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| ROLE TITLE: SMR Operations Director | | DATE: January 2025 |  |
| GRADE: HOF | | BUSINESS UNIT: SMR |  |
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| **Role** | **Need to Do** | **Need To Know** | **Need to Be** |
| **Role Purpose**  The purpose of the Director of SMR Operations is to lead the end-to-end commercial performance of the SMR operational team with the engagement of the SMR mechanics, defining and executing the operational delivery strategy.  Be the visible leader of the SMR operation.  The role will deliver team growth, commercial performance as well as quality, capability, and productivity improvements.  Growing our Mobile Mechanic work force to 1000+ engaged, motivated and experienced mechanics delivering a market leading 5-star service and managing a £30m to £100m+ cost base.  Creating development opportunities across all operational roles.  Growing operational capability to deliver more services to our B2C and B2B customers    **Reports to:**  The role will report to the CEO of Service, Maintenance & Repair (SMR).  **Direct Reports:**  The role will have c 4-8 direct reports.  **Relationships:**  *Internal:* SMR SLT, Exec level stakeholders, group CEO, peer group across other operational functions, full range of clients across RAC business services  *External:* Recruitment agencies, parts providers and business services partners  **SM&CR**  Undertake control and influence of a regulated area.  Management and accountability of responsibility under section 66a of the financial services and markets act 2000.  Accountability to ensure where breaches occur this is managed in line with regulations and demonstrates reasonable steps undertaken to prevent breaches.  Adherence to conduct roles, accountable in line with FCA & PRA regulations.  Mitigate risk and champion health and safety & environmental practises for a sustainable operational delivery. | **What the role must deliver**  **Strategic delivery:**   * Own the creation and delivery of the SMR operational strategy over the 5 year planning period through annual budget and planning processes, delivering growth and step change in performance. * Leadership to set the ambition and operational delivery for the future business we are building, with the ability to challenge the status quo, deliver great results today, and build for the future.   **Outstanding day to day operational delivery:**   * Optimise the operational efficiency and delivery of the SMR field force daily for the best customer and commercial outcomes. * Recruit and grow a team of mechanics and inspectors to deliver the required financial and customer outcomes through delivery of outstanding customer service and operational excellence meeting all compliance requirements. * Developing communication and engagement strategies which motivate your workforce to deliver outstanding outcomes. * Ensure that operational costs remain in-line with plan and service, quality and compliance standards are maintained and continually improved.   **Continuous improvement & change**   * Provide continuous improvement leadership which drives service improvement, consistent high-quality outcomes, revenue assurance and operational efficiencies. * Create a development framework allowing colleagues to grow and deliver more value for the business. * Work closely with other departments to ensure business plan is delivered including sales & marketing, technical, fleet, health & safety, HR and finance. * Work closely with the Union to engage and approve operational changes. * Drive a safety-first culture where health and safety metrics improve year on year. | **Skills/Knowledge/Experience**   * An experienced & inspirational leader of field-based teams with a high drive for delivering results * Able to demonstrate they have delivered strong performance through effectively motivating, engaging and coaching large teams * Ability to challenge and influence at all levels, both internally and externally * P&L operating experience * Excellent interpersonal and presentation skills * Experience of working on large scale change projects * Successful track record of managing large service delivery teams * Experience of interpreting data to drive operational performance improvements to commercial outcomes | **Capabilities/Strengths:**  Leadership (level 5)  Building Relationships (level 5)  Achievement Drive (level 5)  Customer Focus (level 5)  Strategic Thinking (level 5)  Commercial Awareness (level 5)  Develop self & others (level 5)  Interpersonal & influencing skills (level 5)  Leading change (level 5)  Judgment and decision making (level 5)  Specialist knowledge (level 5)  **Personal style:**  Demonstrates gravitas and credibility  Strong communication skills  Able to influence at all levels  A logical thinker and problem solver  Ability to work under pressure to deliver outstanding results  Strong people skills  **Values**  Need to exhibit behaviours consistent with RAC Hero values  **H**andle it together  **E**xceptional service  **R**aise the bar  **O**wn it |