

CORE COMPETENCIES – What are they & How to rate them

Service Excellence

Includes Treatment towards Others, Service Orientation, Communication, Productivity, and Response to Change: Maintains a professional and student-oriented demeanor with all community members (e.g., students, parents, visitors, faculty or staff). Works to understand and respond to the needs of others through listening, observation, communication and feedback; and strives to continually enhance the service experience. Demonstrates clear and consistent speaking, listening and written communication skills. Listens actively to build trusting relationships. Is able to effectively make a point in both verbal and written communication. Written communication is concise and error-free.

➤ **Rating: Not Meeting Expectations**

Behavioral Description:

- Thinks they already know what customers need and expect. Is not proactive in getting to know customers. Is unwilling or unable to handle criticisms, complaints and special requests. Does not listen well to customers, reacts by interrupting them and making excuses. Does not make time for customer contact. Maintains the status quo without considering possibilities for improvement. Presents themselves as unhelpful or unfriendly. Makes too many exceptions and does not form consistent customer service policies, practices and processes for others to learn and follow. Sticks so close to current understanding of customer needs that breakthroughs are missed.
- Communication is infrequent and inconsistent. Written communication is unclear and demonstrates grammar/usage problems. Is unable to adjust to different audiences for written or verbal communication. Doesn't listen well, and may appear arrogant, impatient or uninterested. Is an unclear or contradictory communicator; informs some better than others. Does not consider who needs to know what information by when. Withholds information or does not see informing others as important. Invests too much time in crafting written communications.
- Demonstrates a single communication mode (verbal or written). Others may confuse listening with agreement.

➤ **Rating: Needs Some Improvement**

Behavioral Description:

- May be unconcerned with the customer experience. Sometimes asks for customer input for use in process improvement, but sometimes avoids customer contact and sticks with established processes. Builds relationships with some, but not all customers. Is sometimes considered unhelpful or unfriendly.
- May be inconsistent in communicating at the appropriate level of detail, sharing too much or too little information. Written communication is often unclear, with frequent grammar/usage problems. May not be able to convey their point clearly in verbal interactions. May lean heavily on a single mode of communication. May not listen well, and may be too busy constructing their own response

➤ **Rating: Fully Meets Expectations**

Behavioral Description:

- Gathers firsthand information from customers for use in process and service improvement. Builds positive and professional relationships with customers and colleagues. Listens actively to customer needs and concerns. Is usually described as helpful and friendly.
- Communicates clearly with others at all levels. Written communication is clear and grammar/usage problems are rare. Is proficient in verbal communication and is able to clearly convey their point in verbal communication. Listens well, so that others feel understood.

➤ **Rating: Fully Meets & Often Exceeds Expectations**

Behavioral Description:

- Often reaches out to customers for information to better understand needs or make process improvements. Meets and frequently exceeds customer expectations. Establishes and maintains excellent relationships with customers and colleagues. Is frequently described as helpful and friendly.
- Clearly communicates needed information to others, both written and verbal. Written communication is consistently clear and error-free. Consistently engages in productive verbal communication. Listens actively, encouraging trust and respect.

➤ **Rating: Consistently Exceeds Expectations**

Behavioral Description:

- Is dedicated to exceeding the expectations and requirements of internal and external customers. Is outstanding at gathering firsthand information from customers and using it to make process or service improvements. Consistently acts with customers' needs in mind. Is exceptional at establishing and maintaining effective relationships with customers and colleagues and gains their trust and respect. Is a model of helpfulness and friendliness.
- Provides the information people need to know to be successful and to feel positive about being a member of the team, unit and/or the organization. Is exemplary in all forms of communication (verbal, written and interpersonal). Is seen as a role model and sought by customers when needs arise.