

Head of Service/Profession Lead Manager – Service Unit

Role Profile:	Head of Service / Profession Lead Manager
Grade:	Hay E <u>or</u> Chief Officer A
Accountable to:	Head of Service or Director or Executive Director
Accountable for:	Usually a small group of direct reports (4 – 8 staff) and/or indirect responsibility for all staff within assigned groups.

Role Context & Purpose

Recruitment / Manager to include up-to-date context information.

To be professionally self sufficient, operating at the highest level of proficiency in the service specialism, leading and managing the shape of the Service with an awareness of the 'bigger picture' including creating policies and approaches which have a positive impact. You will be managing the overall achievement of a Service comprising either: a number of teams with generally related activities and similar purposes, or: a substantial county wide support service to meet corporate and business objectives and provide efficient customer focused services.

Key Accountabilities

The specific accountabilities of this flexible role may alter from time to time in order to meet the needs of the business/client, but accountabilities will include (or be equivalent in nature to) those listed below:

- Accountable for the overall achievement of a service, meeting directorate and corporate objectives by developing a range of policies and plans covering an area of technical or professional specialism and approving a significant range of formulated policies and business strategies in a specialist or technical area.
- Managing the integration and co-ordination of generally related or similar groups or services to deliver an effective Service.
- Taking the professional lead on assigned technical areas of specialism, determining, evaluating and managing performance standards to meet defined performance indicators and achieve corporate objectives. This will include the responsibility of the service impact on the operation of the organisation as a whole, through professionally based programmes/systems.
- The direct responsibility for a budget (typically around £3.0 million) and/or contribution to decision making on projects or other externalised expenditure (typically around £30.0 million).
- Effective forward planning and resource management to ensure the successful delivery of service provision and directorate and corporate objectives; typically planning on a time horizon of a number of years with an awareness of 'the bigger picture' across the organisation.
- Leading, motivating and influencing staff in order to achieve business and service objectives.

- Identifying and defining innovative solutions and resolving challenging technical and management problems without guidance, through the application of detailed expert, technical and complex advice. This will include evaluating, constructing and negotiating solutions to changeable situations.
- The development and maintenance of highly effective relationships in the business area and across the organisation, including managing the links and relationships with other parts of the organisation in order to achieve objectives.
- Effective communication of complex technical or specialist information to a range of audiences, including outside of the organisation, in a highly proficient, professional manner. Advising others on updates and implications to changes in specialist area and the delivery of specialist advice to the Chief Executive's Board and the Cabinet.
- Supports equality and diversity and respects customers, clients and other members of staff regardless of gender, age, disability, sexual orientation, religion or ethnic origin.
- Remains up to date and compliant with all relevant legislation, organisational procedures, policies and professional codes of conduct in order to uphold standards of best practice.
- Leading on the development and implementation of business continuity and emergency preparedness arrangements within their area of responsibility.

Head of Service/Profession Lead Manager – Service Unit Person Specification

This section outlines the key criteria that must be addressed when submitting an application for employment or registering with West Sussex Futures as shortlisting for interview will be based on information supplied here.

Level of Knowledge

- Self sufficient expertise across the technical/professional specialism at the highest level of proficiency.
- Comprehensive knowledge of complex practices and precedents built on concepts and principles.
- Practical and theoretical knowledge of the political environment of local government and partner organisations.

Qualifications and Professional Membership

Resourcing can add specific details relevant to the job where highlighted.

- Post graduate professional qualification relevant either to management or to the **professional service specialism**; or equivalent level of significant experience demonstrating comprehensive application of the above levels of knowledge in a relevant setting.

- Fellowship membership of a relevant professional body (name of body) or equivalent high level experience of involved practices.

Experience

- Comprehensive operational and strategic experience appropriate to the business and the organisation.
- Experience of delivering an exceptional service to others through the management of a service.
- Experience of developing policies and approaches to business which achieve corporate objectives.
- Considerable experience of managing and leading a business function or service with a number of integrated teams.
- Exposure to shaping and supporting initiatives in a political environment.
- Experience of effectively managing a budget and contributing to decision making on high level spending.

Skills

Key Skill 1

Ability to work independently, making sound pragmatic problem solving decisions, which will have a wider service impact, including:

For HAY E: devising solutions to specific problems of a programme, prioritisation, resource or performance related nature using significant professional judgement and evaluative skills to make effective decisions where 'right' and 'wrong' answers are not available.

OR

For Chief Officer A: interpreting medium term needs and trends in order to shape and secure appropriate resources for the Service and ensure it can fulfil corporate objectives.

Key Skill 2

Exceptional, highly developed communication skills to influence and persuade the actions of others in order to construct, evaluate and deliver effective business solutions.

Key Skill 3

Effective research and planning skills to construct highly effective complex business critical solutions working on a time horizon of a number of years.

Key Skill 4

Ability to recognise where change is needed and to challenge existing practices, processes and activities and identify and deliver effective solutions which promote change.

Strong partnership working skills with the ability develop and manage highly effective relationships and co-ordinate a range of partners and stakeholders both internally and externally to successfully deliver objectives.

Ability to use own judgement to identify, define and analyse alternative courses of action, thinking creatively to deliver innovative solutions to complex issues.

Ability to forward plan over a number of years, continuously developing and reviewing the effectiveness of service, whilst still delivering the current service.

Effective people management and performance management skills with the ability to lead and inspire, providing direction and support to individuals and teams.

WSSC Management Capabilities

All managers need a comprehensive range of skills and knowledge, but seven capabilities have been identified as critical for WSSC moving forward. They are detailed below and apply to all managers (NJC 10 to Chief Officer C).

Capabilities will be considered when a candidate is successful at securing an interview, and for continued development at Performance and Development Reviews.

The seven Management Capabilities are:

- **Customer, partnerships and stakeholder engagement**
- **Financial management**
- **Political awareness and governance**
- **Business planning and performance management**
- **Creativity and innovation**
- **Employee engagement**
- **Managing and leading change**

WSSC Living the Promise Behaviours

We expect *everyone* in the Council to demonstrate the Living the Promise Behaviours, regardless of grade, level or role. They describe *how* we work with our customers, colleagues and partners.

Evidencing of these behaviours will be required by candidates successful at securing an interview, and for continued development at Performance and Development Reviews. (The Living the Promise Behaviours are not required to be addressed at application.)

Further information on the [Living the Promise Behaviours](#) and the [Management Capabilities](#) is on the WSSC intranet.