

# Samworth Brothers

QUALITY FOODS



ROLE PROFILE			
Job title	Continuous Improvement Manager	Date	Sept 2023
Business			
Department			
Location			
ROLE SUMMARY			
Acting as a partner to leaders and managers in the food manufacturing operation, the Continuous Improvement Manager role provides specialist knowledge and guidance, training and coaching to identify, gain support for and manage the delivery of CI projects and objectives to drive progress of the Manufacturing Excellence strategy within the operation.			
REPORTING STRUCTURE			
Reports to			
Deputy			
Direct & indirect reports			
Key internal stakeholders			
Key external stakeholders			
SKILLS & ABILITIES			
<u>Health &amp; Safety, Food Safety</u>			
<ul style="list-style-type: none"><li>• Ensure that delivery of continuous improvement projects and activities maintain full compliance with health &amp; safety and environmental, risk assessments, procedures, and good practice.</li><li>• Set a good example of responsible behaviour. Challenge any unsafe behaviours and lead the team to improve standards.</li><li>• Work closely with Technical, Hygiene and Engineering colleagues to ensure food safety considerations are well managed throughout project planning and delivery.</li></ul>			
<u>Leadership &amp; Collaboration</u>			
<ul style="list-style-type: none"><li>• Act as a role model for the Samworth Brothers Values and Ways of Working and encourage teams to share in our Purpose of “We do GOOD things with GREAT food”.</li><li>• Work collaboratively with the leaders and managers of the business to build a values-based culture, 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.</li><li>• Build good relationships ensuring everyone in the team is treated equally and with respect. Ensure relations between shifts, departments and business functions are positive, and build effective relationships with key internal and external stakeholders.</li><li>• Continually look to improve own performance and capability by linking personal objectives to support the business, and seeks learning and development opportunities.</li></ul>			

### Manufacturing Excellence

- Be accountable for driving action plans across the operation to deliver improvements in line with the Manufacturing Excellence roadmap and business objectives, and for pro-actively contributing to the wider Manufacturing Excellence community.
- Lead continuous improvement maturity assessments to generate insight and feed into multi-year improvement roadmaps.
- Analyse materials performance data to identify any opportunities, challenges, trends, or repeating issues and in collaboration with stakeholders, prioritise these as areas of focus for improvement project activity.
- Identify opportunities for improved labour efficiency through review of actual labour use versus standards and line balancing exercises. Can coach good labour management practice and line balancing methodology at all levels.
- Embed effective tiered meetings and briefing methodology, including audit of meeting process, behaviours, and content to highlight opportunities for improvement. Coach and challenge to ensure targets are appropriate to provide stretch towards high operational performance.

### Continuous Improvement Projects

- Utilises advanced problem solving, process mapping and analysis to identify and scope improvement project plans which prioritise key value-streams, and align to business objectives and the broader Manufacturing Excellence strategy. Conduct gateway assessments to ensure suitability of projects to progress.
- Builds and delivers structured project plans through multi-functional teams. Leads and co-ordinates progress through strong stakeholder engagement, financial / resource management and risk mitigation. Ensures action plans and timelines account for business strategy and priorities, activities, and constraints.
- Ensures improvement activities achieve sustainable results by embedding new learning, and putting in place suitable controls.
- Be accountable for colleague wellbeing in the context of operational efficiency, continuous improvement, and project delivery, ensuring that wellbeing is a clear priority when making decisions.

### Leading Improvement Teams

- Provide effective leadership to multi-functional improvement teams, setting out clear action plans and accountabilities, giving constructive feedback and support, adjusting style to delegate effectively to different audiences. Builds and maintains appropriate stakeholder relationships inside and outside the business.
- Utilise recognised change management methodology to engage colleagues, teams, and stakeholders to collaborate and achieve successful change.
- Communicate effectively through appropriate formats and channels, ensuring information is concise and relevant.

### Continuous Improvement Coaching

- Support teams, operational managers, and leaders towards adopting behaviours which drive high operational performance and successful change, using positive recognition and coaching. Be able to adapt coaching style according to the audience.

- Train, facilitate and coach others to apply the tools and techniques used to achieve operational improvements, including how to select and or/combine them, methodology for use, and how to analyse results and present recommendations.

#### Data and Analysis

- Demonstrate expertise in data-analysis, statistics, and measures to assess process performance and variability, conduct root cause analysis and perform experiments to test hypotheses and models.
- Conduct robust data analysis to make data driven decisions, obtaining sample data, selecting relevant data from the broad range available, verifying and identifying trends and opportunities.

#### Continuous Improvement Tools & Techniques

- Apply and utilise the full suite of continuous improvement tools and techniques, selecting the best approach for the matter in hand and its context.
- Look across to identify areas of existing best practice to facilitate sharing and broader adoption of these ways of working, embedding through structured change management and coaching.
- Provide training, guidance and coaching on the utilisation of tools and techniques, and selection of appropriate methods to deliver improvements.

#### People Management

- Ensure communication channels within the team are robust and deliver timely information in a manner which involves and engages the team members.
- 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.
- Be accountable for colleague attendance and wellbeing, ensuring that wellbeing is a clear priority for the team and encourage an open and supportive culture. Manage absence cases with support from People team and Occupational Health.
- 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 team succession plan.
- Take responsibility for performance of team members. Use coaching to enhance individual and team results, or, where a pattern of unsatisfactory performance persists, to challenge through a fair and objective formal process.
- 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. Be pro-active in creating a culture in which each colleague feels that they matter. Review exit interview responses and take appropriate action.
- Communicate effectively and with clarity, using written, verbal, and digital means, and adjusting tone and approach according to the audience and context.
- Interact with others in a way which builds trust and respect, and influences towards positive outcomes and behaviours.
- Is able to effectively facilitate meetings and discussions.
- Appropriately manages confidential and sensitive information.

Health & Safety, Food Safety

- Have a full understanding of the Health & Safety and Environmental management procedures:  
- Safe Systems of Work, Risk Assessment, Accident Investigation & Reporting, Auditing Skills, Near Miss System, COSHH, Emergency procedures and behavioural safety approach.
- Demonstrate a sound knowledge of environmental sustainability and how to manage relevant factors in the operation.
- Know how the Health & Safety and Environmental management system is used and how to demonstrate its' use to others.
- Have a clear understanding of own responsibilities as a manager of health, safety, and environment as per Company policy and be competent to carry out the SSOW's, SOP's and procedures.
- Be familiar with the Occupational Health control measures.
- Demonstrate full understanding of the Food Safety and Quality Management Systems, Process Control documentation, Hygiene schedules and processes, HACCP, Audit standards, Personal Hygiene.
- Have a good level of product knowledge, from understanding the ingredients involved to the customer specifications and related costings, production processes, etc.

Leadership & Collaboration

- Show clear understanding of your role and how, as line manager, you are a role model for the Samworth Brothers Values and Ways of Working.
- Be familiar with of the Culture Framework and how it is delivered in the business.
- Have good knowledge of the broader business beyond the manufacturing operation and the interdependencies between departments and business functions.
- Knows the importance of continued personal and professional development (CPD).

Manufacturing Excellence

- Have a thorough knowledge of what excellence looks like in a lean food manufacturing operation, and fully understand structure and delivery of a Manufacturing Excellence strategy.
- Knows how a maturity model and assessment approach is utilised.
- Have a comprehensive knowledge of the manufacturing operation, including processes, standards, systems and software, technology, and equipment. Understands related processes, for example preventative maintenance, hygiene, new product launch.
- Has knowledge of the customer(s), their standards, requirements, and priorities.
- Have an understanding of production planning, scheduling and associated KPI's including Overall Equipment Effectiveness (OEE).
- Understands in detail the KPI's and measures in use, the key drivers of these, and how to utilise measures to deliver results in improvement projects. Can demonstrate an full understanding of what drives cost and performance within the operation.

- Understands material and labour variances, standards, and line balancing and its impact on cost / profitability. Fully understands the job roles, skills and training elements, and baseline headcount for the teams across the operation.
- Understands the effective meetings methodology including roles and accountabilities. Have awareness of operational objectives and the meeting methodology of wider functions to enable collaboration and active support for progress.

#### Continuous Improvement Projects

- Full knowledge of a broad range of advanced problem solving, process mapping and analysis techniques and where to apply them.
- Knows how to build and deliver multi-functional projects - robust business case, financial plan, benefits realisation plan, stakeholder engagement, risk management plan, project plan. Understands how to benchmark and interpret information from the Manufacturing Excellence strategy and wider business, group, and external environment to ascertain objectives and priorities. Knows how to manage delivery of multiple projects.

#### Leading Continuous Improvement Teams

- Knows how to influence, engage, and motivate at all levels. Has an understanding of different working styles and preferences, high performing team dynamics, situational leadership, etc.
- Understands the importance of the 'voice of the customer' and knows how to interview key stakeholders and facilitate focus groups, Quality Function Deployment principles, etc.
- Understands change management, knows how to deploy robust change management tools and practices.

#### Continuous Improvement Coaching

- Knows how to use a coaching style to support others to take ownership of their challenges, solutions, and achievements by generating insight and clarity. Uses key coaching models e.g., GROW.

#### Data & Analysis

- Knows how to select and apply the broad range of statistical models and analysis techniques to achieve insight on performance and opportunity - measurement systems, root cause analysis, data acquisition and planning, etc.

#### Continuous Improvement Tools & Techniques

- Have expert knowledge of the full suite of CI tools & techniques and how and when to use them e.g., Practical Problem Solving, workplace organisation/5S, SMED.
- Knows how to train and coach others to understand, use and build expertise in use of CI tools and techniques.

#### People Management

- Knows how to manage people in a respectful, fair, and inclusive way in line with our Values.
- Understands the Samworth Brothers People Policies and Processes, and People Portal system.
- Knows how to apply the absence management policy and processes in a pro-active and supportive way to enhance colleague attendance.

- Understands the factors which impact colleague wellbeing and knows how to support colleagues in ways which balance with business needs, and how to signpost to additional support when needed.
- Knows how to utilise the Samworth Brothers Performance Enhancement process including Ways of Working, Learning toolkit and training and development opportunities.
- Knows how to a coaching style to support others to take ownership of their challenges, solutions, and achievements.
- Knows how to conduct a fair and equitable selection process, mitigating personal bias, to hire the most suitable candidate for the requirements of the role.
- Can demonstrate knowledge and understanding of the Samworth Brothers Recruitment tools and process, talent & succession toolkit and exit interviews process.
- Understands how to communicate effectively, the importance of active listening and clear feedback to ensure effective communications in the workplace.
- Has good levels of literacy; is able to write and produce reports, presentations, and documentation relevant for the role.

#### QUALIFICATIONS, EXPERIENCE, TECHNICAL SKILLS

- Good Manufacturing Practice (GMP), preferably in chilled food manufacturing
- Lean Six Sigma Black belt, or Level 5 Improvement Specialist Apprenticeship
- IT skills, including Microsoft Office
- People Management experience plus training and/ or qualification
- Functional skills – Level 2 Maths and English (ideally Level 3)

#### CORE COMPETENCIES, ATTRIBUTES & BEHAVIOURS FOR SUCCESS

Competency	Descriptors
Values People	Demonstrates the belief that people are our most important asset and central to the success of the organisation. Everybody should be treated with dignity and respect at all times.
Customer Focus	Demonstrates the understanding that the satisfaction of our internal and external customers is the foundation of our success.
Collaborative Team Working	The willingness to act as part of a team and work towards achieving shared objectives through adopting best practice in line with our Purpose statement and Company Values.
Flexibility & Adaptability	The ability to change and adapt own behaviour or work procedures when there is a change in the work environment, for example as a result of changing customer needs.
Initiative & Taking Ownership	Steps up to take on personal responsibility and accountability for tasks and actions in line with our Purpose statement and Company Values.
Drive for Excellence	Knows the most effective and efficient processes for getting things done, with a focus on continuous improvement.
Resource Management	Effectively manages resources and cost drivers to achieve sustainable productivity and profitability.

Technical Expertise	Has the skills, knowledge and experience required to excel in own area of specialism and the willingness to further grow and develop.
Self-Management	Uses a combination of feedback and reflection to gain insight into personal strengths and weaknesses, so that own time, priorities, and resources can be managed to achieve goals.

Plus, for those with direct reports:

People Management	The ability to understand people and their motivations, build good relationships with them and help them to unlock their potential.
Empowering Others	Creates an environment where people feel required and enabled to take ownership and responsibility.
Coaching for Performance	The ability to help others achieve more through two-way feedback, clear direction and enabling.
Analysis & Planning	The ability to take a range of information, think things through logically and prioritise work to meet commitments aligned with organisational goals.