

# Job Description: Mess Manager



Function:	Defence & Government Services
Generic job:	Mess Manager
Position:	Mess Manager
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	General Manager
Additional reporting line to:	
Position location:	RAF Brize Norton

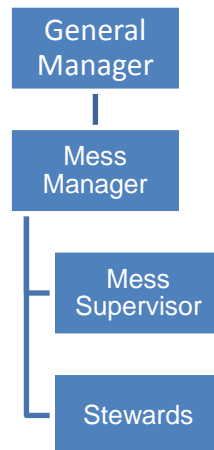
## 1. Purpose of the job

- To plan, organise and manage delivery of all services within the Mess operational business area to the benefit of all members and residents
- To ensure standards of service detailed in the SOR, quantity tables, 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 promote and manage functions including planning, menus and costing in conjunction with the catering team
- 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, in particular to liaise with the PMC/RSM and Mess committee to develop relationships and promote Sodexo
- To manage all aspects of performance of an assigned group of direct reports

## 2. Dimensions

- |                 |   |
|-----------------|---|
| Characteristics | <ul style="list-style-type: none"> <li>▪ Contribution to gross profit and improvements to budget performance as determined by segment business objectives</li> <li>▪ Revenue growth and delivery of year on year performance in your business area</li> <li>▪ Year on year balanced scorecard improvement in health &amp; safety; environment; risk; client satisfaction; and quality</li> <li>▪ Operational excellence in labour management and performance</li> <li>▪ Employee engagement</li> <li>▪ Well-developed internal and external network</li> <li>▪ Continued professional development in industry sector</li> </ul> |
|-----------------|---|

### 3. Organisation chart



### 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
- Flexibility on work schedule and location maybe required
- Collaboration with all other site department managers to ensure the effective management of the site overall
- 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

### 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
- Ensure the prompt provision and efficient service of all meals and catering requirements at the specified time to the standards laid down in the KPI's
- To take adequate steps to ensure the security of company and client property and monies under your control
- Compile and agree an annual business plan with your line manager, and to be responsible for achieving all actions
- Maintain excellent client relationships and communicate with the day to day client at every opportunity -

holding at least a weekly review meeting

- Initiate a process of continuous improvement by undertaking company promotions and extraordinary merchandising initiatives to ensure the profitable growth of the contract
- Ensure that all written communication represents a professional image to customers, clients and staff
- Actively seek and identify opportunities for business growth both within the contract and the external market
- Action customer compliments by praising colleagues and resolve complaints satisfactorily, referring to your line manager where necessary
- Attend to and take all necessary action, statutory or otherwise, in the event of incidents or accident, fire, theft, loss, damage, unfit food, or other irregularities and take such action as may be appropriate
- 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
- Active involvement, promotion and support of activities aligned towards employee engagement
- Develop and maintain a positive internal and external network
- Continued professional learning and development in soft FM services
- To carry out any other reasonable tasks and/or instructions as directed by management within agreed deadlines

## 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 the company values and ensure they are reinforced at every opportunity. The role holder will provide leadership and clear direction on all aspects of the assigned operational business area, ensuring assigned colleagues deliver on business objectives. The role holder is responsible for supporting the delivery of the people plan and subsequently developing future capability of front line teams. The role holder will lead by example and champion effective communication. The role is responsible for the recruitment, induction, performance and development of assigned colleagues and will manage the performance of those colleagues and support other department managers to achieve this, in line with Sodexo HR policy and procedures.

### Risk, governance and compliance

- The role holder is accountable for full compliance and understanding of all company risk, reporting and governance processes within their assigned operational area. The role holder will ensure that these 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.

### Financial management

- The role holder is accountable for the financial performance of the assigned business operational area in line with set budgets and as a contribution to overall site financial performance. There will be a requirement to contribute to the monthly financial review process for the assigned operational area and also to ensure

follow up on all improvement plan actions to support improved financial performance where necessary.

#### **Relationship management client and team**

- The role holder is responsible for managing client and customer relationships and developing and maintaining strong business relationships. The role holder must seek to understand the client's business environment and drivers, developing and maintaining strong relationships and establishing a network of client contacts. The role holder will manage clients proactively and professionally, in line with Clients for Life®, 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 defence quality management system (DQMS). 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. The role holder will resolve daily operational issues within their assigned area and, in rotation with other site department managers, deputise when the general manager is not available.

#### **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 and expected standards ensuring the offer is meeting the customer's needs through full and correct use of company tools. 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 will be responsible for the continual development and improvement of all on-site services, resulting in improved services, increased sales and reduced costs. 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.

## **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 colleague 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

#### **Desirable:**

- Experience of working within military environment

- Previous experience in effectively managing in a similar role
- Health and Safety qualification equivalent to IOSH managing safely
- Soft FM specific technical skills including contract catering, hospitality, retail and cleaning knowledge and skills
- Proven experience of managing client relationships within a contract environment
- Proven track record of leading, managing and developing a team

**8. Competencies** – Indicate which of the Sodexo core competencies and any professional competencies that the role requires

▪ Growth, client and customer satisfaction, quality of services provided	▪ Industry acumen
▪ Rigorous management of results	▪ Analysis and decision making
▪ Leadership and people management	▪ Planning and organising
▪ Innovation and change	
▪ Brand notoriety	

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

Version	V1	Date	July 2019
Document Owner			