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| ROLE PROFILE | | | |
| Job title | Department Manager (Packing) | Date | January 2022 |
| Business | Savoury Pastry | | |
| Department | Operations | | |
| Location | The Cornwall Bakery | | |
| ROLE SUMMARY | | | |
| Through a culture of continuous improvement, to lead a motivated manufacturing team to deliver sustainable processes that result in quality product being manufactured safely at the lowest cost.  This role has 24/7 responsibility for the departmental area and will be responsible for ensuring that the correct process standards are followed and that communication and escalation processes are clear and adhered to.  This role will also exhibit and promote the Samworth Brothers Values and Purpose at all times. | | | |
| REPORTING STRUCTURE | | | |
| Reports to | Site Operations Manager | | |
| Deputy | Area Manager | | |
| Direct & indirect reports | Lynher Packing Area Managers | | |
| Key internal stakeholders | All Operations departments: People Team; manufacturing; technical, supply chain; engineering; health and safety; hygiene, finance, commercial, process development, NPD and procurement. | | |
| Key external stakeholders | Ginsters, Own Label Customers, Samworth Brothers Group and the local community | | |
| KEY ACCOUNTABILITIES AND RESPONSIBILITIES | | | |

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| **People** |
| **Our people feel valued; they understand and deliver what is expected of them in their role.**   * Line Management of Packing Area Managers across the four shift patterns – set stretching attainable goals. * Accountable for all ‘People’ processes within area of responsibility. * Accountable 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. * Accountable for recruitment, staff movements and succession planning. * Accountability 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 hearing appeals against sanctions issued and grievance outcomes and handling disciplinary meetings in which the outcomes may result in dismissal. * Accountable for ensuring communication channels within area of responsibility are robust and delivers the right messages in a timely manner to all staff as required. * Accountable 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. |
| **Quality** |
| **Robust, repeatable and consistent process to deliver customer satisfaction and consistency to the consumer**   * Accountable for ensuring all staff are working to the correct standards, processes and specifications etc. and are working towards a ‘right first time’ ethos. * Accountable for identifying the root cause when deviations or non-conformances occur and taking appropriate corrective action so individuals learn from their mistakes. * Accountable for area audit activity and the closing out of actions in conjunction with support functions. * Accountable for ensuring that information from taste panels and customer complaints are reviewed and actions taken as appropriate. * Accountable for the identification of best practice in delivering customer expectation. * Accountable 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.**   * Accountable for developing and ensuring internal SLA’s between departments are delivered and internal customer expectations are met. * Accountable for attainment to plan for their area of responsibility and will investigate and report on reasons for any deviations. * Accountable 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. * Accountable for delivering cost improvements and generating cost improvement initiatives. * Accountable for equipment damage investigations and reporting. * Accountable 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.**   * Accountable 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. * Responsible for writing, reviewing and signing off area risk assessments and ensuring safe systems of work are updated accordingly. * Responsible for managing the activities of and holding HSE Representative meeting for area of responsibility to include being accountable for meeting minutes and action plans that are communicated and followed through. * Accountable for ensuring all accidents and near misses are fully investigated in a timely manner and responsible for signing off documentation before submission to the Head of Department. Gets to the root cause of accidents and eliminates reoccurrences. |
| **Continuous Improvement** |
| **Underpinning Departmental Objectives**   * Contributes to Process Development and Improvement. * Accountable for enabling and promoting a culture of continuous improvement. * Accountable for ensuring that actions and changes from CI initiatives are successfully implemented and sustained. * Initiates and leads cross functional teams to drive business improvement. |

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| QUALIFICATIONS, EXPERIENCE, TECHNICAL SKILLS / KNOWLEDGE | |
| * HNC or equivalent in manufacturing/operations in a chilled environment *(Desirable)* * Previous experience of manufacturing operations. *(Essential)* * Line management experience to include performance management & development (PDR’s). * Experience in process improvement tools and methodology. * Computer literate and competent in the use of Microsoft applications. * A passion to motivate, coach and develop a team * Proven ability to drive sustainable improvements * HACCP Level 3 minimum (desired) * Food Safety Level 3 minimum (desired) * IOSH Managing Safely (desired) * Green belt six sigma (not essential but would be advantageous) | |
| 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.* |
| People Management | *The ability to understand people and their motivations, build good relationships with them and help them 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 and Planning | *The ability to take a range of information, think things through logically and prioritise work to meet commitments aligned with organisational goals* |