

# Community Link Worker

Candidate Pack

- Job Description and Person Specification



## **1. The role of the Wellbeing & Tackling Inequalities Team**

This post sits within the Wellbeing & Tackling Inequalities Team, which leads and develops all community level activity supporting those with less physical and psychological resilience to meet challenges; and less power and influence to effect change. This includes:

- Establishing activities and strategies which generate and support person centred activity and service development across the third sector
- Developing and implement a coherent and effective social prescribing approach to sector engagement across health, wellbeing and social care
- Identifying and fulfil sector information and communication needs
- Ensuring appropriate productive relationships across all partners
- Analysing policy issues and presenting evidence based, impactful response and position statements

## **2. Who we are looking for**

This is an excellent opportunity to join a focussed and supportive team. Our aim is to deliver high quality services which empower individuals, communities and organisations to change their lives and make a real difference. We are a diverse group of people with a wide range of skills and interests but with a shared commitment in the power of people to make positive change.

The person we are looking for will be a natural communicator, have a desire to provide high quality service and be passionate around engaging with a range of stakeholders and audiences. You will be working with dedicated GP practices to deliver a Wellbeing Link Worker service. The Community Link Worker programme is funded by the Scottish Government and delivered in partnership with WDHSCP, GP Practices and the local Third Sector to support people to improve their wellbeing by strengthening connections between primary care and community and third sector resources.

When you join us, we will provide you with on-the-job training and mentoring support to allow you to develop your skills and experience.

## **3. Autonomy and decision-making**

WDCVS operates a flat management structure, with activity delivered mainly through project teams. Duties will be allocated within the relevant project plans and by direct discussion during routine support and supervision sessions. Postholders will be responsible for managing their own workload within the context of these priorities,

completing tasks and projects within agreed timescales and budgets. The postholder is expected to determine how best to approach challenges and complete tasks in both an individual and team context, escalating to the Chief Officer in more complex circumstances.

## **4. Communications**

The postholder will be required to communicate both internally and externally with a wide range of audiences.

### **Internally**

- Across the Community Link Worker project team ensuring effective information sharing and maximising outcomes
- Across allocated GP practices, building effective networks within the practice structure
- Across the Provider's staff teams, principally the ACCESS Gateway team, to ensure a whole systems approach to social prescribing activity across the organisation

### **Externally**

- Contribute social media post information
- With community and third sector organisation representatives via service delivery
- With community and third sector organisation representatives via network, engagement events, workshops or conference attendance

## **5. Areas of Challenge**

WDCVS is a highly visible organisation with all roles being externally facing requiring staff to adhere to the Provider's codes of conduct at all times. As a small staff team, there will be times when you will have to manage an unpredictable, time pressured and diverse workload.

The Community Link Worker post will be co-located within GP practices (4 days per week) and the WDCVS office/homeworking (1 day per week). All staff are expected to regularly represent the organisation at external meetings. This requires internal pre-agenda planning and consultation, structured note-taking and post-meeting feedback.

Travel throughout the West Dunbartonshire area may be required. Some cross-authority travel may be required for other activity related meetings.

## 6. Dimensions of the Post

### **Community Link Worker (Wellbeing & Inequalities Team) - 1 post available (until 30 April 2021)**

**Hours:** 35 hours per week

**Responsible to:** This role reports to the Chief Officer

We are looking to recruit Community Link Worker, linking those in need of support with a range of non-clinical health and wellbeing services and provisions across West Dunbartonshire. The Community Link Worker programme is funded by the Scottish Government through the Primary Care Improvement Plan and delivered in partnership with WDHSCP, GP Practices and the local Third Sector to support people to improve their wellbeing by strengthening connections between primary care and community and third sector resources.

You will be a highly motivated pro-active person who motivates and inspires others, and have a passion to develop and strengthen alliances and pathways to increase service and intervention uptake. You will provide a person-centred service, responsive to the needs and interests of practice populations and will:

- Support referred clients to identify issues that affect their wellbeing
- Taking a person-centred approach, support individuals to identify personal outcomes and priorities
- Overcome barriers and link clients to local and national support services and activities
- Ensure all activity is guided by the principles and indicators of the Health and Social Care Standards - My Support, My Life.

Candidates should be able to demonstrate relevant knowledge, skills and experience in client and mentoring engagement, partnership working and facilitation skills. You will be a strong advocate for community empowerment, highly motivated and able to demonstrate innovative approaches to supporting positive health outcomes. In the post, you will work closely with internal colleagues to co-design and deliver innovative ways of working, evidence and promote the impact of interventions.

## 7. Job Description

This job description describes the practical purpose and main elements of the role. It is a guide to the nature and main duties of the job as they exist currently, but is not a wholly comprehensive of permanent schedule, and the balance of these duties may vary over the lifetime of the service.

1. Provide a specialist and professional service to people in contact with the GP practice team, experiencing complex social circumstances, supporting them to negotiate service pathways
2. Build non-dependent relationships with clients to identify personal outcomes and priorities to improve their well-being, overcome barriers to addressing these and where appropriate, to link people to relevant local and national support services and activities
3. Implement effective pathways for accessing the Link Worker service to ensure people face minimal barriers and are offered a 1:1 appointment within an appropriate timescale
4. Develop excellent working relationships with all staff within the GP practice to become a key member of the practice team; also develop similar relationships with the Provider's staff team to ensure connectivity
5. Attend regular practice meetings to discuss caseloads issues of concern and support the practice team to build understanding and implementation of community-oriented approaches to best support their patients
6. Build and maintain professional links with local health improvement teams and link with relevant structures
7. Attend and participate in weekly ACCESS Gateway meetings to engage in peer support, training and reflective practice; ensuring resource pathways are effectively utilised and social policy issues highlighted
8. Provide appropriate feedback to the GP practice, 3<sup>rd</sup> sector organisations and other stakeholders on the challenges and achievements of the service
9. Maintain accurate and consistent records on each client through the Provider's quality assured case management system and the GP practice system. This will include recording an agreed minimum core data set required for ongoing monitoring and evaluation of the service
10. Work as a team with wider colleagues to record and address identified gaps in community provision, and where appropriate, work in partnership to address these through the development of groups and activities
11. Develop and deliver reports in an agreed and timely manner to enable evaluation and further learning. Support self-evaluation and other learning activities. Manage this process along with the dissemination of findings with support from other members of the team
12. Attend and contribute to the activities of steering groups, committees, representative forums and review groups
13. Ensure risks are identified and managed through the development and monitoring of risk logs and contingency plans and escalate concerns as appropriate

14. Undertake any other duties appropriate to the post by the line manager. The postholder will be required to demonstrate a high degree of flexibility and commitment to meeting individual needs, Occasional evening and weekend work may be required.

**Note:** This job description will be subject to review to align expectations and make practice more consistent as the service scales up.

## 8. Person Specification

	<b>Essential</b>	<b>Desirable</b>	<b>Assessed By</b>
<b>Attainments</b>	Extensive experience of working within Community Learning & Development, Social Work, Healthcare or related field	Educated to degree level or equivalent within a relevant field e.g. community learning & development, social work or health	Application  Interview
<b>Occupational</b>	<p>Knowledge and experience of working with people experiencing complex social and emotional circumstances</p> <p>Extensive effective interpersonal skills, working with people on a 1:1 basis, including the sensitivity to work with vulnerable people to build trust allowing the sharing of relevant personal information</p> <p>Ability to develop a non-dependent relationship with awareness of personal and professional boundaries, whilst being supportive, non-judgemental and respectful of other</p> <p>Demonstrate strong understanding of challenges faced by those living in areas of deprivation</p>	<p>Experience of person centred approaches and the principles of service co-design</p> <p>Experience of delivering behaviour change support projects</p> <p>Understanding and sensitivity to the needs of people experiencing isolation, long term health conditions, poor mental health or living in deprivation</p> <p>Experiencing of working within a primary care setting or in partnership with local and statutory organisations</p> <p>Track record of effective multi-agency working</p>	Application  Interview  Statement

	<p>Knowledge of vulnerable adult safeguarding issues that should be considered when working in the community</p> <p>Experience of supporting befriending/mentoring or coaching interventions</p>		
<b>Skills</b>	<p>Ability to listen, motivate and support individuals and stakeholders</p> <p>Ability to demonstrate resilience in managing distress and emotion</p> <p>Commitment to equality, inclusion, positively promoting diversity and challenging inequality</p> <p>Proactive and innovative approaches to development</p> <p>Effective time management skills with the ability to plan, prioritise and maximise use of resources to meet tight deadlines</p> <p>Experience in outcome monitoring and evaluation, and reviewing practice in light of evaluation</p> <p>IT competence including in the use of Microsoft Office and client management packages to maintain accurate and appropriate client records and produce written activity reports and presentations</p>	<p>Ongoing training in related topics such as behaviour change and motivational interviewing</p> <p>Understanding impacts of non-medical interventions on improving health and wellbeing</p> <p>Knowledge in monitoring, evaluation and reporting projects and programmes</p> <p>Skills in presenting information clearly and concisely to a variety of audiences</p> <p>Competence in social media communications</p>	<p>Application</p> <p>Interview</p> <p>Presentation</p> <p>Statement</p>

	Ability to work autonomously to plan workloads, meet deadline and also work as part of a team		
<b>Personal Qualities</b>	<ul style="list-style-type: none"> <li>• Enjoy working in a community setting</li> <li>• Responds with a solutions-based focus to challenges</li> <li>• Displays flexibility in changing circumstances; able to multi-task and prioritise effectively</li> <li>• Behaves consistently with clear personal values</li> <li>• Applies own expertise effectively</li> <li>• Follows direction and procedures</li> <li>• Manages pressure effectively and copes with setbacks</li> <li>• Demonstrate sound judgement and discretion</li> <li>• Working to relevant professional codes of practice</li> <li>• Support continuous improvement through a range of scrutiny and improvement responses</li> </ul>		

## 9. Competencies

Posts are graded within a four level competency framework. The framework provides a context to the role, the scope of responsibility, authority and professional behaviours. The role of Community Link Worker requires the following competence levels to be evidenced.

<b>Competence</b>	<b>Level Required</b>
Team Working	3
Leading, Supporting & Developing Others	4
Self Awareness & Impact on Others	4
Reason, Judgement & Decision Making	4
Networking & Relationship Building	3
Developing Quality Services	3
Customer & Stakeholder Focus	4

## CRITICAL COMPETENCIES: TEAM WORKING

<p><b>Definition</b></p> <p>Team working at the Provider includes but is not limited to your immediate team. Beyond this, you should also bring a sense of teamwork and commitment to the larger organisation; keep others involved and engaged; and put the good of the whole ahead of own personal ambitions or goals. Collective and selfless success is important.</p>		<p><b>Why is it important?</b></p> <p>For maximum impact, the Provider must be more than the sum of its parts. This means making the best use of all resources – actively supporting each other regardless of business group and in pursuit of the Provider’s overall objectives. Success should not be at the cost of other teams and we should be generous with the support, advice and information we share with others.</p>	
<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>You make an active contribution to the success of your immediate team - through effort, voicing ideas and keeping others up to date with what’s happening in the team</li> <li>You see yourself as part of the wider team</li> <li>You support the way ahead when agreed by your manager and others in the team</li> <li>You help with matters outside your immediate team</li> <li>You share relevant information</li> <li>When required, you offer help/support to colleagues</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>You demonstrate dedication to the work the Provider does, actively participating in corporate level initiatives</li> <li>You work to build team spirit</li> <li>You consistently speak positively about the work and efforts of others either directly to team members or to other parties</li> <li>You challenge others who unduly criticise the aptitude, commitment and effort of other Provider’s staff</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>You proactively offer support to colleagues in all teams</li> <li>You act to promote good working relationships regardless of personal likes or dislikes</li> <li>You credit others who have performed well</li> <li>You volunteer relevant information or insights to people across the organisation</li> <li>You are seen as a positive influence and act corporately for greater collective success</li> <li>You help diffuse potential conflict between teams and team members</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>You take or support decisions which benefit the Provider as a whole, even if they may be unpopular, or undercut the short term interests of own team.</li> <li>You are an exemplar of joined-up working, demonstrating belief and confidence in others who work in other teams, business groups or professions.</li> <li>You fully participate in corporate initiatives and encourage / release others to do so.</li> <li>You initiate and support cross boundary projects.</li> </ul>
<p><b>When things are going well</b></p> <ul style="list-style-type: none"> <li>Co-operates with other staff teams work towards a common goal</li> <li>Adopts a collaborative approach</li> <li>Breaks down barriers</li> <li>Challenges when hears inappropriate/negative views of colleagues</li> <li>Plays an active part in immediate team.</li> </ul>		<p><b>When things are not going well</b></p> <ul style="list-style-type: none"> <li>Does not engage with people in other teams</li> <li>Does not play an active part in immediate team</li> <li>Does not show an interest in what other groups do</li> <li>Focuses on pursuing personal goals at the expense of the goals of the Provider</li> <li>Participates in negative discussions about other colleagues/team members.</li> </ul>	

## CRITICAL COMPETENCES: LEADING, SUPPORTING & DEVELOPING OTHERS

<b>Definition</b> Focus on supporting and developing the potential of a team and/or colleagues. Motivate and stretch others to maximise both individual and organisational performance. Puts aside time to do this because of the importance of building capacity and capability amongst colleagues.		<b>Why is it important?</b> Talent is nurtured and organisational performance improves. To ensure that everyone is able to deliver to the highest standard, staff at all levels need to give support, feedback and coaching. People can deliver beyond their core job descriptions when given the latitude, support and confidence to excel.	
<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<ul style="list-style-type: none"> <li>You support and develop peers offering constructive feedback.</li> <li>You are generous in sharing knowledge with others.</li> <li>You want others to succeed</li> <li>You are effective in helping others though 'show &amp; tell' training e.g. you help newer staff, trainees and volunteers in an informal manner.</li> <li>You are aware when colleagues may be struggling and, as necessary, bring this to the attention of your manager.</li> </ul>	<ul style="list-style-type: none"> <li>You offer formal on-the-job training.</li> <li>You take an active interest in supporting your colleagues.</li> <li>You proactively share skills and knowledge with others.</li> <li>You help newer staff and / or trainees in an informal manner.</li> <li>You act as a mentor, as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>You help build others' self-confidence by providing affirmation of their strengths.</li> <li>You give timely developmental feedback, on both skills and behaviours, challenging in a constructive way.</li> <li>You value technical and soft-skills as a means of ensuring successful delivery.</li> <li>You provide effective guidance, coaching and support so that others around you excel and develop in their roles.</li> </ul>	<ul style="list-style-type: none"> <li>You give advice and counsel to colleagues helping them provide constructive/challenging feedback</li> <li>You are proactive in supporting and developing others</li> <li>You offer support freely outside your immediate team. You help others to develop in this area through coaching, feedback and support.</li> <li>You attach sufficient importance to Learning and Development.</li> <li>You provide active support for staff appearing to struggle with stress, anxiety or too much pressure.</li> </ul>
<b>When things are going well</b>		<b>When things are not going well</b>	
<ul style="list-style-type: none"> <li>Acknowledges good work.</li> <li>Provides timely, constructive feedback in a sensitive manner.</li> </ul>		<ul style="list-style-type: none"> <li>Complains about the work of others without suggesting options for improvement</li> </ul>	

<ul style="list-style-type: none"> <li>• Proactively shares own knowledge.</li> <li>• Coaches others to help them reach their potential.</li> <li>• Makes time for others.</li> <li>• Empowers others.</li> </ul>	<ul style="list-style-type: none"> <li>• Critiques the work and performance of others in a manner which erodes the confidence and self-belief</li> <li>• Keeps knowledge to self - does not share expertise.</li> <li>• Puts people down.</li> </ul>
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## CRITICAL COMPETENCIES: SELF AWARENESS & IMPACT ON OTHERS

<b>Definition</b> The capacity to recognise and understand your own behaviours/feelings and those of others. Understanding how your actions could be perceived in different ways by others and respecting difference. Uses this knowledge to adapt communication and behaviour to gain the desired outcome for the benefit of all involved. Sometimes referred to as emotional intelligence.		<b>Why is it important?</b> Understanding yourself helps you to perform more effectively in the workplace. Perceiving how you impact upon others by observing their reactions helps inform whether things are going well or not. You can then adapt your approach to try and gain the desired outcome, as required.	
<b>Level 1</b> <ul style="list-style-type: none"> <li>• You listen to others' advice, or suggestions and confirm you have heard and understood.</li> <li>• You understand &amp; acknowledge when others are trying to help.</li> <li>• You demonstrate awareness of your own strengths and limitations, and seek to improve.</li> <li>• You seek to better understand and appreciate the needs of others eg. those with carer</li> </ul>	<b>Level 2</b> <ul style="list-style-type: none"> <li>• Challenges others constructively and with confidence - the focus being to gain a positive outcome.</li> <li>• You acknowledge when you need assistance and don't know the answer.</li> <li>• You understand and respect others' perspectives and views.</li> <li>• You adapt to the needs of others to gain the right result.</li> </ul>	<b>Level 3</b> <ul style="list-style-type: none"> <li>• You anticipate how people will respond to suggestions or challenges and adapt your plan or behaviour accordingly.</li> <li>• You deal with crises calmly and steady the nerves of others.</li> <li>• You manage your own emotions and behaviour in difficult situations, ensuring your own anxiety and/or frustration does not impact on others.</li> </ul>	<b>Level 4</b> <ul style="list-style-type: none"> <li>• You deploy a wide range of sophisticated communication and behavioural techniques that other individuals feel most comfortable with.</li> </ul>

responsibilities or from different backgrounds.			
<b>When things are going well</b>		<b>When things are not going well</b>	
<ul style="list-style-type: none"> <li>• Is open to other peoples' ideas.</li> <li>• Demonstrates confidence in interactions with others.</li> <li>• Remains calm in trying situations.</li> <li>• Demonstrates selflessness.</li> <li>• Adapts behaviour according to the situation.</li> <li>• Sets an example for others.</li> <li>• Recognises unspoken emotions/feelings and is sensitive to them.</li> </ul>		<ul style="list-style-type: none"> <li>• Is self-promoting.</li> <li>• Tends to act out of self interest.</li> <li>• Is defensive when others provide feedback or suggestions.</li> <li>• Thinks their way is the only way.</li> <li>• Shows anger or other negative emotions.</li> <li>• Has inaccurate view of own strengths and weaknesses.</li> <li>• Displays an unprofessional or negative attitude.</li> </ul>	

## CRITICAL COMPETENCIES: REASON, JUDGEMENT & DECISION MAKING

<b>Definition</b> This competency requires gathering sufficient, reliable and relevant evidence and using it to make informed judgements; analysing and anticipating problems and applying knowledge and expertise to solve them. You focus on key issues and look ahead, seeing the implications of your own decisions and the impact of external factors, including reputational risk to the Provider. Making sound decisions applying your professional and technical knowledge and experience properly.		<b>Why is it important?</b> The Provider is a high profile public body making a significant impact on local service delivery. Delivering the right results requires anticipating problems, gathering evidence and making sound judgements understanding the impact on connected issues within the immediate team, corporately or to external stakeholders and customers. It's important to know when a decision needs to be made and the collection of further information/evidence must stop.	
<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>
<ul style="list-style-type: none"> <li>• You break down problems or tasks into logical steps</li> <li>• You prioritise tasks to ensure they meet the needs of others.</li> </ul>	<ul style="list-style-type: none"> <li>• You look beyond the obvious to identify underlying causes.</li> </ul>	<ul style="list-style-type: none"> <li>• You link information from within <i>and</i> outwith the Provider - spotting relationships that you use to clarify implications</li> </ul>	<ul style="list-style-type: none"> <li>• You critically evaluate external impact on stakeholders and make high quality decisions.</li> </ul>

<ul style="list-style-type: none"> <li>• You anticipate problems and seek ways to solve these.</li> <li>• If a process becomes inefficient or unnecessary you suggest options for improvement.</li> <li>• You know what evidence to collect and how to analyse it.</li> <li>• You consult with your line manager as appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• You see patterns based on past experience recognising similarities across situations.</li> <li>• You identify what is needed in the current situation and to develop pragmatic solutions.</li> <li>• You can demonstrate and explain how you have reached solutions and conclusions.</li> <li>• You are able to identify and focus on key priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• You see multiple causal links and potential issues in complex assignments</li> <li>• You solicit the input of others from across the Provider, to learn from them and inform your judgement.</li> <li>• You undertake option appraisal before acting</li> </ul>	<ul style="list-style-type: none"> <li>• You simplify complex situations, and recognise potential problems/opportunities.</li> <li>• You use judgement to make difficult decisions despite ambiguity and multiple competing priorities.</li> <li>• You examine matters from a range of perspectives and consider probable outcomes.</li> </ul>
<p><b>When things are going well</b></p>		<p><b>When things are not going well</b></p>	
<ul style="list-style-type: none"> <li>• Prioritises workload and manages priorities to meet deadlines.</li> <li>• Makes connections and comes up with new ways of looking at things.</li> <li>• Thinks through implications to take the most appropriate action.</li> <li>• Considers new information and changes tactics accordingly.</li> <li>• Escalates problems/issues to more senior staff as appropriate.</li> </ul>		<ul style="list-style-type: none"> <li>• Place excessive emphasis on detail, at the expense of issues.</li> <li>• Jumps to action without thinking through future implications.</li> <li>• Not able to demonstrate or explain a clear decision making process.</li> <li>• Escalates issues that are inappropriate/unnecessary.</li> <li>• Lacks accurate knowledge of professional and technical requirements</li> </ul>	

## CRITICAL COMPETENCIES: NETWORKING & RELATIONSHIP BUILDING

<p><b>Definition</b></p> <p>This covers relationships with other colleagues – internal or external. It means identifying key relationships and building awareness, respect and understanding with others; going beyond day to day pragmatic tasks. Key relationships require investment of significant effort and should be for the medium-long term. However, there will also be instances where you need to develop effective relationships quickly over a short period of time.</p>		<p><b>Why is it important?</b></p> <p>The best organisations place emphasis on networking/ relationship building to deliver objectives in a seamless manner. Good relationship building/networking improves productivity and effectiveness. The process of relationship building starts with groundwork, identifying relationships and planning how you will engage with others. You should develop relationships from basic awareness to those where high trust is evident.</p>	
<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>You express feelings/opinions appropriately and demonstrate concern for others</li> <li>You use a range of effective communication skills to maintain positive relationships</li> <li>You identify key individuals who can help you work effectively and include them in your personal network</li> <li>You try to understand the preferences and styles of your key contacts and foster higher levels of trust with these people</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>You actively elicit views, seeing issues through the eyes of others and make use of insight</li> <li>You make a point of speaking/meeting regularly with key individuals to keep relationships strong.</li> <li>You recognise opportunities to develop a wider network.</li> <li>You understand how people within your network are different and adapt accordingly.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>You create opportunities for others to speak out and be heard- you are honest and treat others with respect</li> <li>You have strong and resilient relationships with stakeholders.</li> <li>You can call on these relationships to help you break down barriers/solve problems.</li> <li>You can challenge your network of contacts in the knowledge that this will be constructive and have a positive outcome.</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>You create a culture where people knowing they will be heard; where lack of integrity and disrespect is not tolerated</li> <li>You develop wide and productive relationships as an essential part of your role</li> <li>Others ask you for assistance in using your network to help them overcome barriers.</li> <li>Your relationships building is characterised by integrity, selflessness and concern for organisational success.</li> </ul>
<p><b>When things are going well</b></p> <ul style="list-style-type: none"> <li>Proactively initiates relationships to expand network of contacts.</li> <li>Makes plans to build a network and carries them out over time.</li> <li>Opens up relationships, shares information and establishes rapport.</li> <li>Is approachable and treats people well.</li> <li>Shows an interest in other people</li> </ul>		<p><b>When things are not going well</b></p> <ul style="list-style-type: none"> <li>Pushes others away, by protecting own work area, or by treating others with disrespect.</li> <li>Consistently focuses on delivery at the expense of relationships.</li> <li>Only talks to others when they want something from them.</li> <li>Appears cold or unfriendly.</li> </ul>	

## CRITICAL COMPETENCES: DELIVERING QUALITY SERVICES

<p><b>Definition</b></p> <p>This is delivery to time, quality and cost. You use effective planning and management techniques to maximise getting it right first time every time. You actively seek opportunities to improve the efficiency and effectiveness of what you do. You take action to implement and influence change. You understand and acknowledge the impact your resource/ project management decisions have on other people and work streams.</p>		<p><b>Why is it important?</b></p> <p>The environment within which the Provider operates is complex, demanding and challenging. You need to demonstrate skills and behaviours to deliver your work effectively and efficiently despite these challenges. Focus on delivery to time, quality and cost helps you, your colleagues and the Provider to have maximum impact.</p>	
<p><b>Level 1</b></p> <ul style="list-style-type: none"> <li>You carry out responsibilities efficiently and effectively.</li> <li>You deliver accurate and high quality work to agreed timescales.</li> <li>You are able to plan, organise and prioritise your workload effectively.</li> <li>You deal with challenge positively and seek help when needed.</li> <li>You give early notice if timescales/costs are likely to exceed original expectations.</li> </ul>	<p><b>Level 2</b></p> <ul style="list-style-type: none"> <li>You show initiative by making suggestions and/or improving the way tasks are carried out.</li> <li>You plan and schedule your work/tasks and anticipate problems to ensure delivery to time and quality standards.</li> <li>You understand and apply project management/planning principles and techniques to ensure successful delivery.</li> </ul>	<p><b>Level 3</b></p> <ul style="list-style-type: none"> <li>You effectively scope, plan and manage projects/resources and have a track record of delivery to time, quality and cost.</li> <li>You ensure final outcomes deliver impact</li> <li>You review how you do things regularly and implement changes accordingly.</li> <li>You can effectively manage multiple client portfolios/tasks that may be at varying stages of completion.</li> </ul>	<p><b>Level 4</b></p> <ul style="list-style-type: none"> <li>You deliver to time, quality and cost in complex, multi-faceted and challenging assignments.</li> <li>You make informed decisions, based on business priorities, to direct resources. In doing so, you apply highly developed risk management/ project management techniques.</li> <li>You identify and implement new and improved ways of working to support organisational development across the organisation.</li> </ul>
<p><b>When things are going well</b></p> <ul style="list-style-type: none"> <li>Consistently delivers work to time, budget and quality standards.</li> <li>Clarifies objectives and agrees achievable goals.</li> </ul>		<p><b>When things are not going well</b></p> <ul style="list-style-type: none"> <li>Complains about problems without making meaningful suggestions to try to solve them.</li> </ul>	

<ul style="list-style-type: none"> <li>• Asks for feedback and acts on this.</li> <li>• Sets a high standard and pushes targets further to achieve more.</li> <li>• Challenges the status quo and embraces new ideas.</li> </ul>	<ul style="list-style-type: none"> <li>• Avoids going the extra mile in support of the team</li> <li>• Produces poor quality work.</li> <li>• Consistently goes over budget/time</li> </ul>
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## CRITICAL COMPETENCIES: CUSTOMER & STAKEHOLDER FOCUS

<b>Definition</b> A customer can be external or internal. You are responsive to customer and stakeholder needs and understand the environment in which they operate. You also appreciate the diverse challenges they face and maintain an impartial and independent view, as necessary.		<b>Why is it important?</b> Your understanding of customers/stakeholders should be at a depth appropriate to your role (as shown in the levels below). When you demonstrate this level of understanding, it enables you and the Provider to deliver a comprehensive service with impact for customers/stakeholders.	
<b>Level 1</b> <ul style="list-style-type: none"> <li>• You consistently provide friendly professional service</li> <li>• You know who the key customers/ stakeholders are</li> <li>• You seek to actively listen to stakeholder needs. You demonstrate you understand needs and accept feedback</li> <li>• You take ownership when dealing with enquiries and/or complaints to ensure resolution</li> <li>• You keep customers up to date on progress and any delays</li> </ul>	<b>Level 2</b> <ul style="list-style-type: none"> <li>• You proactively seek feedback in order to improve the service</li> <li>• When confronted with resistance, you listen to any objections and address them. You try and put yourself in their shoes and ask the right questions to help you move things forward</li> <li>• You have an appropriate level of concern for customer/ stakeholder satisfaction. When your customers/ stakeholders are less than satisfied you do all</li> </ul>	<b>Level 3</b> <ul style="list-style-type: none"> <li>• You analyse and take action in response to feedback; review protocols, adapting to address criticism.</li> <li>• You have a deep understanding of your stakeholder needs and the challenges they face.</li> <li>• You anticipate stakeholder concerns and reactions, and address these up front</li> <li>• In engaging with stakeholders you demonstrate commitment by focussing your attention on</li> </ul>	<b>Level 4</b> <ul style="list-style-type: none"> <li>• You create a climate where stakeholder feedback is an essential source of improvement data</li> <li>• You demonstrate insight and provide feedback that challenges current perceptions.</li> <li>• You understand the wider issues your stakeholders face and think about the consequences of any given situation/decision.</li> <li>• You can deliver difficult messages in an appropriate</li> </ul>

<ul style="list-style-type: none"> <li>You have sufficient knowledge to predict needs &amp; ask the right questions</li> </ul>	<p>that you reasonably can to address issues</p>	<p>their specific needs and being accessible to them.</p>	<p>and professional manner, maintaining relationships</p>
<p><b>When things are going well</b></p> <ul style="list-style-type: none"> <li>Puts self in customer shoes to provide a prompt and efficient service.</li> <li>Asks questions, getting various perspectives on issues.</li> <li>Customer feedback is positive (it indicates that you are adding value).</li> <li>Shared goals and open lines of communication between parties.</li> <li>Becomes a trusted advisor.</li> </ul>		<p><b>When things are not going well</b></p> <ul style="list-style-type: none"> <li>Does not attempt to influence, consistently just 'agreeing to disagree'.</li> <li>Overly familiar in business relationships, losing objectivity</li> <li>Rigid in views, not acknowledging concerns or engaging in dialogue.</li> <li>Only provides a minimum level of service.</li> <li>Adopts a uniform approach to all customers.</li> </ul>	