



Level 3

To do this effectively each of us needs to:

- Play an active part in **transformation, change and improvement** – being comfortable with change and focusing on improvement
- Play our part in **digital transformation** by being comfortable with technology, looking for ways technology can help us deliver better services and acting on sound evidence and information
- **Adopt a commissioning approach** by taking responsibility for making sure public money is spent wisely on what is going to deliver the best outcomes for Aberdeen

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

Transformation, change and improvement

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

SKILLS

Transformation, change and improvement

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

Digital transformation

I understand

- 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

Digital transformation

I show I can

- Actively redesign and automate services by exploiting existing and emerging digital technology
- Use digital tools to enhance staff and customer engagement and collaboration

Adopting a commissioning approach

I understand

- 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

Adopting a commissioning approach

I show I can

- 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