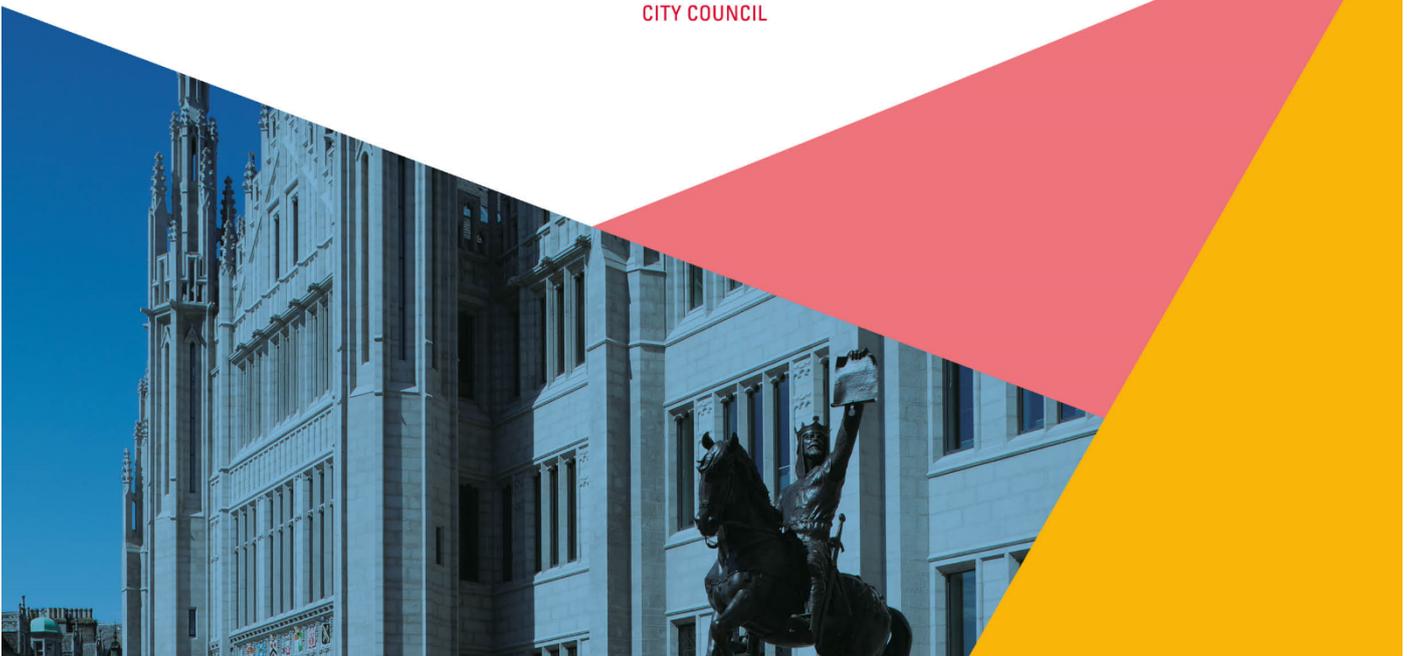


# Aberdeen City Council

## Job Profile

---

# Chief Officer – Organisational Development



## About Aberdeen City Council

***Our purpose is to ensure the People and Place of Aberdeen prosper and to protect the People and Place from harm.***

The [Local Outcome Improvement Plan 2016 – 2026](#) (LOIP) identifies how Aberdeen City Council, together with our [Community Planning Partners](#), will tackle the key issues facing our city to ensure Aberdeen is a place where all people prosper. The LOIP sets out our shared promises to the people of Aberdeen:

- **Prosperous Economy** - Aberdeen has a flourishing, thriving and successful local economy.
- **Prosperous People** - People in Aberdeen are happy, healthy and enjoy positive life outcomes.
- **Prosperous Place** - People experience Aberdeen as the best place to invest, live and visit.
- **Enabling Technology** - Innovative, integrated and transformed public services.

To deliver our promises to the city of Aberdeen, our focus is on:

- Empowering staff to meet priority outcomes
- Empowering the communities we serve to be self-sufficient
- Early intervention and prevention of harm to the people, place and economy of Aberdeen
- Connecting with citizens, customers and partners through our use of digital
- Using data and information to help us understand the demand on the Council and how we can better meet our outcomes
- Being entrepreneurial - creative and innovative in how we do our business.

We count on our employees to be enthusiastic and proactive public servants, who are committed to our purpose and motivated to make a positive and lasting difference to the city and its people.

Aberdeen City Council is arranged into six functions. Each function is divided into clusters, and within each cluster are service areas/teams.

## About the *Resources* Function

This function is responsible for our people management, financial management and our information management. It will also have responsibility for the Council owned assets and, separately, the delivery of the Council capital programme.

## About the *People & Organisation* Cluster

The purpose of this cluster is to align to a future focussed council concentrating tasks on building talent for the future for the organisation. It will take the strategic lead for all aspects of organisational and people development including planning the workforce of the future, identifying and developing talent, developing leadership capability at all levels and cultural alignment.

## About the Role

This role will play an intrinsic part of the Corporate Management Team in transforming the organisation, its leadership and its culture to deliver the Council's vision and organisational priorities.

Job Title	Chief Officer – Organisational Development
-----------	--

This will include taking the strategic lead for all aspects of organisational and people development including planning the workforce of the future, identifying and developing talent, developing leadership capability at all levels and cultural alignment.

Grade	C027
-------	------

Location	Marischal College
----------	-------------------



## Key Outcomes and Task Examples

The post holder will deliver:

Examples of related tasks:

Support to the leadership team to enable them to lead the transformation of the city council and the place of Aberdeen

- Support the formation and development of the new leadership team in order that it demonstrates the right leadership to deliver the vision of the Target operating (TOM)
- Support the leadership team to develop its strategic narrative for the organisation and place of Aberdeen in order that all staff can see the contribution they make to the purpose.

An engaged, competent, skilled and empowered workforce for a 21<sup>st</sup> Century Council

- Support the workforce to engage in the design of the target culture of the organisation to support the vision of the TOM
- Support the development and implementation of a delivery plan to ensure we achieve the desired culture for the organisation
- Support efforts to drive up levels of staff engagement by ensuring an engaging style of management is in place as well as ensuring mechanisms and a culture are in place to encourage staff to express their voice.
- Lead the development and implementation of strategies to enable the reshaping of the council's workforce reflecting the shift to being a digital council as well as supporting the council to develop its social responsibilities through its recruitment policies.
- Lead the development of an approach to workforce development which supports the changing needs of staff through their employment as well as reflecting the changing needs of council as it becomes a 21<sup>st</sup> century council
- Build the workforce's capability in the specific areas of digital, customer service and customer empowerment
- Foster the advancement of more staff empowerment as envisaged by the TOM, through enabling staff to self-manage and self-learn as appropriate and ensuring personal accountability

An organisation which is responsive to future change and transformation

In conjunction with other Chief Officers:

- build capability across the organisation to support current and future organisational redesign
- support the workforce to be resilient and agile in response to current and

	<p>future redesign</p> <ul style="list-style-type: none"> <li>• ensure significant change programmes are effectively led and managed to maximise the opportunities for staff to be actively involved</li> <li>• support the development of conditions in the organisation which encourage, value and reward staff who innovate to secure better outcomes</li> </ul>
<p>Responsibilities assigned to all Chief officers within council</p>	<ul style="list-style-type: none"> <li>• <b>Strategic performance management:</b> <ul style="list-style-type: none"> <li>○ Use data and intelligence in relation to the services the function provides to anticipate customer needs and shift resources to prevent unnecessary demand coming into the system</li> <li>○ Develop and implement strategies for the delivery and continuous improvement of services and determining organisational priorities</li> <li>○ Review activity across the function to ensure effective deployment of employees and all other resources to achieve high individual, team, function and organisational performance</li> <li>○ Be accountable under the Council’s scheme of delegation for service standards and performance across the function</li> </ul> </li> <li>• <b>Lead on digital improvement opportunities:</b> <ul style="list-style-type: none"> <li>○ Work with the digital partner(s) to exploit emerging technologies to enhance services</li> <li>○ Work with other functions and digital partner(s), using business intelligence, to continue to digitise services</li> <li>○ Create digital experiences for internal and external customers that are completely end-to-end allowing more self-service options</li> </ul> </li> <li>• <b>Risk management:</b> <ul style="list-style-type: none"> <li>○ Identify, mitigate and manage key risks associated with the objectives and wider implications of the Council and functional plans</li> <li>○ Monitor and review processes both corporately and across services to ensure risk and compliance arrangements are in place</li> </ul> </li> <li>• <b>Financial stewardship and management:</b> <ul style="list-style-type: none"> <li>○ Ensure all regulatory conditions relating to financial reporting, including that for the London Stock Exchange, are fully disclosed</li> <li>○ Secure value for money and manage, monitor and control budgets in compliance with the Council’s financial management framework</li> <li>○ Continually and actively look for ways to improve and transform the function and the organisation, balancing the need for the provision of service with the need for ensuring cost-effective service delivery and value for money activities</li> <li>○ Be accountable for the management of the financial performance of the People and Organisation function</li> </ul> </li> <li>• <b>Information Governance:</b> <ul style="list-style-type: none"> <li>○ Work with the Governance function to ensure the integrity of data and information within the function meets regulatory requirements</li> </ul> </li> <li>• <b>Ensure statutory obligations are met:</b> <ul style="list-style-type: none"> <li>○ In the event of civil/ non-civil contingencies incidents, provide access to specialist services within the function and make available the assets used by the function</li> <li>○ Participate in Civil Contingency planning and development as specified and provide senior management cover out of hours as required</li> </ul> </li> </ul>

## Minimum Role Requirements

This section includes what the post holder needs to carry out the role or, for recruitment purposes, enables applicants to decide whether they meet these requirements.

As a minimum	<ul style="list-style-type: none"> <li>• Extensive experience related to the role and/or relevant degree or professional qualification</li> <li>• Evidence of continuous professional development</li> </ul>
Demonstrate skills and experience in	<ul style="list-style-type: none"> <li>• Developing and delivering people and OD strategies in a large and complex organisation to drive forward people and organisational performance</li> <li>• Strategic policy development and implementation</li> <li>• Developing/ managing strategic partnerships</li> <li>• Leading and managing major corporate transformation and change programmes in a large, complex organisation</li> <li>• Successful balance sheet management</li> <li>• Developing integrated services</li> <li>• Risk analysis, risk awareness, monitoring and management of risk</li> <li>• Negotiating and influencing in a complex organisation</li> <li>• Working in a commissioning organisation</li> </ul>
Demonstrate commitment to	<ul style="list-style-type: none"> <li>• The principles of the target operating model, the transformation programme and how People and Organisation can support these</li> <li>• The priorities and aims of Aberdeen City Council and how People and Organisation can support these</li> <li>• Embracing new technology to deliver services in an innovative way</li> </ul>
Demonstrate understanding of	<ul style="list-style-type: none"> <li>• People and Organisation processes, policies and procedures and an in-depth understanding of current thinking and best practice in organisational development and transformational change</li> <li>• Key drivers in a business area and working in partnership with stakeholders to measurably improve service delivery</li> </ul>

## Individual Behaviours – the characteristics of a high-performing individual

The post holder needs to demonstrate the following behaviours:

<b>Conscientious</b>	Conscientiousness combines self-discipline, an organised approach to work and the ability to control impulses.
<b>Adjusted</b>	Ability to deal with pressure without affecting others.
<b>Curious</b>	Being able to evaluate information and look for ways to change and improve performance.
<b>Competitive</b>	Having genuine desire to win and succeed.
<b>Has tolerance for ambiguity</b>	Being able to cope and thrive when faced with mixed information, conflicting opinions and different options.
<b>Healthy approach to risk</b>	Being able to confront problems, take calculated risks, have difficult conversations and consider a range of options.

## Organisational Behaviours

<b>Active</b>	Proactive; seekers of good practice; prepared to step out of their comfort zone; willing to experiment; brings energy and enthusiasm; connects people and ideas; curious to learn; understand and improve; thinks big; starts small, learns fast and shares results and learning.
<b>Adaptive</b>	Sees change as an opportunity; embraces new technology and new ways of working; adapts to changes in environment – knows when to stop as well as when to start or change direction; open to new ideas and opinions; strives to achieve a positive, sustainable future.
<b>Accountable</b>	Takes personal responsibility; focuses on outcomes; a steward of scarce resources; uses evidence and data to inform decisions; trusts people to perform and hold them to account; embraces our values and behaviours; leads through truth and trust; open and authentic.

## Other Requirements

- Travel as required in relation to the needs of the Service
- Work at alternative locations as required

Function	Resources	Cluster	People & Organisation
Version Date	27/06/2018	JE Number	Click or tap here to enter text.