Glasgow City Council

Role Profile Description

Date	February 2007
Family	Leadership
Role profile Level Number	Senior Manager Service Delivery – LDR3A, 2A & 1A (3 Levels)
Reporting line (general)	General Manager
Purpose	
To lead and control the corporate management of a substantial management section to achievement the required outputs.	
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
Service Strategic Planning	
Contribute to the development of strategic plans for the assigned management section.	• Strategic plans for the assigned Service unit that meet the objectives and that integrate and are consistent with the Service Area's and Council's overall strategy • Proposed section budgets are prepared and presented with detail and justification
Planning	
Develop, communicate and control the detailed operational plans for the section to meet the requirements of the Council.	• Anticipation and response to changing priorities • Specific financial and non financial objectives for the section • Resources are deployed to meet effective and efficient achievement of section objectives
Operational Management	
Lead and control all operational service activities of the management section to ensure delivery of required service standards and seek continuous improvement.	• Achievement of service objectives within operating constraints • Dependable delivery of required services to the customer • Compliance with applicable laws and regulations • Current good practice is introduced and reviewed for effectiveness • Effective implementation of defined change programmes
Finance and Control Management	
Lead and control the financial expenditure and integrity of the management section to assure regulatory and Council policy compliance.	• Achievement of service objectives within assigned budgets • Internal control and information systems that provide reasonable assurance of the effectiveness and efficiencies of operations • Identify opportunities for economies

	• Compliance with internal requirements
Reporting	
Prepare and present all required operational reports and information.	• Fulfilment of all required management information processes, procedures and reporting • Measurement and monitoring of performance • Review and understanding of variance to plans • Identify opportunities for improvement
People Management and Development	
Lead, motivate and develop employees throughout the assigned management section.	• Employees managed achieve the required outputs • Deficiencies and underperformance are actively resolved • Identification and recommended development of capable people to enable the achievement of section objectives • Positive employee feedback is sustained and improved
External relationships	
Promote, foster and sustain working relationships with associated Council and external partners.	• Assure the appropriate section viewpoint is presented • Issues are mutually resolved • Active development of Partnership working arrangements
Advisory	
Respond to information requests from Elected Members on issues relevant to the section.	• Advice and guidance on service issues • Senior management informed of request and information provided

Nature of contacts and relationship (who and the nature of the communications)
Senior Manager in a significant management section. Ongoing operational relationships with multiple services from within the Council and associated organisations. Recognised head of a management unit.
Working Environment Context (disruption, physical, disagreeable, health and safety aspects)
Office or public building based. May have extensive field operations
Procedural Context (creativity, discretion, impact)
The Senior Manager implements and provides general management control over a substantial business or service area. Responsible for operational and implementation decisions to meet required objectives.
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. Section budget usually in excess of £5 million. Employees numbers managed are substantial, usually in excess of 150 but may be several hundred.
Skills, knowledge and qualifications
Formal qualifications required. Essential and generally preferred
Degree level desirable.
Work knowledge
Proven senior managerial experience in related management area. Financial control expertise. Substantial people management experience.
Work skills and equipment operated
Familiarity with the operational limitations of critical equipment and infrastructure within the section.
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	4
7	Intellectual flexibility	3
8	Broad scanning	3
9	Contextual astuteness	3
10	Drive for results	4
11	Leading change through people	5
12	Holding to account	3
13	Empowering others	3
14	Effective and strategic influencing	3
15	Working effectively with others	2