




WE BELIEVE IN



ONE TEAM



EXCELLENCE



PASSION

## OUR VALUES

**ONE TEAM** focused on delivering customer service **EXCELLENCE** with **PASSION**.

**ONE TEAM:** We are one team; we respect each other’s role and attributes and work together because that’s what gets the best results.

**EXCELLENCE:** We strive for excellence every time. We serve people first – they are our priority. We want everyone to have a quality experience with us

**PASSION:** We believe in what we do and the difference we make; we put energy and effort into our work and take pride in everything we do.

## OUR BEHAVIOURAL COMPETENCIES

You will be required to demonstrate your ability to consistently work at the level defined within these competencies set out below, up to and including the allocated band which relates to your role. Your Band level can be found in the Role Profile document, which you should read in conjunction with these competencies.

You may be asked to provide evidence of how you meet these competencies as part of any application or development process.

### GREAT COMMUNICATION

#### Band 1

- I speak to customers and colleagues in a positive and helpful manner
- I greet everyone with a smile and I am polite and helpful with customers and colleagues.
- I make sure all of my written work is appropriate, neat and accurate
- I take care when passing on messages and I make sure that they are correct
- I ask for help when I need it

#### Band 2

- I give clear instructions to others and, where appropriate, give instant and balanced feedback on performance
- I hold confidential and difficult conversations in a tactful and sensitive manner
- I respond to customers and colleagues, and their enquiries, quickly and as a priority
- I complete documents and reports in a short, concise, accurate and factual manner.
- I give credit for good work and celebrate success

### **Band 3**

- I consult and listen when problem solving and offer a coaching style approach to come up with solutions collectively.
- I lead meetings effectively, ensuring all parties are clear of what they need to do and by when.
- I always present findings and recommendations in clearly written reports.
- I am a confident communicator with colleagues, partners, suppliers and customers, with strong written, presentation and verbal communication skills.
- I hold difficult and sensitive meetings in a manner which achieves the most appropriate outcome.

### **Band 4**

- I am articulate and persuasive in representing the interests of KAL, always being aware to give a good impression, establishing and developing networks to benefits KAL
- When challenging conduct, behaviour or performance in a formal setting, I have the ability to deliver a difficult message, or outcome to a meeting.
- I can demonstrate excellent written and verbal communication skills
- I have the ability to perform investigations and provide a balanced, well written report showing my findings

### **Band 5**

- When in a formal setting, I can take on board all points/mitigation raised and provide a balanced opinion.
- I effectively communicate information to the Chief Executive, Board of Trustees, Kirklees Council and other relevant bodies, highlighting key aspects and making clear recommendations for improvement as required.
- I Chair or take part in, formal hearings and have the ability to deal effectively with the situation.

### **Band 6**

- I Chair, or take part in, formal appeal hearings and have the ability to deal effectively with the difficulties and complexities of the situation.

## **WORKING TOGETHER**

### **Band 1**

- I know what my team aims to achieve, my role and the part I play
- I am positive and constructive about my team, my organisation and my colleagues
- I support others through difficult situations
- I am flexible and help my team out completing tasks, without having to be asked

- I encourage staff to work together to continually improve internal and external customer service
- I understand and maintain great knowledge of the products and services KAL provides, within my area of responsibility, so that I can respond effectively to customer enquiries, always looking for opportunities to sell KAL's products

### **Band 2**

- I get to know people as individuals and respect their contribution to the organisation
- I am visible and approachable to all
- I am always enthusiastic about completing tasks to support and motivate the team
- I develop and build relationships with other KAL teams to achieve excellent internal and external customer service

### **Band 3**

- I take responsibility for ensuring that everyone in the team knows their role and the role of others and the overall Business Strategy.
- I am resilient under the pressures of change and know myself well enough to adapt according to the circumstances and people I am dealing with.
- I can articulate what I am trying, or not trying, to do and have the ability to engage my team because of this.
- I understand different leadership styles and adapt mine to suit different people and situations.

### **Band 4**

- I think strategically and work with others to define the direction of the business and am influential in creating new objectives which link into the business strategy.
- I can think through problems from a fresh point of view and I'm comfortable with tackling complexity and ambiguity and explaining my thinking to others.
- I contribute to developing the culture and agreeing the values of the organisation
- I have the ability to effectively manage complicated challenges or changes and provide a positive solution or message, in the most appropriate format, so that my teams understand and are engaged.

### **Band 5**

- I have the ability to influence change throughout the organisation, getting relevant stake holders on board; having the ability to provide a persuasive and convincing argument and bring the rest of the organisation along.
- I take a strong lead in developing the culture and values of the organisation

### **Band 6**

- I have the responsibility for driving change throughout the organisation, getting relevant stake holders on board; having the ability to provide a persuasive and convincing argument and bring the rest of the organisation along.
- I take overall responsibility for developing the culture and values of the organisation

## **ACHIEVING RESULTS**

### **Band 1**

- I contribute ideas and suggestions for improving and developing customer service, always looking for new and different ways of doing things
- I raise issues or concerns that are preventing me from providing a great customer service and I suggest solutions to resolve problems.
- I perform daily tasks to achieve standards in line with the KAL Business Strategy and make sound decisions in my own area of work, always referring to systems of work, KAL policies and procedures.

### **Band 2**

- I remove barriers that are preventing my team delivering excellent customer service
- I always share best practice with colleagues
- I ensure that KAL standards and expectations are understood and I take appropriate corrective action when necessary
- I demonstrate sound judgement when balancing conflicting demands and responding to changes in priorities
- I gather and analyse all relevant information when problem solving

### **Band 3**

- I constantly analyse and regularly review all activities, ensuring that they remain valid and worthwhile for KAL.
- I consider the impact that decision making and implementation of ideas will have across KAL and Stakeholders.
- At the start of projects I agree resources, clear priorities and deadlines and ensure that project deadlines are met and objectives achieved.
- I ensure that the right staff members are involved in projects that match their strengths, linking effectively with suitable partners.
- I act on funding, business and partnership opportunities that contribute to KAL Business Strategy.

### **Band 4**

- I contribute and influence the development of strategies to meet organisation goals.
- I find practical solutions to complex or hard problems, simplifying complexity wherever possible.
- At the start of projects I take ownership for defining resources, clear priorities and deadlines, ensuring that project deadlines are met and objectives achieved.
- I identify funding, business and partnership opportunities that contribute to KAL Business Strategy.

### **Band 5**

- I effectively manage the de-commissioning of services and products that no longer meet the needs of KAL and/ or our customers.
- I understand complex theoretical models and am able to relate these to practical applications to improve the organisation
- At the start of complex projects I take ownership for defining resources, clear priorities and deadlines, ensuring that project deadlines are met and objectives achieved.
- I create funding, business and partnership opportunities that contribute to KAL Business Strategy.

### **Band 6**

- I make decisions regarding the de-commissioning of services and products that no longer meet the needs of KAL and/ or our customers.
- I take responsibility for driving the implementation of complex theoretical models to improve the organisation
- I take overall responsibility for defining priority projects along with delivery methods, timescales and budgets.

## **OWNS AND LEADS**

### **Band 1**

- I am open to doing things in a new way and adapt quickly to new ways of working.
- If I see a problem that needs fixing, or something that needs cleaning, I deal with it – even if I didn't cause it
- I deal with customer questions myself, I seek help where I need it but I make sure that the question is answered
- I take ownership of all my actions and decisions, which are taken in the very best interests of KAL
- I learn from my mistakes and help others do the same
- I take responsibility for my own development by suggesting ways in which I could learn more or take on more responsibility

### **Band 2**

- I demonstrate sound judgement when balancing conflicting demands and responding to changes in priorities
- I take overall responsibility for completion of tasks whilst encouraging and supporting my team
- I encourage others to take responsibility and account for their performance, constantly identifying ways of improving
- I take ownership for my actions, even when tasks are delegated to others to complete
- I identify the strengths, development needs, ambitions and motivations of individuals and share this with the management team.
- I generate excitement, enthusiasm and commitment towards KAL's Vision.

### **Band 3**

- I demonstrate a high level of initiative
- I make difficult decisions requiring sound levels of judgment and understand the wider implications of my decisions
- I have a high level of self-awareness and an understanding of the impact of my actions on the business.
- I am able to learn from my own experience, and others, to adapt my behaviour according to different circumstances
- I have developed a coaching style of management and try to apply this to my team members so that they learn through their own experiences, rather than being told what to do

### **Band 4**

- I make difficult decisions requiring significant levels of judgment and understand the wider implications of my decisions
- I regularly learn from other organisations and sectors and apply this to KAL, benchmarking our service against others where possible
- I lead on the development and delivery of products / projects, accepting responsibility for their successful implementation and ensuring that learning is gained and shared
- I engage others in strategic thinking and challenge them to take action
- I act as a senior leadership role model for the organisation, creating and owning the KAL Values and acting as an ambassador for KAL

### **Band 5**

- I influence the direction of KAL
- I make complex decisions requiring significant levels of judgment and understand the wider implications of my decisions
- I take responsibility for encouraging and supporting an environment of lifelong learning
- I act as a strategic leadership role model for the organisation, creating and owning the KAL Values and acting as an ambassador for KAL

### **Band 6**

- I have overall responsibility for making decisions regarding the strategic direction and leadership of the company