

Project Simplify Briefing

November 2018

What is Project Simplify?

Project Simplify creates a simple, clear and consistent framework to manage recruitment, development and performance focusing on the skills, knowledge and behaviours required to deliver the Council's plans and objectives.



Drivers for change

- Need to identify and develop the key skills, knowledge and behaviours to deliver our plans and services
- Lack of flexibility of resources across the council
- Unclear career development pathways
- Specialist professionals have to become managers to progress
- The volume and detail of job descriptions - approx. 1400 for 2500 staff
- Create more redeployment opportunities due to the changing nature of our services e.g. digitisation

Central Bedfordshire Council
Here's **MORE** about the job

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Waste Services Officer

Directorate: Community Services

Service: Waste Services

Grade: CBG8

Date Prepared: September 16

Job Title: Waste Services Officer
Reports to: Team Leader, Waste

Aim/Purpose:
The professional works as part of the waste services team to ensure the efficient and effective delivery of waste services to the community. A key function of the role is to ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.

Main responsibilities:
1. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.
2. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.
3. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.
4. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.
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7. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.
8. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.

Skills, abilities and behaviours:
1. To ensure that the waste services are delivered in a professional, knowledgeable and efficient manner.
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Visit www.centralbedfordshire.gov.uk/jobs

The framework

- Job Families
- Family Profiles
- Role Profiles
- A single Competency Framework across the organisation
- Updated people policies, procedures and guidance notes
- A range of activities to encourage and support the application of the framework

NOTE: This does not impact pay as all posts have already been job evaluated. The only change is to the naming convention of grades to a simple list of 1 to 20.

How will the framework be used?

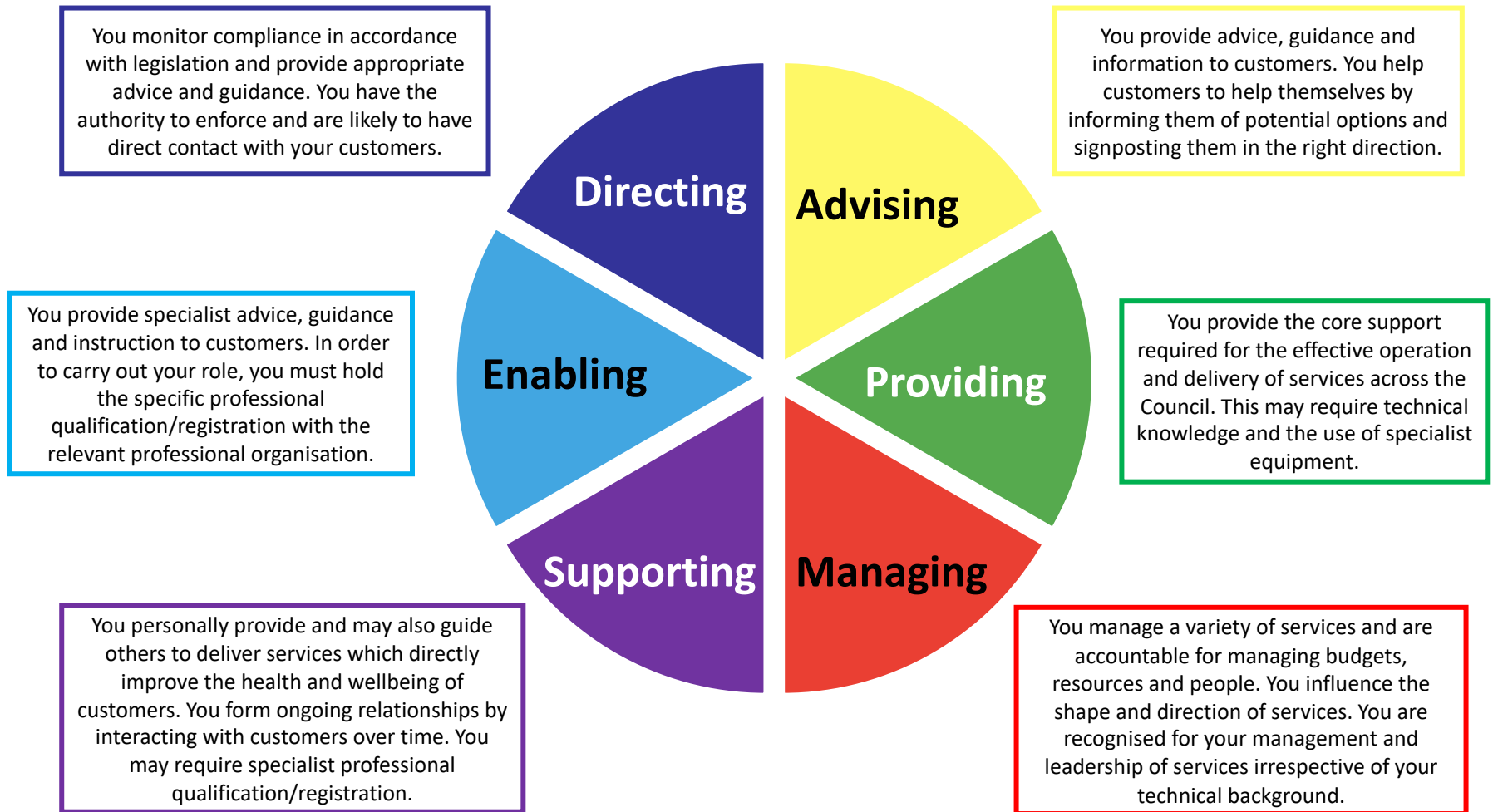
- Recruitment – a more streamlined, clearer and targeted approach based on skills, abilities and behaviours.
- Development – easier to identify learning needs and deliver solutions focused on developing transferable ‘how to’ competencies to achieve team/Council plans.
- Career progression – clearer career development pathways and more opportunities for staff. Specialists and Managers can progress within their own professions.
- Performance Management – clarity of expectations for each role will enable managers to both recognise good performance and more readily address under performance.

Longer term benefits

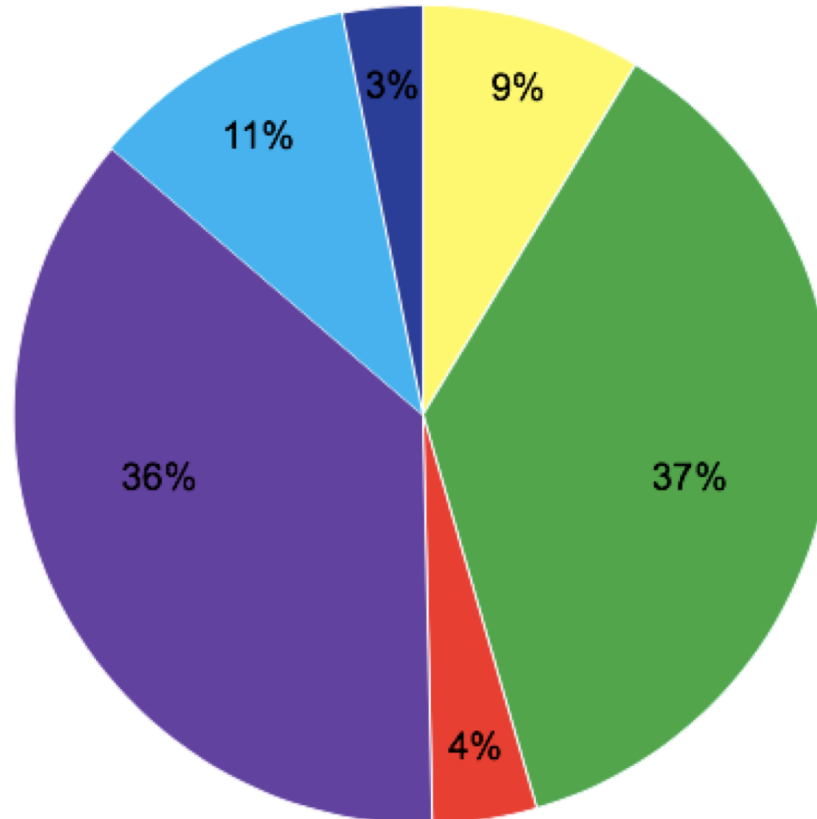
- More effective workforce planning
- Development activities focused on competency development, optimising staff flexibility for internal opportunities
- Targeted use of the apprenticeship levy to maximise the return on investment
- Greater flexibility, resilience and responsiveness
- More redeployment opportunities and reducing redundancy costs



Job Families



Organisational Job Family Profile



Example Family Profile

Family profile

Job Family	Advising	Grade	CBG12	Prepared	July 2018
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Family definition

You advise, guide, inform and signpost customers. You help your customers to help themselves. This may require the use of specific knowledge.

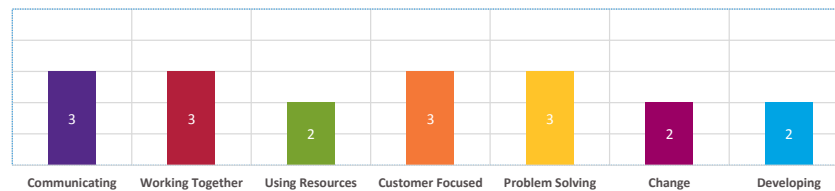
Key outcomes and accountabilities

- High level and wide-ranging customer focused outcomes are delivered in line with specified standards, policies, processes and legislation
- Customers are supported /coached through complex matters with advice, recommendations and solutions that meet a wide range of standards and requirements
- Manager/Council is professionally represented or supported at high level meetings, hearings, appeals or court if and when required
- Customers are able to make informed decisions through the provision of evidence-based recommendations and risks, identified through a range of fact finding and evaluation techniques which support objectives and outcomes
- Customers are provided with the identified standards and targets, whilst influencing them on how these should be achieved
- High-level documentation and information for a range of customers (i.e. consultative documents, web content, statutory returns) is prepared to a high standard
- Work is successfully procured and contracted to others or may lead on the development of funding bids
- Budget income and spend is managed in line with financial, legal and audit requirements

Minimum qualification level or equivalent relevant experience

Level 5

Competency skyline



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Reducing job descriptions

Top 10 reductions:

From 1400 job
descriptions to 138 family
profiles

Job Family	Grade	Number of JD's
Providing	CBG 7	97
Providing	CBG 9	78
Providing	CBG 8	65
Providing	CBG 6	54
Advising	CBG 11	53
Enabling	CBG 13	52
Advising	CBG 12	45
Supporting	CBG 7	44
Providing	CBG 5	41
Managing	CBG 16	37
Supporting	CBG 8	37

Example Role Profile

Role profile

Here's more about the job!

Role/s	Learning & Development Manager	Date Prepared	July 2018
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Your Team

The HR team provides a wide range of services based on the 4 key themes of our People Strategy – Developing, Retaining and Attracting People. This is underpinned by HR providing an efficient and responsive service to our customers. We aim to directly improve the performance of Central Bedfordshire Council through our people.

Your Customers

- Staff within the Council
- Elected Members
- External customers including those to whom we provide a statutory Learning & Development service and potential employees
- Service supplier network
- Trade Unions and Professional Associations

Your Role

- The Learning & Development Team are responsible for the provision and delivery of a comprehensive and coordinated approach to people development activity which supports the achievement of the Council's overall and service area objectives.
- The role involves designing, delivering, commissioning and evaluating relevant learning activities to enable people to respond to the changing environment in which they work.

Health and Safety

- Visual display - regular use.

Work Pattern

- Standard Monday to Friday with flexibility subject to business needs.

Work Related Travel

- Regular.

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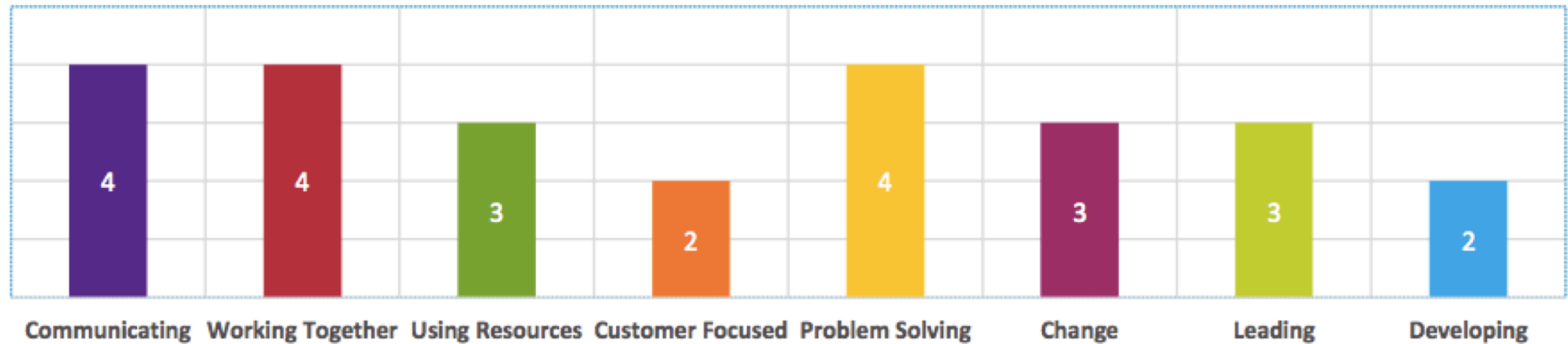
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The Competency Framework

Where we were:

- 8 frameworks across the Council which were a mix of career development frameworks, professional standards and competency frameworks.
 - 90 competencies
 - 1-6 competency level ranges
 - 1,145 behavioural statements
 - Lots of duplication!

Where we are now:



One organisational framework tailored to CBC values and core competencies to identify 'how' to deliver CBC's priorities and plans.

- Benchmarked against other organisations
- Input from an external Competency Framework specialist
- Input from cross section of over 120 staff and managers from across the Council to help shape the framework and language

Policies, procedures and guidance notes

All people policies, procedures and guidance notes have been aligned to reinforce and support the use of the framework.



Trade Unions have been engaged throughout the process and are supportive of the project as it offers staff clarity of expectations and more opportunities for development and redeployment.

Transitioning

- Currently in the process of transitioning to the new ways of working provided by the framework
- This change is being supported by an implementation team consisting of 3 CBC staff seconded from across the organisation
- Support activities on how to apply the framework include
 - Briefings
 - Team meetings
 - E-learning
 - Suite of learning and development
 - Guidance notes



Any questions?