

**Customer service** - we place our customers at the heart of everything we do  
(Customers include internal and external customers)

**Communication**

Level 1

- ✓ Speaks and writes clearly and politely in a way that is well structured and easy to understand
- ✓ Uses different communication channels appropriately (e.g. email, telephone, face-to-face meetings) and chooses the most appropriate style of communication for the customer
- ✓ Listens effectively and checks to ensure understanding.

Level 2

- ✓ Shows a genuine interest in other people's views
- ✓ Understands who will be affected by an issue/change in approach and ensures all customers are kept informed/communicated to appropriately
- ✓ Implements and maintains Customer Excellence standards

Level 3

- ✓ Delivers information articulately with conviction, support and authority
- ✓ Communicates persuasively when required
- ✓ Ensures communications channels are two-way and creates an open and approachable style

**Customer focus**

Level 1

- ✓ Role models the Elmbridge customer service standards
- ✓ Seeks to find solutions to customer's needs but refers on when appropriate
- ✓ Maintains the reputation of the Council by demonstrating a positive approach
- ✓ Keeps up-to-date with changes in area of expertise.

Level 2

- ✓ Emphasises a team approach to providing great customer service and ensures the team provides a customer led service.
- ✓ Makes team members aware of the Council's standards and targets
- ✓ Ensures teams stay up-to-date with developments in their own area of expertise.

Level 3

- ✓ Contributes to the Council-wide Customer Excellence for meeting customers' needs with consistency and appropriate sensitivity

'Can do' attitude:

Level 1

- ✓ Applies and develops technical and professional knowledge to provide customers (internal and external) with the required service
- ✓ Willing to go the 'extra mile' to assist customers and leaves the customer feeling that nothing is too much trouble, while being realistic.

Level 2

- ✓ Seeks feedback from customers and looks at ways to improve service delivery.
- ✓ Assesses the organisation and its services from the customer's point of view
- ✓ Implements improvements in services which meet the needs of customers
- ✓ Develops services and systems that best serve the needs of our customers

Level 3

- ✓ Creates opportunities to gain customer feedback and demonstrate continual improvement in services offered

**Respect** – we are considerate, tolerant and attentive to the opinions and work practices of colleagues and customers

**Inclusive approach**

**Level 1**

- ✓ Listens to different views and works to find the best way forward for our customers
- ✓ Treats colleagues and customers with fairness and respect
- ✓ Shares information openly with colleagues within and outside own team

**Level 2**

- ✓ Adapts work practices to meet the needs of others
- ✓ Challenges stereotypes and promotes sensitivity and inclusion
- ✓ Fosters an environment where others feel respected.

**Level 3**

- ✓ Clearly and authentically articulates the value of diversity and inclusion
- ✓ Actively challenges and addresses 'silo attitudes' to encourage effective relationship building

**Leveraging diversity**

**Level 1**

- ✓ Works well with others and treats all colleagues and customers with dignity, respect and fairness

**Level 2**

- ✓ Demonstrates the ability to see things from others' viewpoints.
- ✓ Seeks opportunities to connect with a diverse range of people

**Level 3**

- ✓ Promotes equality of opportunity
- ✓ Leverages the thinking of diverse groups for ideas and decision making
- ✓ Identifies and engages a diverse range of contacts

## Sensitivity to others

### Level 1

- ✓ Shows courtesy and talks to others politely with empathy
- ✓ Makes others feel comfortable and respected by being positive and friendly.

### Level 2

- ✓ Appreciates and embraces the uniqueness of each team member
- ✓ Considers the reasons behind, or motivation, for someone's actions
- ✓ Expresses negative feelings constructively

### Level 3

- ✓ Demonstrates self-awareness and social awareness

## Progressive – we are flexible and open to improvement and development

### Flexible thinking

#### Level 1

- ✓ Open to improvement and change to make our working lives better
- ✓ Provides workable solutions to solve immediate work problems

#### Level 2

- ✓ Willing to adapt to changing circumstances/environment
- ✓ Encourages new ideas and ways of working

#### Level 3

- ✓ Drives a culture of continuous improvement

### Resilient approach

#### Level 1

- ✓ Remains optimistic and persistent, even under adversity
- ✓ Stays calm in pressurised and demanding situations

#### Level 2

- ✓ Keeps team motivated and engaged when under pressure
- ✓ Uses challenges as an opportunity to learn and improve

#### Level 3

- ✓ Clarifies direction and adapts to changing priorities

### Organisational awareness

#### Level 1

- ✓ Understands what specific actions need to be taken to contribute to organisational objectives
- ✓ Understands how own role and work contributes to team and organisational objectives
- ✓

#### Level 2

- ✓ Makes team aware of Council priorities
- ✓ Translates the Council's vision and strategy into practical and tangible plans for own team
- ✓ Communicates the Council's priorities in a compelling and convincing manner, encouraging buy-in

#### Level 3

- ✓ Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour

