Striving for excellence and developing our employees

Appraisal and Development Review **(ADR)**



14 Role Profile: Head of Service

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West Lothian Council

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Role Profile: Head of Service

The Head of Service role provides a key link with Depute Chief Executives in ensuring that strategic and corporate objectives are effectively co-ordinated and implemented across all service areas.

The role requires the postholder to work with and support Depute Chief Executives in providing the necessary vision, leadership and strategic direction to enable services to formulate and implement relevant and effective policies.

Whilst Heads of Service have specific responsibility for the management and leadership of a portfolio of service areas, they have an overriding corporate responsibility to ensure that all service activities and actions comply with and support council strategic objectives and standards.

The role profile sets out key result areas - the essential leadership and management performance outcomes required - what you need to do well in your role as a leader and manager to perform effectively.

Key Result Areas

Managing Performance

Are key targets and outcomes being achieved and is performance being effectively managed?

Focuses on:

- Regular reviews of performance with appropriate feedback, and a drive for continuous improvement.
- Systematic monitoring and review of customer service, performance measures and indicators.
- Effective implementation and monitoring of governance and efficiency measures.
- Systematic review and monitoring of performance related to service and corporate outcomes.

Developing Service and Workforce Capacity

What is being done to continuously improve the quality and effectiveness of service provision and to ensure that managers and employees are fully trained and capable?

Focuses on:

- Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring constant customer focus.
- Enabling managers and teams to successfully cope with change and to take responsibility for problem solving and continuous improvement.
- Planned approach to employee development and succession planning.
- Looking ahead at the kinds of results that will typically be required of managers and teams and ensuring that development activity is targeted appropriately.

Budget Management

Are financial targets being met and is effective monitoring in place?

Focuses on:

- Achievement of agreed budgets and financial targets as a core strategic management responsibility.
- Effective governance, communication, monitoring and management of financial procedures and controls.
- Clear individual accountability for financial/ budgetary outcomes at all levels.

Working Together

What customer service improvements and outcomes are being achieved through collaborative and partnership working?

Focuses on:

- Effective collaboration with external and internal partners/customers to deliver benefits for customer service and performance/effectiveness.
- Development of partnership and collaborative working to foster cross-council and service collaboration.

Emergency and Business Continuity Planning

Are effective contingency provisions in place in accordance with corporate requirements?

Focuses on:

- Effective integration and co-ordination of service emergency contingency plans.
- Contingency plans regularly rehearsed and effectively communicated to all levels of the workforce.

Core Competencies and Behaviours

(What's expected of you and how you're expected to do it)

Leading

Means: Taking responsibility for setting the direction of travel for the service; directing, guiding and inspiring others to achieve success for the service and the council; creating a shared sense of direction; delivering outcomes in ways consistent with the council's values and strategies.

Core Behaviours:

- ✔ Communicate a clear and positive vision for the service and get other people's committed involvement and support
- ✔ Build improved service capacity through integrated working, effective delegation and performance management
- ✔ Act in ways that reflect the values of the council and inspire others to do the same
- ✔ Champion a culture of high performance and improvement within the service
- ✔ Champion healthy working lives

Motivating and Supporting People

Means: Building a supportive and productive relationship with managers and employees to achieve business outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others

Core Behaviours:

- ✔ Delegate effectively and enable and empower others to broaden their experience and capacity
- ✔ Work actively to improve and maintain employee morale and relations across the service
- ✔ Create opportunities to develop management and leadership capacity at all levels in the service
- ✔ Recognise success and ensure positive individual and team feedback
- ✔ Promote the benefits of diversity and challenge discrimination, prejudice and bias

Communicating and Influencing

Means: Acting as a visible and positive driver for change and improvement; building productive internal and external relationships to gain support and buy-in for service and council objectives; actively contributing to corporate and strategic decision-making; championing the goals and values of the council

Core Behaviours:

- ✔ Use persuasion and long-term relationship building to win support for service and council objectives
- ✔ Earn the respect and confidence of others through supportive, fair and consistent behaviour
- ✔ Promote a culture that encourages two-way discussion where information is shared at all levels
- ✔ Focus on employee engagement at all levels in the service
- ✔ Manage the political interface positively and effectively

Working Together

Means: Actively seeking to break down barriers to cross functional service and team working; encouraging people to work towards shared outcomes and aims; building on service interdependencies to achieve common goals; utilising the different skills and expertise from across the service and the council.

Core Behaviours:

- ✔ Create opportunities for collaborative working
- ✔ Use cross service/team discussion and dialogue to develop new ideas
- ✔ Use partnership working to maximise added value
- ✔ Use the diversity within services/teams to optimise customer outcomes
- ✔ Promote a culture that values quality improvement, effort and initiative

Managing Change and Problem Solving

Means: Anticipating potential challenges that may impact on service/council outcomes and performance; taking action to resolve problems and potential conflict; developing business focussed strategies and innovative approaches.

Core Behaviours:

- ✔ Plan change programmes well in advance and communicate and consult effectively with all relevant stakeholders
- ✔ Anticipate the likely impact of change and develop contingency plans
- ✔ Encourage an open atmosphere and exchange of ideas when formulating change programmes and looking for solutions
- ✔ Monitor the progress and outcomes of change programmes and review their effectiveness
- ✔ Anticipate possible political reactions to change and manage expectations accordingly

Delivering Effective Outcomes

Means: Focussing on strategic service planning and business outcomes; delivering, measuring and improving service quality and effectiveness for customers and stakeholders; ensuring that services are designed and delivered to have a lasting and sustainable positive impact on the quality of life of people living in West Lothian.

Core Behaviours:

- ✔ Set clear direction for services to support council priorities and achieve corporate outcomes
- ✔ Integrate service planning with council strategic objectives
- ✔ Ensure that service links with council priorities are communicated and understood at all levels
- ✔ Seek customer and stakeholder views and use feedback to improve service quality and effectiveness
- ✔ Develop flexible structures and roles with a clear line of sight to the customer

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Further guidance and support

As referenced above all ADR documentation is in MyToolkit. If there are any other queries on the process contact HR on 01506 282222 or email learn2develop@westlothian.gcsx.gov.uk