

# DWP Competency Framework for the Customer Insight Profession

## Delivering a Professional Service

Delivers a professional service that contributes to organisational effectiveness by:

## Delivering a Customer Focused Service

Develops and delivers customer-led services by:

## Analysing, Improving and Changing

Analyses and uses evidence to inform improvement and deliver change by:

## Managing People and Performance

Manages people and resources, and applies project and programme management techniques, to achieve high performance and value for money by:

## Building Capability

Builds capability to meet current and future business needs through continuous learning and by communicating in ways that support productive working relationships by:

## Leading

Leads by example to deliver business results by:

## Knowing the Business

Understands the organisation and its customers and how customer insight can contribute to improved services for customers.

## Responding to Customer Needs

Seeks to understand customer requirements and deliver services that are responsive to diverse customer needs.

## Analysing and using Evidence

Uses information to understand performance and make decisions.

## Deploying People and Resources Effectively

Uses resources flexibly and creatively in ways that promote diversity and support the principles of sustainable development.

## Developing Knowledge and Skills

Develops knowledge and skills to meet current and future business needs.

## Demonstrating Integrity

Demonstrates integrity at all times.

## Demonstrating Customer Insight Expertise

Understands customer insight tools and techniques and uses them to generate insights which lead to an improved service and experience for DWP customers.

## Providing Excellent Customer Service

Meets customer needs through excellent customer service.

## Improving Performance Continuously

Seeks and implements ways of improving performance.

## Delivering Results

Manages performance to deliver business objectives and meet performance standards.

## Working Collaboratively

Works collaboratively in ways that value diversity and add to efficiency.

## Providing Direction

Provides and communicates clear direction to achieve DWP strategic objectives.

## Building Customer Insight Capability

Establishes effective stakeholder relationships and contributes to an increasing capability across the organisation for insight generation and application.

## Engaging with Change

Implements change in support of DWP strategic objectives.

## Managing Finance

Monitors and manages finances to ensure value for money.

## Communicating with Impact

Communicates in ways that promote understanding and maintain confidentiality.

## Delivering a Professional Service

### Knowing the Business

Understands the organisation and its customers and contributes to its success by:

- Understanding and communicating the organisation's priorities in service delivery to customers, and supporting managers in working towards them;
- Aligning customer insight activity to the organisation's business needs;
- Using customer insight information to assist decision-making;
- Demonstrating how customer insight practices can help managers achieve their goals;
- Influencing and leading others to work in ways that support the DWP Customer Charter.

### Demonstrating Customer Insight Expertise

Demonstrates expertise by:

- Delivering customer Insight project activity in a professional, responsible, accessible, value for money way;
- Using analytical skills to identify root causes of customer issues, complaints, suitable remedies and lessons that might be learned to secure service delivery improvements;
- Engaging, enabling and challenging managers to use customer insight effectively;
- Ensure confidentiality of customer data and managing information security to DWP standards
- Use customer insight tools and techniques to generate relevant customer insight;
- Using project management techniques to develop and deliver customer insight and customer standards projects.

### Building Customer Insight Capability

Builds trust with stakeholders by:

- Offering customer insight advice and recommendations that are underpinned by up to date knowledge and expertise;
- Identifying, advising on, applying, and sharing best customer insight practice to enhance service delivery;
- Demonstrating a proven track record for customer insight generation and application.
- Championing the importance of customer insight across the Department.

## Delivering a Customer Focused Service

### Responding to Customer Needs

Develops the organisation's understanding of, and responsiveness to, its customers by:

- Implementing customer feedback systems and acting on findings;
- Ensuring diversity policies and practices are followed when dealing with customers;
- Promoting new and flexible ways of delivering services that are responsive to customer needs.

### Providing Excellent Customer Service

Manages the provision of excellent customer service by:

- Monitoring customer service performance and taking action to resolve poor quality service;
- Sharing knowledge of other DWP business areas with colleagues to improve customer service;
- Ensuring the team achieves the required standard of customer service;
- Sharing good practice and identifying opportunities for customer service improvements.

## Analysing, Improving and Changing

### 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.

## Managing People and Performance

### Delivering Results

Manages own and others' performance to ensure outputs are delivered on schedule and to the required quality by:

- Setting clear objectives that are in line with business needs;
- Putting in place clear delivery plans and monitoring progress and outputs;
- Identifying, assessing and managing risks in order to minimise their impact on performance;
- Ensuring compliance, and addressing non-compliance, with DWP policies and practices.

### Deploying People and Resources Effectively

Is flexible and creative in deploying resources to best effect by:

- Making best use of people's skills and availability to deliver business objectives;
- Considering diversity-related needs when planning and allocating work;
- Taking action to increase efficiency;
- Demonstrating flexibility and creativity in delivering with less resources;
- Considering sustainability issues and encouraging others to assess the environmental impact of their work;
- Ensuring access to available technology and making sure that information security systems are in place.

### Managing Finance

Works within budget limits to deliver best value for money by:

- Considering budget limits when allocating resources;
- Analysing the value for money of alternative options before committing to spending;
- Advising on cost implications of plans and activities;
- Monitoring income and expenditure and demonstrating where savings can be made.

## Building Capability

### Developing Knowledge and Skills

Takes responsibility for developing in order to increase the capacity and flexibility of individual, team and wider organisation by:

- Identifying development opportunities for self and others and linking individual learning to business goals;
- Helping others to learn from their daily work;
- Supporting and encouraging others in their development;
- Encouraging the sharing of knowledge and making sure learning is embedded;
- Giving honest, constructive feedback.

### Working Collaboratively

Develops mutually supportive relationships and encourages team and partnership working that values diversity by:

- Identifying, involving and influencing stakeholders to achieve positive outcomes;
- Resolving conflicts and tackling inappropriate behaviour;
- Fostering an inclusive working environment in which people of diverse backgrounds can contribute confidently.

### Communicating with Impact

Uses communication skills to promote understanding and facilitate working relationships by:

- Checking that information being communicated is current, accurate and complete;
- Communicating clearly and concisely using the most appropriate medium for the audience;
- Confirming that communications have met their purpose;
- Communicating information only to those who have a right to it and using the approved method.

## Leading

### Demonstrating Integrity

Displays integrity by:

- Treating others consistently and with respect.

### Providing Direction

Provides direction by:

- Clarifying and positively communicating direction to colleagues and stakeholders.