

DWP Competency Framework for the Operational Research 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 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:

- Interpreting customer requests to suggest or recommend the most suitable analysis, based on knowledge of own specialism and subject area;
- Adapting and applying theoretical concepts in practical situations and checking the validity of assumptions made in doing so, wherever possible;
- Ensuring analytical advice on routine issues is consistently sound with minimum management support;
- Knowing when to investigate analysis further and offering explanations – such that few errors in advice are made;
- Taking opportunities to promote the use of analysis;
- Independently managing (several) contracts from design through to successful completion including succinct, comprehensive, accessible and timely submissions.

Acquiring and Developing Professional Skills and Knowledge

Acquires and develops relevant professional skills and knowledge by:

- Having strong knowledge of relevant data sources and subject area, a working knowledge of sources in related areas, and a practical understanding of research methodologies;
- Developing, designing, or managing data collection to suit needs;
- Understanding how to apply a wide range of subject knowledge and analytical techniques, whilst appreciating the underlying assumptions and limitations;
- Identifying potential improvements and extensions in the analytical use of computing facilities.

Maintaining Professional Integrity

Demonstrates professional integrity at all times by:

- Knowing when and how to manage customers if requests breach professional standards and being able to handle this sensitively by offering alternative solutions, keeping line manager informed;
- Knowing whether analysis is feasible or cost effective, and how to present analysis findings fairly and accurately;
- Taking steps to be aware of wider professional issues within DWP and across Government.

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

Demonstrates integrity by:

- Treating others consistently and with respect.

Providing Direction

Provides direction by:

- Clarifying and positively communicating direction to colleagues and stakeholders.