

# ILLUSTRATION OF A COMPETENCY

## These constitute the applied behaviours of the job -- “the How”

<b>Proficiency</b> <i>Demonstration of knowledge, skill and aptitude.</i> (Level 1 represents the basic level expected. Level 5 represents the most advanced level of proficiency.)	<b>Customer Service and Satisfaction</b> <i>Fosters customer satisfaction. Manages own work and the work of others in ways that meet customer expectations</i>
<b>Level 1</b> Focuses on meeting job requirements by using standard approaches to support work flow; Makes decisions about managing own work after gaining input from supervisor/manager; Responsible for working effectively as part of a team.	<ul style="list-style-type: none"> <li>• Demonstrates a commitment to customer satisfaction but may require guidance in interpreting and fulfilling some customer needs.</li> <li>• Considers every request from the customer as important and is responsive, either through own actions or by involving others.</li> <li>• Displays patience and understanding with customers.</li> </ul>
<b>Level 2</b> Requires in-depth knowledge of own area and technical/professional skill gained through work experience or education; Works to develop understanding of how own job contributes to departmental excellence and success of team/unit/work group.	<ul style="list-style-type: none"> <li>• Demonstrates ability to partner with customers to understand their needs and begins to anticipate how to fill those needs.</li> <li>• Understands how own work and service levels impact customer satisfaction.</li> <li>• Considers every request from the customer as own responsibility for resolution, through either the actions of self or by involving others.</li> </ul>
<b>Level 3</b> Requires in-depth knowledge of own area and technical/professional skill gained through work experience or education; Demonstrates understanding of how own job contributes to departmental excellence and the success of the team/unit/work group.	<ul style="list-style-type: none"> <li>• Demonstrates knowledge of customer requirements and company management to understand and anticipate customer needs.</li> <li>• Interprets and effectively acts on increasingly complex customer needs.</li> <li>• Understands own role and the relationships between various work teams in delivering a high level of customer satisfaction.</li> </ul>
<b>Level 4</b> Understands strategy and assists in implementing it in the departments/teams/workgroups; Uses knowledge of a discipline/profession to solve complex problems; Leads and mentors others in the department	<ul style="list-style-type: none"> <li>• Demonstrates a thorough knowledge of customer requirements and company management.</li> <li>• Creates opportunities within departments to develop and implement customer-focused processes and methods of operation.</li> <li>• Serves as a role model to achieve customer satisfaction; takes leadership responsibility for encouraging and fostering these values.</li> </ul>
<b>Level 5</b> Guides company by thinking strategically about the future; Sets strategy or provides policy and strategic input. Implements strategy across functions and departments and allocates resources to this end; Provides leadership and vision, fostering a culture of teamwork and a sense of mission.	<ul style="list-style-type: none"> <li>• Sets direction for customer service by defining customer satisfaction for company and provides resources for employees to satisfy customer needs.</li> <li>• Drives company commitment to anticipate and meet customer needs, fostering a culture of service.</li> <li>• Embraces view that the customer is a partner and helps foster this culture within company.</li> </ul>

