

Key Competencies

Reliability

What is it?

Delivering on the promises we make to others, as a business and in our own particular job.

Why does it matter?

This is one of the key ways of doing things that sets us apart from the competition.

- Believes in, promotes and behaves in accordance with corporate values at all times.
- Dependable, follows up, keeps promises, communicates about progress.
- Takes ownership of issues, responds with a positive, 'can do' attitude.
- Discreet, handles sensitive issues confidentially, ethically and with integrity.
- Communicates and manages conflicts of interests openly and fairly.

or

- Unreliable, unpredictable, inconsistent, makes promise they can't keep.
- Breaks confidences, indiscreet, pursues own interests.

Relationships

What is it?

Building relationships with customers (both internal and external) and colleagues on the basis of openness and trust.

Why does it matter?

Creates a clear understanding of the needs and expectations of customers (internal or external) and colleagues.

- Open, approachable, helpful, encourages effective communication.
- Listens attentively, wants to understand other people and their views.
- Sensitive to adjust or adapt style and content of communications to meet the needs of different people.
- Communicates important information accurately, promptly, clearly and concisely.
- Speaks up about own views, handles conflict openly but sensitively.

or

- Abrupt, interrupts, rude.
- Uncommunicative, secretive, inaccurate.

Customer Focus

What it is?

Prioritising customer interests to deliver high-quality products, advice and service to both internal and external customers.

Why does it matter?

The business and our jobs exist to satisfy the needs of our customers, both internal and external.

- Friendly, polite, always willing to listen and answer questions.
- Questions customers to understand their views, needs and expectations, asks for feedback.
- Addresses customer concerns, takes ownership of them, initiates fair and prompt action.
- Keeps customers informed about progress, communicates effectively about difficulties, sees things through to conclusion.
- Gives suitable advice, on time, ensures customers are aware of options, advantages and risks, sells the benefits, looks to develop deeper and broader relationship with customers.

or

- Shows little concern about customer needs, requirements or complaints.
- Over-promises, exaggerates the value of services and benefits.

Business Awareness

What is it?

Appreciating the wider issues influencing our individual performance and the overall results of the business.

Why does it matter?

We must be proactive and ready to respond promptly and effectively to challenges in the business environment.

- Draws on information from different sources to do their job more effectively.
- Understands the broader context around their job, their position and how different parts of the business work together.
- Understands the importance of the services we provide, promotes the company, recognises the importance of community responsibilities.
- Knows how the business is doing, aware of market conditions, knows what the competition is doing.
- Anticipates changes in the market and environment, influences plans for the business.

or

- Blinkered, narrow-minded, focused on nothing but immediate issues and their own job.
- Inward looking, lacks commercial understanding.

Efficiency

What is it?

Making the best use of time, money and resources.

Why does it matter?

In a highly competitive market we can only provide superior value by running an efficient business. This means doing the right things and doing them efficiently.

- Punctual, makes best use of time.
- Prioritises effectively, meets critical deadlines, communicates with others to maximise everyone's efficiency.
- Uses procedures effectively, embraces technology to improve efficiency.
- Cost conscious, thinks like a customer to get value for every pound spent.
- Reviews expenses, keeps within budgets, controls costs.

or

- Incurs unnecessary expenses, exceeds budgets, wastes money.
- Casual approach, poor time-keeping, wastes the time of themselves and others.

Self-Organisation

What is it?

A professional approach to planning and the achievement of excellence.

Why does it matter?

The excellence of the business depends on individual commitment and professionalism.

- Wants to get things right first time, takes pride in the quality and accuracy of their work.
- Organises work and schedules to achieve what is expected.
- Systematic, plans well with clear objectives and deliverables.
- Measures progress regularly, adjusts plans and communicates changes as necessary.
- Always looking to set and achieve higher standards of work.

or

- Easily distracted, disorganised, sloppy, unprofessional.
- Little concern for plans, deadlines, quality standards and the achievement of results.

Initiative

What is it?

Doing everything reasonable to pre-empt or deal with problems or opportunities.

Why does it matter?

As expectations rise we must always be looking to do things better and improve continually.

- Anticipates or deals effectively with unusual or unforeseen situations, always ready to do something extra, or find a different way of dealing with things.
- Understands and uses their ability to go beyond the strict confines of their role, without exceeding authority.
- Looks for ways to do things better, to improve the quality of service, explores innovative ideas.
- Develops a deeper understanding of customers and colleagues, influences them to choose all the right products and services.
- Independent thinker, creative, wants to resolve problems, focuses on finding solutions that are right for customers (external and internal) and colleagues, in line with our values and obligations.

or

- Complacent, does the minimum, won't put themselves out, can't be bothered attitude.
- Waits to be told when obvious action is needed, hides behind guidance and procedures.

Compliance

What is it?

Complying with all obligations, internal procedures and external regulations.

Why does it matter?

Failure to comply with required standards damages our reputation and could cause legal penalties.

- Keeps up-to-date with compliance requirements and necessary technical knowledge.
- Sticks to internal procedures and guidelines.
- Complies with external rules, regulations and legal requirements.
- Seeks guidance when unsure about compliance issues or level of authority.
- Speaks out, uses appropriate communication lines and takes the initiative about potential non-compliance.

or

- Lacks technical knowledge or qualifications to do their job properly.
- Ignores guidance, breaks regulations, hides non-compliance issues.

Judgement

What is it?

Making decisions carefully with due consideration of options, alternatives, implications and risks.

Why does it matter?

Ensures action is focused in the best possible direction.

- Makes well informed, considered, and logical decisions.
- Gathers information from a range of sources, looks at the wider picture.
- Compares options, thinks about knock-on effects, assesses risks.
- Calls upon other people's knowledge, knows when to ask for help.
- Anticipates problems, seeks to avoid them, has back-up plans and plans to manage risk.

or

- Fixes on a single option, reacts to symptoms not underlying causes.
- Prejudges issues, makes questionable assumptions, makes snap judgements.

Self-Development

What is it?

Using every opportunity to learn and develop.

Why does it matter?

Individuals can help themselves, and the business, by developing their personal capabilities, knowledge or skills.

- Willing to listen, seeking and accepting feedback.
- Learns from successes and mistakes, altering behaviour appropriately.
- Reviews performance and skills against the needs of their role.
- Keeps a personal development plan, shows practical commitment to self-development.
- Keen to continue learning; professionally qualified or working towards a relevant qualification.

or

- Rejects feedback, unwilling to learn, stuck in their ways, knows it already.
- Tries to run before they can walk, misguided sense of own ability.

Team Work

What is it?

Working together and supporting each other to achieve a common goal.

Why does it matter?

Team work enhances the work of individuals and improves the overall performance of the business.

- Caring, thoughtful, co-operates willingly to help people.
- Shares ideas, seeks the views of others, embraces their ideas, communicates effectively within and between teams.
- Discusses conflicts constructively, identifies common ground and objectives.
- Ensures colleagues are involved in issues affecting them, thinks about common goals and the company as a whole.
- Shares credit, recognises the achievement of others, gives praise where due.

or

- Uncaring, self-centred, quick to blame others, disruptive.
- Misses opportunities for team work, stops participation, creates boundaries.

Leadership Competencies

Enabling others

What is it?

Focusing, empowering and motivating others to work towards corporate objectives within a clear framework of management controls.

Why does it matter?

Getting everyone working together towards common goals increases the effectiveness and potential of the business.

- Recognises everyone has a part to play, appreciates the unique abilities and potential of different individuals, communicates clearly.
- Delegates fairly, leaves people the chance to deliver, with clear directions about expectations, responsibilities and authority levels.
- Expects, praises and rewards high performance, generates a climate of success.
- Develops powerful teams, builds participation across boundaries.
- Confident and effective when dealing with confrontation and difficult issues, able to make direct but constructive criticism.

or

- Shows no trust in others, picks fault easily, reluctant to delegate, ambiguous about requirements.
- Ignores staff concerns, over forceful, authoritarian, aggressive.

Enabling change

What is it?

Taking responsibility to manage the needs, processes and risks of change.

Why does it matter?

Change is essential for a successful business and we must be proactive in embracing and helping others, and embracing new ways of doing things.

- Enthusiastic, adaptable, willing to have a go.
- Encourages a positive attitude to change and the initiative to take on new ideas.
- Focuses people, plans and activities in the right direction.
- Recognises, considers and manages the risks of change.
- Initiates change, comes up with new ways to tackle problems or improve things.

or

- Passive, negative, cynical, reluctant to accept and manage change.
- Irresponsible, cavalier attitude to change, no thought about consequences.

Developing others

What is it?

Enabling people to improve their capabilities and develop their potential.

Why does it matter?

Individual development strengthens the business, especially in times of rapid change.

- Uses requests for help as opportunities to teach and develop others.
- Provides constructive and timely feedback to help people improve their daily work.
- Conducts formal reviews regularly to identify training and development needs.
- Takes responsibility for coaching, provides practical development opportunities.
- Encourages individuals to aim high and realise their full potential.

or

- Leaves training to others, misses development opportunities, relies on formal training courses alone.
- Restricts opportunities, creates a blame culture.

Strategic development Competency

What is it?

Growing the business by keeping the values that set us apart and by linking our strategies to what really matters to our customers (external).

Why does it matter?

In an increasingly tough environment we must understand the critical success factors that will ensure we survive and prosper.

- Takes the longer-term view, examines trends affecting the business, focuses on long-term challenges.
- Understands and articulates clearly what we stand for, where we are going and what factors will ensure our success.
- Trusted to communicate and demonstrate our corporate values at all times.
- Focuses on customers' interests, looks to attract new customers and grow in new markets where customers will value our particular type of service and culture.
- Runs the business effectively, efficiently and competitively.
- Aims for excellence in everything, applies quality management systems and controls.
- Prudently quantifies and manages risks, maintains financial security, protects assets, keeps abreast of regulatory demands, open and co-operative with regulators.
- Develops people, builds a learning environment, creates strength in-depth by working on skills transfer and succession planning.

or

- Sets a poor example, fails to live up to our mission and values.
- Narrow-minded, short-term thinking, fails to think about future customer demands and the development of the business.