

DWP Competency Framework for the Programme and Project Management 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 Programme and Project Management 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>
Contributing to Business Success	Responding to Customer Needs	Analysing and using Evidence	Deploying People and Resources Effectively	Developing Knowledge and Skills	Demonstrating Integrity
<p>Seeks and implements professional solutions that address business need.</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>
Demonstrating Programme and Project Management Expertise	Providing Excellent Customer Service	Improving Performance Continuously	Delivering Results	Working Collaboratively	Providing Direction
<p>Applies specialist knowledge and skills in ways that add value to stakeholder solutions and customer outcomes.</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>
Building Professional Credibility		Engaging with Change	Managing Finance	Communicating with Impact	
<p>Promotes the benefits of Programme and Project Management services and provides expert advice and consultancy that is valued by customers and stakeholders.</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

Contributing to Business Success

Adapts professional services to meet the changing needs and priorities of the business by:

- Demonstrating an understanding of how the programme/project contributes to the achievement of organisational objectives;
- Monitoring adherence to programme/project governance structures;
- Developing and monitoring project plans to ensure goals are met.

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.

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.

Demonstrating Programme and Project Management Expertise

Delivers expert solutions that meet customer and stakeholder needs by:

- Anticipating, managing and monitoring project activities, risks and opportunities;
- Formulating contingency plans and taking action to change ways of working to keep the project/programme on track;
- Managing change processes to appropriate project management standards;
- Engaging with relevant experts to deliver projects.

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.

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.

Building Professional Credibility

Secures stakeholder confidence in Programme and Project Management services and solutions by:

- Developing a role as a recognised authority in programme and project management methods;
- Producing end of project evaluation/management reports for customers and stakeholders;
- Reviewing outcomes and approach, sharing knowledge and identifying areas for improvement.

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.