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| ROLE PROFILE | | | | | | |
| Job title | | | | Area Manager | Date | Nov 2020 |
| Business | | | | The Cornwall Bakery | | |
| Department | | | | Operations – Production & Packing | | |
| Location | | | | Callington, Cornwall | | |
| ROLE SUMMARY (main purpose) | | | | | | |
| Through a culture of continuous improvement lead a motivated manufacturing team to deliver sustainable processes that result in quality product being manufactured safely at the lowest cost.  This role is fully and singularly responsible for the department when on shift and will be responsible for making decisions concerning management of personnel, production and its quality, cost control, safety and service in the absence of direct line management being present.  The capability to understand and work across departments and shift patterns is important as rotation will be a requirement of the role | | | | | | |
| REPORTING STRUCTURE | | | | | | |
| Reports to | | | | Tamar Production Manager | | |
| Direct & indirect reports | | | | 50 Direct Reports | | |
| Key internal stakeholders | | | | Peers, Planning, Engineering, Hygiene, Prep and QA | | |
| Key external stakeholders | | | | CI Mgr, People Team, Systems Area Managers, Training Coordinator | | |
| KEY ACCOUNTABILITIES AND RESPONSIBILITIES | | | | | | |
| **PEOPLE:**  **Our people feel valued; they understand and deliver what is expected of them in their role.**   * Line Management of the Team Leaders and Operators in area of responsibility. * Set stretching attainable goals. * Responsible for all ‘People’ processes within area of responsibility. * Responsible for all aspects of training and developing teams to include devising skills matrices, implementation of SOP’s, identifying skills gaps, developing training plans, maintenance of core training, consistent delivery of Shop floor training, maintenance of training records and involvement in specific role related training * Responsible for recruitment, staff movements and succession planning. * Responsible for effective Performance management within area of responsibility ensuring consistency in approach and correct application of performance management processes (Disciplinary/Absence Management procedures/Praise & Recognition). * Responsible for investigating and hearing grievance and handling disciplinary meetings in which the outcomes may result in a sanction but not dismissal. * Responsible for ensuring communication channels within area of responsibility are robust and delivers the right messages in a timely manner to all staff as required. * Responsible for creating a positive culture to foster good morale and good working conditions for staff. Utilising established tools and mechanisms e.g. Staff Survey, Morale Indicators & TCT. * Ensures appraisals are carried out for team.   **QUALITY:**  **Robust, repeatable and consistent process to deliver customer satisfaction and consistency to the consumer**   * Responsible for ensuring all staff are working to the correct standards, processes and specifications etc. and are working towards a ‘right first time’ ethos. * Responsible for identifying the root cause when deviations or non-conformances occur and taking appropriate corrective action so individuals learn from their mistakes. * Responsible for area audit activity and the closing out of actions in conjunction with support functions. * Responsible for ensuring that information from taste panels and customer complaints are reviewed and actions taken as appropriate. * Responsible for ensuring the achievement of cleaning requirements against a defined schedule. * Accountable for ensuring trials of new products are owned by the relevant teams. Responsible for new products and successful launches.   **CUSTOMER SERVICE:**  **To serve our customers whilst delivering the most profitable product mix.**   * Responsible for ensuring internal SLA’s between departments are delivered and internal customer expectations are met. * Responsible for attainment to plan for their area of responsibility and investigation and reporting on reasons for any deviations. * Responsible for corrective and preventative action in response to non conformance.   **COST OPTIMISATION:**  **Bakery cost lines will be delivered against budget, supported by Continuous Improvement to reduce Overheads. Return on investment will be measure against its impact on profitability.**   * Analyses reports and formulates plans to support recovery on department budget and KPI non-conformance in conjunction with Line Manager. * Responsible for delivering cost improvements and generating cost improvement initiatives. * Responsible for equipment damage investigations and reporting. * Responsible for corrective and preventative action in response to non conformance.   **HSE:**  **To lead with our people, the environment and safety through developing a culture which targets zero accidents.**   * Responsible for ensuring all staff are working to the correct standards and processes to ensure a safe working environment for all. * Responsible for driving a safety culture within their area of responsibility to include undertaking behavioural audits. Never walk past poor practice without taking action. * Is aware of area risk assessments, ensures safe systems of work are adhered to and raises concerns about effectiveness as appropriate. * Is aware of the activities of HSE Representative’s within area of responsibility to include supporting action plan activity. * Responsible for ensuring all accidents and near misses are fully investigated and submitted in a timely manner. * Gets to the root cause of accidents and eliminates reoccurrence.   **CONTINUOUS IMPROVEMENT:**  **Underpinning Departmental Objectives**   * Contributes to Process Development and Improvement. * Responsible for enabling and promoting a culture of continuous improvement. * Responsible for ensuring that actions and changes from CI initiatives are successfully implemented and sustained. * Initiates and leads cross functional teams to drive business improvement. | | | | | | |
| QUALIFICATIONS, EXPERIENCE, SKILLS / KNOWLEDGE | | | | | | |
| Qualifications | | | | Previous experience of manufacturing operations. *(Essential)*  Line management experience to include performance management and development (PDR’s).  Literacy/Numeracy to National Level 2 Standards | | |
| Experience | | | | Previous experience of manufacturing operations. *(Essential)*  Experience in process improvement tools and methodology.  Computer literate and competent in the use of Microsoft applications | | |
| Skills/ Knowledge | | | | All core training and core procedures 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 * Treats people with dignity and respect at all times * 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 * Confident and enthusiastic * 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 organisational skills utilising 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   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 organisational skills utilising 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** | | | | |
| 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 PQP and Federalism.* | | | | |
| 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 PQP and Federalism.* | | | | |
| 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.* | | | | |