

Job title: Section Manager Customer Delivery Hubs (CDH)**Core information**

Location: Network Customer Delivery Hub (Location)	Lines of business or shared capability area: JL Supply Chain
Reports to: Customer Delivery Hub Manager	
People Management: Yes ▾ Assignment Management: No ▾	
Partnership Level: Partnership level 8	Manager's Partnership level: Partnership level 6 or Partnership level 7
Number of direct reports: Circa 25	Partnership level(s) of direct reports: Partnership level 9 Partnership level 10

About the John Lewis Partnership

The Partnership is the UK's largest employee-owned business and home to our two well-loved retail brands - John Lewis & Partners and Waitrose & Partners, as well as expanding into new areas beyond retail.

We are not an ordinary business though. The Partnership is different because everyone who works here isn't just an employee. We are Partners, with a shared responsibility for our success, and we share the rewards when we're successful.

Everything we do is powered by our unique purpose: **Working in Partnership for a happier world.** Our Purpose inspires our principles, drives our decisions and acts as our guide, so that everything we do contributes to Happier People, Happier Business and a Happier World. Our values outline how we are and how we want to behave with one another, our customers, suppliers and stakeholders.

The Partnership supports agile and flexible working practices, such as when, where and how we work. We have several different ways to work flexibly, including part-time, flexible or compressed hours and job sharing.

We celebrate diversity and inclusion in the John Lewis Partnership and we are committed to becoming the UK's most inclusive business, reflecting and connecting with the diverse communities that we serve.

Critical purpose of the role

As a leader in our business, your number one focus is to challenge and empower your teams and others to create more value for our customers and our business.

You will work alongside others in the CDH management team to manage multiple functions including warehouse, customer delivery and administration. You will be responsible for the operational performance of your delegated area of focus whilst contributing to the overall success of the CDH. You will be required to act as Duty Manager and keyholder (Head of Branch designate).

Primary Outcomes & Accountabilities

As a Partner you will

- Behave in line with the Partnership's purpose and democratic principles, promoting co-ownership to customers and

each other that we're a better way of doing business.

- Share knowledge, experiences, ideas and opinions to improve the Partnership, speaking honestly and frequently.
- Invest in your personal and professional development to achieve your potential, by doing more, doing better, or doing different.
- Continuously engage with and actively contribute to your Profession.
- Take responsibility for actively engaging with change.

As a People Manager you will

- Create the right conditions for all Partners to be their best, make their best contribution and achieve their potential.
- Value what different life experiences bring to the Partnership and how this adds to unbiased and smarter decisions.
- Set the tone, context, and outcomes for the team, with the voice of the customer being at the centre of what we do.
- Enable the right conditions for Partners to share their opinions, for them to be heard and acted on.
- Engage and lead Partners in delivering and embedding change consistently and effectively.

Operational Performance

- Work with the CDH Manager to deliver costs in line with a flexed budget (adjusted for volume fluctuations).
- Have a good knowledge of the systems we use in customer delivery, warehouse and administrative functions
- Collaborate with the relevant internal and external stakeholders to drive the overall performance of the CDH.
- Use and apply data and insight to support the CDH Manager to make changes and improvements to the operation to meet or exceed key performance metrics.

Customer

- Lead and empower Partners and third party colleagues to deliver an excellent customer experience by role modelling outstanding customer service in everything you do.
- Proactively support Partners to act as brand ambassadors, ensuring that the Customer Delivery Proposition and the Partnership brand vision are all achieved.

Personal

- Take ownership for your personal and professional development, acting as a role model for all Partners and establishing a coaching and feedback culture in order to achieve agreed goals.

Partner

- Ensure that there is a co-ownership ethic across the CDH by engaging with the democratic bodies to drive democratic vitality.
- Recognise, celebrate and reward success within the operation.
- Recognise talent and manage poor performance in an honest and fair manner in line with policy and using the tools available to you as a Manager.
- Agree and monitor performance targets for your team.
- Develop an open culture of teamwork, trust and Partner contribution, holding regular conversations with your Partners about their performance and providing regular and timely feedback to them.
- Communicate and share relevant information in a timely manner with your team and colleagues.
- Take responsibility for hearing and acting upon the voice of Partners, ensuring democratic vitality is thriving and vibrant in your CDH.
- Take responsibility for the development and delivery of the CDH Happiness Survey action plan.

Resource Management

- Manage resources in line with volume forecasts.
- Be a recruitment specialist with a focus on succession planning to ensure your team has every opportunity to develop and is competent, passionate and diverse.

Contributing to a safe and compliant working environment

- Support and enforce a strong Health and Safety culture across all CDH functions which complies with current Health and Safety legislation and aligns with Partnership policies and guidelines.
- Support Partners in recognising and reporting potential risk whether Health and Safety or shrinkage/loss.

- Prioritise the health and well being of Partners so they can be themselves in a safe and inclusive environment.
- Ensure the CDH adheres to the requirements of Catering standards/Food hygiene certificate.
- Ensure mandatory training for you and your team is completed on time.
- Ensure the CDH is compliant with the General Data Protection Regulations (GDPR) and Information Security Instructions (ISI's).
- Ensure the CDH remains legal and compliant, adhering to the EU Drivers' Regulation, Domestic Regulations and the Working Time Directive as set out as a member of the DVSA Earned Recognition scheme.

Measures of success

- Customer Satisfaction Metrics
- OTIF Reports/2 Person Delivery Performance
- Absence within budget
- Democratic Vitality Health Check
- Happiness Survey Participation/Results
- Active talent pipeline in place
- Profit and Loss cost performance versus flexed budget/forecast
- Results across audits: DVSA Earned Recognition/Internal Transport Audits /Health and Safety Audits/Catering Audits
- Near Miss reporting
- Data Sweeps
- Annual Risk Assessment Reviews completed in a timely manner
- Site Operating Procedures reviewed annually

Skills

Coaching	Coaches others to unlock their potential and role models supportive coaching behaviours
Continuous Improvement (CI)	Consistently demonstrates a continuous improvement mindset
Customer Centricity	Understands the end to end customer journey and puts every customer, both internal and external, at the heart of everything we do
Embracing Change	Seeks and embraces opportunities for change, demonstrating agility through ambiguity and uncertainty.
Hearts and Minds	Takes Partners on the journey with them, translating business messages for Partners and making sense of them in a human and honest way. Can deliver difficult messages with empathy and clarity to audiences of all sizes.
Personal Resilience	Works through tough and overtly challenging circumstances, with a keen understanding of self in order to move forward in a positive manner, especially in the constantly changing workplace. Accepts both developmental and reinforcing feedback at personal and business level in the spirit of moving forward. Understands own signs of stress and is able to put measures in place to deal with these.
Talent Management	Is a specialist in people, being fully inclusive in identifying potential and talent in others. Enables and empowers Partners to grow and develop in capability and knowledge.

Partnership Behaviours - Leading Partners

- Absolute Clarity
- Owning It
- In This Together

- Brilliant Retailers
- Continuous Improvement
- Distinctly Partnership

Qualifications & Experience**Essential**

- Previous experience leading in a Supply Chain operation
- Excellent communication and engagement skills
- Excellent time management and prioritisation skills.
- Proven and effective working knowledge of IT Systems.
- Strong decision making experience.
- CPC

Desirable

- Knowledge of Transport Operations and Legal Compliance
- Supply Chain experience
- Head of Branch trained
- Disciplinary and Grievance trained (inc Independent notetaker)
- Hiring Manager experience
- A proven track record as a specialist in people management, driving a culture of empowerment with large teams
- Incident management experience
- IOSH & NEBOSH
- Level 2 Food Safety
- Experience in employment engagement surveys
- Certificate of Professional Competence for Transport Managers (Road Haulage)

Version	Created/updated by	Date
1.1	Job Outline Working Group	21 November 2022
1.2	Sally Shinnars	23 May 2023
1.3	Job Outline Working Group	05 June 2023
1.4	Chad Pearson - Six capabilities for recruitment removed	13 March 2024
1.5	Partnership Behaviours - Working Group	12 June 2024