

3. Performance on Individual Competencies

3.1 Attention to Detail

Total task accomplishment through concern for all areas involved, no matter how small.

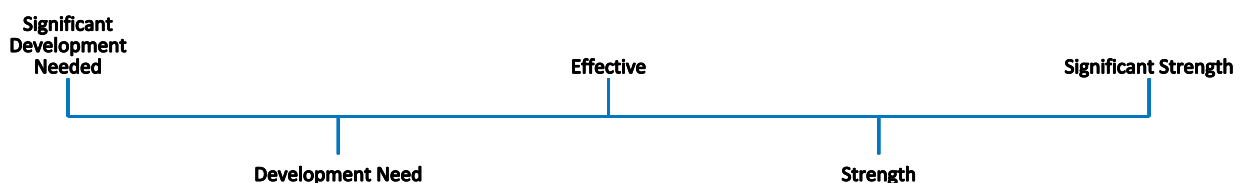
Overall Competency Comments

Ann demonstrated attention to detail across a number of the emails, for example when tackling the 'Group Meeting' email she noticed that meeting was scheduled for tomorrow and therefore needed to be addressed urgently. She identified the majority of errors in the report and corrected these appropriately. She also correctly identified the urgent need to update the rota and to change the dates from June to July.

Ann missed some of the team's annual leave and the impact of this, e.g. by booking the restaurant for 17 people rather than 12 and booking Elena to the rota for an afternoon when she would not be available. She also could have made the link with the Welcome email, Ranji Tharaday's calendar and realised that the inspection was happening on Wednesday.

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Effective



3.2 Planning & Organising

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

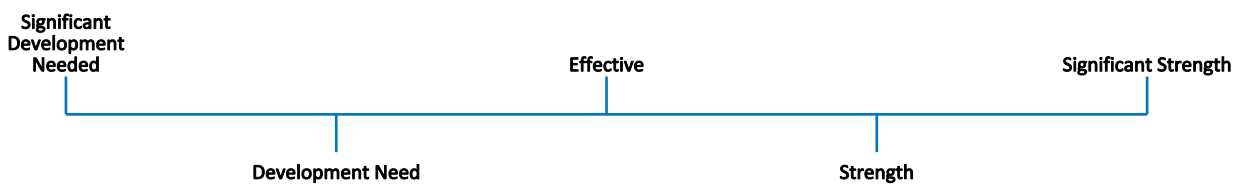
Overall Competency Comments

Ann demonstrated some planning and organising ability, for example by confirming the restaurant reservation, "Please can we make a reservation for 12 noon on Thursday 4th July". When handling the 'Group Meeting' email Ann, informed people of the change of time by sending an email, "Please note the that the group meeting has been changed from the afternoon to the morning next Tuesday..." and she recognised that the rota was a high priority because people will need to know their shifts.

As Ann did not respond to the high priority email regarding the interviews, there was no evidence of how she would organise these across individuals. Ann would have benefitted from making use of the calendar to plan/note meetings, e.g. when dealing with the 'Group Meeting' email, she could have recorded the meeting time change on the calendars.

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Development Need



3.3 Judgement

Ability to evaluate data and courses of action and to reach logical decisions. An unbiased, rational approach.

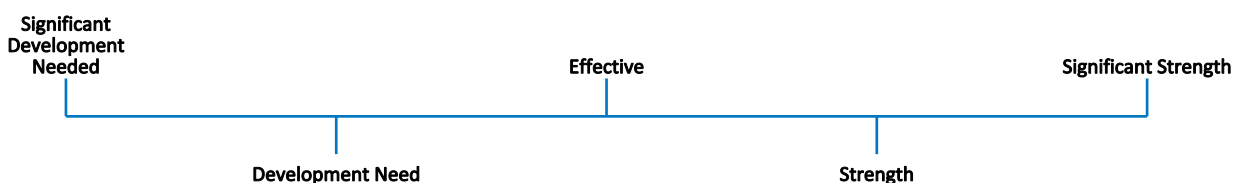
Overall Competency Comments

Ann demonstrated some good judgment in deciding to correct the 'Report to Head Office' as it could have had big consequences for Bruce Wright if it went out uncorrected. She made some logical and rational decision across the inbox, for example forwarding the Health and Safety information to Margaret in relation to the upcoming inspection.

However, Ann would have demonstrated from making a greater number of links between different pieces of data, for example using information from the rota to identify who was involved in the customer complaint email and recognising the need to involve others in preparing the for health and safety inspection. This would have provided more evidence of her ability to evaluate information and make logical interpretations.

2

Development Need



3.4 Written Communication

Ability to express ideas clearly in writing, in good grammatical form, in such a way as to be clearly understood.

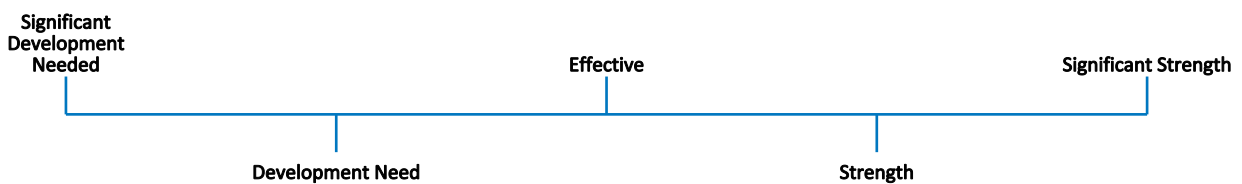
Overall Competency Comments

Ann’s written communication was generally clear and appropriately worded across her email responses. For example when handling the 'Group Meeting' email, Ann’s message was well written, explaining the reasons for the change and apologising for the short notice, “Please note the that the group meeting has been changed from the afternoon to the morning next Tuesday Helena has a conference call to make in the afternoon.” In responding to the items Gemma’s grammar and spelling was also of a sufficiently high standard.

Ann would have benefitted from providing further evidence of her ability to reflect the needs and status of the recipients, e.g. by responding to the ‘A Couple of Last Minute Things!’ and by referring the customer complaint to Helena and wording this appropriately given her position of the Director of Council Tax.

3

Effective



3.5 Initiative

Actively influencing events rather than passively accepting, sees opportunities and acts on them. Originates action.

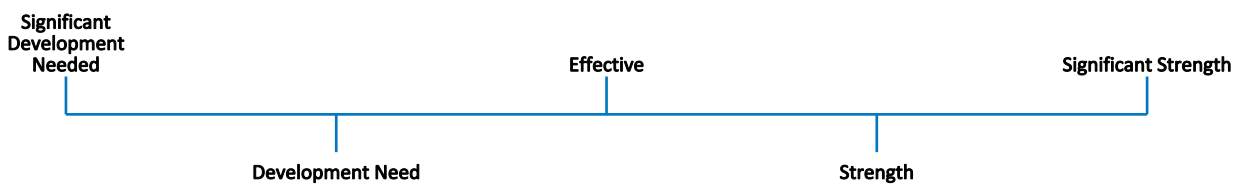
Overall Competency Comments

Ann used some of her own initiative in her responses, for example she requested that the Heads refer back to Tony if there are issues making the new meeting time, "Please let Tony know as soon as possible if this causes anyone problems" and in the restaurant booking asking "Can you please have some that vegetarian options available too?"

There was scope for Ann to demonstrate her initiative in a number of other areas, for example she could have written to Sasha Kaur to ask her to attend the meeting in relation to the customer complaint, in tackling the 'Health & Safety Policy' email, making a note for someone to check the poster is displayed or suggesting further actions other than just forwarding the email in response to the 'Inspectors are coming!' message.

2

Development Need



3.6 Customer Service

Exceeding customer expectations by displaying a total commitment to identifying and providing solutions of the highest possible standards aimed at addressing customer needs.

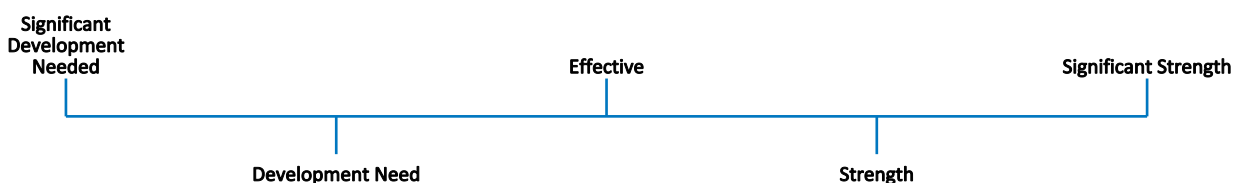
Overall Competency Comments

In handling the Inbox, Ann showed an understanding of the impact of poor customer service on the organisation, for example, her response to the customer complaint demonstrated understanding of the individual’s concerns, “I would like to let you know that this is not the standard of service we expect from our colleagues and I will be conducting an investigation into the matter”. Across her responses Ann attempted to meet the needs of her internal customers (other team members) by providing them with support or actioning their tasks.

To give further evidence of her customer service, Ann could have taken some additional actions to assist her customers, for example by writing to Heads of Team to tell them the new rota will be available soon when responding to the 'Urgent - The July Monthly Schedule!' email and writing to the staff to tell them that their leave has been covered.

3

Effective



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