



Level 2

To do this effectively each of us needs to:

- **Understand our purpose and direction** so that we're clear what we're trying to achieve and can focus our priorities on achieving that purpose
- **Understand and manage demand** – know where the demand on our services' time and resources comes from and think about how best to manage this demand so we make best use of our resources
- **Take a customer-centric approach** which puts our customers at the heart of what we do

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

Understanding the Council's purpose and direction

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

SKILLS

Understanding the Council's purpose and direction

I show I can

- Support others to understand and deliver against our purpose

Understanding and managing demand

I understand

- 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

Understanding and managing demand

I show I can

- Reduce demand and control costs
- Research, analyse and interpret data to make evidence-based decisions which improve outcomes and reduce/ remove customer demand
- Apply techniques to encourage customer and community self-service and self-sufficiency

Taking a customer-centric approach

I understand

- What a customer-centric approach involves
- The We CARE Charter and customer service standards

Taking a customer-centric approach

I show I can

- 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