

## Competency Profile – Customer Service Delivery Level 1

### Customer Focus

This competency is about putting customers at the heart of the business and being eager to provide excellent service. It is about working to meet and exceed customer needs and look after their interests. As a Gateway this competency is core to what we do it is about lives and communities. It should be second nature when staff are dealing with all our customers. This competency will mean that we can be confident when we talk about CGA delivering 'first class' service.

Competency	
<b>Customer Focus</b>  <i>Establishes, clarifies and aims to exceed customer needs</i>	Motivated to delivery of service Establishes and clarifies customer's needs Keeps customers well-informed Aims to exceed customer needs Takes ownership for solving customer problems Resolves complaints at the point of contact – only refers to others when genuinely appropriate Puts customers first Builds customer trust in own and CGA ability to meet their needs Understands CGA products/services, accurately matching them to customers

### Living the Gateway Brand

This competency is about demonstrating commitment and consistency towards organisational values in particular equality and diversity. It is about being professional, personally reliable, and behaving ethically and with integrity. This is what we are all about as a Gateway Association – it is what we believe is important and it is what differentiates us from many other associations – in short it is about 'being purple'.

Competency	
<b>Living the Gateway Brand</b>  <i>Supports the CGA values and business goals</i>	Respects policies and procedures while proactively suggesting improvements Respects the spirit and not just the letter of confidentiality and other agreements Goes the 'extra mile' to deliver business goals Expresses pride when talking to others about the business Acts with discretion to create trust and confidence in the business Acts professionally as an ambassador for the business There is transparency when dealing with people

## Analysis & Decision Making

This competency is about gathering relevant information and data and analysing issues, breaking them down into their component parts. It is about making systematic and rational judgements based on relevant information and identifying cause and effect relationships to resolve issues and solve problems. This competency means that we will not drag our feet when making decisions and that the decisions we make will be well thought through. When decision making takes place at the right levels it encourages empowerment throughout the organisation.

Competency	
<b>Analysis and Decision Making</b>  <i>Uses logical cause and effect reasoning</i>	Asks questions to clarify situations/issues Demonstrates curiosity when in unfamiliar situations Describes issues/situations in a logical way Uses readily available information to make sound judgements Makes use of past experience to make judgements about current situation May act on hunches but then checks them

## Relating to Others

This competency is about demonstrating interpersonal sensitivity. It is about observing and interpreting the behaviour of others to understand their needs, feelings and concerns, to enable the development of productive business relationships. We cannot build teams or be effective within CGA unless we are able to understand the impact of our behaviour on others. This means that when we are working with a range of our stakeholders we can understand things from their perspective which helps us build the Gateway brand.

Competency	
<b>Relating to Others</b>  <i>Notices and accurately interprets the behaviour of others</i>	Takes time to get to know colleagues and what motivates them Seeks to understand where others are coming from – listens Shows tolerance and respect towards others Picks up non verbal cues from others Demonstrates empathy with where others are coming from Demonstrates they've listened by responding appropriately Sensitive that others may have hidden agendas and concerns which they may not be expressing Does not assume behaviour exhibited by others can always be taken at face value, tries to understand the journey others are on.

## Teamwork and collaboration

This competency is about getting results and willingly tackling demanding tasks, setting and exceeding challenging targets. This also means showing determination and persistence in the face of obstacles. It about maximising performance outcomes both as an individual and by monitoring and channelling the efforts of others to achieve stretching goals. We need to create a sense of urgency across CGA to get things done, this competency is important because it means we will do what we said we would do.

Competency	
<b>Teamwork and collaboration</b>  <i>Acts as a 'team player'</i>	Acts corporately Works co-operatively with others Uses meetings as an opportunity to share and network with others Regularly meets with people from other functions, departments or locations to share thinking, information and experience Makes time to get to know others in similar line of work Establishes contact with people in similar positions in different areas of the business Looks for win: win outcomes Builds mutual respect by finding common ground with others

## Getting things done

This competency is about getting results and willingly tackling demanding tasks, setting and exceeding challenging targets. This also means showing determination and persistence in the face of obstacles. It about maximising performance outcomes both as an individual and by monitoring and channelling the efforts of others to achieve stretching goals. We need to create a sense of urgency across CGA to get things done, this competency is important because it means we will do what we said we would do.

Competency	
<b>Getting Things Done</b>  <i>Recognises the value of working to goals</i>	Prioritises own work Establishes own stretching targets and deadlines and understands the impact of achieving Tracks own performance Refers back to plans to check how they're doing and adjusts pace as required Seeks out performance data to review own progress Doesn't let day to day setbacks get in the way Finds ways round obstacles to get results Perseveres in the face of significant obstacles and conscientious

## Taking Ownership

This competency is about demonstrating readiness to take responsibility for making decisions, to benefit the business either as individuals or teams. We think it is really important that we have a culture where **all** people are prepared to make a contribution. It means that we think taking ownership is important at all levels of the organization. As a result people will work well without lots of supervision. This competency means that we will challenge the way that we do things and move us away from thinking 'its not my job'.

Competency	
<b>Taking Ownership</b>  <i>Demonstrates a 'can do' attitude and behaviour</i>	Accepts personal responsibility – refuses to blame others when things go wrong Makes proposals when opportunity for improvement spotted Contributes fully to team decision making Knows who to approach when unable to handle a situation Does things before being asked – goes the extra mile. Action-orientated Brings issues to team meetings to present a challenge Volunteers for tasks/roles beyond own level Takes advantage of opportunities without needing to be encouraged to do so

## Business Excellence

This competency is about delivering business excellence through continuous improvement of quality and rigorous application of standards and disciplines to match the requirements of customers and the market. We do not want to become stagnant as an organisation, so recognising the need to change and making change happen will be a real enabler for us. At the end of the day we will be measured on our ability to become an excellent business – proving that what we promise we deliver and that we have people in the organisation who take pride in improving.

Competency	
<b>Business Excellence</b>  <i>Personal thoroughness - takes a pride in producing work of value</i>	Makes sure they have all the information they need to do a great job. Takes a pride in delivering high quality work Spends a little extra time to make sure that things are right Gives things to others to check for them Has own system to ensure they deliver to quality standards Seeks to understand KPI's to understand what quality looks like Recognises below standard work and takes corrective action Strives to completes all transactions accurately

## Self Development

This competency is about recognising and acknowledging differing situations and perspectives and adapting personal behaviour in line with the requirements of the business. It is about being open to change and delivering an appropriate approach for the situation. This competency is important to CGA because it helps us to balance the need for change; seeking solutions so that things are able to go to plan and we can rise to the challenge of change; whilst not getting into the situation that we become paralysed by regularly changing demands.

Competency	
<b>Self Development</b>  <i>Always willing to learn</i>	Evaluates own performance Asks for feedback Keeps an open mind about development Continually analyses in order to improve performance Proactively seeks learning opportunities Works to a continually updated development/ career plan Self-critical - consciously reflects and asks "what could I have done differently and how can I improve" Sees new experiences as opportunities for development Responds positively to invitations to take part in learning activities Seeks coaching from others