



ROLE PROFILE			
Job title	Production Manager	Date	Sept 2023
Department	Operations		
Location	Soreen		
ROLE SUMMARY			
Summarise in one or two sentences the highlights of the job in terms of its purpose and overall responsibility.			
Responsible for managing the performance of the bakery, co-ordinating teams, activities and resources to ensure production plans are delivered profitably, efficiently, on time and in line with 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		
Key internal stakeholders	Hygiene, Technical, engineering, finance, people team, HSE		
Key external stakeholders	Agencies, 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. • 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. • 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.			

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.
- 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.
- Ensure new product trials are fully supported, providing clear feedback and guidance around production capabilities and constraints.
- 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.

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 3 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, TECHNICAL SKILLS / KNOWLEDGE

List the skills gained through education and experience required to effectively function in the position

ATTRIBUTES & BEHAVIOURS FOR SUCCESS	
Behaviour	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.

Internal colleagues – Knowledge and behaviours expected

Leadership & Management

- Have a clear understanding of your role and how, as line manager, you are a role model for the Samworth Brothers Values and Ways of Working.
- Demonstrate knowledge of the Culture Framework and how it is delivered in the business.
- Understand the broader business outside of own function and the interdependencies between own department and others.
- Demonstrate an awareness of operational and wider business objectives and the goals of other functions and departments in order to foster collaboration and mutual support for progress
- Know how to lead and support change.
- Know how to use forward planning to mitigate risk and enhance efficiency, and can apply problem-solving skills in a fast-paced production environment.
- Understands the importance of continued personal and professional development (CPD).

Health & Safety & Environment, Responsible Business

- Have full knowledge 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 and how relevant factors at play in the operation are managed.
- Knows how to use the H&S and environmental management system.
- Demonstrates a full 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.
- Knows the Occupational Health control measures relevant to own operational areas and teams.

Food Safety & Quality

- Demonstrate full understanding of the Food Safety and Quality Management Systems, Process Control documentation, Hygiene schedules and processes, HACCP, Audit standards, Personal Hygiene as they relate to the teams and area.
- Fully conversant with the manufacturing process and all quality aspects to be observed, with particular focus on Critical Control Points and known key areas of challenge.
- Demonstrate clear understanding of all the Standard Operating Procedures (SOP's) and Key Performance Indicators (KPI's) within the teams / areas.
- Fully understand the job roles, training elements and baseline headcount for the teams /areas. 5
- Demonstrate good product knowledge, from understanding the ingredients involved to the customer specifications.

Production Operations & Performance

- Knows how to make plans, and to identify and mitigate any risk to required results using critical thinking and contingency planning approach.
- Demonstrate an understanding of Lean Manufacturing and Continuous Improvement (CI) principles and methodologies, and how and when to use appropriate tools and techniques.
- Knows how to manage resources to achieve business objectives.
- Can demonstrate knowledge of all relevant audit standards and customer Codes of Practice.
- Understand the importance of your role on delivering customer satisfaction and maintaining critical standards.
- Has clear understanding of financial implications of decisions and actions.
- Knows what factors drive cost within the area.
- Has good levels of numeracy; is able interpret variances and financial and statistical data and then take any necessary action.
- Knows how to use all relevant IT software programmes and tools
- Has a good knowledge of KPI's and measures are how these are used to drive results in manufacturing processes.

People Management

- Knows how to manage people in a respectful, fair, and inclusive way in line with our Values.

- Demonstrate knowledge and understanding of the Samworth Brothers People Policies and Processes, job roles and structure, and People Portal system.
- Knows how to manage in line with Working Time Directive, Company policy and clocking system rules on working hours, as well as the Ethical Trade Initiative (ETI) Base Code.
- 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 use the Samworth Brothers Performance Enhancement process including Ways of Working, Learning Toolkit and training and development opportunities.
- Understands how to use a coaching style to support others to take ownership of their challenges, solutions, and achievements.
- Knows the terms of the agency contracts and service level agreements, and how to work closely with agency contacts to ensure that agency workers are well-supported.
- 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.

Communication

- 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; can write and produce reports and documentation relevant for the role