

Glasgow City Council**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 Council business or technical area to deliver a range of services supporting the operation of the Council.	
Work area statement	
Action	End Result
Delegated Functions	
Undertake the formal responsibilities required for assigned delegated functions on behalf of the Council.	<ul style="list-style-type: none"> 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
Business and Technical Expertise	
Lead the application of specific business or technical expertise and capability in the Council and provide strategic advice, recommendations and solutions across the Council.	<ul style="list-style-type: none"> 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 Council's overall strategic directives.	<ul style="list-style-type: none"> Strategic plans for the area that support the Council objectives and constructively serve the Council 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Employees managed achieve the required outputs

	<ul style="list-style-type: none"> • 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 Council in the business/technical area.	<ul style="list-style-type: none"> • Change objectives are achieved • Employees understand reason and approach • Resources are secured and organised
Risk Management	
<p>Direct and implement a comprehensive risk management programme for the business/technical area and issues impacting upon Council Service areas:</p> <ul style="list-style-type: none"> ▪ Operational risk ▪ Business and Technical risk ▪ Regulatory risk 	<ul style="list-style-type: none"> • All reasonable risks are identified and managed in accordance Local Government 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.	<ul style="list-style-type: none"> • Appropriate policies and controls are in place so that there is reasonable assurance that the Council 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 Elected Members, Council officers and relevant external organisations on issues relevant to the business/technical area.	<ul style="list-style-type: none"> • Advice and guidance on relevant issues and options • Recommendations for Committee • Professional relationship with 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 Council and associated organisations. Recognised internal expertise in the business or technical area within the Council		
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 Council. 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 Council 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. Council revenue budget in excess of £1 billion City population around 700,000.		
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 Council 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