Glasgow Life

Role Profile Description

Date	February 2007
Family	Leadership
Role profile Level Number	Senior Manager Business Management – LDR3B, 2B & 1B (3 Levels)
Reporting line (general)	General Manager
Purpose	
To lead and control the management of a major Company business or technical area to deliver a range of services supporting the operation of the Company.	
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
Business and Technical 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 • Professional competence and integrity of function
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
Organisational Effectiveness	
Develop and recommend appropriate organisation structures and processes to meet the requirements of the business/technical area function.	• Anticipation and response to changing priorities and external requirements • Resources are deployed to meet effective and efficient achievement of the required activities • Good practice is identified and employed
Operational Management	
Lead and control all business and/or technical service activities of the management section to ensure delivery of required service standards and seek continuous improvement.	• Achievement of service objectives within operating constraints and budgets • 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
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 business/technical area
Change Management	
Lead the implementation of required business change across the Company in the business/technical 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: Operational risk Business and Technical risk Regulatory risk	• All reasonable risks are identified and managed in accordance with company and established UK working practices. • Identification and recommended mitigation of prospective high risk areas
Compliance Management	
Develop and implement compliance standards for the business/technical area to assure the achievement of internal reporting requirements and external compliance to external legislation and regulations.	• Appropriate policies and controls are in place so that there is reasonable assurance that the Company is compliant with all relevant laws, codes, regulations, regulatory guidelines and standards. • Oversight and review of Service areas' compliance to policy within the function's remit • Remedial action recommended as appropriate
Advisory	
Advise Board 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 Board and Senior Management • Professional relationship with Board Members

Nature of contacts and relationship (who and the nature of the communications)

Function or expertise head in a management business or technical area.
Significant relationships with multiple services from within the Company and associated organisations.
Recognised internal expertise in the business or technical area within the Company

Working Environment Context (disruption, physical, disagreeable, health and safety aspects)

Office or public building based.

Procedural Context (creativity, discretion, impact)

The Senior Manager heads up a business or technical area that has a significant contribution for the management of the Company.
The unit works within a defined Service area, possibly with cross Service responsibilities.
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.
A substantial budget will be controlled depending on the nature of the business/technical area.

Skills, knowledge and qualifications

Formal qualifications required. Essential and generally preferred

Relevant professional accreditation essential.

Work knowledge

Substantial breadth and depth of relevant technical knowledge.
Applied experience in public sector environment preferable.
Strategic understanding of the wider Company objectives.
Managerial experience for a significant business or technical function and associated professionals.

Work skills and equipment operated

Full familiarity with any specialised equipment used in the technical area.

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 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 multi million revenues and expenditures	Impacts on significant revenues and expenditures, probably more than £20m	Impacts on whole service revenues and expenditures, probably more than £100m

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