

# Analysing, improving and changing

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## Level 1: AA – AO

### **Analysing and using evidence**

Uses information to assess progress and make decisions by:

- Identifying and interpreting relevant sources of information;
- Organising information in a way that helps analysis;
- Extracting and presenting information appropriately.

### **Improving performance continuously**

Looks for better ways of working to improve performance of self and team by:

- Reviewing own performance to identify areas for improvement;
- Considering a range of approaches when determining how to do things better.

### **Engaging with Change**

Helps make changes work by:

- Seeking clarification if unsure about reasons for change;
  - Supporting the implementation of change by making constructive suggestions;
  - Helping others during times of change and respecting their rights to different views and ideas.
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## Level 2: EO – SEO

### **Analysing and using evidence**

Uses information to understand performance, inform decisions and prioritise changes and improvements by:

- Anticipating and responding quickly to problems
- Obtaining accurate and relevant data to inform decisions;
- Analysing information to identify facts, patterns and trends;
- Supporting decisions with evidence-based arguments;
- Engaging expert support to assist with analysis when appropriate.

### **Improving performance continuously**

Identifies and implements tools and processes that support performance improvement by:

- Agreeing and reviewing measurable objectives for all team members;
- Examining existing ways of working to find where improvements can be made;
- Exploring diverse views and ideas from team members;
- Recognising and rewarding performance improvements.

### **Engaging with Change**

Takes a positive approach to implementing changes and secures commitment to change by:

- Explaining and presenting change in a positive way to others;

- Consulting with those affected by changes and responding constructively to suggestions and concerns;
  - Recognising and rewarding positive contributions that others make to facilitate change.
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### **Level 3: Grade 6-7**

#### **Analysing and using evidence**

Develops evidence-based arguments and proposals to deliver business benefits by:

- Engaging with relevant experts to gather and evaluate evidence;
- Understanding the validity, relevance and limitations of different sources of evidence;
- Using evidence to evaluate policies, projects and programmes;
- Making timely decisions based on the best information available.

#### **Improving performance continuously**

Creates a performance-focused working environment that encourages and rewards continuous improvement by:

- Analysing existing ways of working and addressing barriers to performance improvement;
- Encouraging, rewarding and publicising innovative ways of working;
- Making business and efficiency improvements through use of IT;
- Setting consistent and challenging team targets.

#### **Engaging with Change**

Understands the DWP vision, and creates a sense of shared purpose to deliver change by:

- Seeking and acting on opportunities to support delivery of DWP vision and objectives;
- Taking ownership of, and encouraging team members to take ownership of, corporate decisions and responsibility for effective implementation;
- Instigating change and supporting others in leading change;
- Promoting working practices that respect the diverse views and needs of others;
- Assessing the impact, and taking action to minimise negative consequences, of change in terms of sustainable development.