

DWP Competency Framework for the Policy Delivery Profession

Delivering a Professional Service	Delivering a Customer Focused Service	Analysing, Improving and Changing	Managing People and Performance	Building Capability	Leading
<p>Develops, implements, maintains and evaluates policies that contribute to the achievement of the Departmental Strategic Objectives 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>
Developing Policy	Responding to Customer Needs	Analysing and using Evidence	Deploying People and Resources Effectively	Developing Knowledge and Skills	Demonstrating Integrity
<p>Assesses the case for policy development and presents robust proposals that support the longer term vision for the Department.</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>
Implementing Policy	Providing Excellent Customer Service	Improving Performance Continuously	Delivering Results	Working Collaboratively	Providing Direction
<p>Develops and effects plans for introducing policies and engages stakeholders in policy implementation.</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 Policy		Engaging with Change	Managing Finance	Communicating with Impact	
<p>Promotes and supports policy delivery and monitors operational effectiveness against policy intention.</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>	
Evaluating Policy					
<p>Uses rigorous evaluation methods to generate realistic options for policy development underpinned by evidence-based recommendations for change.</p>					

Delivering a Professional Service

Developing Policy

Develops robust policy proposals by:

- Preparing an evidence-based case for policy change or development;
- Taking account of departmental, governmental & external factors that may impact on policies;
- Identifying and assessing the potential of equality & other impacts of different policy options;
- Applying the Excellence in Policy Making model;
- Drafting detailed policy proposals for consideration, consultation and approval.

Implementing Policy

Delivers a professional policy implementation service to citizens, ministers and other stakeholders by:

- Taking forward the relevant legislative processes to implement ministerial policy decisions;
- Organising and supervising the piloting of new policies;
- Applying the Excellence in Policy Making model;
- Identifying & responding to needs & concerns to Ministers & other stakeholders;
- Proactively engaging with stakeholders to inform and influence them during the introduction of new policies.

Maintaining Policy

Monitors and supports active policies by:

- Partnering with stakeholders & delivery organisations to monitor the political landscape and identify the opportunity for enhancements or amendments to policy;
- Assessing ongoing operational effectiveness of policies;
- Applying the Excellence in Policy Making model;
- Promoting the policy to stakeholders and preparing briefings and responses to address questions and concerns;
- Monitoring and updating information & guidance to ensure policy intentions are supported.

Evaluating Policy

Leads the evaluation, in conjunction with analysts, of policy by:

- Developing detailed evaluation plans;
- Organising the collection of evaluation data;
- Analysing and benchmarking evaluation data
- Drawing conclusions and make recommendations from policy evaluations
- Applying the Excellence in Policy Making model.

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.