Customer First

Customer Service

Demonstrates understanding of and commitment to the organisation and its vision and values. Recognises that customers are both internal (e.g. colleagues) and external (e.g. the community: tenants, service providers, guests and visitors, other organisations).
Treats all customers with respect.

Responds to all customer queries promptly, positively and courteously.

Asks appropriate questions to identify customers' needs.
Tries to see things from the customer's perspective/point of view.
Brings ideas of ways to improve policies, procedures and service

Actively requests feedback from customers and acts constructively upon both positive and negative feedback.
Works with consistency, integrity and accountability; goes the "extra mile" for customers with a "can do and I will do" attitude.

Solihull Care Housing Association Ltd

Registered Office Phoenix House, 2 Swallows Meadow, Shirley, Solihull, West Midlands, B90 4PQ
Office 0121 745 4281 | administrator@scha.org.uk | www.scha.org.uk
Industrial and Provident Society Reg no. 27223R | Regulator of Social Housing no. L4191

Competency & Quality Framework

Our Core Competencies show what you are expected to do at work. They help us to manage performance and develop our employees. They are at the heart of everything we do.

Our behaviours and standards describe the expectations we have for all of us as employees to help the organisation to grow and succeed. They identify what each of the behaviours and standards look like for staff groups.

Solihull Care Housing Association Ltd

Competency & Quality Framework

Competency & Quality Framework

Frontline & Head Office Workers

Roles that are responsible for achieving individual, team and organisational targets.

Personal Qualities

Developing Self Awareness

Demonstrate self-awareness in everyday situations including being aware of others responses to their behaviour and actions.

Manage Yourself

Challenge themselves to try new ways of thinking and working.
Demonstrate that they are clear about their responsibilities at work.
They are able to work on their own as well as part of a team.

Acting with Integrity

Demonstrate respectful and honest behaviour and consistently put their values into practice that also align with those of the organisation. Is trustworthy, honest and dependable in all their engagements. Actively promote equality and diversity by being sensitive to the nine protected characteristics and they treat everyone with dignity and respect.

Commitment to the organisation

Trusted by colleagues and managers.
Ensures other receive credit for their achievements.
Is sought out by others for advice and guidance.
Challenges unethical or dishonest behaviours and attitudes.
Accepts responsibility for mistakes and learns from them.
Goes the “extra mile”.

Working Efficiently and Effectively

Considers creative ways of working and improving or streamlining processes and shares these ideas with manager.
Is willing to embrace changes and improvements.
Has a “can do and I will do” attitude.
Needs minimal supervision to obtain high quality outcomes.

Solihull Care Housing Association Ltd

Competency & Quality Framework

Working Together

Effective Relationships

Spend time to construct and preserve successful and respectful relationships, adapting their approach according to others and each situation. Communicate in an open and candid manner, using suitable language. Demonstrate effective communication skills in order to promote the needs of our customers.

Encouraging Others

Engage with and encourage customer feedback that enables collaborative decision-making. Empower others to engage in meaningful activity to promote customer engagement.

Equality, Diversity and Inclusion

Receptive to new ideas and differences. Demonstrates a willingness to understand how equality and diversity can impact on the way services are delivered. Observes personal impact in interactions with colleagues, customers and partners and adapts behaviour that is both consistent and appropriate. Recognised as an effective communicator in a range of situations. Demonstrates critical self-reflection and judgment. Actively demonstrates an interest in different experiences and backgrounds. Seeks out, recognises and uses creatively what people from different backgrounds and experiences have to offer.

Team Working

Has a clear understanding of team goals and ensures a professional service is delivered at all times. Treats all team members with respect. Has a “can do and I will do” attitude to achieving team goals. Is supportive of other team members, showing diplomacy, patience and care. Understands and considers the impact their behaviour has on others. Makes best use of team and organisational resources including time, ideas and finances. Willing to share their own ideas and experiences.

Solihull Care Housing Association Ltd

Competency & Quality Framework

Leadership & Direction

Leading People

Are approachable and they foster trust to be able to build rapport with others. Listens to the views and opinions of others and acts appropriately.

Leading Performance

Take responsibility for their actions to ensure that excellent customer service is delivered.

Leading Change

Enthusiastically seeks to understand the range of factors that determine why change is made and how it will affect them personally. Shows commitment and support for the long term goals of the organisation. Works towards planned career goals and personal ambitions. Is able to think on their feet.

Decision Making

Makes positive decisions and good judgment to ensures value for money from team and organisational resources including time, ideas and finances. Treats every penny as their own.

Customer First

Customer Service

Demonstrates understanding of and commitment to the organisation and its vision and values. Recognises that customers are both internal (e.g. colleagues) and external (e.g. the community: tenants, service providers, guests and visitors, other organisations).
Treats all customers with respect.

Responds to all customer queries promptly, positively and courteously.

Asks appropriate questions to identify customers' needs.
Tries to see things from the customer's perspective/point of view.
Brings ideas of ways to improve policies, procedures and service

Actively requests feedback from customers and acts constructively upon both positive and negative feedback.
Works with consistency, integrity and accountability; goes the "extra mile" for customers with a "can do and I will do" attitude.

Solihull Care Housing Association Ltd

Competency & Quality Framework

Frontline & Head Office Managers

Roles that have management and day to day responsibility of people and performance against targets.

Personal Qualities

Personal Qualities

Developing Self Awareness

Show their awareness of others' responses to their behaviours and actions. Through everyday practice, allow others to reflect upon how they impact on and deliver services to our customers.

Manage Yourself

Challenge themselves to try new ways of thinking and working. Show authority by taking control through respectful and trusting methods to intervene where necessary without dictating to others.

Acting with Integrity

Demonstrate and role model respectful and honest behaviour. Dependably put their values into practice, that also align with those of the organisation and encourage them in others. Is trustworthy, honest and dependable in all their engagements. Actively promotes equality and diversity and encourages the team to observe and be sensitive to the needs of others. They treat others with dignity, sensitivity and respect using a situational leadership style.

Commitment to the organisation

Trusted by colleagues and managers. Ensures other receive credit for their achievements. Is sought out by others for advice and guidance. Challenges unethical or dishonest behaviours and attitudes. Accepts responsibility for mistakes and learns from them. Goes the "extra mile".

Working Efficiently and Effectively

Sets aside thinking time to come up with more creative ways of working. Asks colleagues to identify key factors that hinder performance and use these to plan improvements. Takes advantage of new technologies. Looks to other areas for good ideas. Is willing to be different. Has a "can do and I will do" attitude. Needs minimal supervision to obtain high quality outcomes.

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Solihull Care Housing Association Ltd

Competency & Quality Framework

Working Together

Effective Relationships

Model and promote successful and respectful relationships within their team. Show a genuine consideration of others needs and actively take part in building relationships.
Confidently communicates in an open and candid manner, using suitable language appropriate for different communicative needs of others. Demonstrate effective communication skills in order to enable the team to promote the needs of our customers.

Encouraging Others

Engage with and encourage colleagues and customer feedback that enables collaborative decision-making. Create positive team working environments that allow colleagues to reach their potential.

Equality, Diversity and Inclusion

Receptive to new ideas and differences. Demonstrates a willingness to understand how equality and diversity can impact on the way services are delivered. Observes personal impact in interactions with colleagues, customers and partners and adapts behaviour that is both consistent and appropriate. Recognised as an effective communicator in a range of situations.
Demonstrates critical self-reflection and judgment. Actively demonstrates an interest in different experiences and backgrounds. Seeks out, recognises and uses creatively what people from different backgrounds and experiences have to offer.

Team Working

Has a clear understanding of the team goals and ensures a professional service is delivered at all times. Treats all team members with respect. Has a “can do and I will do” attitude to achieving team goals. Is supportive of other team members, showing diplomacy, patience and care. Understands and considers the impact their behaviour has on others. Makes best use of team and organisational resources including time, ideas and finances. Willing to share. Seeks out ways to improve team performance.

Solihull Care Housing Association Ltd

Competency & Quality Framework

Leadership & Direction

Leading People

Guide, direct and support colleagues to ensure that objectives are achieved and quality service delivered to customers. Model a leadership style which fosters trust and profiles the team. Ensures that MPD review processes consistently reinforce a continuous improvement philosophy. Empowers team members to come up with their own solutions to problems. Uses coaching and/or mentoring to develop the skills of others. Delegates work effectively to continually develop team members. Listens to the views and opinions of others and acts appropriately. Gives the right information at the right time taking into account individual needs. Presents spoken and written information clearly and concisely. Is confident in contentious or conflicting situations, with a a polite and positive approach. Builds and presents a positive case stressing the benefits. Adapts approach for different audiences and occasions. Gives effective feedback and checks that team members are clear about what is expected. Models the way in terms of behaviours expected within the team. Has a clear vision which inspires the team to follow. Encourages team members to try innovative approaches and think “outside the box”. Prepared to work to achieve a win-win solution where possible.

Leading Performance

Take responsibility for their actions to ensure that high levels of service are provided through engagement and commitment of others. Engage their staff to work with them to observe patterns of performance to see what is working well and what can be improved.

Leading Change

Investigates the external and internal drivers of change and communicates the rationale for change to others. Supports self and others through change. Shows commitment to the long term goals of the organisation. Gets involved in shaping new ways of doing things. Supports organisational objectives even when disadvantageous in own areas. Explains the benefits of decisions to team members or colleagues. Works towards planned career goals and personal ambitions. Is able to think on their feet.

Decision Making

Encourages others and co-creates decision-making processes that set out clear roles and responsibilities to expedite effective performance improvement.

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