

DWP Competency Framework for the Business Administration 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>
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 applications for and implements business administration services that address business needs.</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 Expertise	Providing Excellent Customer Service	Improving Performance Continuously	Delivering Results	Working Collaboratively	Providing Direction
<p>Applies specialist knowledge and skills in ways that meets customer and stakeholder needs.</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 business administration services and provides expert advice and support 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

Delivers a professional service that supports business success by:

- Demonstrating an understanding of how their specialist role supports the wider organisational structure and business priorities;
- Identifying the full range of internal and external customers relevant to the role.

Delivering a Customer Focused Service

Responding to Customer Needs

Investigates, understands and responds to the needs of customers – internal and external - by:

- Using appropriate questioning techniques;
- Building and maintaining excellent relationships with customers;
- Responding to customer feedback;
- Treating all customers fairly and with regard to diverse needs.

Analysing, Improving and Changing

Analysing and Using Evidence

Uses information to assess progress and make decisions by:

- Identifying and interpreting relevant sources of information;
- Organising information in a way that helps analysis;
- Extracting and presenting information appropriately.

Demonstrating Expertise

Demonstrates proficiency in own area of expertise by:

- Using specialist knowledge and skills to deliver the best possible outcomes for customers;
- Adhering to legal, organisational, technical and best practice methods and standards.

Providing Excellent Customer Service

Delivers excellent customer service by:

- Using skills and resources to deliver the best possible service;
- Dealing with customer requests, queries and problems;
- Meeting customer service standards and requirements.

Improving Performance Continuously

Looks for better ways of working to improve performance of self and team by:

- Reviewing own performance to identify areas for improvement;
- Considering a range of approaches when determining how to do things better.

Building Professional Credibility

Maintains customer confidence in the professionalism of the service by:

- Offering advice and recommendations that are underpinned by specialist knowledge and expertise;
- Referring customers to the most appropriate colleague when queries are beyond limits of own expertise;
- Maintaining responsibility for customers during the referral process;
- Undertaking continual professional development to relevant technical and/or professional standards;
- Successfully managing competing demands for their specialist services from more senior colleagues at all levels and from peers.

Engaging with Change

Helps make changes work by:

- Seeking clarification if unsure about reasons for change;
- Supporting the implementation of change by making constructive suggestions;
- Helping others during times of change and respecting their rights to different views and ideas.

Managing People and Performance

Delivering Results

Knows what is required in their day to day work and takes responsibility for working to a consistently high standard by:

- Agreeing role requirements with those they report to and work with;
- Planning and managing day-to-day workload to meet agreed targets and deadlines;
- Consistently applying policies and procedures that are relevant to the role;
- Recognising and reporting risks to the successful completion of work;
- Making best use of the available technology and ensuring security of personal and other official information.

Building Capability

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.

Leading

Demonstrating Integrity

Displays integrity and honesty by:

- Keeping promises and fulfilling commitments;
- Being able to admit when they have made a mistake;
- Building relationships which balance achieving the task with an appreciation of others' needs.

Deploying People and Resources Effectively

Makes best use of own time and other resources by:

- Monitoring how their time is used and proposing more efficient ways of working;
- Reducing wastage and encouraging others to do the same;
- Considering the environmental impact of their actions.

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.

Managing Finance

Helps to achieve value for money by:

- Applying relevant financial and procurement procedures;
- Considering value for money of all their actions;
- Raising relevant queries on financial reporting.

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.