

# DWP Competency Framework for the Governance Profession

<b>Delivering a Professional Service</b>	<b>Delivering a Customer Focused Service</b>	<b>Analysing, Improving and Changing</b>	<b>Managing People and Performance</b>	<b>Building Capability</b>	<b>Leading</b>
<p>Delivers a professional service that contributes to organisational effectiveness 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>
<b>Knowing the Business</b>	<b>Responding to Customer Needs</b>	<b>Analysing and using Evidence</b>	<b>Deploying People and Resources Effectively</b>	<b>Developing Knowledge and Skills</b>	<b>Demonstrating Integrity</b>
<p>Understands organisational structures and develops and implements appropriate governance arrangements and clear accountability structures.</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>
<b>Demonstrating Governance Expertise</b>	<b>Providing Excellent Customer Service</b>	<b>Improving Performance Continuously</b>	<b>Delivering Results</b>	<b>Working Collaboratively</b>	<b>Providing Direction</b>
<p>Analyses, documents and implements best practice governance and decision making arrangements.</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>
<b>Managing Assurance and Control Processes</b>		<b>Engaging with Change</b>	<b>Managing Finance</b>	<b>Communicating with Impact</b>	
<p>Analyses, embeds and manages control and assurance mechanisms</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

### Knowing the Business

Understands the organisation and contributes to its success by:

- Being able to explain:
  - The organisational and governance structure of the Department;
  - How governance can support and enable achievement of objectives in your business area;
  - The specific roles within your business area and how they interact with each other and other areas;
- Sharing knowledge with colleagues on the process and providing appropriate input to the development of governance products.

### Demonstrating Governance Expertise

Demonstrates governance expertise by:

- Sharing knowledge with colleagues about the need for corporate and individual accountabilities to be clearly defined and recorded;
- Putting into practice governance best practice processes through design specific solutions;
- Applying and sharing knowledge with colleagues on the roles and remit of senior decision-making structures.

### Managing Control Processes and Assurance

Understands, applies and manages key business and control processes and assurance by:

- Defining at high level key corporate business & control processes, the underpinning business arrangements and compliance with them;
- Applying and sharing knowledge with colleagues about control, assurance and compliance procedures in use in your business area.

## 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 & 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

Demonstrates integrity by:

- Treating others consistently and with respect.

### Providing Direction

Provides direction by:

- Clarifying and positively communicating direction to colleagues and stakeholders.