

DWP Competency Framework for the Contact Centre Profession

Delivering a Professional Service	Delivering a Customer Focused Service	Analysing, Improving and Changing	Managing People and Performance	Building Capability	Leading
<p>Delivers a professional service that contributes to organisational success by:</p>	<p>Develops and delivers customer-led services by:</p>	<p>Analyses and uses evidence to inform improvement and deliver change by:</p>	<p>Manages people and resources, and applies project and programme management techniques, to achieve high performance and value for money by:</p>	<p>Builds capability to meet current and future business needs through continuous learning and by communicating in ways that support productive working relationships by:</p>	<p>Leads by example to deliver business results by:</p>
Contributing to Business Success	Responding to Customer Needs	Analysing and using Evidence	Deploying People and Resources Effectively	Developing Knowledge and Skills	Demonstrating Integrity
<p>Understands organisational requirements and implements professional services that meets business needs.</p>	<p>Seeks to understand customer requirements and deliver services that are responsive to diverse customer needs.</p>	<p>Uses information to understand performance and make decisions.</p>	<p>Uses resources flexibly and creatively in ways that promote diversity and support the principles of sustainable development.</p>	<p>Develops knowledge and skills to meet current and future business needs.</p>	<p>Demonstrates integrity at all times.</p>
Demonstrating Professional Expertise	Providing Excellent Customer Service	Improving Performance Continuously	Delivering Results	Working Collaboratively	Providing Direction
<p>Delivers Contact Centre practices which lead to customer satisfaction and organisational success.</p>	<p>Meets customer needs through excellent customer service.</p>	<p>Seeks and implements ways of improving performance.</p>	<p>Manages performance to deliver business objectives and meet performance standards.</p>	<p>Works collaboratively in ways that value diversity and add to efficiency.</p>	<p>Provides and communicates clear direction to achieve DWP strategic objectives.</p>
Using Technology		Engaging with Change	Managing Finance	Communicating with Impact	
<p>Utilises a range of technological applications to deliver a seamless professional service.</p>		<p>Implements change in support of DWP strategic objectives.</p>	<p>Monitors and manages finances to ensure value for money.</p>	<p>Communicates in ways that promote understanding and maintain confidentiality.</p>	

Delivering a Professional Service

Contributing to Business Success

Delivers a professional service that supports business success by:

- Working in ways that support the Customer Charter;
- Demonstrating an understanding of how the Contact Centre network contributes to the success of the organisation;
- Contributing to the quality of the end-to-end customer experience.

Demonstrating Professional Expertise

Demonstrates proficiency in own area of expertise by:

- Adhering to professional standards and operational guidelines;
- Recognising problems and gathering relevant facts and information to work towards resolution;
- Organising logically and systematically the completion of tasks to ensure efficiency, accuracy and adherence.

Using Technology

Maintains customer confidence in the professionalism of the service by:

- Using technology to interact successfully with customers;
- Accessing appropriate knowledge management and incorporating accessed information into customer support/advice;
- Using telephony features to create a seamless call flow, reporting any faults as necessary;
- Using telephony and IT applications to deliver excellent customer service, while processing transactions and completing required tasks.

Delivering a Customer Focused Service

Responding to Customer Needs

Investigates, understands and responds to the needs of customers – internal and external – by:

- Using appropriate questioning techniques;
- Building and maintaining excellent relationships with customers;
- Responding to customer feedback;
- Treating all customers fairly and with regard to diverse needs.

Providing Excellent Customer Service

Delivers excellent customer service by:

- Using skills and resources to deliver the best possible service;
- Dealing with customer requests, queries and problems;
- Meeting customer service standards and requirements.

Analysing, Improving and Changing

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.

Managing People and Performance

Delivering Results

Knows what is required in their day to day work and takes responsibility for working to a consistently high standard by:

- Agreeing role requirements with those they report to and work with;
- Planning and managing day-to-day workload to meet agreed targets and deadlines;
- Consistently applying policies and procedures that are relevant to the role;
- Recognising and reporting risks to the successful completion of work;
- Making best use of the available technology and ensuring security of personal and other official information.

Building Capability

Developing Knowledge and Skills

Develops the knowledge and skills needed to meet the requirements of the job and the objectives of the team by:

- Understanding their own strengths and development needs, taking into account feedback from others;
- Seeking new and better learning and development opportunities, including those available as part of their daily work activity;
- Applying and sharing skills and knowledge learned;
- Giving constructive feedback to colleagues.

Leading

Demonstrating Integrity

Displays integrity and honesty by:

- Keeping promises and fulfilling commitments;
- Being able to admit when they have made a mistake;
- Building relationships which balance achieving the task with an appreciation of others' needs.

Deploying People and Resources Effectively

Makes best use of own time and other resources by:

- Monitoring how their time is used and proposing more efficient ways of working;
- Reducing wastage and encouraging others to do the same;
- Considering the environmental impact of their actions.

Working Collaboratively

Adopts a business-like approach to working relationships that respects diversity and contributes to effective team working by:

- Listening and responding positively to people with differing views and opinions;
- Providing honest and constructive feedback and challenging negative behaviours;
- Working with others to achieve team objectives;
- Responding appropriately to diverse needs of others.

Managing Finance

Helps to achieve value for money by:

- Applying relevant financial and procurement procedures;
- Considering value for money of all their actions;
- Raising relevant queries on financial reporting.

Communicating with Impact

Communicates clearly taking account of individual need by:

- Adapting communication style to the needs of the audience;
- Presenting own views clearly and building on the views of others;
- Safeguarding personal and other sensitive, official information.