

Competency Profile – Customer Service Delivery Green Level 2

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 deal with all our customers. This competency will mean that we can be confident when we talk about CGA delivering 'first class' service.

Competency	
Customer Focus <i>Constantly seeks customer feedback to enhance service</i>	Seeks customer feedback- understands that it is their community and their home. Takes responsibility for action on behalf of the customer Finds different ways to satisfy customer needs Ensures customer feedback is communicated to those responsible for setting service standards Contributes fully in determining service quality standards Acts on customer feedback to ensure service delivery improved

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	
Living the Gateway Brand <i>Behaves fairly and consistently in all dealings with people</i>	Takes full responsibility for unpopular/controversial decisions Upholds and stands by business decisions Never vocalises personal opinions when communicating if these would undermine confidence in a business decision Demonstrates consistency between words and actions Never publicly undermines the policies/practices of the business

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	
Analysis and Decision Making <i>Analyses/diagnoses situations/issues</i>	Seeks information from a range of sources to test own understanding of an issue/situation Critically evaluates information Differentiates between what is/is not important/urgent or relevant Systematically thinks through issues and problems and arrives at judgement consistent with data does not over analyse situations –avoids paralysis by analysis.

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	
Relating to Others <i>Consciously adapts behaviour to build rapport</i>	Presents appropriate behaviours in response to reading of people/situations Uses appropriate body language Acknowledges when conflict is present Deals with sensitive situations at the right time Shares feelings and concerns with others to develop working relationships Encourages everyone to have their say and others to listen without judging Engages quieter members of staff

	Seeks a reason and corrective action for negative behaviour Manages the impact of own words, actions & personal presentation on others
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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	
Teamwork and collaboration <i>Works to build and encourage team working and collaboration</i>	Initiates teambuilding activity to support achievement of team tasks/goals Volunteers to help out other departments to engineer win:win outcomes Emphasises common goals rather than concentrating on differences Deliberately fosters important relationships Looks for opportunities to capitalise on the benefits of a network Targets networking activity with those most likely to add value Calls on external contacts to help address current business issues Part of the corporate team – shares ideas and information

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	
Getting Things Done <i>Sets challenging goals and performance measures for others in team//function</i>	Sets clear roles and expectations for others Applies relevant productivity and performance metrics Conveys a sense of urgency Realistic about numbers/ type of resources needed to deliver goals in their area Agrees challenging goals and objectives for others Involves others in goal setting through 1:1s and appraisals. Re-allocates resources as things change Holds people to account for what they've committed to Is aware on internal and external benchmarks. Will not tolerate under-delivery which could have been avoided

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	
Taking Ownership	Offers solutions rather than problems Encourages others to take up challenges Is decisive in challenging situations

<i>Takes action beyond own role to achieve more than required</i>	<ul style="list-style-type: none"> Volunteers to take the lead on challenging projects/assignments Rarely refers upwards – deals with things at own level When presenting issues provides proposals for resolving Says 'yes' more than 'no', without making false promises Looks for ways of implementing ideas more than rejecting them
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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	
Business Excellence <i>Sets the example for driving up standards for others</i>	<ul style="list-style-type: none"> Role models high personal standards as an example to others Ensures that standards are clearly understood Takes firm action to deal with non compliance against standards Looks for opportunities to improve the quality of processes Takes the lead in recommending process improvement for quality benefits Solicits feedback about quality of service provided to drive up standards

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	
Self Development <i>Plans for development</i>	<ul style="list-style-type: none">Follows up on feedback to clarify and ensure accurate interpretationReflects in a structured way on own performance to identify areas of improvementSets specific goals for self to improve capabilitySeizes a range of situations as self development opportunitiesTakes action to improve in response to feedbackEvaluates self against peersFormulates own self development plansIdentifies sources of potential learning to plan for improvementTakes on challenges for the specific purpose of learning