

Heads of Service Job Profile

Reference No:

Salary Scale: £72,740 - £80,398

The Role

To lead the successful delivery of a newly combined Service which will deliver Human Resources, Legal Services and Audit and Performance Improvement to Portsmouth City Council, you will be responsible for the strategy, structure and operational management of the service.

This postholder will be a senior manager of the Council and will be expected to contribute to and support its corporate management.

Purpose of the role

To use the professional, senior managers across the service to ensure that this support service is delivered in a manner that provides expert advice and assistance to the full range of internal and external clients across PCC to ensure they can deliver their services within the Corporate Governance Framework.

To design and deliver this newly formed service to ensure each part operates efficiently and that the whole maximises the synergies available to the benefit of the organisation.

To work with the senior managers of each of the composite parts of the service to ensure all staff maintain their professional competences and are able to provide effective specialist advice and offer flexibility in the delivery of the service to meet the needs of PCC

Who are we looking for?

Someone who can demonstrate they have the ability to meet both the requirements of the job as set out in the purpose of the role and can demonstrate their ability to satisfy the Core competencies and values and behaviours (Ways of Working).

Core Competencies

Each Head of Service will be required to meet the needs of their service and the core competencies detailed below:

Corporate Governance

- Offer Members and senior managers advice and guidance on the Corporate Governance and develop and consider with them available options for the delivery of the service.
- Be confident in the alternate options available to enable and influence management across PCC and where required guide on appropriate levels of intervention, new initiatives and structures.
- Work closely with colleagues to develop the council's resilience and health in corporate governance issues.
- Provide high standards of excellence in service delivery and performance management.
- Work effectively as a member of the team across PCC, the Directorate and within own service

Strategic Thinking

- Be sensitive to political processes and priorities in a complex organisational setting
- Find new ways of addressing issues
- Identify opportunities to improve service delivery
- Communicate each idea clearly and persuasively

Getting the best from people

- Act as an effective role model
- Adapt leadership style to meet the needs of different people, organisational cultures and situations
- Get to know individuals and their aspirations
- Identify and develop talent
- Give and expect frequent constructive feedback
- Demonstrate your ability to offer strategic guidance and support whilst allowing managers and staff the freedom and confidence to develop and deliver at an operational level.

Giving purpose and direction

- Own the problems and challenges facing the service and work effectively alone and with others to solve those problems and challenges

- Provide positive change management support with a focus on solutions and alternatives and not problems
- Be clear about what needs to be achieved and how it should be communicated
- Involve people in deciding what has to be done - working with partners, customers and teams to create a strategic approach and relevant action plans
- Communicate a compelling view of the future – recognising the need to offer an ever changing response to the needs of the organisation
- Clarify strategic activity and organisational drivers and set clear short and long term objectives

Making a personal Impact

- Be visible and approachable to all
- Act with honesty and integrity
- Be valued for sound application of knowledge and expertise recognising the need for flexibility and innovation where appropriate
- Have presence and a positive impact when providing advice and guidance
- Challenge and in turn expect to be challenged and lead by example with a positive response to challenge
- Can be a trusted confidante and adviser by always listening with the intention of understanding.
- Respect others so that you are trusted and able to influence and persuade people with confidence at all levels both within and external to the organisation

Learning and Improving

- Be aware of own strengths, weaknesses and motivations
- Build productive relationships with people across and outside the organisation
- Understand, value and incorporate different operational and planning perspectives into every aspect of the service and own activity
- Adapt quickly and flexibly to change

Focusing on Delivery

- Put customers first

- Organise the work to deliver to time, budget and agreed quality standards
- Seek continuously to improve performance – and work with an ethos of right first time
- Make best use of diverse talents, technology and available resources to deliver results
- Be clear and tenacious about outcomes required whilst recognising the need to adapt the service to meet organisational demand

Empathy and Aptitude

- Demonstrate a record of empathy within the service areas covered and demonstrate an aptitude for the core competencies
- Understand and recognise the standards, expertise and requirements of the various professional areas you lead and manage and have the aptitude and ability to quickly develop the knowledge and skills needed to fully meet the breadth and depth of the job purpose
- Be able to clearly demonstrate how the combination of your leadership skills and personality combine to drive effective delivery of service

Ways of Working

As a Head of Service you must be able to articulate and show by example how you intend to lead the service to ensure all its staff members embrace and work within PCC Ways of Working (WoWs).

The WoWs have been developed with staff and are currently being developed and delivered within each service. Each service will operate within them and design services and customer interaction to enhance them.

Four major areas have been agreed :

Take pride in our work

Focus on what's important

Value others

Make a positive difference