

Customer Focus

The ability to focus one's business efforts and resources on meeting and exceeding the customer's needs, and putting strategies in place to ensure customer satisfaction.

Level	Description	Behaviours	Work Examples
0.	Does not exhibit this competency		
1.	Follows Up and Maintains Clear Communications <i>Trainee</i>	<ul style="list-style-type: none"> • Follows through on customer inquiries, requests, and complaints • Keeps customer up-to-date about progress of inquiry (but does not probe customer's underlying issues or problems) • Maintains clear, effective communication with customer 	<ul style="list-style-type: none"> ▪ Follows-up on customer inquiry if not able to answer immediately; obtains information and gets back to customer ▪ Provide appropriate introduction and identification of self, business card, ID ▪ Provides language bank to customer ▪ Recognizes and adapts to various customer profiles/environment, e.g. dress, jargon, urban vs. rural differences
2.	Takes a Customer Perspective <i>Appraiser I</i>	<ul style="list-style-type: none"> • Takes personal responsibility for solving customer problems • Demonstrates the ability to see issues from the customer's perspective • Flexible in approaching customer needs in order to come to a mutual understanding of the issues and potential solutions • Makes it easy to gain access to the organization 	<ul style="list-style-type: none"> ▪ Delves into customer issues, e.g. value and determines underlying reason, e.g. 'why' ▪ Anticipates and responds to customer concerns, e.g. potential tax implications to change in assessment ▪ Identifies concern of customer, e.g. worried about letting them into house and responding appropriately
3.	Takes Action for the Customer <i>Appraiser II</i>	<ul style="list-style-type: none"> • Understands the value of the customer to the organization • Takes actions beyond normal expectations • Takes on customer problems and resolves them- even if they were not originally one's problem, 	<ul style="list-style-type: none"> ▪ Takes recommendations to PARP and PAAB on behalf of property owners ▪ Takes initiative to correct errors, e.g. house burned down and BCA not informed until after the fact

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3.	Takes Action for the Customer (<i>cont'd</i>)	<ul style="list-style-type: none"> e.g. 'owns the solution' • Gives the customers options and choices when appropriate 	<ul style="list-style-type: none"> ▪ Provides value breakdown of multi-tenant building where allowed by corporate policy ▪ Provides the linkage between the customer and Marketing for customized reports
4.	Addresses Underlying Customer Needs <i>Sr. Appraiser</i>	<ul style="list-style-type: none"> • Knows the customer's business and seeks information on the underlying needs of the customer, beyond those expressed initially • Matches customer needs to available products or services • Accurately assesses and acts on the trade-off of immediate benefit for the sake of long-term satisfied customers 	<ul style="list-style-type: none"> ▪ Addresses/coordinates issues between customers, e.g. municipalities and home owner ▪ Works in consultation with the customer and Marketing to satisfy customer need for customized reports ▪ Proactively takes charge of customer issues, e.g. writing letter on behalf of tax payer for adjustment /rebate ▪ Works in a consultative manner with Area Assessor or Deputy Assessor on: <ul style="list-style-type: none"> ▪ Advising municipality of potential tax implications of appeal ▪ MASS appeal of property, e.g. flood plain ▪ Consultations with Industry ▪ Deals with customer issues that have been referred by more junior employees
5.	Fosters a Customer-Focused Environment	<ul style="list-style-type: none"> • Demonstrates a long-term perspective in addressing customer issues • Consistently initiates activities that create win/win situations for the customer and the organization • Establishes organizational service quality standards and targets • Promotes a customer-focused culture and drives the effort through strategies and business practices 	<ul style="list-style-type: none"> ▪ Works independently to: <ul style="list-style-type: none"> ▪ Advise municipality of potential tax implications of appeal ▪ Manage MASS appeal of property, e.g. flood plain ▪ Consultations with Industry ▪ Develops business cases ▪ Creates an action plan to deal with political issues or 'hot spots' ▪ Deals with escalated issues referred by employees

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