

Person Specification

Job title:	Service Manager (Commissioning, Contracting and Procurement)
Job Family/ Grade/Level:	LDR1b, Grade 9
Summary of role:	<p>Glasgow City Health and Social Care Partnership (GCHSCP) Commissioning section structure comprises Strategic Commissioning Programmes, Governance and Procurement and Contract Management. Leading the work which contributes to the planning and delivery of commission activity within our partnership.</p> <p>Leading the delivery of activities and outcomes, whilst not exhaustive the key task areas include as follows:</p> <ol style="list-style-type: none"> 1. As a member of the Management Leadership Team you will develop and lead a strategic commissioning approach to support the delivery of Glasgow City Health and Social Care Partnership, strategic priorities and transformational change agendas. 2. Manage, supervise and support a staff team providing workload allocation, supervision and support. 3. Lead the service across all aspects of the social care commission cycle. 4. Ensure governance, improvement and compliance requirements are fully promoted and embedded. 5. Develop, record and report requirements in relation to all areas of the wider commissioning section activity, including personal and professional development opportunities for colleagues. 6. Provide a senior management presence within relevant internal and external planning groups and processes to ensure commissioning matters are appropriately represented and addressed.

	<p>7. Working across all sectors, ensure services are established, monitored and improved through appropriate processes to meet governance requirements.</p> <p>8. Ensure a highly co-ordinated and shared approach by working with colleagues across the partnership and council family.</p> <p>9. Contribute to the overall budget management and financial standards required by the Council's policies, practice and procedures and reinforcing the criticality of individual and section role within this.</p> <p>10. Proactive engagement and leadership focus on third and independent sector providers as equal partners.</p> <p>11. Drive for innovation and growth across all areas of work to foster first class co-production approaches and the further development of collaborative social care models.</p> <p>12. Promote and embed an ethical commissioning approach within your team and across the partnership and with external stakeholders.</p> <p>13. Represent the HSCP and the partnership at senior level both internally and externally.</p> <p>14. Deliver other tasks as directed by the Head of Commissioning in response to exigencies of the service.</p> <p>The above is not an exhaustive list of duties and you will be expected to perform tasks as necessitated by the council due to service change or change in working practices.</p>
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Criteria	Essential	Desirable	Evidence
Education, qualifications & training	Educated to Scottish Qualifications Framework (SCQF) Level 10 or above.		Application Form

	<p>OR</p> <p>Demonstrated knowledge and understanding of the health and social care landscape, the criticality of social care commissioning along with evidence of continuous learning and development within work history.</p>		<p>Interview</p> <p>References</p>
Skills and Knowledge	<p>Commissioning or procurement background</p> <p>Proven management ability</p> <p>Excellent organisational skills</p> <p>Can demonstrate sound decision making and rational in relation to workforce matters</p> <p>Knowledge of the HSCP agenda and strategic plan</p> <p>Excellent communication and influencing skills</p> <p>Substantial experience of people and resource management</p> <p>Able to develop and support managers and</p>	<p>Demonstrable ability to work effectively with partner agencies</p> <p>Understanding of local government political context</p> <p>Knowledge of national Procurement agenda</p>	<p>Application Form</p> <p>Interview</p> <p>References</p>

	<p>colleagues through change</p> <p>Ability to work under pressure and to prioritise effectively</p> <p>Problem solver, creator, good collaborator and leadership qualities</p> <p>Experience of working in public or voluntary sector</p> <p>Experienced and confident in using Microsoft IT software packages</p>		
Other	<p>Highly motivated individual. Ability to adapt to change, motivate others and deliver high practice standards</p>		

Competencies		Evidence
Self Belief (Level 3)	<p>Displaying confidence that you will succeed and you can overcome obstacles to achieve the best outcomes for service improvement. Features of this competency include:</p> <ul style="list-style-type: none"> • Relishing a challenge. • Being prepared to stand up and be counted. Working beyond the call of duty, when this is required. • Speaking up if this is needed. In doing so, your integrity and your motivation for service improvement will sustain you. • Rises to, and relishes, a range of challenges. • Feels able to succeed and is prepared to stand up and be counted. • Shows the confidence to involve others in support of a particular goal. 	<p>Application form</p> <p>Interview</p> <p>References</p>
Self Awareness (Level 3)	<p>Knowing your own strengths and limitations and understanding your own emotions and the impact of your behaviour on others in diverse situations. Features of this competency include:</p> <ul style="list-style-type: none"> • Being aware of your own emotions. • Being aware of your personal impact on others, particularly when you are under pressure as you have an understanding of the 'triggers' to which you are susceptible. • Understands the likely implications and impact of your emotions, both on self and others in a range of situations. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> Knows own strengths, and limitations, in providing leadership that makes a difference to customers 	
Self management (Level 3)	<p>Being able to manage your own emotions and be resilient in a range of complex and demanding situations. Features of this competency include:</p> <ul style="list-style-type: none"> Being tenacious and resilient in the face of difficulty. Being able to cope with an increasingly complex environment – with the blurring of organisational boundaries and the requirement to work in partnership across the Council Manages own energy, pacing efforts for the long haul. Recognises others' anxieties and problems, and encourages them to find ways of dealing constructively with their stress; models a healthy work/life balance. Absorbs and deals constructively with criticism, seeking support as necessary. 	<p>Application form</p> <p>Interview</p> <p>References</p>
Drive for improvement in Public Services (Level 3)	<p>Showing deep motivation to improve performance in public services and thereby to make a real difference to others. Features of this competency include:</p> <ul style="list-style-type: none"> Shows deep sense of vocation for public service driven by an identification with the needs of the community Believes in the importance of the democratic control of public service and 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<p>providing accountable services to the community and their representatives</p> <ul style="list-style-type: none"> • Focuses primarily on achievement of goals for the greater good of others, and not the leader's own reputation or self betterment. • Investing your energy in bringing about service improvements – even to the extent of wanting to leave a legacy which is about effective partnership, inter-agency working and community involvement. • Invests sustained effort in making a significant impact on improvement in the local area and securing positive outcomes for customers inside and outside the organisation. • Looks to the longer term, seeking to leave a legacy of improved services with enduring benefits for customers. • Puts own experience and expertise at the disposal of others in the wider Council context, for the greater good. 	
Personal integrity (Level 3)	<p>Demonstrating a sense of commitment to openness, honesty, democracy inclusiveness, loyalty and high standards in undertaking the leadership role. Features of this competency include:</p> <ul style="list-style-type: none"> • Believing in a set of key values borne out of broad experience of, and commitment to, the service especially when under pressure. • Insisting on openness and communication, motivated by values about inclusiveness and getting on with the job. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> • Acting as a role model for public involvement and the dialogue that all staff, including the front line, need to have with customers. • Shows resilience that enables you to push harder, when necessary, in the interests of developing or improving the service. • Recognises the importance of supporting collective leadership through loyalty to colleagues. • Stands up for what is right in terms of leading and developing services, even when it is difficult to do so, and there may be a personal cost in doing so. • Acts as a role model for involvement of staff and other customers, even where this results in challenges to how things are done. • Supports others who are acting consistently with core values. 	
Seizing the future (Level 3)	<p>Being prepared to take action now to shape and implement a vision for the future development of services. Features of this competency include:</p> <ul style="list-style-type: none"> • Making the most of current opportunities to bring about improvements that are of benefit to the community. • Interpreting the likely direction of changes. • Using personal insights into the broad strategic direction of services to help shape and implement the approaches and culture in their organisation, and to influence developments across the whole Council. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> • Underpinning vision and action with a strong focus on local needs. • Preparing to undertake transformational, rather than just incremental, change where this will achieve improvement. • Sees how the current service developments fit into the bigger picture for service improvement. • Takes action to realise service improvements in the short term. • Thinks and acts 4-12 months ahead 	
Intellectual flexibility (Level 3)	<p>Embracing and managing ambiguity and complexity and to be open to creativity in leading and developing services. Features of this competency include:</p> <ul style="list-style-type: none"> • Responding to fresh insights and perspectives from diverse sources, both internal and external to the council (driven by their values of inclusiveness and service improvement). • Understanding that change may have to be radical to achieve improvement. • Acknowledging innovative thinking and encouraging creativity and experimentation in others too. • Crystallises key points from a mass of disparate information and makes sense of complex situations. • Comes up with new ways of explaining something complex, or seeing beyond the obvious, so that others are able to understand it; this may include the use of analogies. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> Encourages others to be innovative, in finding ways of developing service improvements 	
Broad Scanning (Level 2)	<p>Taking the time to gather information from a wide range of sources. Features of this competency include:</p> <ul style="list-style-type: none"> Making it a priority to know about how services are being delivered and what the experience of the community is on the ground. Persisting with getting the key facts of a situation. Demonstrating systematic ways of keeping personally informed about key developments. Probes to find out more about what is actually happening. Asks questions to get to all the facts, and to get to the heart of an issue. Accesses local networks for information and to benchmark own services. 	<p>Application form</p> <p>Interview</p> <p>References</p>
Contextual astuteness (Level 3)	<p>Showing an ability to understand diverse interest groups and power bases within the organisation, and the dynamic between them, so as to lead Council services more effectively. Features of this competency include:</p> <ul style="list-style-type: none"> Understanding the climate and culture in the Council and in the wider environment. Knowing who the key influencers are – both internally and externally to the organisation – and how to involve them, as required. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> • Understanding strategy and policy at a national and local level and being able to plan a way ahead that takes account of these strategies. • Understands the formal mechanism and complex relationships that make up the decision making process of the Council • Identifies the relevant interest groups, networks and groupings, and uses this understanding to get things done in terms of service improvements and service delivery. 	
Drive for results (Level 4)	<p>Displaying a strong commitment to making service performance improvements and a determination to achieve positive service outcomes for the public. Features of this competency include:</p> <ul style="list-style-type: none"> • Setting ambitious targets which may exceed the minimum standard required and taking calculated risks – all with the aim of delivering added value to the service. • Focusing own, and others', energy on what really makes a difference, rather than being constrained by methods which were used in the past. • Seeking out opportunities to improve delivery of service through partnership and new ways of working. • Shows determination to achieve goals over time; resists any pressure to be deflected from this attainment. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> • Prepares to challenge others and address poor performance where this is impacting on effective service delivery. • Takes calculated risks, based on learning and experience, to achieve longer-term service improvements. 	
Leading change through people (Level 4)	<p>Communicating the vision and rationale for change and modernisation, and engaging and facilitating others to work collaboratively to achieve real change. Features of this competency include:</p> <ul style="list-style-type: none"> • Gaining the support of others by ensuring that you understand the reasons behind the change. • Sharing leadership – with the team and others in the Council and in partner organisations. • Encouraging others, especially front line staff, to find new ways of delivering and developing services and to take the lead in implementation of change. • Demonstrating a highly visible and democratic leadership style which is underpinned by values of the organisation. • Taking a collaborative or facilitative approach in working in partnership with diverse groups. • Enabling teams, within the organisation and across partnership organisations, to work effectively together. • Helping to unblock obstacles, identifying and securing resources, and taking care 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<p>of teams and of the individuals within them.</p> <ul style="list-style-type: none"> • Communicates the vision and brings it alive – describing what the future needs to look like in terms of service improvements and modernisation. • Gives people a sense that change is achievable and that their contribution matters. • Explains the rationale for changes and key service priorities. 	
Holding to account (Level 3)	<p>Displays resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service. Features of this competency include:</p> <ul style="list-style-type: none"> • Setting clear targets and standards for performance and behaviours, ensuring the processes are in place to support individuals in achieving these standards. • Insisting upon improved performance if standards are slipping. • Creating a climate of support and accountability, rather than a climate of blame. • Holding people to account for what they have agreed to deliver. • Being prepared to be held to account by others for what they have contracted you to do as the leader. • Holds others directly accountable for delivering what has been agreed, both within and outside of the organisation. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> • Intervenes swiftly and consistently when performance is slipping, using the appropriate processes. • Challenges and confronts conflict, especially where this is impacting on service delivery and standards, and contributes to brokering agreement. 	
Empowering others (Level 3)	<p>Striving to facilitate others' contributions and to share leadership, nurturing capability and long-term development of others. Features of this competency include:</p> <ul style="list-style-type: none"> • Having the humility to work in the background, creating the space for others to take the lead on particular issues and to grow in confidence and capability. • Identifying potential and supporting the development of people across the organisation. • Taking personal responsibility for ensuring that diversity is respected and that there is genuine equality of opportunity. • Fostering the development of others across the community so that improvement and service development agendas can be created and owned by the communities themselves. • Engaging and involving customers in service improvement. • Developing relationships with customers which are equal, open and honest, and modelling the power-sharing which is 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<p>required if solutions are truly to be customer focused.</p> <ul style="list-style-type: none"> • Coaches others, challenging and asking questions to help them work out the answers for themselves. • Provides space for others to be creative and to take risks so that they can develop their own capabilities and approaches. • Shares power within the organisation, across networks and develops constructive relationships with customers and stakeholders which are focused on their true involvement in, and consultation on, service decision-making. 	
Effective and strategic influencing (Level 3)	<p>Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing improvements. Features of this competency include:</p> <ul style="list-style-type: none"> • Getting results by working in partnership, within the Council and with a wide range of other agencies and customers over whom they have no formal authority. • Influencing relationships which are critical to achieving change in terms of service improvement. • Coping with ambiguity, as organisations continue to change role and shape, and the agenda for change gathers pace. • Employing a range of influencing strategies – ones that will work for the long term and bring about change in services. 	<p>Application form</p> <p>Interview</p> <p>References</p>

	<ul style="list-style-type: none"> • Uses subtle influencing tactics, such as lobbying before a meeting, which fit with the particular situation. • Understands the need to use informal persuasion and provision of information, to influence others over whom they have no formal authority. • Takes the time to build critical mass or support for a position, with the end aim 	
Working effectively with others (Level 2)	<p>Demonstrating commitment to working and engaging constructively with internal and external stakeholders. Features of this competency include:</p> <ul style="list-style-type: none"> • Ensuring that the strategy for improvement, and the planning, development and provision of services, are cohesive and 'joined up'. • Understanding and being sensitive to diverse viewpoints. • Striving to create the conditions for successful partnership working. • Shares information with partners when appropriate • Summarises progress, taking account of differing viewpoints, so as to clarify understanding and to establish common ground. • Surfaces conflict and supports resolution of this conflict 	<p>Application form</p> <p>Interview</p> <p>References</p>