

# Building capability

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## Level 1: AA – AO

### **Developing knowledge and skills**

Develops the knowledge and skills needed to meet the requirements of the job and the objectives of the team by:

- Understanding their own strengths and development needs, taking into account feedback from others;
- Seeking new and better learning and development opportunities, including those available as part of their daily work activity;
- Applying and sharing skills and knowledge learned;
- Giving constructive feedback to colleagues.

### **Working collaboratively**

Adopts a business-like approach to working relationships that respects diversity and contributes to effective team working by:

- Listening and responding positively to people with differing views and opinions;
- Providing honest and constructive feedback and challenging negative behaviours;
- Working with others to achieve team objectives;
- Responding appropriately to diverse needs of others.

### **Communicating with impact**

Communicates clearly taking account of individual need by:

- Adapting communication style to the needs of the audience;
  - Presenting own views clearly and building on the views of others;
  - Safeguarding personal and other sensitive, official information.
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## Level 2: EO – SEO

### **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.
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## **Level 3: Grade 6-7**

### **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.