methods and working practices
			* Identify and implement new ideas and innovations within the contract subject to the Guest services managers approval
			* Preparation of accurate forecast, financial reports, implementation of amendments

Contract and company compliance* Ensure that robust control procedures are implemented and maintained so as to minimise wastage/shrinkage during production, the storage and distribution of stock and to maintain the security of the premise, stock, cash and physical assets
* Identify amendments and manage process with managers
* Ensure authorisation is obtained from Manager prior to undertaking any additional services
* Implement action plans to close out any areas of shortfall identified in contract audits such as, LSI, Safeguard and internal and external audits
* Plan, implement, monitor and control the quality of service to the company and contractual standards
* Maintaining an up to date knowledge of food and health and safety legislation identifying changes
* Maintain IIP and / or ISO standards
* Responsible for ensuring all locations conform to brand standards specifically; product specification and offer; presentation and delivery; policies and procedures for all offers including supplies, ingredients, storage, preparation and products sold
* Require to carry out regular visits to sites and routine inspections to evaluate kitchen, mess and café bar operations including food presentation, quality and cleanliness and health and safety
* You will champion Food Hygiene and Safety and be a point of advice for all legislative, statutory and company policy and procedures applicable to Food Services
* The role is required to pro-actively engage contract teams and ensure effective use of company tools such as recipe on line and company training initiates aimed at protected brand integrity within the business.

Relationship management - client and team* The role holder is responsible for managing, developing and maintaining strong business relationships with client and customers who include the brigade commander (senior client), RMPA CEO, RMPA Services Director and the onsite contract management team. The role holder is responsible developing and maintaining good business relationships with clients and customers. The role holder must seek to resolve any concerns or complaints raised and escalate to their line manager as appropriate. The role holder will manage clients proactively and professionally, 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 including the quality management system (QMS). 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.

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. 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 should look for improvements and efficiencies at every opportunity to increase sales and/or reduce costs. These should be reviewed with their line manager to establish feasibility and create a plan of action. 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:* Knowledge of working in a management role within the soft FM service industry
* Leadership skills and knowledge
* 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 complex, long-term, successful, client relationships
* Proven track record of leading, managing and developing a complex 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
* Previous experience of relevant service
* Ability to understand complex contracts and to facilitate the full requirements whilst able to develop enhancements to the contracted business
* Proven track record of leading, managing and developing a motivated team

Desirable:* Experience of working within military environment
* Previous experience in effectively managing in a similar contract service provider role
* Health and Safety qualification equivalent to IOSH managing safely
* Food safety qualification equivalent to CIEH level 3
* Computer literate
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| 8. Competencies  |
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| * Growth, client and customer satisfaction, quality of services provided
 | * Industry acumen
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| * Rigorous management of results
 | * Analysis and decision making
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| * Leadership and people management
 | * Planning and organising
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| * Innovation and change
 |  Employee engagement |
| * Brand notoriety
 |  Managing successful client relationships |

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| 9. Management Approval – To be completed by document owner |
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| Document Owner |  |

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