



**sodexo**  
QUALITY OF LIFE SERVICES

Function:	Corporate Services
Position:	<b>Soft Services Manager</b>
Job holder:	
Date (in job since):	
Immediate manager (N+1 Job title and name):	Account Manager
Additional reporting line to:	Account Manager
Position location:	Adidas Hazel Grove & Trafford Distribution Centre

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

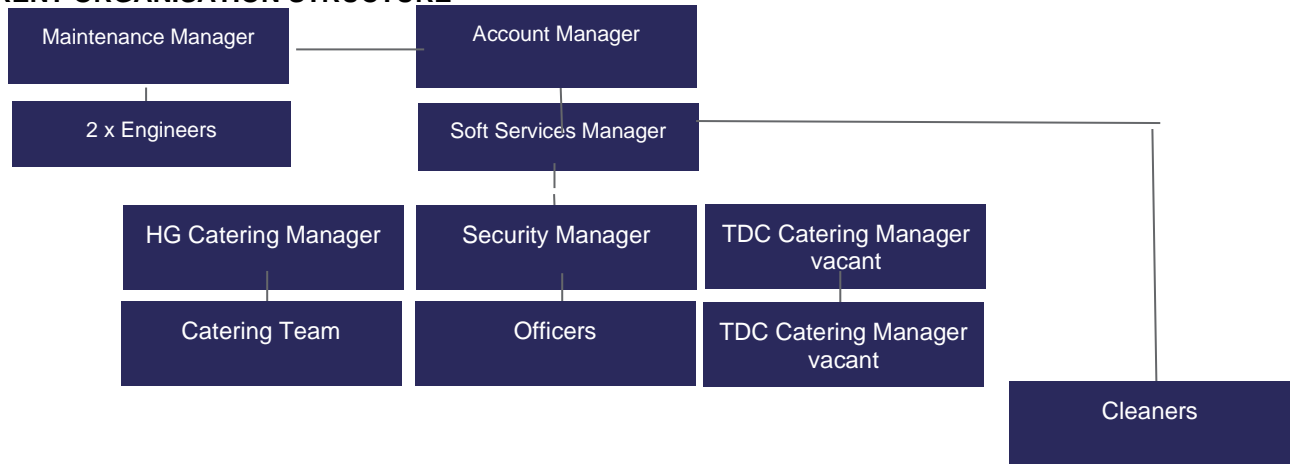
- Manage the Catering, Cleaning & Security contracts and associated services to the agreed standards, ensuring that deadlines and targets are achieved
- Successfully mobilise additional services when necessary.
- Maximise the profitability of the contract and manage costs effectively
- Act as the operational interface between the client(s) and the account Manager/director (or equivalent)
- Manage the onsite client and Sodexo services and teams to deliver the agreed SLA and standards, acting as Sodexo primary representative on site
- Provide direction and expertise to the operating area by promoting Sodexo strategies and best business practices in order to uphold the company mission and values
- Ensure that statutory requirements and company policies and procedures are followed, and deadlines are met
- Build long-term relationships with client(s) that add value and are based on mutual trust
- 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 account manager/director (or equivalent) in the development of business strategy in line with current and emerging client needs
- Contribute to and maintain sector and account development plans, as well as supporting the change management process and associated Service Levels Agreements (SLAs) ensuring risks are mitigated
- Ensure health and safety is managed to Sodexo's vision and goals (zero harm)
- Drive innovation and continuous improvement of people, systems, processes and services
- Support the business development and regional management teams to identifying opportunities with other clients to maximise profit and growth

**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 FY17	£1.8 m t/o including cash sales	EBIT growth:	tbc	Growth type: n/a	Outsourcing rate:	n/a	Region Workforce	tbc
		EBIT margin:	tbc		Outsourcing growth rate:	n/a	HR in Region	tbc
		Net income growth:	tbc					
		Cash conversion:	tbc					
Characteristics		<ul style="list-style-type: none"> <li>The Adidas contract sits within Corporate Services. There are currently XX Sodexo employees. Services include catering, cleaning, security &amp; sub contracted out is window cleaning and hygiene services.</li> </ul>						

**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.

**CURRENT ORGANISATION STRUCTURE**



**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 multiple projects and priorities concurrently
- Ensuring effective relationships on site and ensuring both companies work in partnership to support the effective service delivery on site
- Building and maintaining client relationships on site
- Employee engagement
- Adherence to all health & safety principles and supporting the delivery of goal zero for Crown
- Delivering cost saving initiatives
- Deliver FM services in line with ADIDAS output specification & KPI requirements
- Actively seek additional services

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

**Growth, client and customer satisfaction**

- Have a strong understanding of all service offers contained within the client contract with a sound ability to draw upon Service Operations where appropriate
- Support the account manager/director/project manager (or equivalent) in the delivery of new services or projects
- Effectively contribute to the growth of services through evaluation, review and recommendations for additional scope of work and services to the client
- Sell additional services and increase revenue growth of the contract through integration, innovation and efficiencies within the full Sodexo portfolio.
- Host existing and prospective client visits
- Build a full understanding of contract scope and form (e.g. payment mechanisms, procedures and variation control) and their importance when managing a site and the services provided, including the ability to calculate the rewards and penalties of meeting or not meeting KPIs
- Ensure the contract operates within the commercial and legal terms and conditions of the contract and deliver to the SLA(s) and standards required
- Ensure the contract is being delivered in a profitable way and manage costs for the client and Sodexo
- Understand Sodexo contract compliance policies and procedures
- Develop strong working relationships with on-site client(s) and Agents and operate proactively in line with the Clients for Life

Philosophy to enhance client retention and customer satisfaction, gain referrals for new business and attract new clients and customers

- Utilise the Web of Influence to develop relationships with multiple tiers within the client organisation
- Carry out regular contract performance review meetings with the client

### **Rigorous management of results**

- Maximise the profitability of the operation by managing costs and increasing the sales through the development of an agreed budget and business plan
- Ensure that Sodexo accountancy, documentation and administration procedures are delivered to the required contractual specifications
- Maintain the standards and integrity of the service offers and Service Level Agreement at all times. Carry out a regular service audits and perform activities detailed in the service offer specification under Key Performance Indicators to frequency and level required
- Make commercial decisions in reaction to market changes to maximise revenue and discuss business performance with key stakeholders
- Evaluate financial performance and develop action plans to improve e.g. aged debt profile, stock management
- Utilise systems such as SAP reporting, UDC payroll
- Ensure that stock is managed and controlled effectively
- Implement, maintain and communicate to employees the client, and Sodexo standards and statutory regulations relating to safe systems of work, health and safety, food hygiene and Company Quality Management system in order to ensure compliance
- Where relevant, ensure correct usage and cleanliness of equipment, reporting defects as required
- Where relevant, ensure maximum security of the site, e.g. kitchen, stores, office, safe and cash handling and adhere to all relevant Sodexo policies and procedures
- Process payroll in a timely manner and within company policy
- To ensure that all statutory regulations and Sodexo policies concerning the employees and casual workers are adhered to
- Have a broad understanding of all Sodexo risk, reporting and governance processes; ensuring compliance with all Sodexo, client and on-site policies and procedures/systems and statutory regulations and ensure that licences and qualifications are met and retained, and consequences managed appropriately
- Ensure compliance with nominated suppliers in line with Sodexo policy. (to gain best value market 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
- Liaise with other departments to ensure the right technology, systems & IT equipment is installed
- Ensure client and customer monthly billing and invoicing is carried out correctly and traded via E-prophit or associated systems in a timely manner (i.e. weekly/monthly)
- Interpret financial reports to influence local decisions and improve performance
- Ensure the risk register is completed and business continuity plans are up to date and can be implemented when needed
- Implement any actions arising from the risk register and drive continuous improvement
- Liaise with the central quality team to ensure quality assurance, best practice and compliance standards
- Ensure compliance with Unit Business Health Check and other audit measures
- Ensure the unit has a training and development plan to ensure that employees receive the necessary legislative training, on job training and career development activities to aid succession planning which are planned and recorded

### **Leadership and People Management**

- Recruit, induct, motivate, manage, train and develop all employees following Sodexo HR policy and guidelines
- Manage employees using the Sodexo performance review processes, talent development and succession planning.
- Role model the focus on five behaviours to improve engagement, enhance performance and retain Investors in People accreditation
- Manage labour in line with productivity models, policies and procedures

- Build personal effectiveness in all situations
- Carry out operational shifts and support other areas of the business as required

### **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 reactivity, maintain a work life balance and ensure the right number and calibre of personnel are allocated to logistics tasks

## **6. Accountabilities**

- Compliant delivery and performance of contracted services as measured through performance management systems and monthly management information reports
- Business is achieving financial objectives (profit and cost controls) in line with unit budget and business plans and delivering on-site services to the standards/SLA(s) in the contract. Commitment registers are being kept up to date, purchase orders raised and authorised appropriately, and business traded in correct period.
- Business, contract delivery and client risks managed in controlled and structured manner and service standards across the site are in line with or above client's expectations and reviewed on ongoing basis
- Continuous improvements are made to enhance the delivery of onsite services to exceed client's expectations
- Sector and account development strategies and plans in place together with controls and governance to ensure delivery of said plans. Ability to connect strategies to overall business plan as well as market and client demand changes
- Mature industry, sector and client networks are in place with evidence of influence and advocacy
- Clients perceive and demonstrate satisfaction with services delivered, contract performance and Sodexo employees
- Compliant delivery and performance of contracted services as measured through performance management systems and monthly management information reports
- Business is achieving financial objectives (profit and cost controls) in line with unit budget and business plans and delivering on-site services to the standards/SLA(s) in the contract. Commitment registers are being kept up to date, purchase orders raised and authorised appropriately, and business traded in correct period.
- Business, contract delivery and client risks managed in controlled and structured manner and service standards across the site are in line with or above client's expectations and reviewed on ongoing basis
- Continuous improvements are made to enhance the delivery of onsite services to exceed client's expectations
- Sector and account development strategies and plans in place together with controls and governance to ensure delivery of said plans. Ability to connect strategies to overall business plan as well as market and client demand changes
- Mature industry, sector and client networks are in place with evidence of influence and advocacy
- Clients perceive and demonstrate satisfaction with services delivered, contract performance and Sodexo employees
- High performing on-site team, demonstrated through the effective implementation of Focus on Five, Employee Performance Review (EPA) and talent processes and staff engagement surveys
- All operational audits are passed by the unit e.g. Safeguard and Unit business health checks

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

- Previous experience of operational management in a similar environment and a contract of a similar size and scope of services
- People management experience – especially large teams operating across different shifts and services
- Ability to interpret and utilise financial and commercial information
- Excellent communication skills at all levels
- Achieve set, standards and operate to performance criteria; for example health and safety, hygiene
- Manage multiple workloads and shifting priorities
- Proven ability to work in a partnership and collaborative way with other service providers
- Positive approach to learning in role and identifying own training needs as appropriate
- Self-motivated and able to work on own initiative within a team environment
- IOSH qualification
- Experience of delivering training

**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	■ Employee Engagement
■ Commercial Awareness	■ Learning & Development

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

Version	1	Date	1 October 2015
Document Owner	Kim Leahy		

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

Employee Name		Date	
---------------	--	------	--