

Job Description:
Business Improvement Manager

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| Function: | Operations |
| Position:  | Business Improvement Manager  |
| Job holder: |  |
| Date (in job since): |  |
| Immediate manager (N+1 Job title and name): | Contract Director, Allenby/Connaught |
| Additional reporting line to: |  |
| Position location: | Aspire Business Centre, Tidworth |
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| 1. Purpose of the Job – State concisely the aim of the job.  |
| As a key member of the Senior Management Team, the Business Improvement Manager (BIM) will play an instrumental role in the quality management system, taking the lead in the analysis, development and implementation of existing and new business processes that drive service excellence, cost efficiencies and adherence to contractual compliance/operational standards across the contract. The BIM must work in partnership with the client (Aspire Defence Services Limited) .driving continuous improvement across all soft services activities and: * Ensure operational change is implemented in accordance with the Sodexo values;
* Act as a champion for continuous improvement;
* Provide a support framework to customer facing colleagues;
* Proactively seek opportunities to improve the service offer and processes used to deliver the difference;
* Use technical expertise to enhance the commercial awareness and capability of colleagues;
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| 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 FY16: | €250m | EBIT growth: | n/a | Growth type: | organic | Outsourcing rate: | n/a | Region Workforce | 6,500 |
| EBIT margin: | n/a |
| Net income growth: | n/a | Outsourcing growth rate: | n/a | HR in Region  | yes |
| Cash conversion: | n/a |
| Characteristics  | * Key focus on maintaining continuous improvements in service delivery efficiency to the Defence Sector
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| 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. |
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| **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. |
| * Identification and delivery of contract efficiencies which create tangible value
* Managing multiple and complex projects to deliver strategy within tight timeframe
* Maintaining credible and trusted relationships throughout the organisation
* Ensure objectives of the contract align with the wider business strategy and support commercial activity
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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| Leadership and People* Working with the business to align business improvement objectives and identify business improvement/continuous improvement opportunities
* Fully operational and contributing member of the contract leadership team
* Role model the Company values ensuring they are reinforced at every opportunity.
* Provide leadership and clear direction on all business areas - operational and people, ensuring the team deliver on their business objectives.
* Lead by example and champion effective communication.

Financial Management* Support the financial delivery and performance of the contract in line with budgets; ensuring targets are achieved within the framework of absolute financial control.
* Ensure that any changes to service delivery are assessed against impact to budgets in year and for successive years
* Identify and make recommendations to better control direct and indirect costs
* Contribute to monthly financial review process against KPI’s and ensure follow up on all improvement plans to support delivery of contract budgets.

Relationship Management; Client and Team* Provide consultative support to business managers enabling them to deliver their respective processes and initiatives. Coach and guide on any areas of improvement
* Lead the interface with internal stakeholders at all levels ensuring internal SMEs work in accordance with agreed internal consultancy principles.
* Seek to understand the client’s business environment and drivers, developing and maintaining strong relationships and establishing a network of client contacts
* Manage clients proactively and professionally, in line with Clients for Life ensuring Sodexo delivers service in accordance with the client’s business objectives - establishing a dynamic and positive culture for co-operative business relationships and improvements to service

Operational Management* Oversee the adoption and use of the contract and company governance processes
* Ensure compliance across the contract through the implementation and management of an effective monitoring system. Measure performance against contractual and business PI’s, assessing required improvements, and implementing them
* Challenging status quo with robust recommendations
* Designing and implementing operating models and taking into account the organisational impact (people, profit & processes) across the various commercial and business units
* Support operational managers ensuring compliance with legal, regulatory and company requirements.
* Effectively identify continuous improvements, taking corrective action where necessary and informing managers of performance issues

Service Excellence* Work with the Senior Management Team and central functions to deliver service excellence together, assessing operational performance against required process metrics
* Assume responsibility for driving all aspects of service excellence across the contract including brand integrity, quality, corporate social responsibility, compliance and service standards
* Ensure work is delivered to recognised and expected standards and that our offer meets customer’s needs through the full and correct use of company tools
* Lead SME’s to champion and embed service excellence initiatives across business areas, ensuring services are aligned to Defence client and customer needs and are within budget.
* Provide knowledge and experience to segment level SME forums acting as Quality lead in allocated areas
* Design and implement a framework to enable colleagues to critically evaluate and improve business processes to maximise the profitable operation of the contract

Drive the commercial effectiveness of the business * Lead the development of commercial/operational initiatives within approved parameters to contribute to the future competitive success of the business
* Support Commercial/Finance teams to ensure changes to contractual requirements have been operationally risk assessed
* Ensure operating standards reflect contractual requirements and negotiate changes internally or with the client as appropriate
* Identify out of scope service delivery and develop plans with the operational and commercial teams to realign operations with contractual requirements
* Advise internal and external stakeholders on key business process risks and issues impacting the contract and wider Sodexo community, providing workable solutions as required
* Analyse, develop and implement current and new business processes across the and support the roll out of these initiatives across the Segment or country
* Proactively support the continuous improvement and implementation of optimisation tools including Resource Management (Labour) planning tools
* Provide programme/project management discipline to significant change programmes within the contract i.e. contract remobilisation

People Management* Mentor and develop direct report/s, supporting and engaging them to deliver results across the contract
* Continually review and identify contract wide training and development needs in conjunction with the Learning and Development Manager/department.
* Demonstrate Focus on Five and implement actions that drive positive engagement within the team
* Adopt and ensure compliance with company processes and procedures including performance management and where necessary engage HR and the People Centre
* Ensure that all Company processes and procedures are adhered to for any recruitment processes
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| 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. |
| * Financial and contract performance is improved as a result of the identification and delivery of process improvements within contract.
* PAC operational improvement plan is effectively managed and aligned to strategic priorities
* Segment demand for Service Operations support is effectively planned and communicated
* Effective relationship maintained with client improvement manager and key stakeholders
* Offers and solutions are deployed with implementation plans, training and guidance prepared and fit for purpose
* Appropriate offers and solutions implemented effectively operating with verifiable evidence and case studies
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| 7. Person Specification – Indicate the skills, knowledge and experience that the job holder should require to conduct the role effectively |
| Essential* Proven track record experiencing large scale, complex and significant company projects e.g. technology, process and organisational change
* Ability to manage ambiguity and the political aspects of change
* Outstanding analytical skills including strong financial/numerical skills, with ownership of a substantial P&L i.e. >£20m
* Excellent understanding of managing service delivery in a quality compliance framework e.g. ISO9001
* Excellent verbal and written communication skills, with a proven experience of managing client and/or customer relationships
* Capable of presenting credible recommendations to an audience of senior stakeholders
* Experience of working in a cross functional environment (minimum 5 years)
* Management knowledge of Health and Safety and Food Safety
* Able to demonstrate an expert knowledge of Word, Excel, PowerPoint and Outlook to include advanced use of VBA
* Proven track record of leading, managing and developing a team
* Prince2 practitioner or equivalent demonstrable project management experience
* LEAN/Six Sigma Master Black Belt or experience of coaching a team of process improvement champions

Desirable* IOSH and CIEH qualifications or equivalent
* Lead auditor qualified
* Experience of working in a military environment
* Knowledge and understanding of European procurement regulations (OJEU) developed in either a sales or procurement context
* Knowledge of working in a retail/FMCG environment
* Experience of working in a soft FM operational or support role
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| 8. Competencies – Indicate which of the Sodexo core competencies and any professional competencies that the role requires |
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| * Growth, client and customer satisfaction, Quality of services provided
 | * Leadership and people management
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| * Rigorous management of results
 | * Innovation and change
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| * Brand notoriety
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| * Strategic implementation
 | * Business and financial acumen
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| * Leading for excellence
 | * Personal and influencing skills
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| * Driving for change
 | * Employee engagement
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