

## ROLE PROFILE

<b>Role Title:</b>	Manager 4	
<b>Role Ref:</b>	M4	
<b>Overall Purpose of Role:</b>	Responsible for the leadership of a team in the delivery of its objectives.	

Key Areas	Key Accountabilities
<b>Delivering Results</b> Delivering high quality services to the community/customer	<ul style="list-style-type: none"> <li>• Provide the leadership that enables a team to deliver its objectives.</li> <li>• Monitor, evaluate and provide feedback on the performance management of the team and take the actions necessary for continuous improvement.</li> <li>• Monitor own output against performance agreement, take corrective action and/or inform Manager as necessary.</li> <li>• Provide specific professional and/or technical advice to ensure the team complies with legislation, statutory duties, etc.</li> <li>• Provide advice and/or guidance to others on role-related Council procedures/processes to facilitate service delivery.</li> <li>• Apply specific professional and/or high level technical expertise/judgement to support the team's decision making.</li> <li>• <b>Deliver the tasks agreed annually in your performance agreement.</b></li> </ul>
<b>Managing Relationships</b> Creating a climate that enables people to achieve business objectives	<ul style="list-style-type: none"> <li>• Promote and market the team and its services so that it is perceived in a positive way.</li> <li>• Develop role-related networks to share/exchange information/ experience/expertise /best practices to enable delivery of services.</li> <li>• Work with external individuals and groups to facilitate the delivery of team's objectives.</li> <li>• Develop and encourage mutually beneficial internal/external working relationships.</li> <li>• Manage relationships with own staff to enable achievement of business requirements.</li> <li>• Use internal/external relationships to get feedback on effectiveness of service delivered.</li> <li>• Represent the Council and Service Unit within own area of professional or technical expertise.</li> </ul>
<b>Managing Resources</b> Utilising resources effectively	<ul style="list-style-type: none"> <li>• Ensure that the resources allocated to the team are utilised in the most effective and efficient manner.</li> <li>• Manage all employees within the team making the most efficient/effective use of available time and skills.</li> <li>• Make most effective use of own available time.</li> <li>• Ensure own professional/technical knowledge is current and up-to-date.</li> <li>• Use other sources of information/knowledge as required to deliver objectives.</li> <li>• Effectively manage assigned budgets to support business objectives. This may include recommending to manager that action be taken where spending or income is not in line with the Council's agreed profile.</li> <li>• Manage efficient use of resources allocated to the team for delivery of services including plant/equipment /machinery.</li> <li>• Make best use of available technology.</li> <li>• Appoint, monitor and review the performance of suppliers, contractors and consultants within overall Service Unit guidelines.</li> <li>• May manage partnerships to deliver services.</li> </ul>
<b>Managing</b>	<ul style="list-style-type: none"> <li>• Interpret and/or make recommendations to own manager on changes to procedures, to achieve/improve service delivery.</li> </ul>

<b>Processes</b> Ensuring high standards, best practice and business improvement	<ul style="list-style-type: none"> <li>• Ensure, within own team, that all the Council policies, processes, practices and systems are operated/implemented in accordance with Council requirements.</li> <li>• Review the effectiveness of other Council policies that impact on delivery of service and provide feedback to own manager.</li> <li>• Maintain effective systems for monitoring, reviewing and evaluating own performance against the team's responsibilities within the Service Plan/ performance agreement.</li> <li>• Supervise and/or undertake the collection, analysis, interpretation, processing and presentation of a range of information or data for use by others.</li> </ul>
<b>Future Focus</b> Providing a sustainable future	<ul style="list-style-type: none"> <li>• Continuously review and contribute to setting the policies, procedures and processes relating to own team's activities, taking into account the views of all stakeholders.</li> </ul>

Competencies required at trained and proficient level			
Core Competencies	Level	Role Specific Competencies	Level
Self-Motivation	1	Financial/Commercial Awareness	1
Adaptability	2	People Management	1
Quality Focus	2	Decision Making	1
Customer Care	1		

## ROLE HOLDER PROFILES

Necessary role-related knowledge, skills and experience at selection	
<b>ESSENTIAL</b> <ul style="list-style-type: none"> <li>• Good standard of further education and /or extensive work related experience</li> <li>• Likely to require at least GCE 'A' level standard education</li> <li>• Good standard of numeracy and literacy</li> <li>• Working knowledge of role-related national strategies, legislation, standards, methodologies and initiatives</li> <li>• Some experience of staff supervision</li> <li>• Knowledge of Health &amp; Safety</li> <li>• Able to use word processing and spreadsheet software packages and Email communication</li> <li>• Able to travel to between sites and to any role-related contacts that may include customers, clients, suppliers, external organisations and other Local Authorities</li> <li>• Able to meet the criteria specified in the Core and Role-Specific Competencies</li> </ul>	<b>PREFERRED</b> <ul style="list-style-type: none"> <li>• Degree and/or relevant professional qualification</li> <li>• Management/supervisory qualification</li> <li>• Management and/or supervisory experience</li> <li>• Knowledge of contract frameworks (optional)</li> <li>• Experience of managing budgets</li> <li>• Negotiation skills and experience</li> </ul>

## Progression in Role

<b>Inductee:</b>			
Estimated time to get up to speed: <input type="text"/>			
<ul style="list-style-type: none"> <li>Has acquired role-related knowledge/training in line with training matrix</li> </ul>			
<b>Proficient: What characteristics will the proficient role holder display?</b>			
<ul style="list-style-type: none"> <li>Able to undertake the leadership of a team proficiently to enable it to deliver its objectives</li> <li>Able to work proficiently within core requirements of the role only referring upwards on particularly complex issues</li> <li>Able to display knowledge of procedures and ensure they are operated in line with requirements.</li> <li>Able to handle information and / or provide advice frequently of a complex nature accurately and in a timely way</li> <li>Demonstrate effective utilisation of resources</li> <li>Is able to coach and/or induct staff as necessary</li> <li>Achieve expected standards and objectives</li> <li>Demonstrate understanding of all aspects of the team's activities and procedures and their relationship with the Service Unit's functions</li> <li>Apply specific professional and/or high level technical expertise/judgement to support the team's decision making and provision of advice</li> </ul>			
<b>Advancing 1: What characteristics will the advancing 1 role holder display?</b>			
<ul style="list-style-type: none"> <li>Able to develop and devise own work programme and that of team to achieve objectives</li> <li>Able to effectively argue need for different resource allocation affecting own team leading to improved/ more cost effective service delivery</li> <li>Demonstrate ability to use resources at disposal more cost effectively</li> <li>Focus on customer needs within a defined commercial and/or service context and improve the product offer to them</li> <li>Represent part of service and/or section within own area of expertise/confines of role with outside bodies/ organisations</li> <li>Able to anticipate future customer needs and advise on changes that may be required</li> </ul>			
Additional Competencies at this level:			
<ul style="list-style-type: none"> <li>Customer Care</li> </ul>	Level 1 (outstanding)	<ul style="list-style-type: none"> <li>Planning &amp; Project Mgt.</li> </ul>	Level 1
<ul style="list-style-type: none"> <li>Influencing &amp; Communication</li> </ul>	Level 1	<ul style="list-style-type: none"> <li>Problem Solving</li> </ul>	Level 1
<b>Advancing 2: What characteristics will the advancing 2 role holder display?</b>			
<ul style="list-style-type: none"> <li>Demonstrate a drive for consistent improvements in service level and / or maximising financial income targets</li> <li>Look critically at operations and be highly proactive in setting up improvements in practice within own area of authority</li> <li>Able to make regular recommendations to manager on improvements to processes and procedures within own part of the service that fall outside own immediate discretion</li> <li>Represent section and/or Service Unit with outside bodies or organisations</li> <li>Respected by manager/s and peers for taking responsibility for more complex issues and achieving a successful outcome</li> <li>Is recognised as a source of advice, guidance and information within the role</li> <li>Able to focus on customer needs within a wider service provision and ensure competitive and quality delivery.</li> <li>Able to anticipate customer needs/trends and advise on changes that may be required</li> <li>Anticipate the impact of decisions in terms of benefits as well as drawbacks</li> </ul>			
Additional Competencies at this level:			
<ul style="list-style-type: none"> <li>Self Motivation</li> </ul>	Level 1 (outstanding)	<ul style="list-style-type: none"> <li>Decision Making</li> </ul>	Level 1 (outstanding)
<ul style="list-style-type: none"> <li>Teamwork</li> </ul>	Level 2	<ul style="list-style-type: none"> <li>Problem Solving</li> </ul>	Level 1 (outstanding)

**Advanced: What characteristics will the advanced role holder display?**

Estimated time to get to advanced:

- Demonstrate a drive for results by consistently and significantly exceeding service level and/or financial income targets
- Achieve results with minimum disruption to the day to day operation
- Demonstrate a broader range of knowledge and managerial proficiency by undertaking work at a higher level and/or working proficiently on functions outside own team at the same level
- Able to anticipate customer needs/trends and develop recommendations for manager on how changes could be introduced
- Demonstrate fully effective use of resources at disposal
- Willing to take responsibility for testing innovative service improvements

**Additional Competencies at this level:**

- |                      |                       |                           |                       |
|----------------------|-----------------------|---------------------------|-----------------------|
| • Self Motivation    | Level 2               | • Planning & Project Mgt  | Level 1 (outstanding) |
| • Customer Care      | Level 2               | • Creativity & Innovation | Level 1               |
| • Influencing & Comm | Level 1 (outstanding) |                           |                       |