

Role profile

Role title	Head of complaints and member liaison
Department and directorate	Corporate & Member Development
Job family level	Grade 3
Reports to (job title and name)	Director of corporate & member development
Direct reports (job title and name)	Complaints & Member Liaison Lead, Complaints & Member Liaison Manager, Corporate development officer

Summary – purpose of the role

Describe as concisely as possible the overall purpose of the job and including the core duties/responsibilities required to be performed in the role (eg, to provide a full range of administrative support services to the department including x,y,z)

- Responsible for member liaison as a key contact for BMA related complaints, feedback, and customer service interface to ensure that we are consistently learning and improving in all aspects of the business, positioning the BMA as a centre of excellence.
- Responsible for the management of the BMA’s feedback and complaints policy and processes, including those under the BMA code of conduct, IMP and resolution process, to ensure all members and those in contact with the BMA receive a responsive and high-quality service and are satisfied with their interaction with us.
- This is a proactive role and all staff in the team including the Head will be expected to actively do code of conduct, service complaints and relevant case work as well as support the customer service work stream.
- Working across the BMA, develop internal approaches that support effective and efficient customer care delivery and service quality; where values such as compassion, civility, care and ‘personal service’ are embedded.
- Responsible for implementation and application of the BMA code of conduct, IMP, Resolution, and other related processes.
- Responsible for developing annual workplans for the team and ensuring work is equally distributed.
- Develop plans for quality improvement and best practice, quality assurance and related organisational learning. Responsible for the BMA Listening and Learning Forum and Customer Service Community.
- Embed monitoring and evaluation systems to ensure that quality improvement initiatives are measured and reported on a regular basis. That complaints and feedback trends identified are shared (including via the Listening and Learning Forum) and any system, policy or structure improvements made.
- Take a key role in improving and enhancing our reputation and external perception as an organisation that cares about its members.



Skill (level and breadth of application)

What relevant experience is necessary to undertake this role? What specialist, technical or professional qualifications are required to be able to perform the job?

How far does the role extend out across the organisation, eg confined to own team, involves co-ordination with another department or requires regular negotiation with many other parts of the organisation. Why is this necessary? Describe the range of issues that are involved in this, eg resolving people’s IT problems, collecting information on key research items or advising members on a particular issue.

- Experience in motivating teams to deliver successfully on objectives and has excellent time management skills. Ability to horizon scan and identify potential risks for the association.
- Experience in equality, diversity and inclusion matters an advantage in supporting our diverse membership.
- Outstanding interpersonal and communication skills, including the ability to negotiate and maintain good relationships with members and key stakeholders, and ability to show high degree of emotional intelligence.
- Ability to influence highly articulate and challenging individuals, using expertise, tact and diplomacy.
- Experience in complaint handling and/or conflict management (or the ability to clearly demonstrate transferable skills).
- Knowledge of best practice in handling complaints including experience of drafting confidential minutes and reports from investigation interviews and complaints and appeals hearings and taking forward action points as appropriate.
- Experience in monitoring and evaluation of services - project management skills desirable.
- Track record of working cross-organisationally and collaboratively to implement change
- Excellent analytical and problem-solving abilities
- Proven presentation skills and the ability to confidently present to a range of audiences
- Ability to work flexibly, picking up new areas of work as delegated by the Director of Corporate and Member Development and responding to areas of need in a positive manner.
- Understanding of the Association’s dual roles as trade union and professional body.

Intellectual demands (complexity and challenge)

What sorts of problems, situations or issues are typically dealt with? Give any illustrative examples. How are the problems, situations or issues dealt with (eg undertaking original research and analysis or seeking specialist advice)?

To what extent are standard procedures and processes followed when undertaking typical tasks, and how is personal initiative used when solving problems? To what extent is creativity used in solving the problems (eg adopting different approaches, trying things that have not been done before within the organisation or improving/changing previous approaches).

- Understand the interests and expectations of members to ensure we are as an association focussing on member needs and wants.
- Ability to knowledge of quality / service improvement into effective systematic changes within BMA processes.
- Work will often take place under highly pressurised and time limited circumstances.
- Some problems faced will be complex and sensitive with potential reputation risk and will require consultation with the Director of Corporate and Member Development.
- Post holder will work under the direction of the Director of Corporate and Member Development. and use personal initiative in creating innovative solutions to ensure that members and stakeholders are satisfied and, in the creation, delivery and implementation of any changes which needs to take place because of issues. Quality / service improvements to BMA processes, procedures and policies will require sensitivity and political understanding to ensure this is done successfully without causing internal conflict. This may also require a degree of legislative understanding and ability to work with in house legal team, and consultants as appropriate.
- Ability to resolve internal conflicts with members and colleagues.

Intellectual demands (complexity and challenge)

- Actively offering ideas for new procedures and processes based on current situation and best practice – ability to translate and implement.
- Creativity in the development of materials to support quality/service improvement and association cultural shifts within the association.
- Understanding of best practice in handling complaints.

Judgement (independence and level and impact limitations)

What are the typical decisions that are made in the job without reference to any higher authority? What informs/constrains the decisions (eg expenditure limits, have to follow clearly laid down procedures or working within broad objectives). What influence upon policy, procedures or resources is there (eg giving advice to others)?

Who (or what) is next to be affected by the decisions that are made – for example, supervisor sees them before they leave the team or the whole department sees and has to respond to the change that is made. Give typical example(s) of the consequences of the decisions (eg what impact does the decision-making have on the performance of the team/section/department/organisation)?

- Excellent judgement when handling complex and/or sensitive cases, and ability to understand political sensitivities and internal political relationships and how these may impact on complaints and code of conduct breaches.
- Deal with confidential and sensitive issues in a pressurised environment.
- Decisions to be made in consultation with the Director of Corporate and Member Development. These can have a cross-organisational impact, where changes to process, policy and systems are identified and implemented.
- Role holder will work under the supervision of the Director of corporate and member development and in collaboration with other senior staff across the association.
- Sound judgement on the need to refer sensitive issues for higher level decision.
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Use of resources (supervision of resources and influence)

What responsibility is there for managing people, equipment, budgets, resources, customer's welfare or confidential information? If this is a staff management role describe what is involved, eg staff reporting, staff development, appraisal, leading a department or the allocation of work.

How does the role fit within the organisation, eg support role, team member, team leader, specialist policy adviser, or leading major areas of core business?

- Responsible for the contribution of self and direct reports to the achievement of directorate strategies and overall BMA strategic goals and directorate business plan.
- Leadership, performance management, development of staff team.
- Some direct contact with CEO, chief officers and senior leadership team and external stakeholders, members including elected members
- Working under the supervision of the Director of corporate and member development with the support of the complaints team.
- Responsible for ensuring annual work plans are delivered.
- Responsible for handling strictly confidential information and ensuring that all data is kept securely and ensuring other members of the team keep the complaint information up to date effectively.

Communication (level, internal and external demands and significance)

*What people are typically contacted (regardless of the medium) **inside** the Association, eg immediate colleagues, senior managers or administrators? Committee members are the only members classed as internal communication. Normal non-committee membership and doctors are external (see below)*

*Who is in regularly contact with the role holder **outside** of the Association, eg members who are not committee members, suppliers, members of the public? Approximately what percentage of the time is spent on external communications?*

What is the purpose of these contacts, eg conveying information, gathering data?

- Extensive contact with BMA and BMJ staff across the association – working closely with colleagues in devolved nations, member relations, policy and communications and engagement to promote and deliver our quality/service improvement work
- Will work closely with the BMA CEO and chief officers, senior leadership, complaints team and senior elected members.
- Will be key point of contact for all BMA complaints, feedback, quality/service improvement matters
- Regular contact with external workplace mediators, coaches and lay members or independent people to aid with resolution.
- Will often work cross-organisationally with other directorates to implement changes
- Will provide expert advice on quality/service improvement to staff across the association and key elected members.

Physical demands & coordination (physical effort and mental strain)

Are there any unusual physical or mental demands of the role; for example, lifting heavy objects, standing for long periods, using VDUs extensively or high levels of concentration?

- Ability to maintain focus and concentration while working in an open plan office, or remote working.

Working conditions and emotional demands)

What are the environmental conditions in which the work is conducted, the social and emotional demands faced by the role and the pressures resulting from these?

- Ability to deal with challenging members who are unhappy about the service they have received.
- Ability to stay calm and focussed, yet empathetic and understanding of all points of view.

Values and behaviours

The post-holder is expected to execute their role in line with our five organisational values. These are currently being translated into behavioural indicators that will form part of our new performance management process.

The following examples illustrate how we are using our values to inform how we act:

We are **leaders** because:

- We strive to always improve
- We take responsibility for our actions
- We collaborate with each other and work as one BMA for the good of our members
- We are proactive and prepared to guide our members and each other

We are **experts** because:

- We understand our members
- We draw on our collective experience and knowledge to solve problems
- We use our insights and research to make decisions
- We provide accurate, credible, relevant and engaging information
- We recognise our strengths and act upon them

We are **committed** because:

- We listen to our members and put them at the heart of everything we do
- We are respectful, inclusive, open and honest with our members and each other
- We approach everything we do with confidence and sensitivity

We are **reliable** because:

- We deliver on what we say we will do
- We are accessible and approachable
- We build trust by being consistent and supportive
- We are positive and decisive whatever the situation

We are **challenging** because:

- We fight, ethically and fearlessly, for the interests of all our members
- We work as a brave, assertive and effective champion for high quality health services and the advancement of the profession