

# Job Description: Head of HR - ROI



Function:	Human Resources
Position:	<b>Head of HR</b>
Job holder:	...
Date (in job since):	...
Immediate manager (N+1 Job title and name):	HR Director UK&I
Additional reporting line to:	Country President
Position location:	Republic of Ireland – with travel required

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

- Enabling Sodexo performance through high quality HR service delivery within the Country
- Contributing to HR Services leadership and running HR Services across the Country
- Contributing to building the performance of the Country Leadership Committee

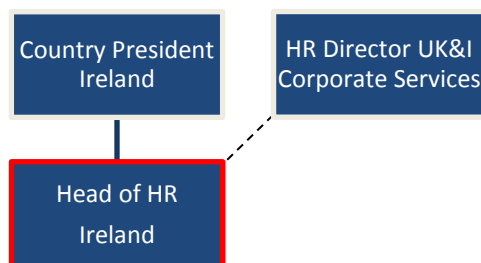
## 2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department.

Revenue FY20	€150 m	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

- Member of the Regional HR Services team

## 3. Organization chart – Indicate schematically the position of the job within the organization. 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.



**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.

- Managing the multiple interfaces with Segments/Service Operations/Functions to ensure their HR needs are fully understood and met in the country
- Supporting HR transformation in the country, to enhance consistency, quality and cost efficiency of HR service delivery
- Contributing to the achievement of the Country's strategic objectives, priorities and HR & Country Strategy
- Having responsibility for HR in the country at regional level spanning more than 1,500 employees operating in complex and challenging environments
- Implementing HR strategic priorities at regional level, ensuring the needs of the segment are met whilst maintaining full alignment with Group HR strategic priorities & policies
- Working with the HRD to ensure timely implementation of talent processes to ensure development in the country, including the establishment of succession and workforce plans

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

**Enable Sodexo performance through high quality HR service delivery within the Country**

- To provide strategic leadership and direction to the Country HR function. To devise and deliver a HR strategy to add value and achieve business KPIs. Set and align the people change agenda in the context of country and segment priorities. Lead the HR team to achieve business focussed objectives Ensuring the environment is in place within the Region to deliver our promise of improving the Quality of Life of Sodexo's employees for contributing to their engagement, retention, development and productivity
- Creating the conditions to have the required level of people resources: training, recruitment employee engagement etc. ensuring that the HR service can be delivered within an efficient organisation that is in line with the integrated HR model.
- Being accountable, managing and monitoring the overall performance of country HR services teams, and ensuring the needs of segments, Service Operations and functions are met (according to SLAs)
- Ensuring that the Country organization design and capabilities are fit for purpose, and supporting the business strategy and 5-year plan
- Supporting the development of the business goals by leveraging D&I and our Quality of Life approach
- Ensuring the buy-in to and consistent application of Group HR policies, frameworks, guidelines and processes in the Country; ensuring Group values, philosophy, fundamentals and behaviors are known, understood and cascaded; ensuring engagement with and acceptance and implementation of Group / Global HR policy and strategy; ensuring compliance with local legislation
- Ensuring all people risks in HR services are identified and managed; provide alerts as necessary

**Contributing to HR Services leadership and running HR Services in the Country**

- Providing strategic leadership and direction to the HR function in the Country, and act as a member of the Regional HR Services Leadership team
- Ensuring efficiency and consistency of application of Group HR policies and processes across Segments, Service Operations and functions in the country, in full alignment with Group HR functions and teams
- Ensuring the efficient delivery of HR services through the SLA development and fulfillment; being accountable for the quality of HR service delivery
- Manage metrics/benchmarks to track HR performance in Country
- Ensuring compliance with all local HR/ social legislation
- Demonstrating, role modeling and developing Sodexo's critical competencies/ capabilities and behaviors aligned with Group Values and Ethical Principles

**Talent Management**

- contribute, with senior leadership, to the talent management for all defined levels and oversee talent management for the country in line with group requirements. Ensure a performance management culture is developed and implemented.

**Resource Management:**

- carry out a regular review of organisational structure to ensure alignment with country and segment objectives. Implement recruitment strategies to attract key talent and create a positive image in the employment market. Develop and deliver a succession plan to meet future requirements. Ensure managers and teams have the appropriate skills and capabilities to deliver business excellence. Implement HR processes to manage employee retention. Increase leadership capability to drive the business forward.

**Business Development**

- Contribute to business development, including business retention, new bids, TUPE transfers and mobilisation

**Other areas of focus***Learning and Development:*

- Delivering a relevant and comprehensive L&D curriculum in line with segment, Service Operations, functions and Group wide requirements to the country businesses and with consistency across the region working with regional L&D.

*Rewards:*

- In close relationships with Regional Total Reward, leading the design and implementation of country reward delivery, working closely with the segment, service operations and function teams, including pay, bonus, sales incentives, pensions strategy, recognition programs, and the whole range of employee benefits.
- Supervising benefits administration at country level

*Diversity & Inclusion:*

- Champion employee engagement and D&I across the business, engaging with segment, functions and service operations teams

*Labour Relations:*

- Manage the employee relations agenda locally. Act as the main point of contact for national level union relationships where required or appropriate
- creates an effective employee relations environment and handles employee relations issues professionally and to the best result. Build open, strong and supportive relationships between HR and the People Centre and Central Advisory Teams. Ensure the country and segments contributes to and delivers all organisational projects as defined by the UK and ROI Executive Team

**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.

- Performance on established people-metrics in the Country; Developing Quality of Life for all Sodexo employees (contribution), and all Transversal HR employees (responsibility): engagement, retention, development and productivity
- Consistent, high quality HR service delivery in the Country through relevant SLA fulfillment
- Achievement of synergies and cost efficiencies in the Country through HR
- Full compliance and consistent deployment in the Country of all Group HR policies, frameworks, guidelines and processes
- Fulfillment of workforce planning to schedule in the Country
- Management, optimization and control of the Country HR Services budget
- Build a strong leadership HR team in the country to deliver quality and effective HR services and contribute to the regional HR leadership team to develop innovation and alignment inside the country/ region
- Country and segment Labour turnover/stability and employee retention measures, particularly for identified high-potentials and promotables
- Segment mobilisations achieved within budget, quality and time plan
- Employee engagement surveys show increase in employee engagement in line with country and segment targets
- Evidence of effective talent action planning – improved succession ratios, ‘success stories’ of talent deployment/promotions, qualitative feedback from individuals and line managers
- Rates of uptake and engagement within country with talent and performance management processes
- Measures of improvement in people capability in country – from core management disciplines (e.g. dealing with disciplinaries and grievances more effectively) through to qualitative evidence of better leadership (e.g. employee engagement, improved decision making)

**8. Skills, Knowledge and Experience**

**Essential**

- **Operational HR experience and expertise**- able to manage service delivery across the spectrum of HR activities.
- **Consulting and stakeholder management skills** – able to relationship manage a wide group of stakeholders often with divergent needs and interests, and ensure plans for the department can coalesce around those needs.
- **Strategising - Ability to devise - from a business strategy** - a strategy and plan for capability development which considers how capabilities can be best ‘acquired’ and/or ‘developed’.

- **Planning and organising** – able to set an agenda and keep a balance between ensuring the overall departmental plan is strategically aligned with the need to ensure that detailed plans are in place and are well tracked to ensure operational delivery for the business. On a personal level needs to be able to flex one's own priorities and allocation of time and effort over a large, broad and changeable set of stakeholder requirements.
- **Resource management – particularly budgetary** – can make intelligent judgement about the allocation of human and financial resources across the business and over time.
- **Team leadership** –to engage the 'hearts and minds' of the team to achieve the HR and country strategies and to ensure that the allocation of work draws upon people's strengths but also seeks to develop them personally and professionally.

Desirable

- Masters or equivalent qualification in HR or full membership of the CIPD
- Proven technical skills in process consulting, facilitation, training design/delivery, evaluation
- Proven experience in cultural transformation and / or change management at scale