

Glasgow Life

Role Profile Description

Date	February 2007
Family	Leadership
Role profile Level Number	Senior Manager Corporate Management – LDR3C, 2C & 1C (3 Levels)
Reporting line (general)	General Manager
Purpose	
To lead and control the corporate management of a major Company business or technical expertise area to support and advise the proper management of the Company Services.	
Work area statement	
Action	End Result
Delegated Functions	
Undertake the formal responsibilities required for assigned delegated functions on behalf of the Company.	• The Company fulfils the stipulated controls and submissions • The Company complies with the relevant requirements and standards of regulatory systems • Critical constraints and implications are brought to Company's attention
Corporate Expertise	
Lead the application of specific business or technical expertise and capability in the Company and provide strategic advice, recommendations and solutions across the Company.	• Access to internal and external resources • Up to date knowledge of critical function and associated expertise issues • Anticipation and recommendation of actions required by the Company
Strategic Planning	
Formulate and implement the targets and objectives for the business/technical area from the Company's overall strategic directives.	• Strategic plans for the area that support the Company objectives and constructively serve the Company management requirements • Relevant policy and effective processes are developed and communicated
Expertise Management	
Direct and oversee all activities of the area, directly or through nominated line management, to assure professional excellence across the Company.	• Achievement of service standards to internal customers within the Company • Compliance with applicable laws and regulations • Professional competence and integrity of function • Costs of service are contained to allocated budgets
People Management and Development	
Lead, motivate and develop employees throughout the business/technical area.	• Employees managed achieve the required outputs • Deficiencies and underperformance are actively resolved • Identification and development of capable people working within the expertise area
Change Management	

Lead the implementation of required Corporate change across the Company in the expertise area.	• Change objectives are achieved • Employees understand reason and approach • Resources are secured and organised
Risk Management	
Direct and implement a comprehensive risk management programme for the business/technical area and issues impacting upon Company Service areas: Business and Technical risk Regulatory risk	• All reasonable risks are identified and managed in accordance Local Government and established UK working practices. • Identification and recommended mitigation of prospective high risk areas • Communication, support and oversight for compliance standards relating to expertise area
Special Projects	
Lead and undertake assigned projects to achieve the project objectives.	• Scope, content and methodology of the project clearly planned • Project completed to specification, time and cost
Advisory	
Advise Elected Members, Company officers and relevant external organisations on issues relevant to the business/technical area.	• Advice and guidance on relevant issues and options • Recommendations for Committee • Professional relationship with Members

	• Resources are secured and organised
Risk Management	

Nature of contacts and relationship (who and the nature of the communications)		
Function or expertise head in a complex and critical Corporate wide area. Significant relationships with multiple services from within the Company and associated organisations.		
Working Environment Context (disruption, physical, disagreeable, health and safety aspects)		
Office or public building based.		
Procedural Context (creativity, discretion, impact)		
The Senior Manager leads a Corporate wide expertise area that has significant strategic impact upon the management of the Company. The unit works across the Company providing policy/technical consistency or consolidation of information. The focus of the role may be on support of the ongoing management of the Company or the provision of technical or advisory services for internal or Service applications.		
Key facts and figure ranges (include likely size of any team managed)		
There are three graded levels of Senior Manager. The content of the role will remain broadly the same. Variations will be a result of combinations of technical complexity, revenue sums controlled, diversity and scale of operations. The expenditure of substantial sums will be influenced through technical authority and policy determination. Company revenue budget in excess of £1 billion. City population around 700,000. Employees directly managed will generally be a relatively small team.		
Skills, knowledge and qualifications		
Formal qualifications required. Essential and generally preferred		
Relevant professional accreditation essential or recognised direct in-depth experience in expertise area.		
Work knowledge		
Substantial breadth and depth of relevant technical knowledge. Applied experience in public sector environment essential. In depth strategic understanding of the wider Company objectives.		
Work skills and equipment operated		
None specific		
Key Competency Requirement		
	Competency	Level
1	Self belief	3
2	Self awareness	3
3	Self management	3
4	Drive for improvement in Public Services	3
5	Personal integrity	3
6	Seizing the future	3
7	Intellectual flexibility	3
8	Broad scanning	2
9	Contextual astuteness	3
10	Drive for results	4
11	Leading change through people	4
12	Holding to account	3
13	Empowering others	3
14	Effective and strategic influencing	3
15	Working effectively with others	2

Differentiating Characteristics

There are three grades of Senior Manager in this role, each with a different grade for pay purposes. (Lower, Middle, Upper)

There is no single aspect of the role, using the job evaluation scheme, which determines the relevant grade for the actual job in this family role profile. However, the combination of several key aspects defines the divisions.

Knowledge

These roles are all required to undertake complex work, the upper level will work in highly complex areas.

Lower	Middle	Upper
Requires a depth of specialist knowledge in one or more related disciplines relevant to the business area.		Advanced knowledge in a range of specialist disciplines

Resources

The active support to the management of substantial and Company wide resources is expected in these roles. They will have substantial impact and influence over the implementation of activities that have a related significant budget. They will have accountability for the full management performance of staff appropriate to the support function. The measures are not exact and should be used as an indicator not a restrictive measure.

Lower	Middle	Upper
Staff		
Two or more teams, 5 plus	Several teams probably layered. 20 plus	Substantial department Possibly 50 plus
Budget		
Impact on a significant part of the Company	Impacts on significant revenues and expenditures, probably across the whole Company	Impacts on revenues and expenditures, across the whole Company

The key criteria are the combination of discretion to develop solutions and implement them, with the subsequent accountability for the outcomes.

Innovation/Discretion	Consequences	
Full development and control over significant Service area	(Middle)	Upper
Continuing responsibility for reviewing significant service practice and provision and implementation of change	Lower	Middle
	Major impact on service provision and or public	Major impact on policy and activity over large numbers of departments/services