Job Family Role Profile Description

Date	January 2015
Job Family	People Care and Development
Job Profile	PCD18
Purpose	To ensure the effective and efficient operation of overall service area to deliver the required objectives.

Your responsibilities:

Leadership (Self and Team)

Accountable For	End Result
• Representing the Council and presenting policy to external partners.	• Policies and programmes/plans are developed in a wider partnership.
• Leading, motivating and developing the senior service team, with overall responsibility for the leadership of the service. • Leading, organising, managing and co-ordinating the work of groups of employees. • Implementing Human Resources procedures in the area including recruitment, discipline and performance and attendance management and appraisal. • Working with senior managers in Departments, partnership organisations and other agencies.	• Well organised teamwork. • Effective service delivery. • Human Resources issues effectively dealt with, or escalated.
• Leading, motivating and developing teams in a service area across multiple sites. • Organising and authorising the deployment of staff.	• The appropriate support for service users is delivered. • There is realistic work distribution amongst staff. • Appropriately-qualified individuals deliver interventions, in accordance with legislative requirements.
• Motivating employees • Organising staff training and development.	• Individual performance is improved. • Career progression is facilitated within the service. • There is an increased pool of experienced and qualified resource within the service.

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
• Championing and overseeing the implementation of strategies and plans into functional business objectives. • Developing annual service plans and service programmes. • Developing and recommending strategic direction for own service area	• Council strategies are implemented and the objectives are achieved.
• Determining the requirements of a number of large pieces of work and groups of programmes, in accordance with Council objectives.	• The service delivers its requirements and fits with the overall Council objectives.
• Developing services and evaluating performance in accordance with operational demands.	• Operational requirements are met.
• Providing specialist expert advice, covering a broad professional discipline within a statutory framework, or work area.	• Service is developed and delivered in accordance with current thinking and best practice.
• Determining the progression of exceptionally complex and high risk work, with high public visibility.	• Complex and high risk work is progressed in accordance with quality, national and legislative standards • Public accountability and public relations are dealt with effectively.

Competency measurements

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

Service Improvement and innovation

Accountable For	End Result
• Providing authoritative opinion and directly contributing to the strategic development of own service.	• Expertise and resources are identified and used effectively, to meet service requirements. • Improved quality of service and efficiency.
• Liaising with key stakeholders in other agencies, to develop Council-wide service delivery.	• There is an integrated approach between agencies and the Council. • There is improved efficiency and innovation in service delivery.

Competency measurements

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

Managing resources

Accountable For	End Result
• Planning, directing, controlling and monitoring the allocation and use of own area's budget and other resources. • Identifying and accessing funds and resources. • Authorising strategic resource.	• Essential resources are provided and balanced. • Expenditure levels are delegated and supervised.
• Overall management of the service budget. • Overall service delivery, with responsibility for planning, expenditure and securing and controlling a very high value budget	• The budget is controlled and managed. • Resources are used efficiently and effectively.

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
• Leading/chairing partnership arrangements. • Identifying and pursuing opportunities for partnership working. • Liaising regularly with government departments and, under direction, with elected Members and the media	• Shared resources are used efficiently and effectively. • The Council's reputation is safeguarded or enhanced.
• Representing the service in liaison with other key stakeholders and agencies and disciplines, in order to reach decisions. • Liaising regularly with government departments.	• There is an integrated approach between agencies. • There is improved efficiency in service delivery.

Competency measurements

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

Qualifications, knowledge, experience and expertise

- Professional and management qualifications or equivalent.
- Considerable management experience and associated skills.
- Proven track record as a manager and expert in integrating more than one relevant professional discipline.
- Full understanding of the service area and the wider business and the context within which it operates.
- Extensive people management skills.
- Organisational/planning skills.
- Commercial/marketing skills may be relevant in some service areas.
- Expert breadth and depth of knowledge regarding the service and relevant legislation.
- Knowledge of Health and Safety and similar procedures and policies and their application to the work area.
- Understanding of budget processes and organisational priorities.
- High level of influencing, negotiation and interpersonal skills. • Knowledge of inward- and outward-facing Council issues.
- Experience of implementing change.
- Politically astute in a rapidly-changing environment.
- ICT competent with skills relevant to the work area.