

DWP Competency Framework for the Operational Research Profession

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| 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 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> |
| Applying Professional Skills and Knowledge | Responding to Customer Needs | Analysing and using Evidence | Deploying People and Resources Effectively | Developing Knowledge and Skills | Demonstrating Integrity |
| <p>Employs professional knowledge and skills in line with customer priorities.</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> |
| Acquiring and Developing Professional Skills & Knowledge | Providing Excellent Customer Service | Improving Performance Continuously | Delivering Results | Working Collaboratively | Providing Direction |
| <p>Acquires and develops relevant professional skills and knowledge.</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> |
| Maintaining Professional Integrity | | Engaging with Change | Managing Finance | Communicating with Impact | |
| <p>Maintains professional integrity at all times.</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

Applying Professional Skills and Knowledge

Employs professional knowledge and skills in line with customer priorities by:

- Quality assuring work of their whole team and convincing customers of the quality and usefulness of analysis;
- Drawing robust conclusions from own and others' analysis and spotting weaknesses in reasoning or evidence;
- Identifying the wider implications of analysis, including political sensitivities;
- Interpreting customer requests, however unfocussed, into an analytical question;
- Being aware of all analytical specialisms in DWP and looking for ways to exploit synergies between them;
- Developing and managing a broad programme of complex analytical work;
- Using evidence to ensure that policy decisions are informed by depth of professional knowledge.

Acquiring and Developing Professional Skills and Knowledge

Acquires and develops relevant professional skills and knowledge by:

- Having detailed knowledge of subject area, relevant information sources (including external and international), and being able to locate key information in a range of published and unpublished sources;
- Being aware of analysis and techniques used in other specialisms that could be applied to own work.

Maintaining Professional Integrity

Demonstrates professional integrity at all times by:

- Doing the utmost to fulfil the needs of Ministers without compromising professional standards by being aware of the legal and ethical implications of their role as a government analyst;
- Suggesting innovative solutions where requests for advice represent poor value for money;
- Providing a definitive interpretation about how information can be used appropriately and explains standards of analysis to customers;
- Making appropriate contributions to the practical implementation of professional principles.

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 & 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.

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.

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.

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.

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.

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.

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.

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.