

DWP Competency Framework for the Communications Profession

Delivering a Professional Service

Delivers a professional communications service that contributes to organisational effectiveness by:

Delivering a Customer Focused Service

Develops and delivers customer-led services by:

Analysing, Improving and Changing

Analyses and uses evidence to inform improvement and deliver change by:

Managing People and Performance

Manages people and resources, and applies project and programme management techniques, to achieve high performance and value for money by:

Building Capability

Builds capability to meet current and future business needs through continuous learning and by communicating in ways that support productive working relationships by:

Leading

Leads by example to deliver business results by:

Contributing to Business Success

Understands the organisation's business & how professional communications can contribute to its success.

Responding to Customer Needs

Seeks to understand customer requirements and deliver services that are responsive to diverse customer needs.

Analysing and using Evidence

Uses information to understand performance and make decisions.

Deploying People and Resources Effectively

Uses resources flexibly and creatively in ways that promote diversity and support the principles of sustainable development.

Developing Knowledge and Skills

Develops knowledge and skills to meet current and future business needs.

Demonstrating Integrity

Demonstrates integrity at all times.

Demonstrating Communications Expertise

Understands communication channels & technologies and demonstrates effective drafting, layout and design skills.

Providing Excellent Customer Service

Meets customer needs through excellent customer service.

Improving Performance Continuously

Seeks and implements ways of improving performance.

Delivering Results

Manages performance to deliver business objectives and meet performance standards.

Working Collaboratively

Works collaboratively in ways that value diversity and add to efficiency.

Providing Direction

Provides and communicates clear direction to achieve DWP strategic objectives.

Building Professional Credibility

Establishes and maintains effective relationships with stakeholders, builds trust and satisfies the communication needs of diverse audiences.

Engaging with Change

Implements change in support of DWP strategic objectives.

Managing Finance

Monitors and manages finances to ensure value for money.

Communicating with Impact

Communicates in ways that promote understanding and maintain confidentiality.

Motivating and Inspiring

Demonstrates leadership qualities by motivating and inspiring people to achieve results.

Delivering a Professional Service

Contributing to Business Success

Develops professional communications services that facilitate organisational change and improvement by:

- Having a comprehensive understanding of policy currently being developed and the underlying strategic issues;
- Working closely with policy & operational colleagues to ensure the customer experience is understood and reflected in policy and implementation;
- Providing direction to ensure that communication materials are aligned with other areas of the organisation e.g. policy, press office, marketing and internal communications.

Demonstrating Communications Expertise

Demonstrates expertise by:

- Developing overall marketing and communication strategies and plans to meet organisational goals;
- Forming and directing effective cross departmental teams to plan and deliver communication products;
- Sharing key intelligence, research and evidence with the wider network to ensure joined up strategies;
- Ensuring that strategy is built on sound evaluation and evidence.

Building Professional Credibility

Establishes effective relationships with stakeholders by:

- Continuously monitoring the effectiveness of delivery of communication plans across accounts;
- Establishing productive working relationships with relevant policy and operational colleagues and acting as key interface with them and external stakeholders;
- Demonstrating a wide knowledge and deep understanding of the full spectrum of data sources;
- Being persuasive with opinion formers and actively managing the organisation's reputation across all audiences.

Delivering a Customer Focused Service

Responding to Customer Needs

Adopts a customer-led approach to service development by:

- Working with customers to gain insight into their needs;
- Learning from customer complaints and feedback to support the redefinition of service delivery;
- Communicating to others how an understanding of the diverse needs of others is essential to providing a good service to customers;
- Shaping services to meet future customer needs.

Providing Excellent Customer Service

Promotes excellent customer service by:

- Communicating a vision of future service improvements and modernisation;
- Promoting the sharing of knowledge and best practice across organisational boundaries;
- Creating working conditions that enable people and processes to deliver excellent customer service;
- Delivering customer service improvements across a range of areas;
- Ensuring appropriate and secure re-use of customer information.

Analysing, Improving & Changing

Analysing and Using Evidence

Develops evidence-based arguments and proposals to deliver business benefits by:

- Engaging with relevant experts to gather and evaluate evidence;
- Understanding the validity, relevance and limitations of different sources of evidence;
- Using evidence to evaluate policies, projects and programmes;
- Making timely decisions based on the best information available.

Improving Performance Continuously

Creates a performance-focused working environment that encourages and rewards continuous improvement by:

- Analysing existing ways of working and addressing barriers to performance improvement;
- Encouraging, rewarding and publicising innovative ways of working;
- Making business and efficiency improvements through use of IT;
- Setting consistent and challenging team targets.

Engaging with Change

Understands the DWP vision and creates a sense of shared purpose to deliver change by:

- Seeking and acting on opportunities to support delivery of DWP vision and objectives;
- Taking ownership of, and encouraging team members to take ownership of, corporate decisions and responsibility for effective implementation;
- Instigating change and supporting others in leading change;
- Promoting working practices that respect the diverse views and needs of others;
- Assessing the impact, and taking action to minimise negative consequences, of change in terms of sustainable development.

Managing People and Performance

Delivering Results

Directs efforts to maximise the contribution of their own area of work by:

- Understanding the implications of strategic decisions for their own area of responsibility;
- Clarifying business priorities and checking that activities are aligned to these;
- Agreeing roles and responsibilities of staff and stakeholders, and securing individual and team ownership of objectives;
- Anticipating potential risks and acting swiftly to mitigate high impact/high probability risks;
- Promoting compliance with DWP policies, procedures, regulations and information security measures.

Deploying People and Resources Effectively

Determines priorities and allocates resources to best meet business goals by:

- Ensuring resources are in place;
- Clarifying business priorities and focusing resources accordingly;
- Developing plans that use resources efficiently and in ways that maximise the benefits of having a diverse workforce;
- Considering implications for sustainable development when assessing proposals.

Managing Finance

Devises plans and prepares budgets that deliver value for money and support the financial objectives of the organisation by:

- Ensuring accurate financial reporting and considering financial data when making decisions;
- Ensuring funding requirements are approved before committing to spend;
- Developing plans and budgets which identify value for money and opportunities for cost reduction;
- Engaging with finance experts when appropriate;
- Leading by example when incurring expenditure.

Building Capability

Developing Knowledge and Skills

Creates a learning environment that enables people to innovate, learn, share and use knowledge and information for the benefit of the organisation as a whole by:

- Understanding knowledge and information capability requirements in relation to current and future business needs;
- Ensuring systems and processes are in place to capture and protect knowledge and information;
- Empowering others to take responsibility for their own development;
- Ensuring a variety of relevant, varied, and cost-effective learning and development opportunities are available;
- 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 knowledge and 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.

Leading

Demonstrating integrity

Displays integrity at all times by:

- Emphasising the importance of integrity;
- Demonstrating awareness of their impact on others through seeking out and acting on feedback;
- Being open to learning and using it to improve the performance of self and others;
- Building meaningful and effective relationships with teams, peers, partners and stakeholders;
- Demonstrating collective, collaborative and corporate leadership across functional and organisational boundaries to successfully deliver outcomes.

Providing Direction

Providing others with a sense of direction by:

- Creating a vision of their area of responsibility and communicating it clearly and enthusiastically;
- Enabling people to make the link between their work and the vision and objectives of the organisation;
- Building on the capability of the organisation to address current and future challenges;
- Promoting a culture that recognises the value of knowledge and information sharing – whilst ensuring information is appropriately protected.

Motivating and Inspiring

Demonstrates leadership qualities by:

- Motivating and inspiring people to deliver results;
- Creating and maintaining a culture that encourages creativity and innovation;
- Demonstrating pace, passion, pride and professionalism in the leadership they provide and inspiring others to reflect these qualities in the service they provide.