

Continuous Review and Development Guidance Note



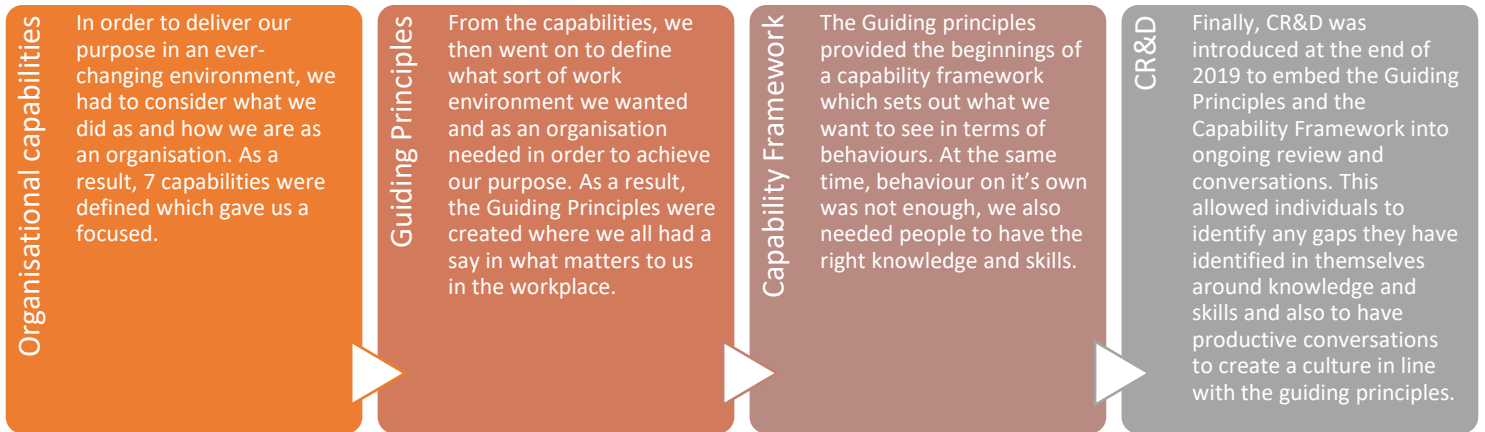
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1. Timeline of events

CR&D is the Council’s appraisal system which was introduced at the end of 2019. Below is an outline of the events that took place leading up to the launch of CR&D.



CR&D is not just a name change from the old Performance Review and Development (PR&D). it’s a radical shift in approach in response to the engagement we had when many of us were involved in shaping the Guiding Principles. Regardless of where the feedback came from, the message was the same. What staff want across the board is to feel informed, trusted, recognised, supported and valued, to know where the organisation is going and to feel proud of their contribution to the city whilst being supported and encouraged to achieve their individual and group objectives.

CR&D delivers this approach in the following way:

Purpose
We care about our purpose, our city and our people

More regular one-to-one conversations so we stay informed and connected to what’s going on in ACC and how our work contributes.

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

A new Capability Framework lets us know what’s expected so we can plan our development and take pride in our work.

Team
One team, one council, one city

Through the new CoreHR platform we can link our objectives to our teammates. We can review how we work as a team and take steps to continuously develop.

Trust
We trust each other and take responsibility

More freedom and ownership of your objectives – create, complete, update them as often as you want.

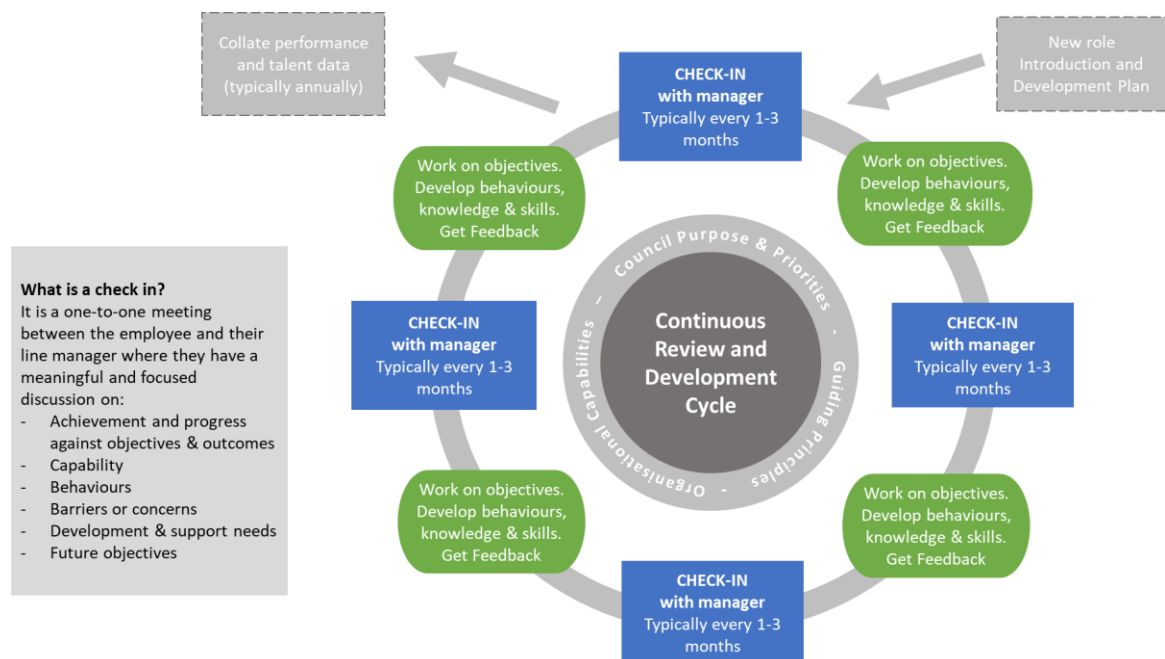
Value
We value each other and recognise a job well done

The new one-to-one format will support managers to have more meaningful conversations. So we can all expect more recognition, appreciation and feedback for our work!

2. Principles of CR&D

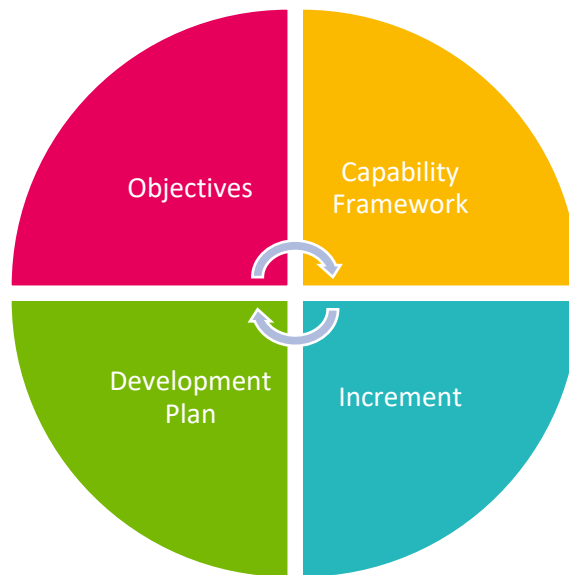
CR&D is designed to allow ongoing conversations with a manager on a regular basis so that individuals are clear on what their priorities are, get feedback on progress made, have a conversation about any skills and knowledge and whether any gaps need to be addressed. Finally, the conversation is also about individual's experience of the team and how individuals are contributing to this. There is not a one size fits all approach with one-to-one conversations and is dependent on a few factors such as:

- Service delivery needs – might not always be practical in some settings to have longer meetings
- Individual needs – some may need to catch up with their managers more regularly than others
- Type of work being undertaken – Some projects with tighter timeframes may require more frequent and intensive support in comparison to more routine work.



The CR&D is made up of the following part:

- "What" you are expected to achieve over the year aligned to the Council's overall purpose; updated throughout the year



- Comprised of knowledge, skills and behaviours. The knowledge and skills part is categorised into 15 key skillsets which is core to everybody but the depth of knowledge and skill required differs depending on your job role.
- The behaviour part is "how" you do your job which is based on the guiding principles. This is based on an evaluation of yourself and also your experience of your team.

- Based on any development areas identified which may come from your objectives, skills, knowledge and behaviours

- "Successfully achieving" in skills, knowledge, behaviours and objectives by March 2021 and have not reached stage 1 of the Managing Performance Policy during or issued with any disciplinary sanction under the Managing Discipline Policy

3. Ratings

	Exceptional	Successfully Achieving	Developing	Not achieving	Progress Not possible
Capability Framework (Knowledge and skills)	I am strong in most areas and I am actively sharing my knowledge with others	I'm comfortable with most areas and know when to refer to experts in more complex situations	I'm actively developing my skills and knowledge in more than one area or I'm new to this	My performance in this area consistently falls below the standard expected on most areas and this has been discussed with me	
Capability Framework	I'm considered a role	I consistently behave this	I usually behave this way and	My performan	

(Behaviour s- self)	model by my peers and actively encourage others to behave this way	way and I am having a positive impact on my team, colleagues and customers	there are occasions when my behaviours have a negative impact on my team, colleagues and customers	ce in this area consistently falls below the standard expected and this has been discussed with me	
Capability Framework (Behaviour s – team)	Our team is recognized by others as champions in this area, we actively encourage others to adopt this principle	Our team consistently behaves this way, we have a positive impact on each other, on colleagues and on customers	Our team usually behaves this way but there are occasions when our behaviours have a negative impact on each other, on colleagues and on customers	Our team performance in this area consistently falls below the standard expected	
Objectives	I'm successfully achieving the objective to a standard well beyond what was expected	I'm on track to successfully achieving the objective or the agreed milestone for this timescale	I'm on track to achieving the objective but with areas that require improvement or some milestones for this timescale has been met	My performance in this area consistently falls below the standard expected and this has been discussed with me	Progress on the objective or milestone was not possible due to factors outwith my control
Development Plan	Successful completion with distinction/merit	Successful completion of development	Still in progress	No progress made	Development wasn't possible for reasons outwith my control

Here's a bit more guidance on what the ratings mean

Rating	Description
Exceptional	Exceptional performance - beyond what could have been reasonably expected – examples could include objectives or milestones delivered to a very high standard and/ or well before expected timescale; outstanding feedback received from colleagues or customers; expertise, knowledge and skills shared willingly with others to the benefit of the team or organisation

	<i>NB – unlike PR&D where exceeding was recognised annually, exceptional performance can be recognised at any stage in the year and as often as it happens</i>
Successfully Achieving	Great performance – just what the organisation is looking for; examples could include projects on track, milestones met, objectives delivered; development plan is progressing; Guiding Principles are being consistently demonstrated
Developing	Getting there but with room for improvement – examples could include some milestones have not been met; projects delivered but not quite to the standard expected; some negative behaviours are impacting on others ‘Developing’ recognises that some level of improvement is needed – this improvement is possible and is expected <i>NB – it’s highly likely that there will be lots of indicators marked ‘developing’ in the Capability Framework in the first year – and that’s not a negative – the Framework is new and people will still be learning</i>
Not achieving	Performance is not up to standard – examples could include objectives have not been delivered; milestones not met; overall behaviour is impacting negatively on others ‘Not achieving’ recognises that some level of improvement is needed – this has been discussed, is in the person’s own hands, but no satisfactory progress has been made towards improving
Not applicable	Progress has not been possible for reasons outwith the person’s control – examples could include funding has been withdrawn; priorities have changed; progress was dependent on a 3rd party

4. The expectation

The expectation of everybody is as follows:

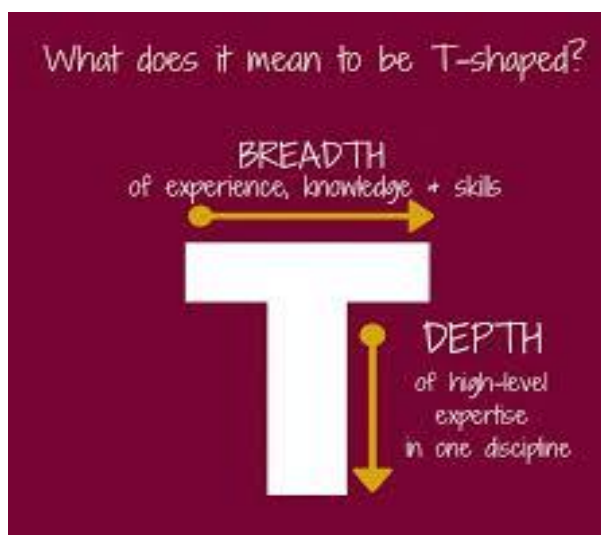
Scenario	Work Objectives	Behaviours	Knowledge and Skills
In current post before Oct 2019	Successfully Achieving by 1 March 2021 What this means: You will have consistently delivered on your work objectives and milestones	Successfully Achieving by 1 March 2021 What this means: Consistently acting in line with our Guiding Principles	Successfully Achieving by 1 March 2021 What this means: Have developed the skills and knowledge required for your role

New post Will have to be defined /Maternity leave return date/long term absence return date- 1 October 19 – 30 Sept 20	Successfully Achieving by 1 March 2021	Developing by 1 March 2021	Developing by 1 March 2021
	Successfully Achieving by 1 March 2022	Successfully Achieving by 1 March 2022	Successfully Achieving by 1 March 2022

5. The Capability Framework

Why a Capability Framework?

You might have heard the term ‘T-shaped employee’. As well as having in depth knowledge in their own area of work, T-shaped employees have broad knowledge and skills across a range of areas. Having this broader skill-set means T-shaped people are more flexible and adaptable to change, able to see the bigger picture and better equipped to move around the organisation to where skills are needed. This is the workforce of the future. We have seen an example of the benefit of having a T Shaped workforce during a global pandemic in 2020 which enabled staff to move from one service to another to support the delivery of critical services.



6. The skill-sets

The Capability Framework is structured under the 5 guiding principles. Under each Guiding principle, there are a number of skill-sets (15 in total). Under each skill-set, is a set of indicators which specify the knowledge and skills required in order to meet that skill-set.

Under each guiding principle, there is a behaviour section which sets good and bad examples of what each guiding principle looks like.

Guiding Principle	Skill set
<p>Purpose – we care about our purpose, our city and our people</p>	<ul style="list-style-type: none"> • Understanding our purpose and direction so that we’re clear what we’re trying to achieve and can focus our priorities on achieving that purpose • Understanding and managing demand – knowing where the demand on our time and resources comes from and considering how best to manage this so we make best use of our resources • Taking a customer-centric approach which puts our customers at the heart of what we do
<p>Pride – we take pride in what we do and work to make things better</p>	<ul style="list-style-type: none"> • Transformation, change and improvement – playing an active part in transformation, being comfortable with change and focusing on improvement • Playing our part in digital transformation by being comfortable with technology, looking for ways technology can help deliver better services and acting on sound evidence and information • Adopting 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
<p>Team - one team, one council, one city</p>	<ul style="list-style-type: none"> • Working collaboratively with colleagues, other teams across the council and with partners • Supporting each other’s health, safety and wellbeing • Sharing and making best use of our assets, resources and data
<p>Trust – we trust each other and take responsibility</p>	<ul style="list-style-type: none"> • Distributed leadership – recognising we can all be leaders wherever we are in the organisation • Holding ourselves and others to account for what we’ve said we’ll do • Managing risk • Complying with legislation and procedures

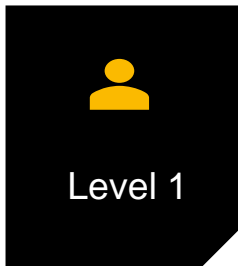
Value – we value each other and recognise a job well done

- **Promoting equality and diversity**
- **Valuing others** and celebrating success

7. The Framework Levels – Skill-sets (Knowledge and Skills)

The 15 skill-sets apply to everyone in the organisation. What the specific skills and knowledge look like will be different depending on the complexity of the role and context in which it is performed.

These have already been pre-mapped based on your job role. The levels are as follows:



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 supervisor of others.

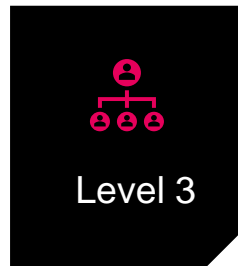


Valued for their ability to lead projects and/or others or “thought leadership” on specific areas of work.

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



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



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.

8. Behaviours

The behaviours apply to everybody regardless of what role we are in. Under each behaviour, there is an example of what this looks like at our best and what this looks like at our worse which provides an indicator of what needs to happen in order for that guiding principle to be a reality.



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

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



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

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



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



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

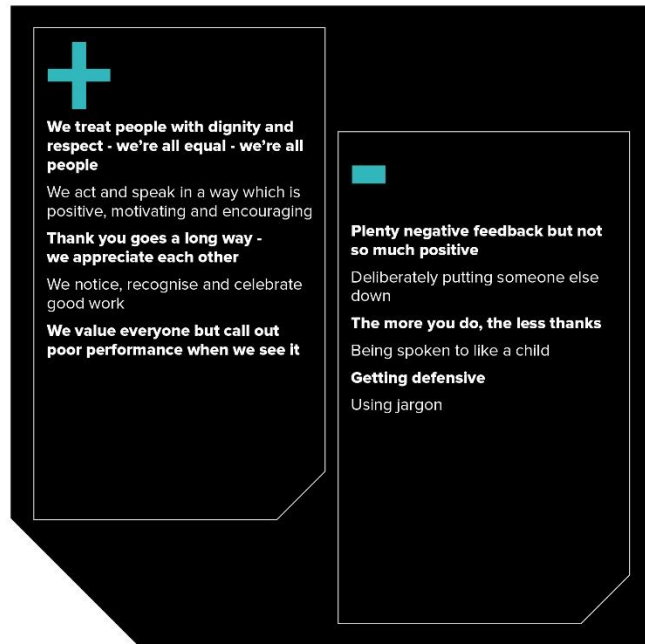
We do what we say we'll do

That's not my job
Moaning but not doing anything about it

Hiding things or sweeping them under the carpet
Micro-managing

Slopy shoulders
Being hypocritical

Saying one thing and doing another



What to do with your Capability framework

- You will have added in some ratings to your capability framework from last year and it is likely that most of these will have been marked as developing. There is a new version which streamlines the indicators. Look at the ratings you have added last year and add in an overall rating for each skillset.
- Use the comments section to add any notes such as ideas about how you might fill any gaps or a more specific description of what the gap involves – your manager will be able to see these comments and respond to them.
- The self assessment of the behaviours is done by using the example indicators under each principle and ask yourself – “over the last weeks has my behaviour been more like “at our best” or more like “at our worst” – think about specific examples of either. Then think about what you might do to move closer to “at our best” for the next period.
- The team assessment is about us all being jointly accountable for the culture and environment we work in. Again, ask yourself – “over the last weeks, what is my experience of the team?” Think about any specific examples of either. Then think about what you as an individual can do to make a positive difference.

Note for managers

The people in your team are responsible for managing and updating the capability framework. Your role is to:

- Review their ratings and discuss at 1:1s where your assessment would differ from theirs
- Review the self and team assessments as part of your regular 1:1s; this will give you good information about the health of your team
- Remember that “exceptional” performance can be recognised at any time in CR&D so if progress in any particular period has been beyond what you would have expected, acknowledge this by encouraging your team member to update the status of that objective to “exceptional”.
- Look for examples where you can give positive feedback or where you can discuss areas for improvement
- Use the suggestions and comments made to make the most of what’s really working well for individuals and the team and to take any early action on what’s not

9. Work Objectives

Work objectives is about what you do at work. It connects us with the Council’s purpose and how each of us contributes to this. Clear, well-defined work objectives help us focus on what we’re here to deliver and make sure we’re using our time and energy on what really matters. If you can’t see a clear link between what you do on a day to day basis and how that contributes to our overall purpose, have a chat with your line manager.

If your job is largely based on project work you’ll be able to set milestones for what you can achieve by your next 1:1 in CoreHR. If your job is mainly based on carrying out specific tasks, these tasks will become your objectives and you- or your manager – can add these along with the success measures – i.e. how you would know the task has been completed successfully. In either case, the SMART builder in CoreHR allows you to create really focused objectives

What to do with objectives

- Add any new objectives throughout the year using the SMART builder to make sure these are focused, realistic and contribute to our purpose
- Add any relevant milestones
- Regularly update the status of your objectives and milestones
- Review your progress as part of your 1:1 and agree what progress you can realistically make towards each overall objective before the next 1:1. This can be added as a milestone.

Note for managers

The people in your team are responsible for keeping the status of their objectives up to date. Your role is to:

- Use your 1:1s to review progress, discuss next steps and any assistance/support you can provide
- Remember that “exceptional” performance can be recognised at any time in CR&D so if progress in any particular period has been beyond what you would have expected, acknowledge this by encouraging your team member to update the status of that objective to “exceptional”.

Tip for managers

- You can assign the same objective to your whole team or groups of staff through the manager’s dashboard

Every manager will have an objective round how they lead and manage their teams. The Capability Framework ensures managers have the knowledge and skills to lead and manage effectively – the core objective is about measuring this is actually happening in practice.

The objective covers:

- Effective leadership in line with the guiding principles with evidence of:
 - Keeping teams connected to our purpose through regular communication
 - Encouraging and implementing improvements
 - Promoting shared outcomes and collaborative working
 - Enabling distributed leadership within your teams
 - Fostering an environment where people feel valued and included
 - Embedding and role modelling the Guiding Principles
- Effective management in areas including:
 - Team completion of mandatory training
 - Health, safety and wellbeing statistics
 - Establishment control
 - CR&D statistics (including evidence via CoreHR)
 - Attendance records – absence, overtime, TOIL

10. Development Plan

Your development plan captures the development you need to either complete your work objectives or to make progress on any gaps you might have in the skills, knowledge and behaviours which make up the Capability Framework. It can also be used to record development you need to meet your career aspirations.

This is an ongoing plan which can be recorded at any point. The [Learning Academy](#) will provide you with ideas and information on how to meet these development areas.

What to do with your development plan

- Record any development you might need to complete your work objectives – and how these might be met
- Develop your skills and knowledge in the 3 priority areas you identified from the self-assessments
- Once you're confident in any of these areas, update the status on your self-assessment to "successfully achieving"
- Review your other development gaps in the self-assessments and transfer your next priorities to your development plan
- Discuss your progress with your line manager as part of 1:1s

Note for managers

The people in your team are responsible for managing their own development plan. Your role is:

- Review the ratings of skills and knowledge and behaviours self-assessments as part of 1:1s
- Help identify opportunities for development where possible
- Give your team time and capacity to undertake the development they need

Individual scenarios

Maternity Leave	Work objectives - because CoreHR works in cycles you will need to make sure your objectives are achievable while you are still at work and update the status before you go on leave
Secondments	The secondment agreement will include who is responsible for carrying out CR&D
Multiple contracts	<ul style="list-style-type: none"> • There are a number of scenarios which could arise here: • Scenario 1: same job / same manager – although each job will have a CR&D only one will need to be completed in full; the others will need to be signed off by March with a note that the detail is covered in another post • Scenario 2: same job/ different managers – each manager will only be able to access the post they line manage you for; agree with your managers which one will sign off the CR&D; as with scenario 1, complete one fully and close the other off with a note that the detail is covered in another post • Scenario 3 – different jobs/ different managers – complete a CR&D for both posts adding in the different objectives that apply to each post; if the capability framework levels are identical for both you will only need to undertake this once. Agree, which post you would do this for. Only the line manager for that post will

	<p>have visibility of your scores. If the levels are different, undertake your assessment against the higher level.</p> <ul style="list-style-type: none">• Scenario 4 – one post/ managers job share – in this case, only one of your managers will be able to access this. In that case agree which one you will be having regular catch ups with.
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Overall Rating

There is an overall rating section to capture an overall rating for the following 3 areas:

- 1) Objectives
- 2) Knowledge and skills
- 3) Behaviours

Each part contains 2 ratings. One is a self rating which is added by the employee based on the 1:1s and feedback received throughout the year. The second rating is an agreed rating which is inputted by the manager. This agreed rating is the rating that is agreed by both parties as to the overall progress made by the individual in that year.

Escalation

Although CR&D is an ongoing process which means that there should be no surprises at the end of the year, a manager and employee may still disagree on the final overall rating. If the employee and manager are unable to resolve their difference through discussion and believe that the disagreement is serious enough to need resolution this should be escalated to the manager's manager. This is not done on CoreHR but through normal channels