

Behavioural Competency Framework For Warehouse Operatives, Clerks & Drivers

SUPPLY CHAIN BEHAVIOURAL COMPETENCY FRAMEWORK FOR WAREHOUSE OPERATIVES, CLERKS & DRIVERS

What are competencies?

You may come across many different definitions of competencies but, in essence, they are habitual behaviours that people use at work to deliver their performance. Competencies are made up of both intention and observed behaviour and, in most cases, can be developed.

Why do we have them?

The Group focuses on achieving high levels of business performance and fundamental to this is the ability of people to perform at the highest level. Providing clarity on what good performance is made up of is key to this. High performance is not just about WHAT you do but also HOW you do it and the behavioural competencies focus on the latter.

The competencies that we have chosen to measure are those that account for the difference between average and superior performance. They provide benchmarks for reviewing performance and assessing development needs, as well as providing a basis for selection and evaluation of longer-term career potential.

What are the behavioural competencies for Warehouse Operatives, Clerks and Drivers?

For all warehouse operatives and clerks, transport clerks and drivers, there are 7 behavioural competencies that underpin high performance. In addition, there is one core characteristic that is fundamental for all supply chain colleagues in the Co-operative Group. See fig. 1.



Fig 1.

The competencies are not independent of each other but work together and align with the Supply Chain Team Leaders Behavioural Framework – see Fig 2 below.

What do the competencies look like?

Each competency within the Behavioural Framework for Supply Chain Warehouse Operatives, Clerks and Drivers has a title and definition, but contrary to other frameworks in the business, none of the competencies have levels. Instead what you will find is a number of behavioural indicators that, when taken together, fully describe the spectrum of behaviours covered by each competency.

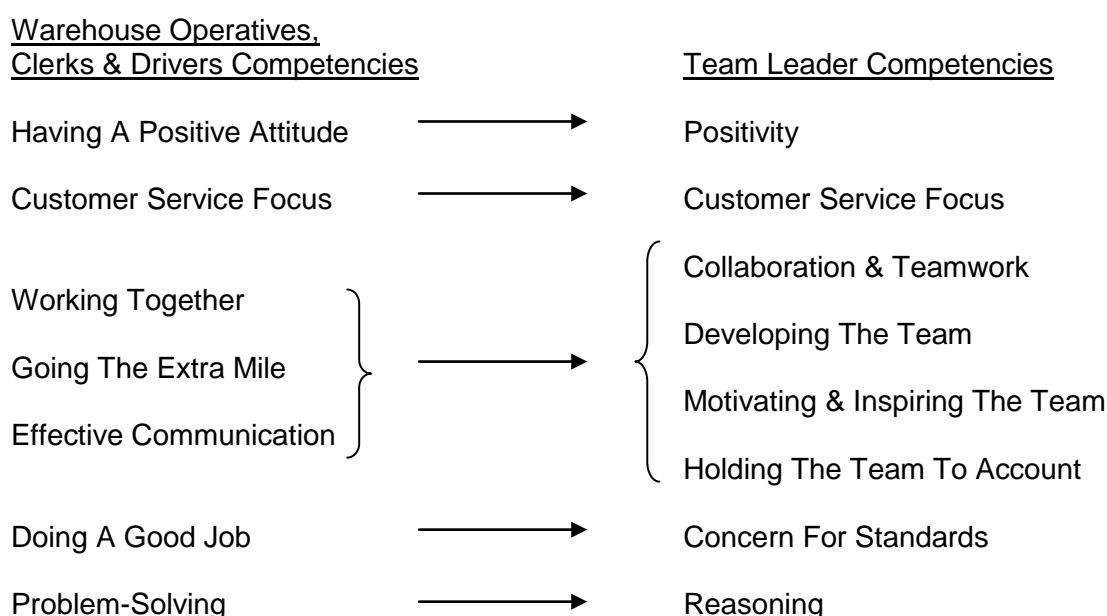
How does this framework link to the Team Leader Competency Framework?

The competencies within the Warehouse Operatives, Clerks and Drivers Framework are designed to dovetail into the Team Leader Competency Framework.

When you are considering development and career progression to a team leader level, or you currently hold an assistant team leader position, you will find both frameworks helpful. Look at the two frameworks to identify your readiness for a role and / or your areas for development.

Some of the Warehouse Operatives, Clerks and Drivers Competencies are a forerunner to one or more of the Team Leader Competencies. Figure 2 below shows the links:

Fig 2.



Note:

This competency framework has been developed specifically for Warehouse Operatives, Warehouse Clerks, Transport Clerks and Drivers. If you hold a clerical role that is not an integral part of the supply chain (e.g. pay roll, finance), then please use the Administrative Support Competency Framework.

CUSTOMER SERVICE FOCUS

What it is:

A real interest in understanding what the customer (internal & external) wants, and doing everything possible to deliver or exceed expectations.

What it looks like:

- Is courteous, polite and professional when dealing with customers, both internal and external
- Considers the needs and viewpoints of any customer (internal or external) as important; respects their views
- Builds rapport with internal customers and develops positive working relationships *(e.g. with store staff for drivers, with suppliers and / or drivers for those working in the warehouse or transport office, with colleagues on the next shift etc)*
- Treats colleagues who are next in the chain as 'internal customers' *(ie those colleagues who are dependent on or impacted by your work, such as colleagues in another team or on a different shift, drivers, or staff working in store)*
- Takes action to keep internal customers up-to-date with any changes to the plan *(these may be e.g. other colleagues, store staff, the transport office, a team leader, etc)*
- Actively demonstrates a willingness to help internal customers, whenever possible *(e.g. by taking empty cages away, changing own order of work, or making other minor changes or adaptations in order to be helpful)*
- When making a decision, considers the impact on both internal and external customers, and chooses an approach to minimise that impact



- Is rude to awkward customers
- Has favourites - will only help certain internal customers
- Enjoys 'getting even' with less popular internal customers
- Will only be helpful if the internal customer behaves in a certain way towards them first


HAVING A POSITIVE ATTITUDE

What it is:

Staying upbeat and positive at work, especially when dealing with others. The ability to recognise the impact we have on those around us, and a desire to keep this in check.

What it looks like:

- Is usually upbeat and positive at work
- Tries to ensure is seen as being friendly, pleasant and approachable by others
- Usually demonstrates enthusiasm and energy for what needs to be done
- Is calm, tolerant and patient with others when things go wrong
- Thinks about the impact own behaviour / moods / reactions has on others and tries to manage these (*e.g. the facial expressions used, verbal responses to certain types of situations, or the emotions displayed at work*)
- Makes an effort to be clean and presentable for work – cares about own appearance and personal hygiene; understands that this shows pride in one's work and respect for colleagues and customers

	<ul style="list-style-type: none">• Constantly moans about work or the workplace• Has emotional outbursts at work that impact others and how they feel• Displays inappropriate reactions when dealing with others, which upsets or annoys them• Swears and shouts
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EFFECTIVE COMMUNICATION

What it is:

The ability to communicate in a clear and precise manner, and to actively listen.

What it looks like:

- Actively listens to information being verbally given
- Asks questions to better understand what is being said
- Is persistent - keeps asking questions if unsure about instructions, or to get to the bottom of an issue
- Is constantly aware of who needs to know what, and then makes good decisions about what to communicate, to whom, and when (*e.g. drivers keeping the transport office up-to-date about traffic issues; transport clerks keeping stores informed of changes to delivery times, operatives keeping other colleagues / clerks / team leaders informed, etc*)
- Knows when to communicate in a relaxed, informal way, and when to be serious
- Proactively shares knowledge and information with other colleagues who might find it useful (*e.g. drivers giving other drivers tips for delivering certain routes or to certain stores, operatives to other colleagues at shift changeover, etc*)
- Is persistent when reporting problems – even if it seems that nothing is ever done
- Thinks about the confidentiality of information – is aware of who else might be around to overhear a conversation, and is discrete with sensitive / personal information about others

	<ul style="list-style-type: none">● Sits on important information and doesn't pass it on in a timely manner● Uses humour inappropriately● Can't be bothered to share useful knowledge with colleagues when the opportunity arises – leaves them to find out for themselves● Gossips about sensitive / personal information and causes upset● Takes everything at face value, and doesn't ask questions to clear up uncertainties● Is consistently and inappropriately casual in their communications with others
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WORKING TOGETHER

What it is:

The desire to work together with colleagues as part of a team, and actively contribute to what collectively needs to be done on a shift.

What it looks like:

- Is punctual, reliable and has good attendance – takes the job seriously
- Can be trusted to get on and do the work that is allocated
- Is flexible and prepared to be used where the team on shift needs them most
(e.g. may accept a change in duties, take on additional tasks, deliver a different route etc)
- Doesn't stand about – thinks ahead and offers to help the team out elsewhere if not yet able to carry out own allocated duties
- Engages in friendly banter with team colleagues – contributes to making the working environment an enjoyable place to be
- Makes an effort to build relationships with Team Leaders and other managers
(e.g. says hello, gives updates, shares problems encountered, engages in friendly banter etc)
- Volunteers help to colleagues who are struggling / getting left behind
(e.g. giving them hands-on support to get the job done, explaining where and how they are going wrong, giving tips about certain stores / routes, etc)
- Responds positively to requests for help from other colleagues
- Asks for help and / or advice from colleagues, when needed
- Takes action to improve own skill-set, to the benefit of the team
(e.g. asks to be trained to do other jobs, attends courses to improve certain skills, asks colleagues for support in developing a specific skill, reads manuals, etc)
- Shows respect for the equipment and vehicles that are used, reporting problems and defects in a timely way
- Does what they can to ensure everyone in their team meets their targets



- Stands about and does nothing
- Bullies and intimidates others
- Refuses to take on different tasks / duties, or to help others
- Has an 'it's not my job' mentality
- Avoids ever asking for help – thinks they always know best

GOING THE EXTRA MILE

What it is:

Caring about the overall performance and morale of the depot, and personally taking steps to ensure that good performance and morale is maintained, and contributes to improving things where possible

What it looks like:

- Thinks 'whole depot' and not just about own shift – consistently aims to make life easier for the next shift *(e.g. leaving everything clean and tidy for next shift, fulfilling the targets set for own shift, reporting problems so that faults etc can be rectified before next shift, and so on)*
- Intervenes immediately when spots a colleague doing something incorrectly (or planning inadvertently to do it incorrectly) – shows them the correct way to do it, explaining what they need to do and why
- Helps to train and develop colleagues – noticeably improves their individual performance
- Aims to inspire and motivate others in the team *(e.g. through conversations with others, in how they behave, in how they encourage others, etc)*
- If able to, will accept a change in duty to help the depot deliver to its customers
- Takes action to support colleagues in their stand against intimidating or inappropriate behaviour *(e.g. intervenes if sees bullying, builds wider support against bullying behaviour, reports incidents of inappropriate behaviour the correct way, etc)*



- Consistently refuses to accept any changes in duty, even when they are in a good position to help
- Focuses on doing own tasks – doesn't care about what might be happening elsewhere in the depot
- Walks away when witnesses bullying behaviour in others
- Says nothing when sees colleagues working incorrectly (e.g. unsafely, against best practice / procedure etc)

DOING A GOOD JOB

What it is:

The commitment to, and pride in, achieving or surpassing set targets and standards.

What it looks like:

- Appropriately manages allocated workload, and where necessary, prioritises the order in which to do it, to best effect
- Consistently takes responsibility for doing things how they should be done – follows best practice and set procedures / standards, with due diligence and care
- Pays attention to detail - cares about the accuracy and quality of own work
(e.g. in any paperwork produced, and in preserving the quality of goods in transit, etc)
- Doesn't slack - works quickly / steadily to achieve set targets and hit requested time windows (e.g. picking rates, delivery windows, etc)
- Double-checks own work, correcting mistakes before moving on
- Carries out procedural checks at appropriate intervals, to minimise the impact of mistakes potentially made by others – doesn't cut corners
(e.g. checks loads are secure, conducts regular temperature checks, carries out equipment / vehicle safety checks, etc)
- Makes sound decisions to preserve the quality of goods in transit
(e.g. decisions made about the order of products placed in cages, or how cages are loaded and secured, or how cages are unloaded and delivered, etc)
- Produces accurate, readable paperwork – gets it 'right first time'
- Always abides by any legal rules and regulations that apply
(e.g. temperature checks and controls, laws about taking statutory breaks, etc)
- Wants to develop and improve own skill-set and / or performance – takes action to do so
(e.g. may ask for further training or additional support, etc)



- Is perceived by others to be lazy
- Works sloppily – doesn't really care about the quality of what they are doing
- Takes shortcuts that may potentially endanger others
- Acts in a way that leads to diminished product quality by the time it reaches a store
- Regularly has to be asked to redo paperwork
- Acts in a way that brings the reputation of the team / shift / depot / the Co-operative into disrepute

PROBLEM-SOLVING

What it is:

Having the ability, drive and initiative to spot problems, identify the root cause, and come up with a solution. Asking questions to understand the context and potential impact of decisions made.

What it looks like:

- Uses common sense and past experience to resolve day-to-day issues
(e.g. checks for likely 'culprits', pinpoints recurring patterns to identify the problem, tests out a solution that has worked elsewhere / or on another occasion, makes the most of additional resources available)
- Makes timely decisions to address problems encountered
(i.e. knows how quickly the problem needs to be resolved by, and when it is necessary to move on to 'Plan B' – and what that should be)
- Has an understanding of the context of a problem – if not from experience, asks questions to find out more
- Recognises where and when problems are likely to be encountered, and proceeds with extra care *(e.g. when delivering to a particular store for the first time, carries out an initial assessment to identify potential dangers / risks; in the warehouse, recognises the danger spots and proceeds with caution)*
- Thinks through the impact of decisions beforehand, and prioritises actions accordingly
(i.e. stands back from the issue and can see the implications, and then uses this understanding to decide what the next steps should be)
- Shows initiative when faced with a problem – confidently comes up with at least one possible solution
- Knows when to refer an issue, and how best to do that
(i.e. knows when a problem is critical, and who to involve in a timely way)



- Ploughs straight in – doesn't bother to look around first or ask any questions
- Is careless – repeatedly makes the same mistakes
- Sits on a problem for too long – amplifies the impact it has as a consequence
- Sees problems as a welcome opportunity to 'down tools' – doesn't bother to come up with possible solutions

Core Characteristic

CO-OPERATIVE COMMITMENT

What it is:

Is aware of the Co-operative ways of working and the business goals and values. Understands how these affect their own role and aligns their working practices to them. Is positive about the Co-operative Group to others.



- Criticises the Group to others
- Shows no interest in the values
- Works in a way that contradicts the values