

Glasgow City Council**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 Council business or technical expertise area to support and advise the proper management of the Council Services.	
Work area statement	
Action	End Result
Delegated Functions	
Undertake the formal responsibilities required for assigned delegated functions on behalf of the Council.	- The Council fulfils the stipulated controls and submissions - The Council complies with the relevant requirements and standards of regulatory systems - Critical constraints and implications are brought to Council's attention
Corporate Expertise	
Lead the application of specific business or technical expertise and capability in the Council and provide strategic advice, recommendations and solutions across the Council.	- 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 Council
Strategic Planning	
Formulate and implement the targets and objectives for the business/technical area from the Council's overall strategic directives.	- Strategic plans for the area that support the Council objectives and constructively serve the Council 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 Council.	- Achievement of service standards to internal customers within the Council - 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 Council 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 Council 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, Council 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

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 Council 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 Council. The unit works across the Council providing policy/technical consistency or consolidation of information. The focus of the role may be on support of the ongoing management of the Council 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. Council 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 Council 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