

Job Role & Overview – Management 5

Management

The predominant focus of jobs in this group is the direction and control of employees, in teams or at a Service level, with the management of significant financial, physical and information resources. Jobs in this group will have a significant business planning responsibility, for example the development of Service plans, as well as the identification of targets and the management of performance.

Knowledge & Experience

The knowledge and experience typically required to do the job can be acquired in a variety of ways, for example through on the job training, relevant experience, or typically a professional qualification in an appropriate discipline or equivalent such as SVQ level 5 or an honours degree, and between 5 and 7 year's relevant experience for full competence and familiarity with all aspects of the job

Decision Making

Job holders will be guided by policy to manage a substantial part of a Council Service e.g. financial regulations, standing orders, codes of practice, and will work with minimal supervision. Analytical skills will be used to deal with problems in their own functional area. Considered advice and direction will be given to a variety of parties.

Typical Tasks & Responsibilities (The following description is not exhaustive)

- Direction of teams of employees
- Analysis of business problems and delivery of solutions
- Extremely complex business planning
- Exercise of communication skills to convince other parties, e.g. Council Committees, to adopt policies and courses of action
- The handling of challenging business relationships
- Leading the design and development of service delivery
- Management of large budgets
- Leading business strategy development.
- Contributing to the management of initiatives, developments outside the parent Service area. e.g. membership of working groups outside parent Service
- Decision making and initiative exercised over a broad or very broad range of activities.

Duties

The attached overview sets out the typical demands for a Management 5 post. In order for jobholders to be fully effective, it may mean that training and development is required. The overview does not set out specific duties for each jobholder. It sets out broad requirements which are used for grading using the Scottish Councils' Job evaluation scheme.

Jobholders will have specific duties and responsibilities, set out in job descriptions, and which will change as service needs develop and change.

Requirements

The information for each factor sets out the typical requirements of jobs in the Management group at this level. The language comes from the Job Evaluation Scheme.

The factor levels show the predominant level for all jobs covered by the overview.

<i>Working Environment</i>	Level 1
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The job predominantly involves working indoors. It could involve exposure to unpleasant, disagreeable or hazardous conditions for some of the working time.

<i>Physical Co-ordination</i>	Level 2
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Physical co-ordination is needed predominantly to use a keyboard and/or a "mouse" and basic keyboarding skills are required to do this job, for example, to produce standard word processed documents, simple graphics or desktop publishing. Driving may be required to enable the jobholder to manage the workload.

<i>Physical Effort</i>	Level 1
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The job is mainly undertaken in a sedentary position and requires no more than a basic level of physical effort by the jobholder.

<i>Mental Skills</i>	Level 6
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The jobholder is required to resolve problems or situations, by applying analytical and problem solving skills to the more difficult or challenging problems that arise. The jobholder will require mental skills for analysis of information or strategic planning. Problems or situations are generally resolved by applying recognised analytical techniques. Information to resolve problems can come from a variety of different sources. This might be a combination of sources such as, people, places or systems from which the jobholder seeks information relevant to the problem. This information is sometimes conflicting, requiring judgement by the jobholder to assess and select/reject. The problems or situations are diverse and complex e.g. multi disciplinary/multi functional. Information has several aspects, not all of which may be immediately apparent, and may require investigation and interpretation. The jobholder is personally required to develop strategies or plans for future implementation. This planning activity is very complex i.e. requiring research, innovation, and radical thinking.

<i>Concentration</i>	Level 4
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Focused mental or sensory attention is required for day to day tasks and duties of the job presenting findings/conclusions/recommendations. Short periods of focused attention of up to 1 hour at a time, are typically required to be sustained by the

jobholder on a day to day basis. Typically interruptions create most pressure for the jobholder day to day. These interruptions are unavoidable.

<i>Communication Skills</i>	Level 6
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The jobholder's communications in the course of normal working can be spoken or written and the most demanding type is influencing, negotiating, persuading, in order to convince others to adopt courses of action they might not otherwise wish to take. He/she also has to convince others to adopt policies they might not otherwise accept. The jobholder requires formal advocacy skills.

<i>Dealing with Relationships</i>	Level 3
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The jobholder has to deal with people who are substantially disadvantaged, abusive, threatening or otherwise demanding. Dealing directly with these people takes up to 20% of working time.

<i>Responsibility for Employees</i>	Level 5
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The jobholder has a responsibility for the work of employees or other people in an equivalent position, through directing activities. This means managing rather than first line supervision. He/she determines priorities/targets and reviews activities and working methods and ensures the implementation of personnel policies, procedures and practices in line with Council policy.

<i>Responsibility for Services to Others</i>	Level 6
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The jobholder undertakes tasks or processes which contribute to the internal/external services provided by the Council to individuals, groups or the public at large. This is predominantly through assessing service requirements or client/customer needs. He/she assesses complex needs or service requirements (e.g. review of resource requirements, to establish a new area of service or improve service delivery/provision) and generally lead the design, development/improvement of programmes of activities or services.

<i>Responsibility for Financial Resources</i>	Level 5
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The jobholder has responsibility for financial resources, which is predominantly budgetary, including compiling, estimating, monitoring, income generation, expenditure for all types of budgets. Where the budget is very large, the jobholder will control or lead the setting process. For extremely large budgets, the jobholder may contribute to the setting and estimating process.

<i>Responsibility for Physical and Information Resources</i>	Level 5
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The jobholder's primary responsibility for physical resources is for manual and/or computerised data or information, planning the development of departmental/functional information systems. This refers to identifying and anticipating strategic information requirements in both the short and long term, and determining the related resource implications.

The jobholder may also have responsibility for other resource such as for supplies and/or stocks, including purchasing. This generally refers to the authorisation/countersignature of externally supplied orders up to a predetermined limit/value. His/her main role in this is tendering for procurement and he/she is personally responsible for this process.

<i>Initiative and Independence</i>	Level 6
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The jobholder is required to exercise initiative in the course of normal working. He/she normally works within the broad framework of Council policy, and has scope to exercise discretion over a broad range of activities e.g. across a Service. Advice and guidance is not readily accessible although he/she is given minimal managerial direction. The jobholder leads the development of strategy and policy, and is required to make recommendations on strategy and policy matters. Policy and/or strategy developed by the jobholder requires approval at Directorate level.

<i>Knowledge</i>	Level 7
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The jobholder requires predominantly organisational knowledge to do the job. This knowledge is normally acquired through a professional qualification and experience. In addition to a degree or equivalent qualification a postgraduate qualification is typically required and relevant working experience would also be needed to supplement these qualifications, in practice this might be as much as 7 years, to become fully competent and familiar with all aspects of the job.

The jobholder also needs an understanding of forthcoming or proposed initiatives/developments/legislation in the external environment within which the Council operates in order to contribute to the Authority's response to change in the external environment. The predominant nature of the jobholder's contribution is in the assessment of the potential impact/implications of change. The jobholder regularly contributes to formal external working groups, the main purpose of which is to consider operational implications of proposed change. "External environment" means initiatives, developments, issues, legislation outwith the jobholder's discipline, function, profession or service.