

OPERATIONS MANAGER ROLES AND RESPONSIBILITIES

Reporting to: Divisional Director

Role Purpose

The Operations Manager is responsible for the safe, efficient and profitable delivery of assigned projects and operational activities across Franki Group UK.

The role ensures that projects are properly planned, resourced, supervised and controlled from mobilisation through to completion. The Operations Manager is accountable for programme delivery, health and safety, quality, productivity, cost control, client satisfaction and the performance of operational teams.

Reporting to the Divisional Director, the role will work closely with Project Managers, Site Managers, Commercial, Pre-Construction, Design, Plant, Health and Safety, Quality and People teams to ensure projects are delivered in line with contractual obligations, Company standards and agreed commercial targets.

KEY RESPONSIBILITIES

Operational Delivery

- Manage the operational delivery of assigned projects from mobilisation through to completion and handover.
- Translate project requirements into clear delivery plans, programmes, resource plans and site responsibilities.
- Ensure each project has appropriate management, supervision, labour, plant, materials and subcontractor resources.
- Monitor performance against programme, budget, productivity, quality and client commitments.
- Identify delay, underperformance or operational risk early and implement recovery actions.
- Escalate significant concerns promptly to the Divisional Director.
- Ensure operational teams complete agreed actions and provide accurate, timely reporting.
- Maintain consistent standards across all assigned projects.

Project Planning and Mobilisation

- Review tender handover information, contract requirements, programme assumptions and key project risks.
- Participate in pre-start and mobilisation meetings.
- Confirm labour, plant, equipment, materials, logistics and supervision requirements.
- Ensure project roles, reporting lines and responsibilities are clearly defined.
- Confirm that required approvals, permits, designs, method statements and site arrangements are in place before work starts.
- Identify mobilisation gaps and ensure they are resolved before they affect delivery.
- Maintain oversight of project sequencing, access, logistics and interfaces with other contractors.

Health, Safety and Wellbeing

- Provide visible leadership on health, safety and wellbeing across assigned projects.

- Ensure all work complies with legislation, Company procedures and client requirements.
- Confirm that suitable risk assessments, method statements, lifting plans, permits and inspections are in place.
- Ensure employees, agency workers and subcontractors are properly inducted, trained, competent and supervised.
- Conduct regular site visits and challenge unsafe practices.
- Stop work where there is an unacceptable safety risk.
- Review incidents, near misses and recurring safety concerns.
- Ensure investigations and corrective actions are completed within agreed timescales.
- Promote a culture in which employees raise concerns and report hazards.

Programme and Productivity Management

- Monitor project progress against programme and key milestones.
- Review daily and weekly productivity and identify shortfalls.
- Ensure labour and plant are used effectively.
- Challenge poor planning, lost time, excessive overtime and avoidable downtime.
- Implement corrective actions where progress falls behind.
- Coordinate with project teams, clients and supply chain partners to manage constraints.
- Ensure progress records are accurate and support the commercial position.
- Report material programme risks to the Divisional Director.

Commercial and Cost Control

- Work closely with Commercial teams to protect project margin and financial performance.
- Ensure project managers and site teams understand budgets, labour allowances, plant costs and commercial risks.
- Monitor labour, agency, subcontractor, plant, material and logistics costs.
- Challenge overspends, waste, inefficiency and unnecessary expenditure.
- Ensure variations, changes, delays and additional works are identified and recorded promptly.
- Maintain records that support notices, applications and contractual entitlements.
- Review cost and forecast information and provide accurate operational input.
- Approve expenditure within delegated authority.
- Escalate adverse cost or margin movement promptly.

Quality and Technical Compliance

- Ensure work is delivered in accordance with approved drawings, specifications and technical standards.
- Promote a right-first-time approach.
- Ensure inspection and test requirements are understood and followed.
- Monitor defects, non-conformances and remedial works.
- Ensure root causes are identified and corrective actions are implemented.
- Work with Design, Engineering and Quality teams to resolve technical issues.
- Prevent work from proceeding where information or approval is incomplete.
- Capture and share lessons learned across projects.

Plant, Equipment and Logistics

- Coordinate plant and equipment requirements with the Plant Manager and project teams.

- Ensure plant is available, suitable, compliant and properly utilised.
- Monitor breakdowns, downtime, transport, hire costs and equipment damage.
- Ensure only trained and authorised employees operate plant and equipment.
- Confirm that lifting operations and plant movements are properly planned.
- Identify shortages or resource conflicts early.
- Ensure Company assets are protected and damage is reported promptly.
- Support effective planning of yards, storage, transport and site logistics.

Workforce and Resource Management

- Plan and allocate labour and supervisory resources across assigned projects.
- Monitor workforce utilisation, overtime, attendance, agency usage and subcontractor dependency.
- Ensure employees are deployed according to competence and operational need.
- Work with the Divisional Director and People team on recruitment and workforce planning.
- Identify succession, development and training needs.
- Support apprentices, trainees, graduates and future managers.
- Address poor attendance, conduct, capability or performance promptly and fairly.
- Maintain contingency plans for labour or specialist skill shortages.

Client and Stakeholder Management

- Build effective working relationships with clients, principal contractors, consultants and supply chain partners.
- Act as the senior operational contact for assigned projects.
- Attend client meetings, project reviews and progress meetings.
- Ensure client commitments are realistic, authorised and delivered.
- Resolve operational issues and complaints promptly.
- Communicate clearly and professionally with stakeholders.
- Protect the reputation of Franki Group UK.
- Support repeat business through reliable project delivery.

People Leadership and Team Development

- Lead, manage and support Project Managers, Site Managers and other direct reports.
- Set clear objectives, responsibilities and performance standards.
- Hold regular one-to-one meetings and project performance reviews.
- Provide coaching, feedback and development support.
- Recognise strong performance and address underperformance promptly.
- Complete PDRs and development plans within required timescales.
- Work with the People team on employee relations matters.
- Promote respectful behaviour, accountability and collaborative working.
- Ensure managers lead in line with the Group's behavioural competency framework.

Governance and Reporting

- Ensure operational records are accurate, complete and maintained.
- Provide timely updates on project performance, risk, labour, plant, programme and cost.
- Support internal and external audits.
- Complete audit and corrective actions within agreed timescales.
- Comply with Company policies, delegated authority levels and approval procedures.
- Escalate significant safety, commercial, legal or reputational risks.

- Protect confidential and commercially sensitive information.
- Support business continuity and emergency response arrangements.

BEHAVIOURAL COMPETENCIES

Leadership and Accountability

- Takes ownership for project and operational performance.
- Sets clear expectations and holds managers accountable.
- Makes timely, evidence-based decisions.
- Escalates risks early and does not allow unresolved issues to drift.
- Acts with integrity and in the best interests of Franki Group UK.

Strategic and Commercial Thinking

- Understands how operational decisions affect margin, programme and client outcomes.
- Prioritises resources according to risk and business need.
- Challenges inefficient or uneconomic working practices.
- Uses reliable project information to support decisions.
- Balances immediate delivery needs with longer-term operational capability.

Delivering Results

- Plans work effectively and drives actions to completion.
- Maintains focus on safety, programme, quality and cost.
- Intervenes promptly where performance falls below standard.
- Manages competing priorities across multiple projects.
- Delivers practical recovery plans and measurable improvements.

Building Relationships and Collaboration

- Works effectively across Operations, Commercial, Pre-Construction, Plant, Design, Safety, Quality and People functions.
- Builds trusted relationships with clients and project teams.
- Communicates clearly and avoids working in silos.
- Challenges professionally and constructively.
- Supports a relationship-first approach without compromising standards or accountability.

Developing People

- Sets clear expectations and provides constructive feedback.
- Coaches managers and develops operational capability.
- Identifies future leaders and succession needs.
- Recognises good performance and addresses underperformance fairly.
- Creates an environment where concerns and improvement ideas can be raised.

Continuous Improvement

- Reviews project outcomes and applies lessons learned.
- Challenges recurring causes of delay, waste and defects.
- Improves planning, reporting and operational controls.
- Uses data and feedback to support improvement.
- Measures whether corrective actions have delivered sustainable results.

Performance and Bonus Measures

The Operations Manager's performance should be assessed against both delivery outcomes and leadership behaviours.

Project and Financial Performance – 30%

Measured against:

- project revenue and margin;
- cost control;
- labour and plant productivity;
- forecast accuracy;
- reduction in avoidable loss, rework and inefficiency; and
- delivery of assigned commercial targets.

Safe and Compliant Delivery – 25%

Measured against:

- health and safety performance;
- incident and near-miss trends;
- completion of investigations and corrective actions;
- audit and inspection outcomes;
- quality and defect performance; and
- compliance with Company and client standards.

Programme and Client Delivery – 20%

Measured against:

- delivery against programme and key milestones;
- recovery of delayed or underperforming projects;
- client satisfaction;
- complaint resolution;
- quality of project close-out; and
- operational reporting accuracy.

People and Resource Management – 10%

Measured against:

- workforce utilisation;
- management of overtime, agency labour and absence;
- completion and quality of PDRs;
- team capability and succession;
- employee retention; and
- timely management of performance concerns.

Leadership Behaviours – 15%

Measured against:

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

A serious failure in safety, conduct, integrity, compliance or operational governance may reduce or remove the behavioural element and may affect the overall bonus outcome, regardless of financial 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 Group's overall financial position.

ESSENTIAL EXPERIENCE AND CAPABILITY

The successful candidate should have:

- substantial operational management experience within piling, foundations, civil engineering, construction or a related specialist sector;
- experience managing multiple projects and operational teams;
- a strong record of delivering projects safely, on programme and within budget;
- good commercial awareness and understanding of project cost, margin and risk;
- experience managing clients, subcontractors and supply chain partners;
- experience in labour, plant and resource planning;
- knowledge of UK construction health and safety requirements;
- experience managing project recovery and underperformance;
- effective people-management and communication skills; and
- the ability to operate confidently with senior managers and clients.

DESIRABLE

- Degree or equivalent qualification in civil engineering, construction management or a related discipline.
- Membership of a relevant professional body.
- NEBOSH Construction Certificate or equivalent.
- Experience in piling, foundations or geotechnical engineering.
- Knowledge of NEC, JCT or other standard construction contracts.

ROLE REVIEW AND ACKNOWLEDGEMENT

This document sets out the principal accountabilities and expected standards of the role. It is not intended to be an exhaustive list of every task or objective. Responsibilities, priorities and performance measures may be reasonably adjusted to reflect business requirements, development and project allocation, provided any material change to the fundamental nature of the role or contractual terms is managed appropriately.

Employee name	
Employee signature / date	
Manager signature / date	