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Applies to: All Group Staff			
Prepared by: Org Development	Name: Kathryn Sowerby	Version 3	
To be disseminated by:	Human Resources	April 2011	

Introduction


A competency is an ability, skill, knowledge or trait that is needed for the successful performance of a job role. Overall, competencies are a set of behaviours that an individual must possess in order to perform to the optimum level within the role. When used properly, and in conjunction with other working practices and procedures, competencies can ensure fairness, openness and equality in the way we recruit staff, select people for training, identify clear development paths and promote people.

There are two separate types of competencies to evaluate an individual's ability to do a job – technical and core. Technical competencies are the experience and knowledge required to carry out the specific role. As technical competencies are diverse in their nature, the person specification for a specific job role will determine these – for example specific qualifications may be necessary for a finance manager's role.


Core competencies

Core competencies can apply to many different jobs. This document details the 15 core competencies which Goodwin recognise as necessary in all roles. The level of competency will depend on the job role.


Levels	
Level 0	Not required for post
Level 1	Basic requirement
Level 2	Must meet levels 1 & 2
Level 3	Must meet levels 1, 2 & 3
Level 4	Must meet levels 1, 2, 3 & 4
Level 5	Must meet all levels

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C1. Planning and Organising
Is able to organise own time effectively, creates own work schedules, prioritises, prepares in advance and sets realistic timescales. Has the ability to visualise a sequence of actions needed to achieve a specific goal and how to estimate the resources required.
Level 0 - Not required for post
Level 1 – Organises workload with support where necessary
<ul style="list-style-type: none"> - Has a tidy work area and systematic approach. - Is aware of timescales for elements of work or seeks guidance. - Plans ahead to ensure meets agreed deadlines for elements of work. - Updates records and makes notes to keep colleagues informed.
Level 2 – Prioritises day to day workload
<ul style="list-style-type: none"> - Makes accurate workload estimates for routine tasks and prioritises key tasks. - Carries out several tasks at once. - Capable of changing priorities and switching between tasks without losing sight of deadlines. - Is prepared to negotiate deadlines or agree priorities where they conflict. - Shows assertiveness in dealing with conflicting priorities.
Level 3 – Plans to meet departmental objectives
<ul style="list-style-type: none"> - Looks several weeks ahead in assessing priorities and planning work. - Accurately estimates resources to achieve plans. - Manages own time to complete tasks within agreed deadlines and is clear about impact of decisions on time of others. - Develops and implements contingency plans for most likely problems. - Keeps relevant people informed of plans and updates them about changes.
Level 4 – Converts organisational plans into departmental or own plans
<ul style="list-style-type: none"> - Identifies contribution that self and or team can make to organisational objectives. - Plans the allocation of resources to projects or work routines. - Develops and checks milestones for measuring success. - Negotiates and agrees the scope, deliverables and timings with all parties on major initiatives. - Monitors progress and ensures deadlines are achieved. - Identifies delays or backlogs and takes steps to deal with them.
Level 5 – Develops organisational plans
<ul style="list-style-type: none"> - Holds a clear vision for the organisation and translates this into a strategic plan that is communicated to all. - Identifies strategic activities to achieve vision. - Insures that planning processes are cascaded down within own functional area. - Encourages cross-functional co-operation in producing annual plans and objectives.

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C2. Problem Solving & Decision Making
<p>Is able to analyse situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce a logical, practical and acceptable solution. Is able to make effective decisions on a day-to-day basis, taking ownership of decisions, demonstrating sound judgement in escalating issues were necessary.</p>
Level 0 - Not required for this post
<p>Level 1 – Seeks appropriate support with problems & decision making</p> <ul style="list-style-type: none"> - Thinks things through thoroughly. - Obtains the necessary information to make decisions. - Seeks input from other colleagues or team members to identify possible solutions to problems. - Identifies issues that fall outside own span of control. - Knows the limits of decision making within own role and refers problems upwards and speedily where necessary.
<p>Level 2 – Makes day to day decisions and solves standard problems in own work</p> <ul style="list-style-type: none"> - Considers a range of possible solutions based on past experience. - Takes action to resolve minor routine problems without referring upwards. - Thinks and acts quickly when required. - Thinks clearly and is able to work through unusual situations. - Identifies practical solutions to problems and spots the drawbacks.
<p>Level 3 - Analyses and solves problems, makes decisions that impact own and others work</p> <ul style="list-style-type: none"> - Works on the causes before thinking about solutions. - Researches a variety of possible solutions and learns from previous decisions. - Identifies the root of the problem and considers long-term and knock-on effects. - Looks for creative options or solutions - Able to make decisions in a timely manner, even where deadlines are tight. - Takes responsibility for the outcome of the decision.
<p>Level 4 – Makes decisions at team level and solves complex problems</p> <ul style="list-style-type: none"> - Assesses relevant information and identifies objectives, priorities and problems to be dealt with without delaying or rushing the outcome. - Carries out detailed research and an investigation of all relevant areas. - Consults widely to obtain data and input from all affected parties. - Thinks through the impact of each option from a different point of view (commercial, financial, human, organisational, process etc.) - Takes tough decisions with unpopular outcomes and is prepared to justify and explain them to those affected.
<p>Level 5 – Makes high level decisions and uses a wide range of resources to solve problems</p> <ul style="list-style-type: none"> - Approaches external sources to generate potential solutions. - Considers potential strategic impact of options where issues may be ambiguous. - Plans tactical approach to minimise obstacles at implementation stage. - Prepared to take action that may produce negative results in the short term to achieve longer-term improvements for the organisation. - Ensures decisions are based on as full a knowledge base as is possible - Demonstrates confidence in selling difficult decisions internally and externally where there is public exposure.

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C3. Reliability
Level 0 - Not required for post
Level 1 <ul style="list-style-type: none"> - Able to meet most deadlines and targets - Colleagues and clients / customers essentially satisfied with the service provided - Work which may contain occasional errors but which is fundamentally sound - Uses discretion and managers confidence in jobholder to be rarely misplaced - Normally grasps the purpose to their work and normally achieves their objectives
Level 2 – A reliable staff member with no instances of substandard performance <ul style="list-style-type: none"> - No instances of sub-standard performance exist. - Deadlines and targets are rarely missed - Clients / customers / colleagues are completely satisfied - Work is consistently sound and error free - The confidence invested in the job holder never being betrayed - Invariable recognition of the aims of the department by the job holder who acts without exception to achieve these aims
Level 3 – Works proactively to improve performance <ul style="list-style-type: none"> - Ability to set own deadlines and targets which contribute to the performance of the department - Seeks feedback from clients/customers/colleagues and sets improvement plans/targets - Multi-tasks and willingly fills in for other staff members when necessary.
Level 4 – Highly reliable making an excellent contribution to the achievement of departmental objectives <ul style="list-style-type: none"> - Deadlines and targets are often achieved in advance of target date - Work is of a high standard - Often receives praise from clients / customers / colleagues - Manager has complete confidence in the job holder
Level 5 - makes an outstanding contribution to the achievement of departmental objectives <ul style="list-style-type: none"> - Deadlines and targets are achieved well in advance of target date, allowing extra work to be undertaken - Work is of a superior standard, going beyond what was asked for in both detail and depth - Receives consistent unsolicited praise from clients / customers / colleagues - Manager has complete confidence in the job holder even in exceptional and difficult circumstances - Ability to re-defining departmental / company objectives to more exacting and challenging levels

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C4. Change Orientation (Adaptability / Flexibility)
Understands and is receptive to the need for change. Demonstrates adaptability to changing demands and conditions.
Level 0 Not required for post
Level 1 – Willing to change ways of working <ul style="list-style-type: none"> - Willing to take on new tasks, new role or new ways of doing things. - Raises any concerns about change in a positive way. - Continues to perform job well in an uncertain environment, with appropriate support. - Maintains a positive outlook.
Level 2 – Identifies and implements new ways of working <ul style="list-style-type: none"> - Identifies the advantages in new ways of doing things or new structures. - Gets to grips with the nature of the change and the reasons for it. - Demonstrates adaptability to changing demands and conditions.
Level 3 – Identifies and implements change in own work and that of others <ul style="list-style-type: none"> - Takes ownership of the changes and promotes the benefits. - Associates self with the decision to change. - Understands the impact of change on others and on self. - Provides support. - Listens to people's concerns and empathises without indulging them. - Translates the organisation's strategic change plans into individual or departmental plans.
Level 4 – Decides and cascades strategic change plans to department <ul style="list-style-type: none"> - Takes a broad view of the need for change and personally communicates the reasons for change at all levels. - Spots opportunities arising as a result of change. - Focuses on implementing the changes and making them work. - Stands own ground in the face of rejection or criticism. - Puts in place support mechanisms throughout the business to deal with the impact on people.
Level 5 – Strategic direction and change <ul style="list-style-type: none"> - Generates new ideas and suggestions for change. - Ability to flex approach to difficult needs of several concurrent workstreams. - Remains resilient whilst working under adverse or conflicting demands.

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C5. Report Writing
Demonstrates an understanding of how to write effective documents
Level 0 - Not required for post
Level 1 <ul style="list-style-type: none"> - Core awareness of basic report writing. - Uses appropriate language.
Level 2 <ul style="list-style-type: none"> - Good understanding of report writing and ability to write short reports. - Collects information available for use in reports and other written documentation. - Ability to set out information in a logical and organised manner.
Level 3 <ul style="list-style-type: none"> - Developed understanding of report writing and ability to write comprehensive reports. - Seeks additional information available and incorporates relevant information.
Level 4 <ul style="list-style-type: none"> - Advanced writing skills and knowledge of how to effectively link and tailor communication to different situations, people and existing documents. - Gathers information relating to a wider business context.
Level 5 <ul style="list-style-type: none"> - Expert understanding of writing skills to effectively communicate at senior/board level.

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C6. Influencing, Persuasion and Negotiation Skills
Gains support for ideas and motivates other to advance the objectives of the organisation and influence outcomes. Builds relationships with others and shows consideration. Is able to present key points of an argument persuasively, negotiate and convince others.
Level 0 - Not required for post
<p>Level 1 – Puts forward ideas to contribute to discussions</p> <ul style="list-style-type: none"> - Readily contributes own ideas and opinions. - Gives own views with conviction and confidence. - Listens to the arguments of others and engages in constructive discussion. - Raises objections in a positive manner.
<p>Level 2 – Uses different means to influence others</p> <ul style="list-style-type: none"> - Selects an approach to meet the needs of the situation. - Can be direct and forceful, as well as diplomatic. - Presents self in a manner appropriate to the situation. - Uses questioning skills to find out what the other party believes or wants, and summarises to check own understanding of the arguments. - Gains ownership and buy in from others for ideas. - Seeks out a win/win situation in debates and arguments.
<p>Level 3 – Uses well developed skills to gain agreement or behaviour change</p> <ul style="list-style-type: none"> - Considers long-term situation rather than aims to achieve only short-term gains. - Offers concessions on minor points to reach agreement and acceptance on more significant issues. - Presents relevant and well-reasoned arguments. - Takes time to develop relationships and networks that help gain acceptance and agreement on key points. - Stands firm on issues of principle. - Gains trust through demonstrating integrity and conviction of own views. - Adapts and develops arguments to achieve desired results without compromising original aims. - Words and actions are the same. - Works collaboratively with relevant colleagues to ensure input and acceptance of changes or point of view.
<p>Level 4 – Effectively influences a variety of people both internally and externally</p> <ul style="list-style-type: none"> - Is able to obtain desired agreement or change in behaviour in people who are colleagues at same level or who hold more senior positions. - Articulates issues clearly and quickly in discussions with senior contacts, both internally and externally. - Actively builds relationships to help influence others and support negotiations at the highest levels. - Identifies means to exert influence in situations where no direct power is held.
<p>Level 5 – Ability to lead on negotiations and performs well when stakes are high</p> <ul style="list-style-type: none"> - Has confidence to begin negotiations with ambitious but defensible ideas - Is well networked and has an excellent understanding of the strategic environment. - Plans for an alternative outcome when agreements cannot be reached

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C7. Communicating
Demonstrates an understanding of the views of others and communicates in a realistic and practical manner using appropriate language. Listens attentively to views and issues of others. Selects appropriate methods of communication for each situation. Conveys and receives information effectively and builds positive working relationships.
Level 0 - Not required for post
<p>Level 1 – Communicates information effectively</p> <ul style="list-style-type: none"> - Selects the right method for communicating. - Speaks clearly and is easy to understand and listen to. - Stays focused when speaking. - Listens carefully to instructions or messages, and asks questions to clarify understanding. - Remembers to pass on messages and conveys the information accurately and concisely, either by word or in writing.
<p>Level 2 – Communicates standard work information either verbally or in writing in a clear and concise way</p> <ul style="list-style-type: none"> - Takes account of the audience and readership, the urgency and the content of the message. - Presents oral and written communication succinctly and with regard to its impact on audience. - Checks whether the listener has understood. - Contributes effectively and concisely at meetings. - Gets key points of written communication across without ambiguity.
<p>Level 3 – Uses skills and different formats to effectively communicate more complicated information</p> <ul style="list-style-type: none"> - Uses questioning and summarising clearly to check own understanding. - Conveys technical information clearly and at the level of the listener. - Considers written layout of work to ensure it is clear and appropriate. - Takes requirements and attributes of audience into consideration and adapts communication style to meet their needs. - Ensures text is easy to read and follows key points. - Uses good business style in written communications. - Minimises circulation lists. Only copies those that need to know.
<p>Level 4 – Uses a wide variety of means to communicate effectively</p> <ul style="list-style-type: none"> - Able to communicate ideas and concepts verbally, even where these are outside normal frame of reference. - Delivers effective presentations through detailed planning and preparation. - Runs meetings effectively. - Keeps group on track, summarises, manages time, gets people to participate and achieves an outcome.
<p>Level 5 – Prepares and or presents information to different audiences which is effective and understood</p> <ul style="list-style-type: none"> - Selects from a wide vocabulary and uses references and illustrations drawn from a wide range of sources to get message across, whatever the level of the audience. - Able to present complex information prepared by others, and handles queries and challenges with confidence. - Excellent and accurate standard of written and verbal communication.

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C8. Customer & Client Service and Support
Provides an excellent service to meet internal and external customer/client needs. Understands the needs of the customer/client and looks for ways to provide added value.
Level 0 - Not required for post
<p>Level 1 – Considers customers needs and treats as priority</p> <ul style="list-style-type: none"> - Recognises the importance of high standards of customer service. - Receives customer/client feedback and responds positively, reviewing own performance. - Respectful, courteous and helpful at all times. - Identifies and acts when customer/client issues need higher priority or more attention. - Ensures quality, consistency and continuity of service.
<p>Level 2 – Has understanding of customer/clients requirements</p> <ul style="list-style-type: none"> - Displays understanding of customers'/clients' requirements and adapts approach accordingly. - Proactively considers and anticipates customer requirements. - Is able to give timely advice in response to enquiries from customers/clients.
<p>Level 3 – Proactively seeks to satisfy customer/client</p> <ul style="list-style-type: none"> - Actively seeks customer/client feedback and regularly checks understanding of customers' requirements, issues and objectives and adapts accordingly. - Proactively considers and anticipates customer requirements for existing and new initiatives. - Gives advice which leads to valuable outcomes. - Looks to continuously review and improve performance standards of self and team.
<p>Level 4 – Continuously Improves and Quality assures</p> <ul style="list-style-type: none"> - Identifies ways to improve customer service and takes appropriate action. - Takes responsibility for quality, consistency and continuity of customer requirements.
<p>Level 5 – Performance Manages customer service within the organisation</p> <ul style="list-style-type: none"> - Ensures organisation has incentive and ability to provide consistency, high quality customer service. - Receives regular reports of department/organisation's performance against objectives for customer service levels. - Takes action at strategic level to anticipate and shift priorities to address emerging key customer issues.

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C9. Leadership & Management
Is able to inspire individuals to give their best to achieve a desired result and maintains effective relationships with individuals and the team as a whole, to ensure that the team is equipped to achieve objectives set according to the overall business need.
Level 0 - Not required for post
Level 1 – Has ability to organise and plan <ul style="list-style-type: none"> - Ability to organise own and other’s activities. - Has operational planning for a particular area. - Awareness of own & others H&S responsibilities
Level 2 – Ability to lead and manage a team <ul style="list-style-type: none"> - Provides professional management of a team with a well defined staff/volunteer group which deals mainly with issues which occur regularly. - Leads by example - Promotes a trusting and empathetic environment and equality of opportunity. - Responsible and accountable for H&S performance of teams
Level 3 – A willing and motivating team manager <ul style="list-style-type: none"> - Able to motivate and lead team to ensure effective performance against goals. - Leading and planning the work of the team which deals with more diverse issues. - Employs an individual and supportive approach when dealing with staff issues and problems. - Understanding & knowledge of all aspects of H&S requirements within the project to ensure adequate information, instruction training & supervision is provided & updated including risk assessments, policies & procedures, inductions, audits and checks.
Level 4 – Ability to provide effective leadership, mentoring and support <ul style="list-style-type: none"> - Provides effective and consistent leadership to the team whilst passing on own skills and knowledge where possible. - Leads within a value base that fits the culture of the organisation - Manages the development and performance of staff through coaching, mentoring and peer support. - Ability to understand how individuals (at all levels) operate and how best to use that understanding to achieve objectives in the most effective and efficient way. - Ability to ensure full understanding and adherence of all aspects of H&S requirements/legislation are implemented & maintained within their team/project
Level 5 – Strategic Management and Leadership <ul style="list-style-type: none"> - Providing strategic management and leadership across an organization or department. - Acts as a figure head and espouse the values which are needed for the organization to be successful. - Ensures that the organization/dept is aligned with its external environment so that products/services are directed to all potential customers. - Secures and directs resources across the organization/dept, with clear risks attached to decisions. - Ensures H&S Legislation is adhered to, adequate risk management procedures are developed for specific project, implemented & monitored for effectiveness & understands own level of responsibilities/accountabilities

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C10. Team Working
Works co-operatively and flexibly with other members of the team with a full understanding of the role to be played as a team member, to achieve the team goal.
Level 0 - Not required for post
Level 1 – Effective team player <ul style="list-style-type: none"> - Has the ability to work effectively as part of a team. - Has consideration of others needs and skills. - Acts in a supportive manner to team.
Level 2 – Understands own and others team roles <ul style="list-style-type: none"> - Able to provide cover for team members where necessary. - Seeks ideas and input of colleagues in own and other teams to make best use of team expertise and team performance
Level 3 – Able to take responsibility for work of a team <ul style="list-style-type: none"> - Effective delegation, performance monitoring and motivation of the team. - Communicates expectations for teamwork and collaboration.
Level 4 – Ability to manage and develop teams <ul style="list-style-type: none"> - Ensures team is appropriately skilled, managed and resourced. - Discusses problems/issues with team members that could impact on results. - Gives credit and acknowledges contributions and efforts of individuals to team effectiveness.
Level 5 – Ability to lead teams <ul style="list-style-type: none"> - Able to inspire and create high levels of motivation - Able to use coaching techniques so that team can define its own purpose and priorities, identify and tackle the barriers to performance, develop the systems, skills and behaviours to internalize coaching. - Creates an environment for learning and development – and include yourself in this

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C11. Creative and Strategic Thinking
Takes an overview and identifies patterns, trends and long term possibilities. Seeks ways to provide added value. Formulate distinctive strategies emphasizing high levels of creative thinking.
Level 0 - Not required for post
Level 1 – General knowledge of strategy - Understands Goodwin’s core issues and proactively suggests new ideas or processes with the aim of adding value.
Level 2 – Ability to contribute to strategic thinking - Can demonstrate recognition and development of new ideas and market opportunities. - Adapts other ideas and makes them relevant to Goodwin. - Identifies best practice and applies to area.
Level 3 – Ability to analyse and develop new ideas - Combines fairly complex ideas or processes or rapidly evolving ideas and situations. - Demonstrates innovation. - Is able to understand, link and analyse information to understand issues, identify options and support sound decision making. - Has awareness of Goodwin’s strategy and own place within it.
Level 4 – Skilled in dealing with complex situation and ideas - Combines complex ideas and situations with many strands or layers. - Identifies key components of ambiguous and interwoven problems. - Thinks creatively to produce brand new workable ideas and novel solutions. - Good quality of innovative contribution.
Level 5 – Ability to set and develop organizational strategy - Creates and shapes a vision for the future that fits in with Goodwin’s long term objectives - Sets strategy in the context of the wider external environment ensuring good environmental fit

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C12. Financial Management
Demonstrates competency in analysing and preparing financial information.
Level 0 - Not required for post
Level 1 – Able to understand general finance information <ul style="list-style-type: none"> - Has numeric skills. - Has a basic awareness of Goodwin’s finance systems, for example, knows where to find forms, who to ask in relation to finance queries. - Seeks value for money and avoids waste and inefficiency.
Level 2 – Ability to interpret financial information and knowledge of financial systems <ul style="list-style-type: none"> - Able to carry out set tasks such as raising invoice requisitions, raising purchase orders, coding blue forms, etc - General knowledge of financial systems and controls. - General knowledge of cash handling procedures (including petty cash). - Able to read and understand project budgets.
Level 3 – General knowledge of basic financial concepts and ability to apply these <ul style="list-style-type: none"> - Basic understanding of accounting principles. - Understanding of financial systems and controls. - Ability to read financial reports and to extract and analyse information in a useful way. - General understanding of how financial transactions affect Goodwin accounts. - Ability to prepare and monitor budgetary information. - Working knowledge of the techniques used to assure that financial transactions and files are fully processed - An appreciation of the financial systems that are required for financial monitoring and audits.
Level 4 – Good working knowledge and understanding of financial systems and concepts. <ul style="list-style-type: none"> - Takes a long term view of financial management issues and assesses the financial implications of strategic choices. - Identify organisational priorities and relate them to resource and budget allocation. - Understanding of sources of funding and the processes attributed to this, e.g. audits, VAT, etc. - Able to prepare necessary information for grant claims. - Able to prepare and analyse project budgets and financial statements. - Pursues income generation opportunities when required.
Level 5 – Able to understand and work within a corporate context <ul style="list-style-type: none"> - Knowledge of organisation’s financial systems, including legislative, administrative and regulatory requirements, in order to manage the integration of these systems within the organisation’s environment - Ability to work with financial auditors and financial systems analysts to audit financial systems, respond to findings, and apply improvements to these systems.

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C13. Equality and Diversity (E&D)
Recognising and valuing difference across the organisation. Creating a working culture and practices that recognise, respect, value and harness diversity for the benefit of the organisation and all individuals.
<p>Level 1 – Understands equality and diversity</p> <ul style="list-style-type: none"> - Treats everyone fairly, with respect and dignity - Open to new ideas and ways of working - Demonstrates curiosity and seeks information - Receptive to the positive contribution others can make - Builds trust and communicates respect for others - Considers impact of own actions on others - Deals with others professionally and respectfully taking into consideration the individual's needs, background and experiences - Challenges own thinking, values and beliefs and the effect these may have
<p>Level 2 – Actively recognises and responds to equality and diversity</p> <ul style="list-style-type: none"> - Demonstrates awareness and responds with sensitivity to E&D issues - Actively demonstrates an interest in different experiences and backgrounds - Adapts to different audiences - Sets a personal example of good equalities practice at all times
<p>Level 3 – Manages equality and diversity</p> <ul style="list-style-type: none"> - Seeks out, recognises and uses what people from different backgrounds and experiences have to offer - Understands the impact of harassment and unlawful discrimination - Creates a fair environment for all staff, free from discrimination - Challenges inappropriate behaviour in others
<p>Level 4 – Develops a culture of opportunity, equality and diversity</p> <ul style="list-style-type: none"> - Empowers others to achieve best practice with regards to E&D - Demonstrates integrity and consistency in decision making - Ensures team members value the diversity of all they work with and integrates people of different backgrounds and experiences into teams effectively - Demonstrates clear and consistent leadership in promoting equal opportunities - Deals efficiently and fairly with clear cases of evidenced wrongdoing - Shows the value of diversity awareness by establishing a link between organisational aims and by embracing inclusive practices - Incorporates diversity into work objectives and working practice - Continuously improves and evaluates working practices
<p>Level 5 – Leads on delivering equality and diversity</p> <ul style="list-style-type: none"> - Establishes /promotes a vision of diversity that contributes to organisational aims - Makes decisions which reflect an excellent understanding of E&D issues - Demonstrates ability to incorporate new ways of working that creatively challenge norms, to allow for greater fairness, opportunity and diversity - Is aware of their own leadership style and committed to bring best out in others - Considers how new legislation, EU directives and guidance are integrated into strategy and plans how to manage this - Introduces change effectively and with sensitivity for individual needs. - Considers the impact of decisions on different groups both internally and externally - Works with stakeholders to help provide better services for all minority groups

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C14. Works Restoratively
<p>Level 1 – Basic understanding</p> <ul style="list-style-type: none"> - Understands the importance of developing positive and respectful relationships with staff and customers. - Understands how and why GDT use restorative practices to help them build relationships and solve problems and issues.
<p>Level 2 – Knows how to use basic restorative practices and uses them when appropriate.</p> <p>In addition to the above you will;</p> <ul style="list-style-type: none"> - Have attended formal introductory RP training sessions - Understand the difference between working ‘with’ people and doing things ‘to’ or ‘for’ people. Aims to work ‘with’ people. - Aim to use ‘fair processes’ when working with people - by engaging, explaining and clarifying expectations - Understand how ‘restorative’ questions can help when challenging someone’s behaviour or actions and when helping those who have been affected. - Know who to ask within the organisation for help in using ‘restorative’ processes to build relationships or resolve issues.
<p>Level 3 – Is proactive in using RP to help build relationships and resolve problems and/or issues within their areas of work.</p> <p>In addition to the above you will;</p> <ul style="list-style-type: none"> - Use RP to help you to proactively build relationships - Use affective statements and questions where appropriate - Understand why RP promotes ‘free expression of emotions’
<p>Level 4 – RP is embedded into all working practices. Able to facilitate small conferences.</p> <p>In addition to the above you will;</p> <ul style="list-style-type: none"> - Have a good understanding of the practice, aims and philosophy of restorative practices. - Have undertaken facilitator training skills. - Undertake small impromptu conferences where appropriate
<p>Level 5 – Champions Restorative Practice and is involved in training and dissemination.</p> <p>In addition to the above you will;</p> <ul style="list-style-type: none"> - Be trained to Leadership level in RP - Be able to facilitate more complex conferences - Be involved in RP training and disseminating information across the organisation

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Applies to: All Group Staff		
Prepared by: Org Development	Name: Kathryn Sowerby	HRP/013/KS/V3 Version 3 April 2011
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C15. Health & Safety Knowledge & Experience
Is able to understand the need for and follow all GDT policies and procedures relating to Health & Safety for themselves and others
Level 1 - N/A
Level 2 <ul style="list-style-type: none"> - Knowledge and understanding of own H&S responsibilities in relation to their role and the organisation as a whole. Understands the need for risk assessments, policies and procedures. - Contributes to the improvement of Health & Safety within the department and is confident and proactive about reporting any concerns to their manager and the H&S department.
Level 3 <ul style="list-style-type: none"> - Understanding & knowledge of all aspects of H&S requirements within the project to ensure adequate information, instruction training & supervision is provided & updated, including risk assessments, policies & procedures, inductions, audits and checks. - Ability to address Health & Safety queries with confidence referring to the appropriate department for assistance
Level 4 <ul style="list-style-type: none"> - Ability to ensure full understanding and adherence of all aspects of H&S requirements/legislation are implemented & maintained within their team/project - Lead on the development of additional H&S requirements within the department, - Provide leadership to ensure H&S requirements are strictly monitored and improved within their department /project - Acts as a lead and delegates responsibility at appropriate levels to undertake Health & Safety roles and responsibilities within the department ensuring Health & Safety legislation is followed
Level 5 <ul style="list-style-type: none"> - Providing strategic management and leadership across an organisation or department relating to all aspects of Health & Safety Management. - Ensures H&S legislation is adhered to, adequate risk management procedures are developed for specific project, implemented & monitored for effectiveness & understands own level of responsibilities/accountabilities