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| ROLE PROFILE | | | | | | |
| Job title | | | | Production Manager | Date | April 2024 |
| Business | | | | Kettleby Foods, Meals Division | | |
| Department | | | | Operations | | |
| Location | | | | Melton Mowbray | | |
| ROLE SUMMARY (main purpose) | | | | | | |
| Responsible for managing the performance of the production department, co-ordinating teams, activities and resources to ensure production plans are delivered profitably, efficiently, on time and in line with people safety, food safety and quality standards. Is accountable for HSE, people management and development and works in collaboration with other departments to meet overall needs of the business. | | | | | | |
| REPORTING STRUCTURE | | | | | | |
| Reports to | | | | Operations Manager | | |
| Direct & indirect reports | | | | Production Area Managers | | |
| Key internal stakeholders | | | | Production Managers, Planning, Engineering, Hygiene, H&S, Technical, L&D, People Team, Finance | | |
| Key external stakeholders | | | | Agency, Customers, Suppliers, Auditors | | |
| KEY ACCOUNTABILITIES AND RESPONSIBILITIES | | | | | | |
| **Leadership & Management**  Acts as a role model for our Values and Ways of Working and encourages teams to share in our Purpose of “We do GOOD things with GREAT food”.  Works collaboratively with other line managers to build a values-based culture, delivering on the Culture Framework and ensuring that results are achieved with people at the heart of every decision, and consistent focus is given to providing a positive experience for Colleagues.  Builds good relationships ensuring everyone in the team is treated equally and with respect. Ensures relations between shifts and departments are positive, and build effective relationships with key internal and external stakeholders.  Work with Operations Manager and Production Managers to develop and implement the bakery strategy. Directly developing the production department strategy; motivating, coaching and challenging Area Managers to deliver on goals.  Leads the teams through change, co-ordinating with managers of other areas to plan communication and anticipate challenges and sensitivities, and identify ways to maximise benefit and minimise any negative impact. Encourages the view that change is a necessary and valuable part of business progress.  Pro-actively takes on personal responsibility and accountability to fully understand challenges, seek solutions, and work collaboratively. Looks to Line Manager for guidance as appropriate. Provides cover for Line Manager as required.  Continually looks to improve own performance and capability by linking personal objectives to support the business, and seeks learning and development opportunities.  **Health & Safety & environment, Responsible Business**  Ensures continuous compliance with health & safety, and environmental, procedures and good practices. Utlilising Evotix as the H&S platform within the department.  Ensures that all colleagues are aware of the hazards in the workplace and that risk assessments are considered for all activities, routine and non-routine.  Acts as part of a pro-active team to undertake safety audits, ensuring that matters identified are closed against agreed timescales.  Sets a good example of responsible behaviour. Challenges any unsafe behaviours and leads the teams to improve standards. Looks to standardize a single best practice across all shifts, challenging the best way of working rather than accepting the norm.  Leads the H&S agenda for their department, developing strategy and cascading actions, ensuring Area Managers are working proactively to improve and uphold high safety standards within their team.  **Food Safety & Quality**  Be accountable for food safety, ensuring any corrective action identified through incident follow-up, audit or Continuous Improvement (CI) is delivered promptly as a sustainable solution. Be accountable for the compliance of the QAS standards and lead a culture of working to a ‘right first time’ ethos.  Monitor overall operating performance, identifying and resolving any issues with equipment performance or operating procedure which inhibits full achievement of food safety, quality, or performance KPI. Takes responsibility for governance of standards and procedures, ensuring that all settings and standards are adhered to.  Ensure the department delivers food safety & quality, efficiency, colleague safety and customer satisfaction, through robust, repeatable, and consistent improving processes, updating, or creating new processes where the requirement to do so is identified. Routinely review team adherence to SOP's and overall training compliance. Routinely review SOP's to ensure continued relevance and ensuring Area Managers have up to date standards within their areas.  Ensure new product trials are fully supported, providing clear feedback and guidance around production capabilities and constraints.  Engage and insist on the identification of root cause when deviations or non-conformances occur, taking appropriate corrective action so individuals learn from their mistakes; and reviewing close out of actions for sustainability.  Work closely with the Technical team – to highlight any trending food technical issues, provide feedback on any product quality concerns, and run root cause analysis to identify and deliver solutions. Be part of the site HACCP Team, directly leading the food safety agenda on site.  **Production Operations & Performance**  Work collaboratively and cross-functionally to ensure production plans are attainable and include any necessary contingency provision, creating and driving departmental and shared action plans to achieve business objectives.  Work closely with Engineering to optimise machine efficiency and to agree planned preventative maintenance (PPM) schedule.  Manage operational teams and shares insight to/from cross-functional teams to manage resources and co-ordinate plans to achieve maximum operational performance.  Ensure continuous preparedness for internal and 3rd party audits and achievement of the highest grade against external standards, and to demonstrate this at audit.  Host auditors and visitors to the department, and demonstrate a thorough knowledge and understanding of the people, processes, and standards. Involve team members, where appropriate, to demonstrate team engagement and empower others.  • Monitor and review data on production costs, materials, etc. Identify and manage any particular challenges, trends, or repeating issues.  • Analyse and evaluate available operation data to identify opportunities within the department to increase profitability and/or enhance performance, create action plans and drive progress through structured meetings.  • Identify areas for improvement of food safety, quality and operational efficiency. Deliver Continuous Improvement (CI) projects and Profit Improvement Plan (PIP) objectives through improvement teams, ensuring recommendations are implemented.  • Attend variance meetings with Finance department to review solutions and drive change to ensure improvements  **People Management**  • Ensure communication channels within department are robust and deliver timely information in a manner which involves and engages the teams.  • Management of People systems e.g. signing of payroll on a weekly basis, signing off direct reports holiday, inputting absences  • Address any Employee Relations (ER) issues promptly and in line with Company values, People policies and processes, and best practice, and coach line managers to do the same. Conduct stage two and three ER meetings (absence & disciplinaries). Conduct all grievance meetings.  • Assess forecasted production demands to develop a labour plan which meets short-medium term need and provides for future skills requirements. Anticipates peak labour demand and periods of low availability and plan ahead accordingly for overtime, agency labour requirements and escalate any particular challenges or concerns.  • Be accountable for fair and ethical management of labour in line with Company rules and Working Time Directive, ensuring line managers are taking a forward-thinking and supportive approach to the management of colleague leave, breaks, overtime and working hours.  • Be accountable for overall attendance and wellbeing across the department. Coach line managers to be pro-active and supportive in encouraging attendance and managing absence. Manage complex and long-term absence cases with support from People team and Occupational Health. Ensure that colleague wellbeing is a clear priority for the teams and encourage an open and supportive culture.  • Monitor progress of the team against the overall development and succession plans, coaching line managers to support individual colleague development by offering opportunities for them to develop their experience, knowledge and skills taking into account their Personal Development Plans (PDP's) and departmental succession plans. Complete regular appraisals through the performance enhancement framework and conduct monthly 1-1s with direct reports.  • Routinely review team and individual performance with line managers, coaching them to adopt strategies to enhance results through positive recognition and motivation, or, where a pattern of unsatisfactory performance persists, to challenge through a fair and objective formal process.  • Champion, coach, and lead on continuous improvement initiatives through teams to realise opportunities, establish and embed best practice, and achieve tangible business results.  • Monitor and regularly review level of agency use vs overall labour requirements to sustain acceptable ratio, and provide routine forecasting information and feedback to assist in managing agency labour supply. Be accountable for the agency worker experience, ensuring adequate support is given for induction, training, etc. Promptly address any issues pertaining to agency workers or agency labour supply.  • Develop high performing teams through effective people management and development, recruitment, retention, and succession planning, using the toolkit of People processes and practices and coaching line managers to do the same. Is pro-active in creating a culture in which each colleague feels that they matter. Review exit interview responses and take appropriate action.  **Communication**  • Communicate effectively and with clarity, using written, verbal, and digital means, and 4 adjusting tone and approach according to the audience and context. Appropriately manage confidentiality and sensitive information.  • Lead routine departmental line manager briefings and contribute to cross-functional and interdepartmental meetings. Ensure that information is effectively cascaded. Prepare material for departmental team briefings to ensure messages are clear, relevant, and positioned positively. Promptly resolve any challenges around shift handovers or inter-departmental communication. | | | | | | |
| QUALIFICATIONS, EXPERIENCE, SKILLS / KNOWLEDGE | | | | | | |
| Qualifications | | | | Literacy/Numeracy to National Level 2 Standards  HACCP Level 3  Food Safety Level 3  IOSH Managing Safely or equivalent  First Aider | | |
| Experience | | | | Previous experience of manufacturing operations. *(Essential)*  Line management experience to include performance management and development (PDR’s).  Experience in process improvement tools and methodology.  Computer literate and competent in the use of Microsoft applications  Experience being a site lead (Essential)  Experience of bakery operations and operational departments | | |
| Skills/ Knowledge | | | | All core training and core procedures  Root Cause Analysis  Lean Manufacturing Intermediate Food Hygiene All relevant area policies, procedures and SOPs Food Safety Risk Assessment Auditing Intermediate HACCP. Mainsaver. Train the Trainer People related policies, procedures and processes | | |
| PERSONAL ATTRIBUTES & BEHAVIOURS | | | | | | |
| Leadership & Drive To Get The Job Done   * Motivates, inspires and develops staff * Agrees targets/objectives and assesses performance * Provides feedback and coaching * Ability to manage and lead a team or individual * Sets a good example and aware of the effect of their behaviour on others * Delegates and ensures staff accountability – involves others in decision making * Chooses appropriate leadership styles for different situations and people * Stands firm and has the confidence to act or make decisions quickly and turn around a situation * Quantifies the cost and benefits of different solutions and the effect on stakeholders * Engages people and rewards success by recognition, feedback and fun   Communication   * Effective verbal and written skills * Actually listens and questions to confirm understanding * Correct grammar, language and terminology, adapts style depending on individual * Presents ideas effectively to individuals or groups * Encourages open communication and feedback   Team Working & Working With Others   * Personally demonstrates and encourages inter-departmental working to achieve business objectives * Always treats people with dignity and respect * Co-operates openly and willingly in own team and other groups * Considers the feelings and needs of others. Appreciates need for different skills and attributes. * Aware of the effect of their behaviour on others   Personal Qualities   * Positive attitude * Driven * Confident and Enthusiastic * Has quality at the heart * Ability to work under pressure * Demonstrates commitment and passion for the job * Ability to accept accountability * Tenacious, energetic and resilient * Personable * Bounces back quickly from setbacks * Adapts leadership styles for different situations/individuals   Quality/Job Knowledge   * Ensures work achieved and services provided are to the highest of standards * Applies relevant business, professional, technical and company knowledge and skills * Sets high goals or standards of performance * Only accepts above average performance * Promotes and delivers a safe environment * Motivated to learn, share, and extend knowledge beyond that required for the role * Keeps abreast of current developments and trends in areas of expertise * Spots and rectifies non-conformances within quality, health and safety, operating practices and efficiently seeks long term corrective action using data or details to highlight the need.   Planning & Organisational Skills   * Effective planning and organizational skills utilizing milestones and follow up actions * Monitors and controls own and team resources * Prioritizes work in line with business objectives. * Evaluates success of implementation and reviews plans   Customer Focus & Commercial Awareness   * Provides excellent service to internal and external customers * Builds relationship with customers * Uses financial and KPI information to assess departmental performance * Has intimate knowledge of area KPI’s and can spot and report back on both positive and negative trends, both short and long term * Puts into practice the business plan and understands the importance of long-term commercial objectives   Planning & Organisational Skills   * Effective planning and organizational skills utilizing milestones and follow up actions * Monitors and controls own and team resources * Prioritises work in line with business objectives. * Evaluates success of implementation and reviews plans   Continuous Improvement – Innovating and Improving What We Do   * Challenges existing practices * Develops new initiatives * Improves the quality of service, customer focus and profitability * Ability to accomplish a long-range goal or vision * Reacts positively to change and setbacks * Shows dissatisfaction with the status quo   Taking Responsibility   * Accepts responsibility for own decisions and impacts on others * Involves others in decision making * Takes lead in difficult situations | | | | | | |
| COMPETENCIES FOR SUCCESS | | | | | | |
| Competency | | | Descriptors | | | |
| CORE COMPETENCIES, ATTRIBUTES & BEHAVIOURS FOR SUCCESS | | | | | |
| **Competency** | **Descriptors** | | | | |
| **Focused on developing people** | * Consistently demonstrates that people are the top business priority. * Devotes a significant % of time to supporting and coaching their people. * People related activities are consistently placed high on the “to do” list. * Always make themselves available to support team members, regardless of how busy they are. | | | | |
| **Builds strong relationships** | * Demonstrates they are a good listener who can take on board other points of view. * Demonstrates trust in other teams and other colleagues. * Displays a high level of emotional intelligence to understand how to improve a relationship. * Willing to be the “better person” for the sake of building or maintaining a relationship. * Consciously aware of key relationships which require more work to improve. | | | | |
| **Courage to make tough decisions** | * Demonstrates they can make a positive decision when none of the alternatives are attractive. * Is able to make quick decisions when needed even if the data is not complete. * Is able to take the “hard / right” decision (which will upset some people) rather than always opting for the “easy / but wrong” decisions. * Consistently demonstrates high standards and does not drop standards just because the implications are challenging. | | | | |
| **Calmness during challenging times** | * The more challenging the situation the calmer we want our people to be. * Does not get over-emotional when things go wrong. * Recognises that challenging times call for the best kind of leadership. * Focuses on the issue…….not the person who made a mistake or who discovered a problem. | | | | |
| **Leads by example** | * We should “walk the walk” as well as “talk the talk”. * Displays a consistent approach in how they deal with everyone in the business regardless of their level. * Demonstrates an unshakeable positive attitude regardless of how challenging the circumstances. * Appreciates the views of everyone in the business and welcomes new ideas and challenges. | | | | |