Aberdeen City Council Capability Framework

How
do I use the framework?

1. Find your level
Your level will be pre allocated based on your job role.

2. Complete the self-assessment
Take some quiet time to complete the self-assessment to identify your strengths and development areas.

3. Reflect on your results
Based on your results and feedback from your line managers and others, think about your priority areas for development. How might you share your strengths and build up your development areas?

4. Share and discuss
Discuss your results and agree your development plan with your line manager.

5. Move to action
Agree your development needs and plan, then start learning and sharing!

ABERDEEN
CITY COUNCIL

The Framework Levels

The framework is shaped under the five Guiding Principles and is structured into four levels reflecting the complexity of the role and context in which it is performed. Given that distributed leadership, alongside individual capability, underpins our cultural and organisational change journey, the levels assume that everyone has a part to play in terms of a leadership role, whether they are paid to be a manager or leader of people or not. We define leadership as - 'The art of moving others to a common goal' and this notion of leadership cuts across all levels. Every member of staff has a responsibility for delivering our purpose as an individual but also for supporting others to do the same. The levels are as follows:

Level 1

Valued for knowledge and skills in their area of work

Expected to be a role model for the organisation and share knowledge through mentoring, leading and supporting colleagues and customers

Individual contributors responsible for personal performance and delivering outcomes through self-management, sometimes with guidance from a line manager

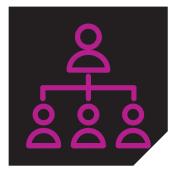Unlikely to have responsibility for supervision of others

Level 2

Valued for their ability to lead projects and/or or others or 'thought leadership' on specific areas of work

Leaders of individual contributors through formal line management or through matrix or project management

May have supervisory responsibility for helping others perform effectively

May be a leader of team(s) with responsibility for the application of HR policy and the development of others

Level 3

Valued for the ability to lead others and influence within the organisation and with external parties Individuals

Responsible for leading and influencing service delivery, or with regulatory or strategic advisory function(s)

May be experienced managers who manage teams or other managers or subject matter specialists either in a formal line management capacity or through leadership of programmes

Level 4

Valued for the ability to lead others and the organisation and influence through sector and system leadership

Individuals with strategic responsibilities across the whole organisation who inspire direction and purpose and who are skilled in strategic and transformational leadership

Responsibility for providing leadership both internally and externally

As illustrated, the levels demonstrate that other aspects of leadership, other than paid people management responsibility, are accounted for, for example those with responsibility for policy, strategy and organisational direction.

Each level is cumulative with individuals expected to demonstrate the skills and knowledge at their own level and the levels below, with the behaviours being appropriate to all levels.

Indicative Grouping by Grade
Indicative Grades within the levels given demand and responsibilities

G4-G10	G8-G14	G15-G17	ECMT

Purpose

We care about our purpose, our city and our people

Supports the organisational capabilities:
- Focusing on outcomes that make a difference
- Managing demand through early intervention and prevention

By developing skills, knowledge and behaviours which promote:
- Understanding the Council's purpose and direction
- Understanding and managing demand
- Taking a customer-centric approach

BEHAVIOURS

What this looks like when we're at our best
- We value people's voices which means we listen, seek to understand and then act
- We look at the bigger picture - we focus on what matters for the city of Aberdeen
- We step back and ask 'why' - we don't keep doing the same things and expecting a different outcome
- We look for how technology can take us forward, but we also know when the human touch is needed
- We act with integrity - we show moral courage – we do the decent thing
- Customers are not a number – we care and show empathy – we support the most vulnerable and encourage the most able

What this looks like when we're at our worst
- Knowing something is rubbish or wasteful but doing it anyway
- Not listening or ignoring people's needs
- We know best 'ivory tower' thinking
- Being careless with data, resources, time or people
- Acting on personal preference or assumptions rather than facts

KNOWLEDGE

Level 1
I understand:

Our purpose as a Council

What an outcome is

Our responsibility for improving outcomes for the people of Aberdeen and how my role contributes to this

What is meant by customer demand and what it means to actively manage demand

How the service I deliver meets customer demand

What prevention and early intervention are

Who my customers are

How to identify opportunities for customers to self-help and self-serve

Level 2 (plus 1)
I understand:

The Local Outcome Improvement Plan (LOIP) and its improvement outcomes

The Council's Delivery Plan

How the Target Operating Model and its design principles ensure we are structured to deliver the LOIP

Where the demand in my service comes from and the costs associated with this

The Council's approach to demand management including different approaches to reducing and mitigating demand

What a customer-centric approach involves

The We C.A.R.E Charter and customer service standards

Level 3 (plus 1-2)
I understand:

How the services I manage support improved outcomes

The volume, nature and costs of demand on the services I manage

The importance of early intervention in redirecting limited resources to prevention rather than cure

How to use design thinking and whole system thinking to improve outcomes and reduce demand through early intervention and prevention

The importance of engagement and co-creation with customers

The Community Empowerment (Scotland) Act 2015 and what this means for community engagement

Level 4 (plus 1-3)
I understand:

How the organisation can work with partners to support improved outcomes for the people, place and economy

The volume, nature and costs of demand on my service, the council and its partners

The principles of behavioural economics

SKILLS

Level 1
I show I can:

Support others to understand our purpose

Guide and signpost customers to support for self-help and self-serve where appropriate

Listen to my customers and understand their needs

Ask 'why' questions to get to the root of customers' problems or issues

Interact effectively with customers showing empathy and understanding

Level 2 (plus 1)
I show I can:

Support others to understand and deliver against our purpose

Reduce demand and control costs

Research, analyse and interpret data to make evidence-based decisions which improve outcomes and reduce or remove customer demand

Apply techniques to encourage customer and community self-service and self-sufficiency

Work with customers and staff to proactively improve customer relations and service delivery

Seek and act on customer feedback to improve services

Apply and measure the customer service standards

Level 3 (plus 1-2)
I show I can:

Use storytelling to create a strong strategic narrative

Empower others to proactively manage demand and apply early intervention in practice to improve outcomes, reduce harm and control costs

Empower others to take a customer-centric approach and make decisions at the point of need

Engage effectively with customers through digital and other channels

Level 4 (plus 1-3)
I show I can:

Set the strategic vision for the organisation and inspire others to deliver this

Work with partners and suppliers to design integrated solutions and find opportunities to reduce demand

Design services so that they consolidate their activities based on customer needs

Lead the co-design of services with partners, customers and staff

Balance the need for a consistent approach to service delivery with the unique needs of different customer groups

Pride

We take pride in what we do and work to make things better

Supports the organisational capabilities:
- Being flexible and adaptable
- Becoming intelligence-led
- Focusing on outcomes that make a difference
- Managing demand through early intervention and prevention

By developing skills, knowledge and behaviours which promote:
- Transformation, change and improvement
- Digital transformation
- Adopting a commissioning approach

BEHAVIOURS

What this looks like when we're at our best

- We look at the evidence – then focus on making things better
- We encourage new thinking and build on each other's ideas
- Every interaction counts – we leave things better than we found them
- We embrace the new - we are creative and find ways to make things better
- We are positive and 'can-do'
- We are the organisation – we promote the good things we do

What this looks like when we're at our worst

- Not willing to do things differently or move with the times
- Ignoring issues
- Being careless with council resources
- Having a negative attitude
- Dumping work on others
- Receiving and accepting poor standards of work
- Talking the organisation down

KNOWLEDGE

Level 1
I understand:

How I, and others, may respond to change and how I might offer support

What impacts on my personal resilience

My responsibility to seek opportunities to improve and change

How technology can be used to improve outcomes for customers and reduce costs

The importance of digital safety and how to protect myself and others online

The implications of storing and sharing information digitally

The Council's duty to demonstrate best value

Level 2 (plus 1)
I understand:

Responses to change and how to support individuals and teams through change

The Local Government Scotland Act 2003 in relation to our statutory duty to improve

The Design Thinking approach

The Model for Improvement

How to measure the impact of improvement projects

The requirement to make changes in line with the Council's digital strategy

How to prioritise and allocate resources

The principles of contract management

The procurement regulations including the implications of non-compliance with the 'no purchase order, no pay' policy

Level 3 (plus 1-2)
I understand:

The impact of the changes I make in my service area on the work of colleagues and other services

Service redesign approaches and continuous improvement tools

The Council's approach to digitisation and the different levels of digital maturity

Existing and emerging technology and how it can support the redesign of services

The Council's approach to commissioning for outcomes

The Council's supply chain

The Council's commitment to community benefit and wider social outcomes

Supplier performance and relationship management

Level 4 (plus 1-3)
I understand:

How to consolidate change at a macro level and with partners for greatest efficiency and the benefit of our customers

My corporate role as a strategic leader in supporting the delivery of digital transformation

How to lead and champion the development and implementation of the digital programme

Strategic commissioning and the commissioning for outcomes approach

Population Needs Analysis and how this is used to improve outcomes

Cost recovery for charging

The market, its capability and capacity

SKILLS

Level 1
I show I can:

Support others to put in place changes that affect them

Discuss concerns in a positive and constructive manner

Contribute ideas on changing the way things are done, for the benefit of customers and colleagues

Highlight where a process can be made more efficient

Listen and be open to other's ideas about how things might be done differently

Remain flexible when different approaches and methods are required to achieve team outcomes

Be open to learning new skills to develop myself and the services I deliver

Be willing to test new ideas which will improve outcomes for customers

Use the technology required in my role and embrace new digital technology and digital solutions

Adopt the range of smarter, mobile and flexible working options available

Protect myself and others online

Store information digitally or online where possible

Challenge how money is spent

Treat Council money and resources with respect and always seek best value

Level 2 (plus 1)
I show I can:

Empower others and encourage them to release their creativity and innovation

Implement new ways of working in my team

Constructively support others to think and work differently – giving freedom to test and learn

Support others to adapt to an evolving and changing environment

Apply the Model for Improvement in practice

Support others to embrace and support change, including emerging digital technology

Identify areas for automation and the use of digital solutions

Suggest alternatives to service delivery without the need to spend money externally

Apply procurement regulations and procedures

Level 3 (plus 1-2)
I show I can:

Plan, lead and manage change

Prioritise improvement on high impact areas to make best use of resources

Create an improvement culture where staff are encouraged to experiment, test and learn

Identify ways in which we need to adapt to an evolving and changing environment

Work with colleagues, partners and others to identify solutions that could lead to improved outcomes

Actively help staff to change and improve by supporting them with improvement projects and helping remove any barriers to progress

Drive improvements in my Cluster/ Function using the Model for Improvement

Realise the benefits of projects that I lead

Actively redesign and automate services by exploiting existing and emerging digital technology

Use digital tools to enhance staff and customer engagement and collaboration

Apply the commissioning cycle and commissioning approach in practice

Use performance data as part of routine contract management

Make effective decisions on options appraisals

Participate in specification design and the creation of performance metrics seeking best value

Produce clear outcomes and effective service specifications

Evidence commissioned outcomes and demonstrate return on investment

Negotiate effectively with delivery partners on commercial matters

Level 4 (plus 1-3)
I show I can:

Plan change at a strategic level

Build a quality improvement culture, motivating and successfully managing multi-functional project teams

Work in collaboration with the Council's supply chain to identify innovative ways of working, contract efficiencies, savings and where possible social value and community benefit

Realise the benefits of programmes that I lead

Actively manage the transition to a more automated service delivery model

Align people, processes, data and technology

Develop the market, through engagement and facilitation

Support organisational resilience through commitment to achieving common outcomes with partners

Involve the wider community in resourcing decisions including commissioning

Research leading practice, analyse and interpret data and intelligence to inform strategy

Assess alternative commissioning models and challenge existing ways of thinking

Play an active role in recommissioning and decommissioning of services based on their contribution to outcomes

Test and implement radical solutions to use resources more effectively

Proactively manage complex contracts

Make best use of assets taking into account flexibility of working patterns, digital alternatives and the wider public sector estate

Work collaboratively with partners to standardise and consolidate commissioned needs

Lead and facilitate commercial negotiation with a diverse range of partners across private, public and third sectors

Hold to task partners who are not delivering against agreed contractual and/ or performance metrics

Team

One team, one council, one city

Supports the organisational capabilities:
- Being flexible and adaptable
- Encouraging inclusiveness, engagement and collaboration
- Achieving consolidation and consistency
- Becoming intelligence led

By developing skills, knowledge and behaviours which promote:
- Working collaboratively
- Supporting each other
- Sharing and making best use of assets, resources and data

BEHAVIOURS

What this looks like when we're at our best	What this looks like when we're at our worst
• We are open, honest and transparent • We find ways to work together rather than reasons not to • We pull our weight – we rely on each other and can be relied on • We look carefully at what already exists – we don't 'reinvent the wheel' • Everyone belongs - we create a good team spirit - no-one's left behind - we include everyone • If we see an opportunity to help someone, we do so	• Lack of communication - not passing information on • Creating division through hierarchy, cliques and silos • Poor collaborative work between teams • Passing the buck or playing the blame game • Ignoring each other's needs, safety and wellbeing

KNOWLEDGE

Level 1 I understand:	Level 2 (plus 1) I understand:	Level 3 (plus 1-2) I understand:	Level 4 (plus 1-3) I understand:
The different communication tools available to me in my role	The importance of involving colleagues and partners in decision making and the appropriate means of doing so	The role of the Community Planning Partnership	The wider environment impacting the economy, the Council and public services
How my work fits into the bigger picture of how the organisation operates	The value of equal access to information within a team, in order to engender trust	The wider environment relating to my own area of responsibility	How to support a healthy organisation
How my work affects the work of others	My role in supporting the wellbeing of others and how to support a healthy workplace	The importance of collaborating with partners across the City to identify efficiencies	The importance of accurate and consistent data models both corporately and in a partnership context to achieve better Place outcomes
The role of Trade Unions	The need to share information to enable better working	When I should engage with Trade Union colleagues	How to use data and information to inform strategy and modernise service design
The impact my actions may have on the resilience and wellbeing of others	How to manage resources effectively – assets, people, money, technology	The value of data sharing to improve decision making	
Where to access shared data and information to allow me to carry out my role and responsibilities	The systems, software and processes the Council uses	How the services for which I have responsibility share and publish data and information	
Where and how to find information about the council and my employment		The Council's governance arrangements for making decisions on the structure, use and security of data	
The importance of collecting and recording information accurately		The necessity of accurate data in enabling automation, artificial intelligence and machine learning	
		The systems, software and processes the Council uses and how they link together	

SKILLS

Level 1
I show I can:

Use the most appropriate communication tool available to me

Work collaboratively with colleagues and customers

Seek the opinions of others and work as a team

Take responsibility for the well-being of myself and others and be confident to ask if someone is OK

Keep myself and others informed and up to date within the area of my work

Appropriately share knowledge and information with others to achieve outcomes

Gather, accurately record and use the information needed to meet customers' needs

Level 1
I show I can:

Level 2 (plus 1)
I show I can:

Bring colleagues together to work collaboratively across teams

Build relationships and grow internal and external networks

Foster and reward co-operative and collaborative behaviour

Resolve conflict using appropriate and respectful strategies

Put approaches in place to support the resilience and wellbeing of others

Report and share data and information appropriately and in an open and transparent manner

Benchmark across other sectors, partners and local authorities and implement the findings from this and from best practice

Ensure data is accurate and meaningful

Analyse and interpret data to understand impact and to ensure improvements are based on evidence

Critically assess and evaluate information to reach a decision

Level 2 (plus 1)
I show I can:

Level 3 (plus 1-2)
I show I can:

Work collaboratively across other functions, the organisation or City as appropriate

Work collaboratively to join up services efficiently around the needs of our customers

Facilitate groups with a range of views, helping everyone to see each other's perspectives

Manage consultative processes in a group or forum

Negotiate firmly, tactfully, and persuasively in contentious situations to resolve differences and achieve outcomes

Embed a culture of health, safety and wellbeing

Lead and embed a culture of learning from each other and sharing knowledge freely within and across teams

Streamline processes across the Council and partners

Use common systems and software and exploit these to their full functionality

Use data visualisation tools

Set and gather meaningful metrics, measure and report on outcomes and impact

Level 4 (plus 1-3)
I show I can:

Manage consultative approaches with partners and across the City

Proactively manage supplier relationships as part of contract management

Lead and support a culture of data driven decision making throughout the Council and with partners

Trust

We trust each other and take responsibility

Supports the organisational capabilities:
- Ensuring accountability, transparency and openness
- Becoming intelligence led

By developing skills, knowledge and behaviours which promote:
- Distributed leadership
- Holding self and others to account
- Managing risk
- Ensuring compliance with procedures

BEHAVIOURS

What this looks like when we're at our best	What this looks like when we're at our worst
• We face up to things - we learn from mistakes and move on • Every day's a school day – we look for ways to improve, we're open to feedback to help us develop • We step up, take ownership and deliver a great job • We're open about what we're doing and encourage input from others • We make every penny count – we spend public money wisely • If we see something that needs changed, we do something to change it • We do what we say we'll do	• That's not my job • Moaning but not doing anything about it • Hiding things or sweeping them under the carpet • Micro-managing • Slopey shoulders • Being hypocritical • Saying one thing and doing another

KNOWLEDGE

Level 1
I understand:

Where and how I can make my voice heard

Performance Review and Development and my own personal objectives in this

My development needs

How to raise concerns about issues that may put colleagues or customers at risks

The rules and guidelines applicable to my role including relevant policies, processes, guidance, regulations and legislation

My responsibility for ensuring my own and others' health and safety

The Council's media, communication and social media protocols

My responsibilities for complying with data protection (GDPR) and other information governance requirements

My responsibility for Child and Adult Protection

My responsibility for dealing with enquiries and complaints within approved timescales

Level 2 (plus 1)
I understand:

How to create opportunities for employee voice

How to identify development needs to create flexible and adaptable teams

The principles of performance management

The importance of mitigating risk to the Council and risk management techniques applicable to my role

The statutory responsibilities within my area of work

Level 3 (plus 1-2)
I understand:

My responsibility to be a visible leader and empower others

The principles of transformational and empowering leadership

The importance of leading and embedding culture change

My responsibility as a leader to endorse corporate initiatives

The Council's Risk Management Framework

The role of internal and external audit

The Council's performance management framework

The Council's Bond Governance Protocol

The Committee process and protocols

The Council's Scheme of Governance

The statutory requirement to balance the budget annually which governs how money is spent

The Council's project management methodology

My responsibility for Corporate Parenting

Level 4 (plus 1-3)
I understand:

How to model and support distributive leadership

How to put the needs of the organisation above the needs of the cluster and function

My emergency planning responsibilities

How the services for which I have responsibility are complying with data protection and information governance requirements

SKILLS

Level 1
I show I can:

Join debate and discussion on issues that affect me and my work

Plan and prioritise my work to meet deadlines and deliver on outcomes

Effectively and professionally respond to customer enquiries and complaints

Work in a healthy and safe manner

Maintain confidentiality

Work consistently within relevant policies, processes and guidance and seek clarification as required

Fully comply with data protection and information governance requirements

Level 2 (plus 1)
I show I can:

Apply distributive leadership and effective delegation

Modify my communication delivery and leadership style, depending on the audience and the setting

Set, plan and deliver effectively against outcomes

Hold myself and others to account for performance

Produce clear, concise and effective written work

Measure and demonstrate efficiencies and make improvements

Identify, assess and evaluate risks and opportunities

Carry out options appraisals and risk calculations

Contribute to business continuity plans

Consistently apply policies, processes and guidance

Practise sound financial management

Follow processes and also adapt these and work flexibly when appropriate to meet customer needs

Apply project management principles and techniques

Level 3 (plus 1-2)
I show I can:

Present in a persuasive and credible manner and hold audience attention

Lead and manage project delivery and reporting

Manage my budget effectively and in line with the financial regulations

Manage and mitigate risk

Develop and maintain business continuity plans

Level 4 (plus 1-3)
I show I can:

Create the environment in which distributed leadership can flourish

Create clear, comprehensive and outcomes-focused delivery plans

Act as an effective project sponsor

Lead sound financial management

Set the culture for risk appetite

Provide assurance that the organisation is fully compliant with data protection and information governance requirements

Value

We value each other and recognise a job well done

Supports the organisational capabilities:
- Encouraging inclusiveness, engagement and collaboration
- Being flexible and adaptable

By developing skills, knowledge and behaviours which promote:
- Equality and diversity
- Valuing others and celebrating success

BEHAVIOURS

What this looks like when we're at our best

- We treat people with dignity and respect - we're all equal - we're all people
- We act and speak in a way which is positive, motivating and encouraging
- Thank you goes a long way - we appreciate each other
- We notice, recognise and celebrate good work
- We value everyone but call out poor performance when we see it

What this looks like when we're at our worst

- Plenty negative feedback but not so much positive
- Deliberately putting someone else down
- The more you do, the less thanks
- Being spoken to like a child
- Getting defensive
- Using jargon

KNOWLEDGE

Level 1
I understand:

The protected characteristics under the Equality Act (2010)

My responsibility to treat others with dignity and respect

What my colleagues do and the contribution each makes

The need for professionalism at work

Level 2 (plus 1)
I understand:

The Equality Act (2010) and how it influences employment and the services we deliver

The impact of individual and generational differences on what people want from work

Level 3 (plus 1-2)
I understand:

The importance of raising awareness of equality and diversity issues and campaigns

Techniques for motivating and encouraging teams or groups of staff

Principles of intrinsic and extrinsic motivation

Level 4 (plus 1-3)
I understand:

How to create a culture which supports equality and diversity

How to motivate and inspire services or whole organisations

The importance of visible recognition schemes

SKILLS

Level 1
I show I can:

Apply the principles of equality, diversity and inclusiveness

Provide support, encouragement and challenge to others

Encourage and act on constructive feedback

Communicate with colleagues and customers in ways which demonstrate value and respect

Make others feel welcomed and included

Demonstrate self-awareness and handle interpersonal relationships with empathy and appreciation

Notice and appreciate the good work of others

Level 2 (plus 1)
I show I can:

Communicate in a way which is inclusive

Encourage challenge from others

Coach others and encourage self-leadership

Motivate and encourage others

Adopt a coaching/ mentoring style in order to develop others

Hold myself and others responsible for demonstrating the Guiding Principles

Recognise and celebrate success

Level 3 (plus 1-2)
I show I can:

Lead the principles of equality, diversity and inclusiveness

Assess impact on equality and human rights of all work-related activity

Develop positive action strategies to address diversity gaps

Demonstrate how the work of Services is valued

Promote success stories

Level 4 (plus 1-3)
I show I can:

Embed the principles of equality, diversity and inclusiveness

Promote successes across the organisation and with partners