

LABOUR RESOURCE MANAGER ROLES AND RESPONSIBILITIES

Report to: Operations Director

Role Purpose

The Labour Resource Manager is responsible for planning, coordinating and controlling the deployment of operational labour across Franki Foundations UK Ltd, ensuring each project has the right number of competent people available at the right time.

The role balances project demand, workforce availability, competence, cost, productivity and operational priorities across the business. It coordinates the deployment of supervisors, rig operators, pump operators, slinger/signallers, banksmen, labourers/site operatives and other operational personnel required for piling and foundation works.

Reporting to the Operations Director, the role works closely with Operations Managers, Project Managers, Site Managers, Plant, Commercial, Health and Safety, People/HR and Payroll teams to maintain effective workforce planning, reduce avoidable labour cost and support safe, efficient piling and foundation delivery.

KEY RESPONSIBILITIES

Labour Resource Planning

- Maintain a clear and current overview of labour demand and workforce availability across Franki Foundations UK Ltd.
- Develop short-, medium- and long-term resource plans aligned to secured work, project programmes and the business pipeline.
- Coordinate the allocation and movement of employees across Franki Foundations projects, yards and operational locations.
- Ensure operational priorities are supported by the appropriate piling gangs, labour and supervisory resource.
- Identify potential shortages, surpluses, conflicts and gaps early.
- Provide the Operations Director with accurate resource forecasts, risks and recommendations.
- Maintain consistent labour-resource planning standards across Franki Foundations.

Labour Allocation and Deployment

- Allocate employees to projects according to competence, availability, location and operational need.
- Coordinate mobilisation, transfers and demobilisation between projects.
- Ensure changes in allocation are communicated clearly and in sufficient time.
- Avoid unnecessary downtime, duplication, excessive travel and inefficient deployment.
- Ensure project teams understand confirmed labour arrangements and any limitations.
- Prioritise critical projects where resource demand exceeds availability.
- Escalate unresolved resource conflicts to the Operations Director.

Workforce Capacity and Demand Management

- Review project programmes, mobilisation plans and labour forecasts with operational teams.
- Challenge unrealistic or unsupported labour requirements.
- Compare forecast demand against actual utilisation and productivity.
- Identify underused employees and redeployment opportunities.
- Maintain contingency plans for peak demand, absence, specialist skill shortages and urgent project needs.
- Support business planning by providing accurate workforce capacity information.
- Monitor forward workload to identify future recruitment or training requirements.

Competence and Compliance

- Ensure employees are allocated only to work they are trained, competent and authorised to perform.
- Maintain accurate visibility of qualifications, certifications, cards, licences and competence records.
- Work with Health and Safety and People teams to identify expired or missing competence requirements.
- Work with the People team to ensure required Right to Work and approved engagement checks are confirmed before any worker is mobilised.
- Prevent employees from being deployed where mandatory training or certification is not current.
- Support the planning of training and renewals to meet operational demand.
- Identify skills gaps and recommend development or recruitment action.
- Ensure agency, temporary and approved subcontract labour meet required competence, engagement and compliance standards before deployment.

Labour Cost and Productivity

- Monitor labour utilisation, overtime, travel, accommodation, agency use and idle time.
- Work with Operations and Commercial teams to improve productivity and control labour cost.
- Challenge inefficient resource requests and avoid unnecessary dependency on temporary labour.
- Provide accurate labour information to support project forecasting and cost control.
- Identify recurring causes of over-allocation, downtime and low productivity.
- Support corrective action where labour cost or utilisation falls outside agreed expectations.
- Ensure resource decisions support project margin and business performance.

Agency and Temporary Labour

- Coordinate approved agency, temporary and other externally sourced labour requirements where operational demand cannot be met internally.
- Confirm that internal redeployment options have been considered before external labour is engaged.
- Ensure requests follow the Company's recruitment and approval process.
- Work with approved suppliers to secure suitable, compliant and cost-effective labour.
- Monitor agency usage, rates, performance and length of assignment.
- Address unsuitable or underperforming agency workers promptly with operational managers and suppliers.
- Maintain accurate records of temporary labour deployment and cost.

Recruitment and Succession Planning

- Work with the Operations Director and People team to identify permanent recruitment needs.
- Provide workforce data to support recruitment approvals and business cases.
- Identify critical roles, specialist skills and succession risks.
- Support recruitment planning for operational and site-based roles.
- Contribute to workforce succession and talent planning.
- Identify employees with potential for progression or broader deployment.
- Support the effective placement and development of apprentices, trainees and graduates.

People and Workforce Management

- Work with managers to address attendance, availability, conduct and performance issues affecting deployment.
- Ensure employees are treated fairly and consistently when assignments or locations change.
- Support appropriate consultation where a proposed change may materially affect an employee's role or working arrangements.
- Maintain professional communication with employees regarding allocation and mobilisation.
- Escalate employee relations concerns to the People team.
- Protect confidential employee and workforce information.
- Promote respectful and collaborative working relationships across projects and operational locations.

Systems, Data and Reporting

- Maintain accurate labour-resource planning systems, allocation trackers and workforce records.
- Ensure labour allocations, availability and project movements are updated promptly.
- Produce regular reports on utilisation, vacancies, shortages, agency use and future demand.
- Reconcile resource information with operational, payroll and HR data where required.
- Identify data errors and ensure they are corrected.
- Provide reliable management information to support operational and commercial decisions.
- Support the development and implementation of improved digital resource-planning systems.

Communication and Stakeholder Management

- Build effective working relationships with Operations Managers, Project Managers and Site Managers.
- Chair or coordinate regular labour-resource planning meetings with Operations and project teams.
- Communicate resource decisions clearly and promptly.
- Manage competing demands professionally and objectively.
- Provide clear reasons where requests cannot be accommodated.
- Work collaboratively with Plant, Commercial, Health and Safety, People and Payroll teams.
- Maintain a business-wide perspective and avoid decisions that benefit one project at the expense of the wider business.

Governance and Continuous Improvement

- Ensure labour-resource decisions comply with Company policies, working time requirements, approved engagement routes and delegated authority levels.
- Maintain clear records of approvals, allocations and labour movements.
- Support internal audits and workforce compliance reviews.
- Identify recurring resource-planning weaknesses and implement improvements.
- Standardise effective workforce-planning processes across the business.
- Use data and lessons learned to improve forecasting and deployment.
- Escalate significant operational, legal, cost or employee-relations risks to the Operations Director.

BEHAVIOURAL COMPETENCIES**Leadership and Accountability**

- Takes ownership of labour resource planning and drives actions to completion.
- Makes clear, timely and evidence-based allocation decisions.
- Holds managers accountable for accurate forecasts and resource requests.
- Escalates shortages and conflicts early.
- Acts fairly, consistently and in the best interests of Franki Foundations UK Ltd.

Strategic and Commercial Thinking

- Understands how resource decisions affect project margin, programme and productivity.
- Balances immediate project demand with wider business priorities.
- Uses workforce data to anticipate future capability and recruitment needs.
- Challenges unnecessary cost and inefficient labour deployment.
- Considers operational risk, competence and commercial impact before making decisions.

Delivering Results

- Maintains accurate and timely resource plans.
- Responds quickly to changing project requirements.
- Resolves resource conflicts and minimises disruption.
- Drives effective mobilisation and redeployment.
- Follows actions through to completion.

Building Relationships and Collaboration

- Builds trusted relationships with operational managers and site teams.
- Works effectively across Operations, Commercial, Plant, Safety, People and Payroll.
- Communicates decisions clearly and professionally.
- Challenges unrealistic requests constructively.
- Maintains a business-wide approach rather than operating in silos.

Developing People

- Identifies skills gaps and development opportunities.
- Supports progression and succession across operational roles.
- Helps managers deploy employees in ways that build capability.
- Supports apprentices, trainees and future supervisors.
- Promotes fair access to work and development opportunities.

Continuous Improvement

- Uses data to improve forecasting, utilisation and deployment.
- Challenges recurring causes of idle time, agency dependency and labour shortages.
- Improves systems, processes and reporting.
- Applies lessons learned from project mobilisation and demobilisation.
- Measures whether improvement actions have delivered a sustainable benefit.

PERFORMANCE AND BONUS MEASURES

The Labour Resource Manager's performance should be assessed against both delivery outcomes and behavioural contribution.

Workforce Utilisation and Cost Control – 30%

Measured against:

- labour utilisation;
- reduction in avoidable idle time;
- control of overtime, travel and accommodation costs;
- reduction in unnecessary agency use;
- effective redeployment of internal employees; and
- accuracy of labour cost information.

Resource Planning and Project Support – 25%

Measured against:

- accuracy of workforce forecasts;
- successful project mobilisation;
- availability of competent labour against project demand;
- resolution of resource conflicts;
- reduction in unplanned shortages; and
- feedback from the Operations Director and operational managers.

Competence and Compliance – 20%

Measured against:

- deployment of appropriately trained and competent employees;
- accuracy of competence and certification records;
- timely identification of expired or missing requirements;
- compliance of agency and temporary labour;
- reduction in mobilisation delays caused by competence gaps; and
- completion of audit and corrective actions.

People and Capability – 10%

Measured against:

- succession coverage for key operational roles;
- identification and closure of skills gaps;
- support for employee development and progression;
- effective deployment of apprentices and trainees;
- fair and consistent allocation decisions; and
- timely escalation of employee-relations concerns.

Leadership Behaviours – 15%

Measured against:

- accountability;
- decision-making;
- commercial judgement;
- collaboration;
- communication;
- integrity;
- fairness; and
- continuous improvement.

A serious failure in conduct, integrity, compliance, workforce governance or employee treatment may reduce or remove the behavioural element and may affect the overall bonus outcome, regardless of cost or utilisation performance.

BONUS GOVERNANCE

Any bonus should remain non-contractual and discretionary. Assessment should take account of individual performance, agreed objectives, behavioural contribution, business performance, profitability, affordability, cash flow and the Company's overall financial position.

ESSENTIAL EXPERIENCE AND CAPABILITY

The successful candidate should have:

- significant experience in workforce planning, resource management or operational coordination within construction, civil engineering, piling or a related sector;
- experience allocating labour across multiple projects or locations;
- a strong understanding of project programmes, mobilisation and workforce demand;
- good commercial awareness and understanding of labour cost and productivity;
- experience managing agency and temporary labour;
- knowledge of competence, training and certification requirements for site-based employees;
- strong planning, organisation and problem-solving skills;
- confidence managing competing operational priorities;
- strong communication and stakeholder-management capability; and
- experience using workforce-planning, HR or operational systems.

DESIRABLE

- Experience in piling, foundations, geotechnical engineering or specialist construction.
- Relevant qualification in construction management, workforce planning, business or human resources.
- Knowledge of working time, fatigue management and construction workforce compliance.
- Experience supporting apprentices, trainees and operational succession planning.
- Experience implementing or improving resource-planning systems.

GENERAL

This job description sets out the principal responsibilities of the role. It is not exhaustive. Franki Foundations UK Ltd may reasonably amend the scope and duties to reflect business requirements, following consultation where a proposed change is material.

