

# DWP Competency Framework for the Operational Delivery 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>Implementing Service Improvements</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 requirements and implements professional services that support the organisation’s vision and values.</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>Valuing the Customer</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>Presents a positive image of the organisation through seamless service delivery and customer engagement.</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>Building Professional Credibility</b>		<b>Engaging with Change</b>	<b>Managing Finance</b>	<b>Communicating with Impact</b>	
<p>Applies professional knowledge and skills in ways that add value for customers and the organisation.</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

### Implementing Service Improvements

Develops professional services that facilitate organisational change and improvement by:

- Implementing the operating model in ways that balance internal targets against customer needs;
- Sharing strategic customer information with other areas of the business;
- Working to integrate processes across the organisation to achieve improved efficiency and effectiveness;
- Implementing working practices that support the aims, vision and values of the organisation.

### Valuing the Customer

Demonstrates accountability for delivering professional services that enhance the customer experience by:

- Working across organisational boundaries using insight information to inform a joined up approach to service delivery;
- Evaluating, and implementing improvements in, the customer interaction process;
- Managing the application to professional practices and methods to deliver results that meet customer needs;
- Creating opportunities to promote a positive image of the organisation and its services.

### Building Professional Credibility

Enhances the reputation of operational delivery professionals by

- Analysing and understanding industry best practice and benchmarks;
- Optimising operational performance based on agreed benchmarks ;
- Reviewing and approving updates to existing knowledge management systems;
- Ensuring compliance with professional standards and codes of conduct in relation to services provided by their teams.

## Delivering a Customer Focused Service

### Responding to Customer Needs

Adopts a customer-led approach to service development by:

- Working with customers to gain insight into their needs;
- Learning from customer complaints and feedback to support the redefinition of service delivery;
- Communicating to others how an understanding of the diverse needs of others is essential to providing a good service to customers;
- Shaping services to meet future customer needs.

### Providing Excellent Customer Service

Promotes excellent customer service by:

- Communicating a vision of future service improvements and modernisation;
- Promoting the sharing of best practice across organisational boundaries;
- Creating working conditions where people and processes enable the delivery of excellent customer service;
- Delivering customer service improvements across a range of areas.

## Analysing, Improving and Changing

### 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.

## Managing People and Performance

### Delivering Results

Directs efforts to maximise the contribution of their own area of work by:

- Understanding the implications of strategic decisions for their own area of responsibility;
- Clarifying business priorities and checking that activities are aligned to these;
- Agreeing roles and responsibilities of staff and stakeholders, and securing individual and team ownership of objectives;
- Anticipating potential risks and acting swiftly to mitigate high impact/high probability risks;
- Promoting compliance with DWP policies, procedures, regulations and information security measures.

### Deploying People and Resources Effectively

Determines priorities and allocates resources to best meet business goals by:

- Ensuring resources are in place;
- Clarifying business priorities and focusing resources accordingly;
- Developing plans that use resources efficiently and in ways that maximise the benefits of having a diverse workforce;
- Considering implications for sustainable development when assessing proposals.

### Managing Finance

Devises plans and prepares budgets that deliver value for money and support the financial objectives of the organisation by:

- Ensuring accurate financial reporting and considering financial data when making decisions;
- Ensuring funding requirements are approved before committing to spend;
- Developing plans and budgets which identify value for money and opportunities for cost reduction;
- Engaging with finance experts when appropriate;
- Leading by example when incurring expenditure.

## Building Capability

### Developing Knowledge and Skills

Creates a learning environment that supports the development of the skills, expertise and behaviours needed to meet current and future business needs by:

- Understanding knowledge and capability requirements in relation to current and future business needs;
- Ensuring a variety of relevant, varied, and cost-effective learning and development opportunities are available;
- Empowering others to take responsibility for their own development;
- Demonstrating the role and value of learning;
- Evaluating the impact of learning and development in relation to business goals.

### Working Collaboratively

Instigates collaborative working within and beyond DWP, and creates an inclusive and supportive culture by:

- Creating opportunities for collaborative working which will help achieve DWP's strategic aims;
- Promoting the benefits of, and lessons learnt from, effective collaborative working;
- Promoting the benefits of a diverse workforce.

### Communicating with Impact

Uses communication skills to influence and facilitate direction and outcomes by:

- Communicating written and oral information clearly, concisely and persuasively;
- Communicating own viewpoint succinctly and defending it appropriately;
- Facilitating discussions to achieve clear outcomes;
- Developing communication strategies to enhance stakeholder management.

## Leading

### Demonstrating Integrity

Displays integrity at all times by:

- Demonstrating awareness of their impact on others through seeking out and acting on feedback;
- Being willing to speak up and voice their opinions.

### Providing Direction

Providing others with a sense of direction by:

- Creating a vision of their area of responsibility and communicating it clearly and enthusiastically;
- Ensuring people can make the link between their work and the vision and objectives of the organisation;
- Creating and maintaining a culture that encourages creativity and innovation.