

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

Delivers a professional service that supports business success by:

- Understanding the pressure from, and demands of, Ministers/Chief Executives and senior officials;
- Demonstrating an understanding of how other communications disciplines operate;
- Demonstrating an understanding of propriety guidance.

Demonstrating Communications Expertise

Demonstrates expertise by:

- Contributing to marketing and communication plans and suggesting creative and innovative ideas;
- Applying customer segmentation principles when developing communication solutions;
- Understanding the channels available to reach the target audience;
- Demonstrating an awareness of the political context when making communication choices;
- Understanding the importance of consistent, objective evaluation and research in informing the whole communications agenda.

Building Professional Credibility

Establishes effective relationships with stakeholders by:

- Actively engaging with a broad range of internal stakeholders from operations, policy and other areas when shaping communications;
- Developing and sustaining stakeholder relationships using appropriate channels to keep them informed;
- Using standard processes to collect audience feedback and evaluate the effectiveness of communication activities.

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;
- Promoting appropriate and secure collection, management and re-use of customer information.

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;
- Ensuring the protection and security of customer and other sensitive information.

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 information to inform decisions;
- Re-using and sharing knowledge and information appropriately to obtain best value from it;
- 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 and encouraging information sharing;
- 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 knowledge and skills in order to increase the capacity and flexibility of individuals, teams, and the 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;
- Capturing, organising and securing knowledge and information ensuring its availability and integrity;
- Encouraging the sharing of knowledge and information, 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;
- Gaining trust and support for their leadership by their behaviour;
- Providing support and advice to colleagues and resolving difficulties and challenges;
- Encouraging colleagues to lead where they have the expertise to do and being willing to follow that lead.

Providing Direction

Provides direction by:

- Creating a vision for their area of responsibility and enthusiastically communicating it to colleagues and stakeholders;
- Setting out clear objectives and positively communicating them to colleagues and stakeholders;
- Ensuring colleagues can see how their vision, objectives and plans link to those of the organisation;
- Promoting the security of customer and other sensitive information.

Motivating and Inspiring

Demonstrates leadership qualities by:

- Encouraging and supporting colleagues to achieve their work objectives;
- Creating and maintaining a culture that encourages creativity and innovation;
- Motivating others to present their ideas, and listening to what they say;
- Recognising their colleagues' achievements.