

# Samworth Brothers

QUALITY FOODS



ROLE PROFILE			
Job title	Continuous Improvement Co-Ordinator	Date	August 2023
Business			
Department			
Location			
ROLE SUMMARY			
Working alongside managers and teams in the food manufacturing operation, the Continuous Improvement Co-Ordinator role manages and supports front-line delivery of CI projects, activities and objectives, coaches colleagues to embed new behaviours, and co-ordinates resources and information to drive progress in line with the Manufacturing Excellence strategy.			
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 <i>GOOD</i> things with <i>GREAT</i> food”.</li><li>• Work collaboratively with other managers 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. Encourage positive relations between shifts and department teams, and build effective relationships with key internal stakeholders.</li><li>• Continually look to improve own performance and capability by linking personal objectives to support the business, and seek learning and development opportunities.</li></ul>			

### Manufacturing Excellence

- Responsible for deployment of improvement projects and action plans, co-ordinating activities to deliver progress towards operational improvements in line with the Manufacturing Excellence roadmap and business objectives.
- Support continuous improvement maturity assessments to generate insight and feed into improvement action plans.
- Analyse materials performance data to identify any opportunities, challenges, trends, or repeating issues and provide insight to feed into improvement roadmaps.
- Identify opportunities for improved labour efficiency through review of actual labour use versus standards and line balancing exercises. Demonstrate and explain importance of running to standard to front line colleagues, and coach production managers on good labour management and line balancing exercises.
- Contribute to, coach, and develop effective tier 1 and 2 meetings and team briefings, including audit of meeting process, behaviours, and content to highlight any opportunities for improvement.

### Continuous Improvement Projects

- Utilise problem solving, process mapping and analysis to support identification and scoping of improvement project plans which prioritise key value-streams, and align to business objectives and the broader Manufacturing Excellence strategy.
- Deliver projects through multi-functional teams using a structured project management approach. Co-ordinate progress through strong stakeholder engagement, resource management and risk mitigation. Ensure action plans and timelines account for business objectives and priorities, activities, and constraints.
- Ensure 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

- Plan, manage and implement improvement activities at process / area level. Hold team members and stakeholders to account for delivering agreed actions within an improvement project, and building / maintaining appropriate stakeholder relationships inside the organisation to deliver improvement project objectives.

### Continuous Improvement Coaching

- Support teams and operational managers 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 capability 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 structured data analysis and interrogation to make data driven decisions, identify trends and opportunities.

#### Continuous Improvement Tools & Techniques

- Apply and utilise 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 guidance and coaching on the utilisation of tools and techniques, and selection of appropriate methods to deliver improvements.

#### People Management

- Delegate and communicate work instructions clearly, ensuring team members are fully briefed on plans and anticipated challenges. Ensure tasks and responsibilities are fairly allocated (and where applicable, giving consideration to job grade, skills, and job rotation).
- If managing direct reports, address any Employee Relations (ER) issues promptly and in line with Company Values, People policies and processes, and best practice.
- If managing direct reports, be responsible 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.
- Ensure that any direct reports receive ongoing support for their development through Performance Enhancement, training, and coaching; from a quality induction through to job progression.
- As required, act as 'hiring manager' to select and onboard new colleagues to the team, adhering to the relevant processes and policies including seeking authority, liaising with the Resourcing team, conducting interviews and work trials, making start date and induction arrangements e.g., Buddy, etc.
- Be pro-active in retaining colleagues by delivering an overall work-life experience in which each colleague feels that they matter, and putting the people management tools, policies and processes provided to full use.
- 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.
- Effectively facilitate meetings and discussions.
- Appropriately manage confidential and sensitive information.

### KNOWLEDGE & UNDERSTANDING

#### Health & Safety, Food Safety

- Have a good 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 knowledge of environmental sustainability.

- Know how to use the H&S and environmental management system.
- Demonstrate a good understanding of own responsibilities as a manager of health, safety, and environment as per Company policy and can carry out the SSOW's, SOP's and procedures.
- Have a good understanding of the Food Safety and Quality Management Systems, Process Control documentation, Hygiene schedules and processes, HACCP, Audit standards, Personal Hygiene.
- Have good product knowledge including knowledge of the ingredients involved to the customer specifications.

#### Leadership & Collaboration

- Show clear understanding of your role and how, as a manager, you are a role model for the Samworth Brothers Values and Ways of Working.
- Demonstrate an understanding of the business you work for including an awareness of the part other functions play.
- Understands the importance of continued personal and professional development (CPD).

#### Manufacturing Excellence

- Knows what excellence looks like in a lean food manufacturing operation, and understands the Manufacturing Excellence strategy.
- Knows how a maturity model and assessment approach is utilised.
- Has full knowledge of the manufacturing operation, including processes, standards, systems and software, technology, equipment, product, and customer. Knows the related processes, for example preventative maintenance, hygiene, new product launch.
- Demonstrates an understanding of production planning, scheduling and associated KPI's including Overall Equipment Effectiveness (OEE).
- Knows 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 understanding of what drives cost and performance within the operation.
- Understands materials and labour variances, standards, and line balancing and its impact on cost / profitability. 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.

#### Continuous Improvement Projects

- Full knowledge of a broad range of problem solving, process mapping and analysis techniques and where to apply them.
- Knows how to deliver multi-functional projects in line with an overall strategy - stakeholder engagement, risk management, activity plan. Understands how to ascertain objectives and priorities by interpreting information from wider business strategies, objectives, and benchmarks. Knows how to manage delivery of multiple projects.

#### Leading Continuous Improvement Teams

- Demonstrate the ability to take a range of information, think things through logically and prioritise workload, planning ahead to manage any risk to delivering the required results.

### 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 statistical tools and analysis techniques to achieve insight on performance and opportunity - measurement systems, root cause analysis, data acquisition and planning, etc.

### Continuous Improvement Tools & Techniques

- Know how and when to use a broad range of CI tools & techniques 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. Can demonstrate an understanding of the Samworth Brothers People Policies and Processes, job roles, skills grades and structure, 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.
- Understands how to conduct a fair and equitable selection process, mitigating personal bias, to hire the most suitable candidate for the requirements of the role.
- Knows how to use the Samworth Brothers Recruitment and onboarding tools and processes.
- 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 and documentation relevant for the role.

### QUALIFICATIONS, EXPERIENCE, TECHNICAL SKILLS

- Good Manufacturing Practice (GMP), preferably in chilled food manufacturing
- Lean Six Sigma Green belt, or Level 4 Improvement Practitioner Apprenticeship
- IT skills, including Microsoft Office
- People Management experience plus training and/ or qualification
- Functional skills – Level 2 Maths and English

### 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.