



Striving for excellence and developing our employees

Appraisal and Development Review (ADR)



Role Profile: Depute Chief Executive



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The role requires the postholder to work with and support the Chief Executive in providing the necessary vision, leadership and strategic direction to enable the council to formulate and implement relevant and effective policies.

Whilst Depute Chief Executives have specific responsibility for the strategic management and leadership of a portfolio of service areas, they have an overriding responsibility to ensure that all service activities and actions comply with and support council strategic objectives and standards.

The role profile sets out the key result areas and the core competencies and behaviours associated with the role. Key result areas define the 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 work targets and outcomes being achieved and is performance being effectively managed?

Focuses on:

- Achievement of strategic targets and outcomes in accordance with council values and expected behaviours.
- Regular reviews of 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 continuously improve the quality and effectiveness of service provision and to develop management and leadership capacity?

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 strategic outcomes.
- Planned approach to senior manager development and workforce/succession planning.
- Enabling senior managers to successfully cope with change and to take responsibility for problem solving and continuous improvement.

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 management responsibility.
- Effective governance, communication, monitoring and management of financial procedures and controls.
- Clear individual accountability for financial/budgetary outcomes at all levels.

Working Together

What outcomes are being achieved through the development of collaborative and partnership working?

Focuses on:

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

Emergency and Business Continuity Planning

Are effective contingency provisions in place in accordance with corporate requirements?

Focuses on:

- Effective integration and co-ordination of corporate and service emergency contingency plans.
- Contingency plans regularly rehearsed and effectively communicated to all levels of the workforce.

Core Competencies and Behaviours

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

Leading

Means: Taking corporate responsibility for setting the direction of travel for the council; directing, guiding and inspiring others to achieve success for 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 future and get other people's committed involvement and support
- Build the council's capacity to improve through innovation, strategic planning and integration
- 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

Motivating and Supporting People

Means: Building supportive and productive relationships with managers and employees to achieve council 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 corporately to improve and maintain employee morale and relations across the council
- 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

Communicating and Influencing

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

Core Behaviours:

- Use persuasion and long-term relationship building to win support for the council's objectives
- Develop trust and earn the respect of others through supportive, fair and consistent behaviour
- Promote a culture that encourages two-way discussion where information is shared at all levels
- Engage effectively with customers and stakeholders at all levels
- Manage the political interface positively and effectively

Working Together

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

Core Behaviours:

- Anticipate and create opportunities for collaborative working
- Use cross service/team discussion and dialogue to develop new ideas
- Create opportunities for value-added partnership/collaborative working with external agencies/organisations
- Use diversity within services/teams to maximise effectiveness and collaboration
- Promote a culture that values quality improvement, effort and initiative

Managing Change and Problem Solving

Means: Anticipating potential challenges that may impact on strategic council/service outcomes and performance; taking action to resolve problems and potential conflict; developing business focussed strategies and innovative approaches.

Core Behaviours:

- Plan change programmes 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 formulating change programmes
- Monitor the progress and outcomes of major change programmes and review their effectiveness
- Anticipate possible political reactions to change and manage expectations accordingly

Delivering Effective Outcomes

Means: Focussing on strategic planning to achieve the council's business objectives; improving service quality and effectiveness for customers and stakeholders; ensuring that services are designed and delivered to have a lasting and sustainable positive impact on the quality of life of people living in West Lothian.

Core Behaviours:

- Set clear directorate strategy to support council priorities and achieve corporate outcomes
- Integrate council strategic objectives with directorate/service plans
- 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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