

ABERDEEN CITY COUNCIL

COMMITTEE	Staff Governance Committee
DATE	30 January 2022
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Job Families and Capability Framework
REPORT NUMBER	CUS/23/036
DIRECTOR	Andy MacDonald, Director - Customer
CHIEF OFFICER	Isla Newcombe, Chief Officer – People & Organisational Development
REPORT AUTHOR	Darren Buck, Acting People Development Manager
TERMS OF REFERENCE	2.2

1 PURPOSE OF REPORT

- 1.1 To outline and seek approval for the Council's approach to job families in line with the approved workforce strategy within TOM 1.2 and the workforce delivery plan, and to share the accompanying refreshed capability framework.
- 1.2. To provide assurance to the Committee that employees across the Council will be supported to develop and nurture the capabilities needed to facilitate the organisational culture to strategically orient ourselves to deliver the outcomes of the next phase of our Target Operating Model - TOM 1.2, and ultimately our collective vision for the future of Aberdeen.

2. RECOMMENDATIONS

That the Committee:-

- 2.1 Approve the Council's new approach to job families;
- 2.2 Note the Council's refreshed capability framework and the approach to continuous improvement based on staff and trade union feedback;
- 2.3 Note the approach to development which aligns to the job family approach and our workforce delivery plan;
- 2.4 Note the extensive engagement that has taken place throughout 2021 and 2022 to develop the job families and refreshed capability framework; and
- 2.5 Note that a similar approach to the development of two additional job families – Teachers and Chief Officers – will be taken with engagement and input from relevant stakeholders and consideration of their specific needs and requirements.

3. CURRENT SITUATION

3.1 Context / Background

- 3.1.1. COVID-19 has undoubtedly changed the way we work – and yet our journey to transform ways of working did not start when COVID-19 hit. Our organisational transformation began in 2017, when we embarked on our programme to bring us towards a new ambitious target operating model, TOM 1.1. The aims of our transformation programme included a shift in the way we work, both digitally - in the tools and technology we use to do our jobs; and culturally - in the way we treat one another and our customers, set out in our Workforce Plan.
- 3.1.2 From 2017 to the start of the pandemic, we made some incredible progress in modernising and delivering services in a more flexible and adaptable way for our customers; and agreeing a new working culture, through our Guiding Principles, created by us – the people of Aberdeen City Council – and for us, to guide the way we work, the way we behave with each other and make sure we all have the same understanding of what it means to work here.
- 3.1.3 To provide clarity of expectation for the workforce on the knowledge, skills and behaviours required to deliver the intended outcomes of TOM 1.1, we introduced a Capability Framework for all employees in 2019.
- 3.1.4 The Capability Framework was launched across Aberdeen City Council as part of our appraisal process, CR&D (Continuous Review and Development). With the behaviours required defined by our workforce through the Guiding Principles, the capability framework added skills and knowledge to this, to produce a comprehensive framework describing the individual capability required of each employee.
- 3.1.5 Shaped under our five Guiding Principles – Purpose, Pride, Team, Trust and Value - the capability framework was structured into four levels reflecting the increasing levels of responsibility and complexity of roles within the organisation.
- 3.1.6 To enable our employees to develop themselves to meet the capability expectations, we created an online learning platform, The Learning Academy, which hosted a wide range of self-led, team-based and facilitated workshop learning opportunities and resources specific to each capability framework level.
- 3.1.7 As part of the appraisal process, employees were asked to assess themselves against the capabilities. When first introduced this was against each individual indicator for the level applicable to their job role – circa 70 indicators for most employees. In response to feedback this was refined for the 2020/2021 appraisal cycle with the indicators grouped into 15 skill sets and employees asked to provide an overall rating for each skill set instead.

3.2 Target Operating Model and the Workforce Strategy

3.2.1 The agreed Target Operating Model 1.2 sets out our objectives for continuing our digital journey and developing a workforce that is flexible, ensuring all staff have the necessary skills to work effectively within the Council's operating model. At the heart of the aspirations of TOM 1.2 is our people – and a crucial need for our organisational culture to build and enable their capabilities to thrive within a changing environment.

3.2.2 Specifically, the workforce strategic outcomes agreed in TOM 1.2 are:

What will success look like?	Why are we doing this?	What needs to be done?
<ul style="list-style-type: none"> • A workforce that delivers on our purpose, flexibly and adaptively, focusing on the areas of greatest impact through early intervention and prevention • Our workforce is able to change, improve, think and act in radically different ways • Collectivism and collaboration is the norm, diverse voices within the organisation have a platform • Our workforce is empowered to act at the point of need • We recognize individual skills and passions and reward delivery against our core purpose 	<ul style="list-style-type: none"> • To reduce demand on our services and harms to our people and place • To improve and adapt services responding to reducing resources • Our workforce should be representative of our community • Empowered people will take effective decisions to meet the needs of our customers, and with the effective use of data and digital allows limited public resources to be targeted • Approaches to recognition and reward need to be modernized in line with our shifting workforce demographic 	<ul style="list-style-type: none"> • Redesign services against organisational design principles • Use job families and worker styles to provide a framework to support our varied workforce in their development aligned to our priorities • Build on our approaches to hybrid and flexible working through effective use of digital, guidance and workspaces • People Change toolkits and management development • Workforce plans in place that focus on talent pipelines and our equality outcomes • Build self-managing communities and self-managing teams • Reduce layers of management • Build feedback structures with our workforce of the future in mind

3.3 A New Proposal

3.3.1 With over 8000 employees across over 1000 different roles across the Council, it is clear that a one-size-fits-all approach does not work for the complex size and scale of a local authority.

3.3.2 We need to simplify our Capability Framework so that it is easily understood and feels meaningful to employees; useful for managers and employees in agreeing expectations and holding accountability; and so that it also enables meaningful analysis and intelligence at a corporate level.

3.3.3 Our Capability Framework needs to be tailored to the realities of the various job roles across the organisation, particularly for frontline colleagues based on feedback received.

3.3.4 The proposal is therefore to move to an approach which allows for a much more tailored capability framework across 'job families'.

3.4 Job Families

3.4.1 A job family is a group of similar-type roles across an organisation that share certain characteristics. Depending on the role an employee undertakes, they can have very different challenges, needs and workstyles, which can really impact their experience at work and influence their learning and development priorities.

3.4.2 The Chartered Institute of Personnel and Development (CIPD) makes reference to and recommends using job families / workforce segmentation in its [Workforce Planning Practice Guide](#). In addition, taking a job family approach at the Council aligns with the recommendations of the [CIPD's Head of Workforce Planning Faculty](#).

3.4.3 By tailoring our employee experience by Job Family, we can ensure that our corporate products and services are designed with the end-user – our employees – in mind. By grouping job roles into Job Families we can:

- Tailor the capability framework
- Target communications and engagement activity
- Recommend devices and licenses and tailor workspaces
- Understand the priority learning needs and required mandatory training for groups of employees
- Recommend a training approach and method based on how and where that group of employees learn best
- Tailor development pathways and recruitment and selection activity to best suit the needs of a job family, in line with our Career Progression Scheme as part of our internal recruitment scheme, re.cr.uit

3.5 Job Families at Aberdeen City Council

3.5.1 Following extensive engagement and consultation (outlined in section 3.7), we propose to group Aberdeen City Council job roles into five main job families, with Teachers (those on Scottish Negotiating Committee for Teachers – SNCT – terms and conditions) and Chief Officers aligned to their own job family as a sixth and seventh. These job families will be explored and developed further along with relevant employees to take into consideration the different nature of these roles, Education's own bespoke approach to appraisal and capability development (PR&D) and Framework on Teacher Competence, their terms and conditions as well as General Teaching Council for Scotland requirements, and our Chief Officers' existing Capability Framework.

3.5.2 The proposed seven job families are:



3.5.3 Each job role in the organisation has been indicatively mapped to one of these job families. This mapping has been informed by the job evaluation grouping assigned at the time a job role is designed based on the predominant demands and responsibilities, along with consideration given to the current assigned capability framework level, and specific job role factors such as the requirement to be SSSC registered. This will require ongoing development and maintenance as roles change and adapt.

3.5.5 More detail on the Frontline Operational Services, Frontline Customer Services, Social and Community Services, Information Services and People Managers Job Families can be found in Appendix 1.

3.6 Refreshed Capability Framework

3.6.1 The refreshed Capability Framework will be tailored to job families and:

- shifts away from levels of responsibility within a hierarchy and towards employees being grouped by the nature of their work, as a result of in-depth discovery work with a wide range of staff
- provides further clarity for People Managers on their role in developing, coaching and empowering others

- encourages self-leadership in employees of all job families, clarifying their role and responsibility as a peer.
- embeds strategic goals such as digital transformation, climate change and equality, diversity and inclusion
- supports self-directed learning and career progression and movement.
- clarifies the mandatory, essential and recommended learning and development for each job family
- Will be bespoke for each job family so that learning and development is truly relevant

3.6.2 It is proposed to introduce five Core Capabilities for all employees. These have been developed from the Guiding Principles and updated with the new focus provided to us from TOM 1.2. Building our collective capability in these areas will support us in building the culture we want as defined by the Guiding Principles. The Guiding Principles give us direction, whilst the core capabilities provide us with measurable, actionable goals that we can all develop and work towards. The below diagram shows the Core Capability that has been linked to each of our Guiding Principles.



3.6.3 The Core Capabilities are detailed in Appendix 1.

3.6.4 There will be a Capability Framework for each job family. As Teachers have their own bespoke approach to appraisal and capability development (PR&D), as well as General Teaching Council for Scotland (GTCS) requirements, and Chief Officers have their own existing Capability Framework, these job families will be explored and developed further as a next step, along with relevant employees, so that they are embedded and mapped into the whole-organisation approach, whilst taking into consideration their specific requirements and processes.

3.6.5 In addition, within Frontline Operational Services, Craft Workers' separate CR&D process will be taken into consideration. Craft Workers are included in this job family given their high similarity in nature to other roles within the job family but consideration is given to their different terms and conditions.

3.6.6 There will no longer be different levels of responsibility. Instead, each job family will have a tailored set of indicators for each of the five core capabilities and these will be applicable to all job roles mapped to that job family. This will be

much simpler and straightforward and should provide more clarity to employees about what indicators are relevant to them.

3.6.7 The capability indicators will be up to date with the needs and expectations of a 21st century local authority workforce and tailored towards the unique requirements of each job family. The indicators for each job family will take account of changes to ways of working from the pandemic, as well as bringing in new national and international priorities such as Equality, Diversity & Inclusion and Climate Change.

3.6.8 It is the intention that these indicators will reflect the needs of the organisation and therefore, ongoing review and development is proposed to ensure that the capabilities always support the needs of the organisation, whilst continuing to align to our Guiding Principles and the capabilities outlined here for approval. This will also allow for ongoing feedback and review from employees and managers.

3.7 Development Framework

3.7.1 It is critical that our employees have the opportunity for, and access to, personal and professional development through the delivery of workforce learning and development, and that this is highly visible, accessible and valued.

3.7.2 It is therefore proposed for each job family to have its own development framework that reflects the capability framework and strategic objectives of the organisation. This approach also ensures that learning and development can be tailored to different employee groups and their access needs. For example, Frontline Operational Services employees often have challenges in their working days and patterns in being released for and accessing face-to-face and eLearning courses.

3.7.3 The development framework for each job family will set out three types of development:

Mandatory / Statutory	undertaking this training is a requirement in law, or otherwise a requirement of the Council to help ensure compliance with the law, or to mitigate against areas of most significant risk to the council.
Essential	undertaking this training will help you to undertake all aspects of your role effectively.
Recommended	undertaking this training is optional and will give you additional skills and knowledge relevant to your role

3.7.4 People Managers will have a People Management Programme that they will be able to access which will cover the above types of development and provide a clear pathway of learning for that Job Family. This People Management Programme was introduced at Staff Governance Committee on 3 October 2022 as part of our wider [Leadership and Management Development Update](#).

- 3.7.5 Having development aligned to each job family, as well as job-specific and technical training identified, will allow People and Organisational Development to support focussed workforce planning activity across the organisation by tailoring programmes to suit areas of most need, as per the workforce delivery plan. Having a visible and transparent development framework will also provide clear pathways for employees who wish to progress within the organisation or change career pathways so that they can also self-direct their learning and development. It will also support services to identify gaps and areas of development within their teams and target the right development, for the right people at the right time to ensure effective delivery of services and encourage talent pipelining.
- 3.7.6 It is the intention that these development frameworks will reflect the needs of the organisation and therefore, ongoing review and development is proposed to ensure that the development aligned to each job family always supports the needs of the organisation. This will also allow for ongoing feedback and review from employees and managers.
- 3.7.7 Roles across the organisation will continue to have job profiles which identify the specific outcomes and requirements of each role, along with any necessary skills, knowledge, experience and behaviours. Ongoing support for continuous professional development and health and safety training will continue. This will allow for the role-specific and technical training required by employees to undertake their roles and deliver on the organisation's outcomes.

3.8 Engagement, Co-Creation and Staff Feedback

- 3.8.1 The concept of job families has been gradually explored, developed and sense-checked through engagement with a wide-range of employees over an 18-month period. This has included feedback, engagement and co-creation through face-to-face and digital workshops and events.
- 3.8.2 Discovery workshops undertaken during 2021 explored the concept of personas identified from the Microsoft Digital Transformation Programme. Sessions were held with employees and line managers across a number of frontline services including Waste and Recycling, Environmental Services, Roads, Early Years, Education Support and Cleaning and Catering and sought to enhance understanding of their workstyles, challenges and needs. The workshops provided an introduction to personas and presented participants with the initial persona groupings for them to best identify with based on their work experience and allowed them to provide comment and feedback. This fed into further refining of the personas and streamlining, which then evolved into the current proposed job families.
- 3.8.3 Online surveys (such as a Future of Work survey) and informal conversations have also been undertaken to better-understand the different lived experiences, needs and challenges of our colleagues at work. Whilst the Future of Work survey did not specifically mention Job Families the results did highlight different needs from different sections of our workforce.

3.8.4 Following the above engagement, proposals were developed around each of the Job Families and Core Capabilities and cross-sections of the staff and services affected, along with Trade Union colleagues, were engaged with on the proposals and given the opportunity to input and develop further. The summary of this engagement and co-creation is indicated below:

Staff Engagement	<ul style="list-style-type: none"> • June & July 2022 – two stakeholder engagement sessions were used with employees from different job families to comment on job families, Capability Framework and development framework • November 2022 – Job Families and Capability Framework Intranet pages created with feedback functionality
Manager / Service Engagement	<ul style="list-style-type: none"> • September 2022 – Operations and Protective Services SMT engagement and feedback session on job mapping into job families and Capability Framework • July 2022 - Leadership Forum session on Job Families and Capability Framework • November 2022 – Job Families and Capability Framework Intranet pages created with feedback functionality • January 2023 – engagement session with Chief Officer - Education
Trade Union Engagement	<ul style="list-style-type: none"> • August 2022 – informal briefing session with Trade Unions • January 2023 – briefing session with Trade Unions
Other Stakeholders	<ul style="list-style-type: none"> • June & July 2022 – “Subject Matter Experts” across Core Capabilities invited to stakeholder engagement sessions for input and feedback • July 2022 – Session for People and Organisational Development colleagues on job family approach, Capability Framework and development framework

	<ul style="list-style-type: none"> January 2023 – Equality, Diversity and Inclusion engagement sessions
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3.8.5 In addition to the above, Job Families have been explored as part of Smarter Working engagement with services. People and Organisational Development, in partnership with Digital and Technology and Corporate Landlord attended Senior Manager Team meetings across the organisation for this. In these sessions, the teams had the opportunity to feedback on how the Job Families resonated with them and where they would align their teams. It also allowed for data and intelligence to be captured on the needs of each Job Family for the purposes of workspaces, flexible working and technology – further shaping each Job Family.

3.8.6 In early 2022, People and Organisational Development met with Senior Managers across all Clusters in the organisation to determine their workforce development needs for the financial year and beyond. This allowed for discussion and data capture on development required and patterns / themes were identified which informed the Core Capabilities and will continue to inform the Development Framework.

3.9 Next Steps

3.9.1 Communications and engagement activity on the Capability Framework, Development Frameworks and Job Families will be undertaken for all employees and managers. This includes a People Anytime page on the Intranet which will include clear, visible and accessible information and guidance. This will be in line with the Council's Adoption and Change Management approach.

3.9.2 There will be a transition period where the Capability Framework will be embedded into the Council's existing appraisal process, Continuous Review and Development (CR&D), as was the approach in 2019 when the previous iteration of the Capability Framework was approved by [Staff Governance Committee](#). This will allow employees and managers to review employee progress against the Capability Framework for their job family, as well as support discussions about employee development. It will also allow People and Organisational Development to analyse CR&D data to identify priority development areas across the organisation.

3.9.3 Development Frameworks for each job family will be fully mapped and developed and made available and accessible, tailored to the identified access needs of each job family.

3.9.4 Teachers and Chief Officers as job families will be explored and developed further with engagement and co-creation from relevant employees, taking into consideration the nature of their roles, Education's own bespoke approach to appraisal and capability development (PR&D) and Framework on Teacher

Competence, their terms and conditions as well as General Teaching Council for Scotland requirements, and our Chief Officers' existing Capability Framework.

- 3.9.5 Proposals for the Teachers job family will be taken to the Local Negotiating Committee for Teachers (LNCT) whilst proposals for the Chief Officers job family will be taken to CMT and ECMT.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no cost implications though grouping roles into job families will allow for easier evaluation of more joined-up approaches to training and development, meaning potential for economies of scale and cost savings.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no direct environmental implications arising from the recommendations of this report.

7. RISK

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic Risk	The Capability Framework is focused on developing the capabilities which will support delivery of our strategic outcomes. Without an effective Capability	Engagement across the organisation to ensure needs are met. Engagement with services / proposed job families to ensure that capabilities are clear and approach to development is appropriate.	M	Yes

	Framework, there is a risk that these outcomes are not met.	Ongoing review built into Capability Framework approach to ensure alignment with strategic needs.		
Compliance	No risks identified			
Operational	Without the job families approach, we risk not developing and implementing our people processes and procedures in ways which are tailored specifically to the needs of different people in the organisation. We also risk, in particular, our positive working relationships with frontline services.	Engagement with the different job families across the organisation to ensure that the approach is fit for purpose. Specific engagement with frontline services. Ongoing review built into the overall approach to allow for feedback from employees, managers and Trade Unions.	M	Yes
Financial	No risks identified			
Reputational	No risks identified			
Environment / Climate	No risks identified			

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN 2022-2023</u>	
	Impact of Report
Aberdeen City Council Policy Statement <u>Working in Partnership for Aberdeen</u>	The proposals within this report support the delivery of the policy statement as a whole. To deliver the policy statement, staff are required to have the skills and capabilities required and the job families and capability framework will support this.

Aberdeen City Local Outcome Improvement Plan 2016-26	
Prosperous Economy Stretch Outcomes	The proposals within this report support the delivery of the LOIP as a whole. To deliver the LOIP outcomes, staff are required to have the skills and capabilities required and the job families and capability framework will support this.
Prosperous People Stretch Outcomes	The proposals within this report support the delivery of the LOIP as a whole. To deliver the LOIP outcomes, staff are required to have the skills and capabilities required and the job families and capability framework will support this.
Prosperous Place Stretch Outcomes	The proposals within this report support the delivery of the LOIP as a whole. To deliver the LOIP outcomes, staff are required to have the skills and capabilities required and the job families and capability framework will support this.
Regional and City Strategies	The proposals within this report support the delivery of the regional and city strategies as a whole. To deliver on our strategies, staff are required to have the skills and capabilities required and the job families and capability framework will support this.

9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Required
Data Protection Impact Assessment	Not required

10. BACKGROUND PAPERS

10.1 [Target Operating Model 1.2](#)

10.2 [Workforce Planning Practice Guide, Chartered Institute of Personnel and Development \(CIPD\), 2018](#)

- 10.3 [What are Job Families?, Adam Gibson, Agile Workforce Planning](#)
- 10.4 [Leadership & Management Development Update, Staff Governance Committee, 3 October 2022, CUS/22/223](#)
- 10.5 [Workforce Plan, Staff Governance Committee, 18 June 2019, RES/19/296](#)

11. APPENDICES

- 11.1 Appendix 1 – Job Families Detail
- 11.2 Appendix 2 – Capability Framework Detail

12. REPORT AUTHOR CONTACT DETAILS

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Job Family



Frontline Operational Services

We provide frontline operational services for the public which generally involve practical duties and activities being undertaken

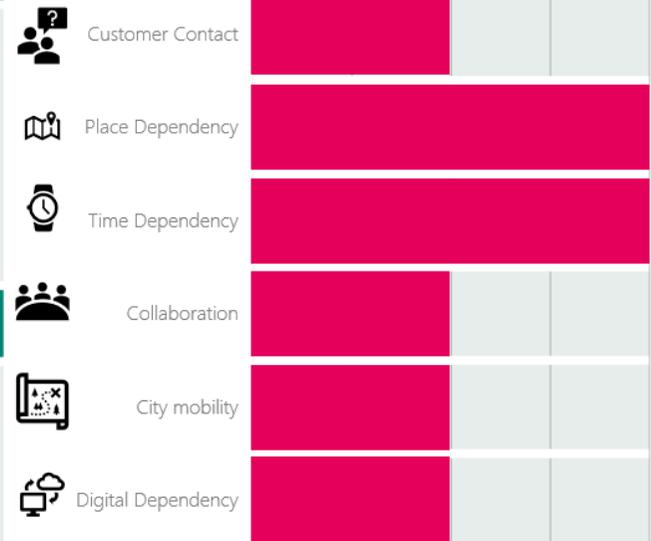
Examples of job roles

Environmental Driver, Road Operative, Catering Assistant, Janitor, Environmental Chargehand, Painter, Joiner, Chargehand Plumber, Refuse Loader, Cleaning Keyholder

Workspace

100% of work activities must be completed in an allocated workspace, for example in a truck, in a park, in a school, in the art gallery, in customer homes/council owned properties etc. Likely that there is little flexibility in how, where and when the work is done, with work activities needing to be completed in an allocated workspace and often requiring the need to be mobile across different locations.

Workstyle



Devices



Job Family



Frontline Customer Services

We provide frontline customer service for the public. Often a first point of contact for customers dealing directly with their enquiries to provide support and advice.

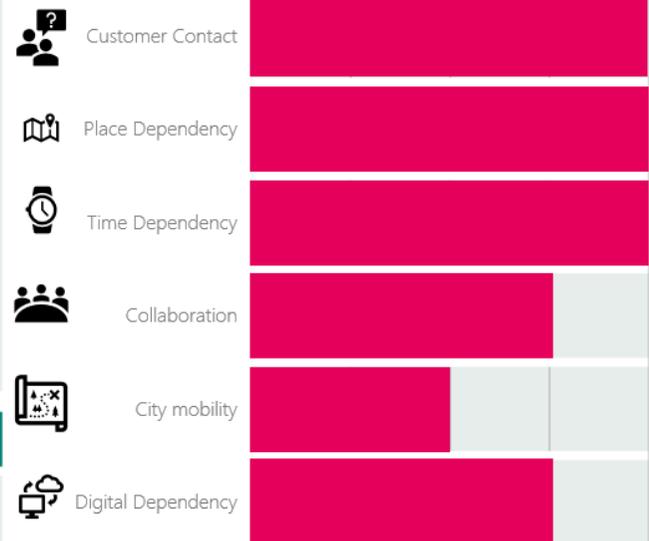
Examples of job roles

Library Assistant, Museum Assistant, Money Advisor, Retail Assistant, Customer Service Advisor, Registrar, Receptionist

Workspace

Our workspace is likely to be at a fixed location and be an interaction point with customers, such as a contact centre, library or museum.

Workstyle



Devices



Job Family



Social & Community Services

We provide essential support every day, working directly with children or adults with ranging needs. Includes our regulated professional roles within the social care sector.

Examples of job roles

Employability Key Worker, Community Development Officer, Youth Development Officer, Youth Worker
Pupil Support Assistant, Early Years Practitioner, Playworker, Social Worker, Support Worker, Clinical Practitioner, Housing & Support Officers

Workspace

We need direct access to the people that we support – this might be out and about in the community - requiring the need to be mobile across different locations - or at a fixed location, such as a care home, education setting or at one of our day centres.

We need touch down space where we can write reports and update records, take calls and join Teams meetings.

Workstyle



Customer Contact



Place Dependency



Time Dependency



Collaboration



City mobility



Digital Dependency

Devices



Job Family



Information Services

We provide business, technical and specialist services

Examples of job roles

Business Analyst, Web Developer, Procurement Specialist, Finance Officer, Paralegal, Admin Assistant
Architect, Engineer, Building Standards Officer, Planner

Workspace

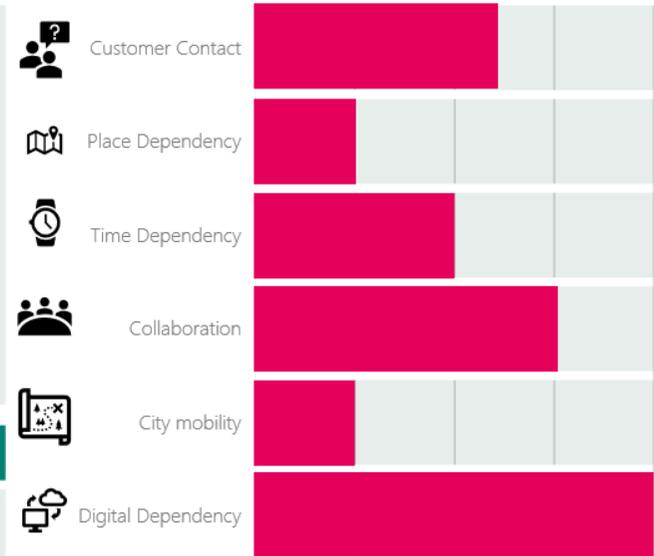
With the right tech and connection, we can work securely from anywhere.

I need to come into the office for collaborative work and brainstorming with colleagues and partners.

I need quiet space in the office so I can focus on days when I need to come into the office.

I need a homeworking space that enables me to work productively.

Workstyle



Devices



Job Family



People Managers

We coach and support employees all across the organisation to enable them to thrive in a positive environment

Examples of job roles

Service Manager, Team Leader, Senior Quantity Surveyor, Lead Curator, Senior Customer Experience Officer, Senior Librarian assistant

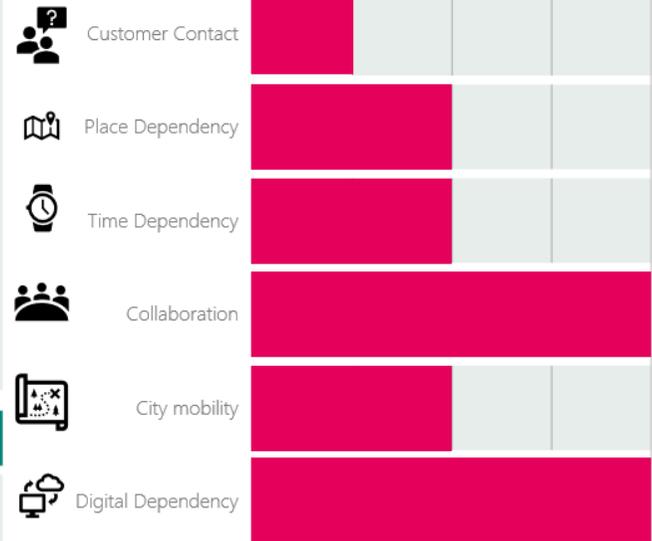
Workspace

We need to be flexible so we can manage people and services in many of the employee groups.

We need space to bring people together for collaborative work.

We need a touchdown space where the team can come for desk based tasks in the office.

Workstyle



Devices



Appendix 2 – Capability Framework Detail

Core Capability	Definition	Detail for Employees
<p>Delivering Outcomes for Our Customers</p>	<p>This means that: We focus on our customers and communities first to provide the highest standards of service</p>	<p>In response to the pandemic, we all came together to protect the people and place of Aberdeen, which is our shared purpose. This shows what is possible when we see ourselves as 21st Century Public Servants first and work across boundaries to do what is needed to deliver on a collective purpose.</p> <p>There is a need for all of us to take responsibility for improving the customer experience so that ‘customer service’ is not a department – it is everyone’s job.</p> <p>To improve our customer’s experience, we first need to understand, anticipate and manage the demand. We need to enable and support our customer to self-serve where possible and encourage community empowerment wherever possible. This will mean we can focus on delivering outcomes for our customers that will have the greatest long-term impact and provide more care to the people that need it most.</p> <p>Having purpose at work matters. As employees, we want to feel like we are making a difference.</p> <p>So, the indicators that you will see as part of this Core Capability for each Job Family are shaped around understanding and improving the customer experience.</p>
<p>Change and Improvement</p>	<p>This means that: We embrace the need for change and flexibility, seeking out opportunities to create effective</p>	<p>As employees, we want to take pride in our work – to produce work of a high standard and work to make things better.</p> <p>Financial challenges and reducing resources mean that risks to service delivery are an ever-present reality. In the face of these challenges, it is critical we</p>

	<p>change and suggesting ideas for improvement</p>	<p>embrace chance and improvement to help us modernise and transform so that we continue to deliver on our purpose and meet the evolving needs of our city.</p> <p>Small innovations that dramatically improve the customer experience can and do happen every day. To create an environment where ideas and suggestions are encouraged and supported, we all need to develop a growth mindset, where we encourage feedback and use lessons learned from mistakes to seek improvements in our own performance and the service we provide. We need to develop our digital skills to ensure we get the most from the technology available as part of our roles to improve the way we deliver services and feel confident to share our ideas and feedback about changes to ways of working.</p> <p>So, the indicators that you will see as part of this Core Capability for each Job Family are shaped around self and service improvement, using digital, data, creativity, and innovation.</p>
<p>Working with Others</p>	<p>This means that: We work together effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others</p>	<p>Feeling part of a team is one of the most important aspects of working life.</p> <p>Collaboration – working with others across job roles, services and organisations – is critical for us as a council for the city and country more widely because it reduces duplication and wasted effort, and leads to better solutions for our customers.</p> <p>It is everyone’s responsibility to support a good team spirit, regardless of where we are and what we do, whether we are spread across the city, together in person or working remotely. Everyone needs to clearly understand team goals and ensure good communication with the team to support overall delivery of outcomes for our customers.</p> <p>So, the indicators you will see as part of this Core Capability focus on working with others effectively, building and maintaining positive relationships and partnerships, as well as encouraging and coaching others.</p>

<p>Accountability</p>	<p>This means that: We take responsibility for compliance with the legal and ethical duties of the council</p>	<p>We want to feel trusted in our work, so we can get on and deliver a good job. Nobody likes to feel micro-managed – it poorly affects morale and reduces creativity. But we want to see others step up and pull their weight too.</p> <p>So, we need to be accountable to each other, and we are also accountable to our customers as 21st Century Public Servants. The public expect us to act legally, ethically and responsibly at all times – and there are serious financial and legal implications for us as a council when we fail to do so.</p> <p>This means everyone must take responsibility for compliance with the legal and ethical duties of the council. Our leads and managers need to lead through trust, coaching team members to achieve outcomes and have difficult conversations to hold people accountable when needed.</p> <p>So, the indicators you will see as part of the Core Capability are very much about the statutory skills and knowledge we each need to develop to ensure we are acting and working in a way that keeps ourselves and others safe at all times.</p>
<p>Care</p>	<p>This means that: We value diversity and champion equality, diversity and inclusion. We are representative of the people that we are here to serve.</p>	<p>Feeling valued and being appreciated at work is critical. We are all different – we are each motivated by different kinds of recognition and we want to feel appreciated for our individual contribution at work.</p> <p>There are some aspects of work that are universally demotivating – feeling ignored, not having a voice, a sense of unfairness or inequality. So valuing diversity – visibly and loudly – is essential so we each bring our whole selves to work and know that we will be supported and cared for by Aberdeen City Council as our employer.</p> <p>Demonstrating care for others’ needs, experiences and wellbeing is essential for all of us – this means we need to take the time to learn and understand other</p>

		<p>perspectives, develop skills to support each other for day-to-day work but also emergency situations too.</p> <p>For that reason, the indicators you will find in this Core Capability are all about Health, Wellbeing, Equality, Diversity and Inclusion.</p>
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