



Striving for excellence and developing our employees

Appraisal and Development Review (ADR)



Role Profile: Service Manager

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The Service Manager role provides a critical link with Heads of Service in ensuring that service outcomes and standards comply with strategic and corporate requirements.

Postholders are responsible to a Head of Service for the management and leadership of a complex organisational and/or specialist support service.

The role profile sets out the key result areas, core competencies and essential leadership and management performance outcomes required and are the basis on which performance and related development needs are assessed.

Key Result Areas

Managing Performance

Are key targets and outcomes being achieved and is performance being effectively managed?

Focuses on:

- Achievement of targets and outcomes in accordance with council values and expected behaviours.
- Regular review of employee performance with appropriate feedback, and a drive for continuous improvement.
- Systematic monitoring and review of customer service, performance measures and indicators.
- Effective implementation and monitoring of governance and efficiency measures.

Developing Service and Workforce Capacity

What is being done to improve the quality and effectiveness of service delivery and to ensure that employees are fully trained and capable?

Focuses on:

- Continuous improvement, customer service quality, assessing customer requirements, responding to customer feedback, ensuring constant customer focus.
- Systematic review and monitoring of performance related to service outcomes and standards.
- Enabling managers and teams to successfully cope with change and to take responsibility for problem solving and continuous improvement through effective delegation and team working.
- Structured approach to workforce planning, employee development and succession planning.

Budget Management

Are financial targets being met and is effective monitoring in place?

Focuses on:

- Achievement of agreed budgets and financial targets as a core strategic service management responsibility.
- Effective governance, communication, monitoring and management of financial procedures and controls.
- Clear individual accountability for cost and budgetary outcomes at all levels.

Working Together

What outcomes are being achieved through collaborative and team working?

Focuses on:

- Effective collaboration with external and internal customers/partners to deliver benefits for customer service and performance/effectiveness.
- Systematic development of collaborative working to foster team and cross service co- operation.

Emergency and Business Continuity Planning

What is being done to ensure that effective contingency provisions are in place?

Focuses on:

- Service emergency contingency plans align with overall council contingency plan.
- Contingency plans regularly rehearsed and effectively communicated to the workforce as appropriate.

Core Competencies and Behaviours

(What's expected of you and how you're expected to do it)

Leading

Means: Actively contributing to service planning and design; taking responsibility for setting the direction of travel for the service; directing, guiding and inspiring others to achieve success for the service and the council; creating a shared sense of direction; delivering outcomes in ways consistent with the council's values and strategies.

Core Behaviours:

- ✓ Display a clear and positive vision for the service and get other people's committed involvement and support
 - ✓ Build service capacity through integrated working, effective delegation and performance management
 - ✓ Act in ways that reflect the values of the council and encourage others to do the same
 - ✓ Champion a culture of high performance and improvement
 - ✓ Champion healthy working lives
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Motivating and Supporting People

Means: Building a supportive and productive relationship with managers and team leaders to achieve the council's business outcomes; focussing on achieving results through others; making the best use of the skills, knowledge and capabilities of others.

Core Behaviours:

- ✓ Delegate effectively and enable and empower others to broaden their experience and capacity
 - ✓ Work actively to improve and maintain employee morale and relations across the service
 - ✓ Create opportunities to develop management and leadership capacity at all levels
 - ✓ Recognise success and ensure positive individual and team feedback
 - ✓ Promote the benefits of diversity and challenge discrimination, prejudice and bias
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Communicating and Influencing

Means: Acting as a visible and positive driver for service change and improvement; building productive internal and external relationships to gain support and buy-in for service objectives; actively contributing to corporate decision-making; championing the goals and values of the council.

Core Behaviours:

- ✓ Engage effectively with customers and put their needs at the heart of service planning
- ✓ Earn the respect and confidence of others through supportive, fair and consistent behaviour
- ✓ Promote a culture that encourages two-way discussion where information is shared at all levels
- ✓ Establish a strong rapport with managers and team leaders and help them to understand the bigger picture context of priority setting and policy decisions
- ✓ Regularly review the effectiveness of communication channels

Working Together

Means: Actively seeking to break down barriers to cross functional team working; encouraging people to work towards shared outcomes and aims; building on service team interdependencies to achieve common goals; utilising the different skills and expertise from across the service and the council.

Core Behaviours:

- ✓ Promote a “one service” culture and drive forward cross-team collaboration
- ✓ Use the diversity within teams creatively to optimise customer outcomes
- ✓ Use cross- team discussion and dialogue to develop new ideas
- ✓ Build partnerships/collaborations that add value and improve service provision
- ✓ Encourage and develop team spirit across the service

Managing Change and Problem Solving

Means: Anticipating potential challenges that may impact on service outcomes and performance and taking appropriate preventative action; acting decisively to resolve problems and potential conflict; developing business focussed strategies and innovative approaches.

Core Behaviours:

- ✓ Plan change initiatives well in advance and communicate and consult effectively with all relevant stakeholders
- ✓ Anticipate the likely impact of change and develop contingency plans
- ✓ Encourage an open atmosphere and exchange of ideas when looking for solutions to problems
- ✓ Set up systems to gather and distribute information to support decision making and problem solving
- ✓ Monitor the progress and outcomes of change programmes

Delivering Effective Outcomes

Means: Focussing on service delivery and council business outcomes; contributing effectively to the delivery of high quality services to the local community; delivering, measuring and improving service quality and effectiveness for customers and stakeholders; ensuring that services are delivered in ways consistent with the council’s values and strategies.

Core Behaviours:

- ✓ Set clear direction for the service to support the council’s business priorities
- ✓ Integrate service plans with council corporate objectives
- ✓ Ensure that service links with council priorities are communicated and understood at all levels
- ✓ Seek customer and stakeholder views and use feedback to improve service quality and effectiveness
- ✓ Develop flexible structures and roles with a clear line of sight to the customer

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Further guidance and support

As referenced above all ADR documentation is in MyToolkit. If there are any other queries on the process contact HR on 01506 282222 or email learn2develop@westlothian.gcsx.gov.uk

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