Role Profile Description

Date	January 2015
Purpose	To provide expert advice on policy, business services or process development, identify solutions and implement recommendations directly through own team or by influencing others.

Your responsibilities:

Leadership (Self and Team)

Accountable For	End Result
• Organising, co-ordinating, monitoring and reviewing the work of groups of employees. • Planning and organising own and team's work contributing to forward planning for delegated areas. • Implementing Human Resources procedures in the area including recruitment, discipline, performance and attendance management and appraisal.	• Teamwork is well organised. • Service delivery is effective. • Human Resources issues are effectively dealt with or escalated. • Time is managed effectively. • Tasks are completed on time and to the required standard. • The quality of team outputs is maintained.
• Leading, as directed, on projects/programmes on behalf of the Service, in liaison with other key stakeholders and agencies and disciplines, in order to reach decisions.	• The partnership team operates effectively.

Competency measurements

Build effective relationships with people and promote the "one council" approach.
Manage employees' performance.
Integrate the skills and abilities of the team to create a successful team.

Making things happen / Delivering results

Accountable For	End Result
• Contributing significantly to target setting • Implementing quality assurance processes and monitoring and reporting on outcomes.	• Processes are improved. • Processes operate effectively. • Programme objectives are achieved.
• Providing specialist / expert advice and guidance on sensitive and complex issues within own service area, including the interpretation of legislation. • Making decisions that impact significantly on own area, both internally and externally.	• Work is carried out in accordance with current thinking and best practice. • Issues are resolved effectively.
• Working under general guidance only, with freedom to choose between options based on experience/precedent. • Working to set objectives, reporting on an exception basis and evaluating progress.	• Tasks and duties are completed and delivered on time and to the required quality. • Forward plans are developed.
• Operating Council policies and ensuring appropriate compliance across Directorates.	• Policy is applied consistently, accurately and appropriately. • Potential problems are flagged up.
• Providing reports for the Service and key external Bodies on the interpretation of issues impacting on the various services and the Council as a whole.	• Quality reports are provided on time. • Key issues are identified. • Recommendations are put forward.

Competency measurements

Make complex and tough decisions, develop and implement influencing approaches.

Service Improvement and innovation

Accountable For	End Result
• Contributing pro-actively to the development of policy in designated areas.	• New policies are developed.
• Monitoring service delivery and making recommendations on improvements to existing procedures.	• Service standards are improved. • Customer expectations are met or exceeded. • Improvement plans are put forward for action.
• Making recommendations for improvements to meet planned or expected changes in service demands. • Negotiating / persuading / generating ideas, to formulate solutions and problem solving.	• Improvements are implemented.

Competency measurements

Identify opportunities for business success and focus on making a difference.

Managing resources

Accountable For	End Result
• Managing self and allocated resources and providing advice on resources, to deliver services and/or programmes.	• Work is completed on time and to the required standard. • Programme and/or services are achieved. • Statutory obligations are fulfilled. • Customer expectations are met.
• Using allocated resources to optimum efficiency. • Monitor and review resource allocations. • Deciding and planning considerable expenditure within the budget for their area.	• Resources are used effectively. • Tasks are achieved on time and to the required standards. • New projects are adequately resourced.
• Managing technical resources and processes within a cost centre, delivering efficiencies wherever possible. • Planning future resource requirements.	• Resources are used effectively. • Tasks are achieved on time and to the required standard. • New projects are adequately resourced.

Competency measurements

Anticipate and prepare for future needs using resources effectively and respond to demands of changing priorities and needs.

Customer and Community focused

Accountable For	End Result
• Liaising with stakeholders, including members and partner organisations to co-ordinate	• Appropriate levels of customer service are provided.
appropriate service delivery within a delegated area of responsibility.	• There is optimum and effective provision of resources. • Stakeholders are kept informed. • Mutually-agreed plans are achieved. • Activities within the service area comply with legislation and procedures.
• Acting as the Service's representative internally and externally, with authority to act on its behalf, within nominated area/task. • Respecting other organisations' cultures and standards so the partnership is facilitated/ encouraged.	• The Service's reputation is maintained or enhanced. • Team objectives are achieved.

Competency measurements

Initiate, build and maintain customer and stakeholder relationships to support delivery of effective service outcomes.

Qualifications, knowledge, experience and expertise

- Professional qualification or equivalent.
- In some areas, a registered qualification is a requirement.
- Experience of managing/supervising staff and work allocation.
- Expert breadth and depth of knowledge regarding the service and relevant legislation.
- Knowledge Health and Safety and related procedures and policies and how they apply to the work area.
- Understanding of budget processes and organisational priorities.
- Knowledge of inward- and outward-facing Council issues.
- Organisational/planning skills.
- Good interpersonal skills, including negotiating, conciliating, people management and motivational skills.
- Experience of implementing change.
- Political awareness.
- Ability to negotiate and influence at all levels.
- ICT competent with skills relevant to the work area