

Candidate Pack



Befriending & Care Services Officer

About West Dunbartonshire CVS

West Dunbartonshire CVS is a social action support agency and the recognised Third Sector Interface for the local authority area.

Our Vision

Our vision is of a community and third sector that is recognised as strong, vital and resilient, and is valued for its delivery of positive outcomes for local people.

Our Mission

Our mission is to support, empower, challenge and inspire the third sector to enable change for a stronger, more equal West Dunbartonshire; reducing vulnerability, inequality, improving quality of life and creating more resilient and prosperous communities. We recognise the richness and creativity of a diverse society and work collaboratively to address inequality that may exclude or constrain the opportunities of many individuals, groups and communities from full participation in civil society.

Our Strategic Objectives

In order to work towards our vision and mission, the following strategic objectives will underpin our activities:

Strong, diverse and well connected third sector

We will actively promote sector interdependence, participation and engagement opportunities, developing communities of practice and promoting positive deliberations and dialogue

High quality, member-driven service portfolio

We will provide a range of intervention-based services offering resilience support, review and growth pathways, and enabling peer learning & collaboration

Initiatives supporting communities and neighbourhoods

We will co-produce initiatives and services focused on empowering communities and inspiring local action, addressing inequality and need

Credible, influential sector voice

We will use our evidence base, resulting from participation and engagement to positively represent the interests of the sector and influence policy and practice

Strong, transparent and sustainable organisation

We will be a continually improving, enterprising and quality driven agency; recognised for our diverse and sustainable income streams and strong governance.

Our People Workstream

This post sits within our People Workstream, which leads and develops all citizen-focussed community level activity This includes:

- Promote and develop volunteering
- Establishing activities and strategies which support person-centred activity and service development across the third sector
- Providing an effective social prescribing hub to support strong sector engagement
- Ensuring appropriate co-production opportunities with local communities.

Who we are looking for

This is an excellent opportunity to join a small, focussed and supportive team. We aim to deliver high quality services which empower individuals, communities and organisations to improve their quality of life and make West Dunbartonshire a better place to live, work and volunteer in. 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 strong natural communicator, have a desire to provide high quality customer service and be passionate around engaging with a range of stakeholders and audiences. You will understand the power of communities and be excited by the challenge of supporting local individuals, organisations and initiatives to maintain the energy, determination and enthusiasm that they need to be successful.

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

Autonomy and decision-making

WDCVS operates a flat management structure, with activity delivered through project teams. Duties will be allocated within the relevant project plans and by direct discussion during routine support and supervision sessions.

The postholder is 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, escalating to the Chief Officer in more complex circumstances.

Job Description

Job Title	Befriending & Care Services Officer		
Location	Clydebank, but requiring travel throughout West Dunbartonshire		
Reports to	Chief Officer		
Contracted Hours	32 per week	New/Established Post	Established
Salary Scale	£22,500 - £24,500 pa		
Contract Type	Fixed term until 31 st March 2024 (with possibility of renewal)		

Purpose of the Role

We are looking to recruit a new Service Lead to support the growth and development of volunteer-led befriending and social care opportunities in West Dunbartonshire, improving the quality of life for vulnerable local residents.

You will be a pro-active person who motivates and inspires others and shows a person-centred approach. The post will have responsibility for driving our successful befriending service, meeting all regulatory and best practice requirements. You will also be involved in the development of new volunteer-led social care opportunities both internally and in the wider sector.

You will have a good working knowledge of the community support landscape and recent experience of coordinating volunteer-led initiatives. You will have a passion to develop and strengthen alliances and pathways to increase service and intervention uptake.

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

The role offers the opportunity to make a real difference in our communities. You should be educated/experienced in a related discipline.

Scope of the Role

People Responsibility:	<ul style="list-style-type: none"> Recruitment, Placement, Support and Supervision of the volunteer befriender team
Relationship Responsibility:	<ul style="list-style-type: none"> Collaborative working with the in-post Befriending Support Officer (15 hours per week) Collaborative working with the internal Volunteer Centre Coordinator re: volunteer recruitment Collaborative working with the internal social prescribing hub arrangements Collaborative working with other befriending services operating locally and nationally Positive relationship with local health and social care staff
Budget Responsibility:	<ul style="list-style-type: none"> No direct budget holding responsibility
Decision Making Responsibility	<ul style="list-style-type: none"> Volunteer Recruitment and Placement Service suitability of referrals received
Out of Office Hours/. On-Call Responsibility	<ul style="list-style-type: none"> Some evening and weekend work may be required to support service promotion On Call support cover may be required during times of adverse weather/significant challenge to offer service user support
PVG Requirement	<ul style="list-style-type: none"> Membership of the PVG scheme is required

Success in the Role

The key measures of success in the role at this time are:

- Successful re-integration of a full face-to-face befriending service
- Successful expansion of telephone befriending initiatives
- Increased number of successful befriending relationships supported, annually
- Positive partnerships established, assessed via our annual partner survey
- Opportunities for expansion of befriending in West Dunbartonshire identified and progressed
- Strong satisfaction level scored in annual review – befrienders and befriendees.

Main Duties

1. Coordinate the WDCVS befriending service, ensuring high quality, service delivery; taking day-to-day oversight of regulatory and best practice requirements
2. Maintain positive working relationships with key stakeholders/referral partners across the local health and social care sector; attending multi-agency meetings, delivering awareness sessions and providing targeted presentations as required
3. Deliver (and where necessary develop) core and enhanced volunteer training
4. Support the delivery of general PVG, child protection and adult support and protection awareness sessions in the wider third sector, as required
5. Support self-evaluation and other learning activities including gathering effective feedback and engagement from our befrienders and befriendees; also supporting quality standard re-accreditations as required
6. Ensure all record-keeping is effectively maintained and accurate; provide service monitoring reports and updates as required
7. Ensure service risks are properly identified, assessed and managed
8. Work collaboratively to support the operation of the Ask ACCESS social prescribing hub and related initiatives
9. Develop and facilitate a sector collaborative to improve availability of befriending services across West Dunbartonshire
10. Enable scaling up and/or mainstreaming of successful interventions/initiatives
11. Improve knowledge of strategic themes by attending conferences, meetings, working groups etc, representing the interest of West Dunbartonshire CVS
12. Undertake any other duties appropriate to the post in accordance with the needs of West Dunbartonshire CVS.

The ASK of the Role

	Criteria	Assessed By
Achievements	<p>Background and/or work experience in a community health, community development, or allied discipline or equivalent professional or experience (Essential)</p> <p>Track record of effective multi-agency working (Essential)</p> <p>Experience of collaborative working within diverse communities and developing positive relationships with individuals (Essential)</p> <p>Experience leading and inspiring a volunteer service delivery team (Essential)</p> <p>Knowledge of vulnerable adult safeguarding issues that should be considered when working in the community (Essential)</p> <p>Experience of supporting befriending/mentoring or coaching interventions (Essential)</p> <p>Commitment to equality, inclusion, diversity and challenging inequality (Essential)</p> <p>Experience of person-centred approaches and the principles of service co-design (Desirable)</p> <p>Experience of delivering behaviour change support projects (Desirable)</p> <p>Consulting with or facilitating engagement with stakeholders (Desirable)</p>	<p>Application</p> <p>Interview</p> <p>Copies of Qualifications</p> <p>Presentation Exercise</p> <p>References</p>
Skills	<p>Understanding of and commitment to the social model of health including developing proactive and innovative approaches (Essential)</p> <p>Effective time management skills with the ability to plan, prioritise and maximise use of resources to meet tight deadlines (Essential)</p>	<p>Application</p> <p>Interview</p> <p>Presentation Exercise</p> <p>References</p>

	<p>Ability to provide up to date, accurate and detailed information in reports & presentations which are accessible to a wide range of users and recipients (Essential)</p> <p>Excellent communication skills, oral and written (Essential)</p> <p>IT competence - Microsoft Office packages including databases (Desirable)</p> <p>Competence in social media communications (Desirable)</p>	<p>Application</p> <p>Interview</p> <p>Presentation Exercise</p> <p>References</p>
Knowledge	<p>Knowledge of the community and third sector (Essential)</p> <p>Approaches to reduce loneliness and social isolation (Essential)</p> <p>Understanding of the health profile of West Dunbartonshire (Desirable)</p>	<p>Interview</p> <p>Presentation Exercise</p>
Personal Qualities	<ul style="list-style-type: none"> • Manages pressure effectively, displaying flexibility in changing circumstances; able to multi-task and prioritise effectively • Responds with a solutions-based focus to challenges • Behaves consistently with clear personal values showing respect and positive regard for all • Establishes good relationships and relates to others in a confident and relaxed manner • Plans ahead and works in a systematic and organised way • Demonstrate sound judgement and discretion • Commitment to developing specialist knowledge, skills and expertise to be an authoritative and credible voice • Works to professional codes of practice, occupational standards and observes codes of conduct at all times • Support continuous improvement through a range of scrutiny and improvement responses • Works well on own initiative and within an integrated team • Be willing to travel on occasion to attend meetings, occasionally across Scotland 	

Generic Responsibilities - all WDCVS staff

In addition to the post specific responsibilities, WDCVS has embedded a range of generic responsibilities for all staff.

- Ensure WDCVS's reputation as a credible Third Sector Interface is developed, reviewed and enhanced
- Honesty, discretion and a commitment to confidentiality across all activities
- Keep up-to-date with the external policy agenda affecting community empowerment and social models of health
- Ongoing commitment to professional development and knowledge sharing
- Participate in supervision arrangements, team meetings, appraisal and learning and development initiatives, as required
- Facilitate and promote the attainment of excellence awards and ensuring these are validated regularly
- Commitment to working alongside and supporting volunteers, as full team members
- Promote the work of WDCVS at conferences, forums and other events, as required

Competencies

Posts at West Dunbartonshire CVS 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 Befriending Officer requires the following competence levels to be evidenced.

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

CRITICAL COMPETENCIES: TEAM WORKING

Definition Team working at WDCVS 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.		Why is it important? To have maximum impact at local and national level, WDCVS must be more than the sum of its parts. This means maximising resources – actively supporting each other regardless of business group, in pursuit of WDCVS'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.	
Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> You make an active contribution to the success of your team – through effort, voicing ideas and keeping other members up to date with what is happening. You see yourself as part of the wider staff team You support the way ahead when this is agreed across the organisation or the team. You will help with matters outside your immediate team. You share relevant information When required, you will offer additional support to others. 	<ul style="list-style-type: none"> You demonstrate dedication to the work of WDCVS e.g., by expressing your commitment to and value for the work, actively participating in corporate level initiatives. You work to build team spirit. You consistently speak positively about the work and efforts of others either directly to team members or to other parties. You challenge others who unduly criticise the aptitude, commitment and effort of other WDCVS staff. 	<ul style="list-style-type: none"> You proactively offer support to colleagues in your team and in other business groups. You act to promote good working relationships regardless of personal likes or dislikes. You credit others who have performed well. You volunteer relevant information/ insights across the organisation. You are seen as a positive influence and act corporately for greater collective success. You help diffuse potential conflict in and across teams. 	<ul style="list-style-type: none"> You take or support decisions which benefit WDCVS as a whole, even if they may be unpopular, or undercut the short-term interests of your own team. You are an exemplar of joined-up working, demonstrating belief and confidence in the value of partnership. You fully participate in corporate initiatives and encourage / release others to do so. You initiate and support cross boundary projects.
When things are going well		When things are not going well	
<ul style="list-style-type: none"> Co-operates with other business groups in order to work towards our common goals Adopts a collaborative approach Breaks down barriers Challenges inappropriate/negative views of colleagues Plays an active part in immediate team. 		<ul style="list-style-type: none"> Does not engage with people in other teams Does not play an active part in immediate team Does not show an interest in what other groups do Focuses on pursuing personal goals at the expense of the goals of WDCVS Participates in negative discussions about other colleagues/team members. 	

CRITICAL COMPETENCIES: LEADING, SUPPORTING & DEVELOPING OTHERS

Definition Focus on supporting and developing the potential of a team and/or colleagues. Motivates and stretches others to maximise individual and organisational performance. Puts aside time to do this because of the importance of building capacity and capability amongst colleagues.		Why is it important? When talent is nurtured, 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.	
Level 1 <ul style="list-style-type: none"> You support peers by offering feedback. You are generous in sharing knowledge/information You want to see others succeed and grow. You are effective in helping others though 'show & tell' style training e.g. helping newer staff/volunteers informally. You are aware when colleagues may be struggling and, as necessary, bring this to the attention of your manager. 	Level 2 <ul style="list-style-type: none"> You offer formal on-the-job training. You take an active interest in supporting your colleagues. You proactively share skills and knowledge with others. You help newer staff and/or trainees in an informal manner. You act as a mentor, as appropriate. 	Level 3 <ul style="list-style-type: none"> You help build others' self-confidence by providing affirmation of their strengths. You give timely developmental feedback, on both skills and behaviours, challenging in a constructive way. You value technical and soft-skills as a means of ensuring successful delivery. You provide effective guidance, coaching and support so that others around you excel and develop in their roles. 	Level 4 <ul style="list-style-type: none"> You give advice and counsel to colleagues, providing constructive and/or challenging feedback. You offer proactive supporting to others across the organisation. You help others to develop in your core skill area through coaching, feedback and support. You create an environment where importance is attributed to Learning and Development. You provide active support for team members appearing to struggle with stress, anxiety or too much pressure.
When things are going well <ul style="list-style-type: none"> Acknowledges good work. Provides timely, constructive feedback in a sensitive manner. Proactively shares own knowledge. Coaches others to help them reach their potential. Makes time for others. Empowers others. 		When things are not going well <ul style="list-style-type: none"> Complains about the work of others without suggesting options for improvement Critiques the work and performance of others in a manner which erodes the confidence and self-belief Keeps knowledge to self - does not share expertise. Puts people down. 	

CRITICAL COMPETENCIES : SELF AWARENESS & IMPACT ON OTHERS

Definition The capacity to recognise and understand the behaviours/feelings of yourself and 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.		Why is it important? 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.	
Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> You listen to advice and suggestions from others You understand & acknowledge when others are trying to help. You demonstrate awareness of your own strengths and limitations, and seek to improve. You seek to better understand the needs of others eg. carers, those with disabilities, different beliefs and ethnic backgrounds. 	<ul style="list-style-type: none"> Challenges others constructively and with confidence - the focus being to gain a positive outcome. You acknowledge when you need assistance and don't know the answer You understand and respect others' perspectives and views. You adapt to the needs of others to gain the right result. 	<ul style="list-style-type: none"> You anticipate/hear how people will respond to suggestions or challenges and adapt your plan or behaviour accordingly. You deal with crises calmly and steady the nerves of others. You manage your own emotions and behaviour in difficult situations, ensuring your own anxiety and/or frustration does not impact on others. 	<ul style="list-style-type: none"> You deploy a wide range of sophisticated communication and behavioural techniques that other individuals feel most comfortable with.
When things are going well		When things are not going well	
<ul style="list-style-type: none"> Is open to other peoples' ideas. Demonstrates confidence in interactions with others. Remains calm in trying situations. Demonstrates selflessness. Adapts behaviour according to the situation. Sets an example for others. Recognises unspoken emotions/feelings and is sensitive to them. Able to share view with your manager in an open, professional manner. 		<ul style="list-style-type: none"> Is self-promoting. Tends to act out of self-interest. Is defensive when others provide feedback or suggestions. Thinks their way is the only way. Shows anger or other negative emotions. Has inaccurate view of own strengths and weaknesses. Displays an unprofessional or negative attitude. 	

CRITICAL COMPETENCIES : REASON, JUDGEMENT & DECISION MAKING

Definition Gathering sufficient, reliable and relevant evidence and using it to make appropriate judgements; analysing and anticipating problems and applying knowledge, expertise and judgement to solve them. You focus on key issues, seeing the implications of your decisions including any reputational risk to WDCVS. Making sound decisions means that you will apply your professional and technical knowledge and experience properly.		Why is it important? WDCVS is a public facing agency. Delivering well requires anticipating problems, gathering evidence and making sound judgements, understanding the impact in the immediate team, cross-agency and with external stakeholders and customers. We expect you to apply your knowledge/experience base on up to date learning.	
Level 1 <ul style="list-style-type: none"> You break down problems or tasks into manageable steps You prioritise tasks to ensure needs are met. You anticipate problems and seek ways to solve these. You can identify when services/ processes become inefficient or unnecessary. You know what evidence to collect and prepare reports You consult with your line manager on issues of judgement. 	Level 2 <ul style="list-style-type: none"> You look beyond the obvious to identify underlying causes. You see patterns based on past experience recognising similarities across situations. You identify what is needed in the current situation and develop pragmatic solution, explaining how you reached your conclusions. You make sound judgements in a timely manner. You are able to identify and focus on key priorities. 	Level 3 <ul style="list-style-type: none"> You link different forms of information from within <i>and</i> outwith WDCVS – spotting relationships that you use to clarify implications for action. You identify multiple causal links and potential issues in complex situations/assignments You solicit the input of others, to learn from them and inform your judgement. You undertake suitable option appraisal before selecting a course of action. 	Level 4 <ul style="list-style-type: none"> You critically evaluate how external forces impact decisions. You simplify complex situations, recognising potential problems/opportunities. You use judgement to make difficult decisions despite ambiguity and multiple competing priorities. You examine matters from a number of perspectives and consider the probable outcomes of different solutions.
When things are going well <ul style="list-style-type: none"> Prioritises workload, managing conflicting priorities to meet deadlines. Makes connections and comes up with new ways of looking at things. Thinks through implications to take the most appropriate action. Considers new information and changes tactics accordingly. Escalates problems/issues to more senior staff as appropriate. 		When things are not going well <ul style="list-style-type: none"> Place excessive emphasis on detail, at the expense of identifying issues. Jumps to action without thinking through future implications. Not able to demonstrate or explain a clear decision-making process. Escalates issues that are inappropriate/unnecessary. Lacks accurate knowledge of professional and technical requirements 	

CRITICAL COMPETENCIES : NETWORKING & RELATIONSHIP BUILDING

Definition Identifying key relationships (internal and external) and building awareness, respect and understanding with others; going beyond day to day pragmatic tasks. Key relationships need 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.		Why is it important? Effective organisations place significant emphasis on networking/ relationship building to deliver objectives in a seamless manner, improving productivity and effectiveness. Relationship building needs groundwork, identifying key relationships and planning how you will engage with others.	
Level 1 <ul style="list-style-type: none"> You express feelings/opinions appropriately and demonstrate concern for others. You use communication skills to maintain positive relationships You identify key individuals who can help you work effectively and efficiently and include them in your personal network. You try to understand the preferences and styles of your key contacts. 	Level 2 <ul style="list-style-type: none"> You actively seek views, seeing through the eyes of others You make a point of speaking regularly with key individuals to keep relationships strong/open. You meet with key individuals to strengthen relationships. You recognise opportunities to develop a wider network. You understand how people within your network differ and adapt your style accordingly. 	Level 3 <ul style="list-style-type: none"> You create opportunities for others to be heard - showing honesty and respect You have strong and resilient relationships with key stakeholders. You can call on these relationships to help you break down barriers/solve problems. You can challenge your network in the knowledge this will have a positive outcome. 	Level 4 <ul style="list-style-type: none"> You create a culture where people can speak out and feel heard; in which disrespectful behaviour is not tolerated You develop wide and productive relationships as a key part of your role Others ask you for assistance in using your network to help them Your relationship building is characterised by integrity and concern for team success.
When things are going well <ul style="list-style-type: none"> Proactively initiates relationships to expand network of contacts. Makes plans to build a network and carries them out over time. Opens up relationships and establishes rapport. Is approachable and treats people well. Shows an interest in other people Actively shares information with others. 		When things are not going well <ul style="list-style-type: none"> Pushes others away, by protecting own work area, or by treating others with disrespect. Consistently focuses on delivery at the expense of building effective relationships. Only talks to others when they want something from them. Appears cold or unfriendly. 	

CRITICAL COMPETENCIES : DELIVERING QUALITY SERVICES

Definition Delivery to time, quality and cost. You use effective techniques to maximise getting it right, first time every time. You actively seek opportunities to improve efficiency and effectiveness in what you do. You take prompt action to implement and influence change. You understand and acknowledge the impact resource decisions have on workstreams.		Why is it important? The environment within which WDCVS operates is complex, demanding and challenging; requiring demonstrating skills and behaviours to deliver effectively and efficiently. Focus on delivery to time, quality and cost helps you, your colleagues and WDCVS to have maximum impact.	
Level 1	Level 2	Level 3	Level 4
<ul style="list-style-type: none"> You carry out responsibilities efficiently and effectively. You deliver accurate, quality work to agreed timescales. You are able to plan, organise and prioritise effectively. You deal with challenge positively and seek help when needed. You give early notice if timescales/costs are likely to exceed original expectations. 	<ul style="list-style-type: none"> You show initiative by making suggestions and/or improving the way tasks are carried out. You plan and schedule your work/tasks and anticipate problems to ensure delivery to time and quality standards. You understand and apply project management/planning principles and techniques to ensure successful delivery. 	<ul style="list-style-type: none"> You effectively scope, plan and manage projects/resources and have a track record of delivery to time, quality and cost. You ensure final outcomes deliver impact You review how you do things regularly and implement changes accordingly. You can effectively manage multiple client portfolios/tasks that may be at varying stages of completion. 	<ul style="list-style-type: none"> You deliver to time, quality and cost in complex, multi-faceted and challenging assignments. You apply risk/project management techniques in making informed decisions, based on business priorities, to direct resources. You identify and implement new and improved ways of working to support organisational development across the organisation.
When things are going well		When things are not going well	
<ul style="list-style-type: none"> Consistently delivers work to time, budget and quality standards. Clarifies objectives and agrees achievable goals. Asks for feedback and acts on this. Sets a high standard and pushes targets further to achieve more. Comfortably challenges the status quo and embraces new ideas. 		<ul style="list-style-type: none"> Complains about problems without making meaningful suggestions to try to solve them. Avoids going the extra mile in support of the team Produces poor quality work. Consistently goes over budget/time 	

CRITICAL COMPETENCIES : CUSTOMER & STAKEHOLDER FOCUS

Definition 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.		Why is it important? 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 WDCVS to deliver a comprehensive service with impact for customers/stakeholders.	
Level 1 <ul style="list-style-type: none"> You consistently provide a friendly, professional service. You know who the key customers/ stakeholders are. You seek to actively listen to stakeholders, showing an understanding of their needs You take ownership when dealing with enquiries and/or complaints to ensure resolution. You keep customers updated on progress/unplanned delays. You have sufficient knowledge to ask the right questions. 	Level 2 <ul style="list-style-type: none"> You proactively seek feedback from stakeholders to improve services When facing resistance, you listen to and address objections. You try to put yourself in others shoes, asking questions to move things forward. You have an appropriate level of concern for customer/ stakeholder satisfaction. When they are less than satisfied, you do all that you reasonably can to address issues. 	Level 3 <ul style="list-style-type: none"> You analyse and take in response to feedback; adapted approaches to address constructive criticism. You have a deep understanding of your stakeholder needs and the challenges they face. You anticipate stakeholder concerns and reactions, pre-empting these where possible. You demonstrate commitment by focussing your attention on their specific needs and being accessible to them. 	Level 4 <ul style="list-style-type: none"> You create a climate where stakeholder feedback is an essential source of data to influence quality improvement, innovation and thinking. You demonstrate insight and provide feedback that challenges current perceptions. You understand and consider the wider issues stakeholders face in any given situation. You deliver difficult messages in an appropriate, professional way, protecting relationships
When things are going well <ul style="list-style-type: none"> Puts self in customer shoes to provide a prompt and efficient service. Asks questions, getting various perspectives on issues. Customer feedback is positive (it indicates that you are adding value). Becomes a trusted advisor. 		When things are not going well <ul style="list-style-type: none"> Does not attempt to influence, consistently just 'agreeing to disagree'. Being overly familiar, losing independence and objectivity Rigid in views, not acknowledging concerns or engaging in dialogue. Adopts a uniform approach to all customers. 	

