

DWP Competency Framework for the Customer Insight Profession

Delivering a Professional Service

Delivers a professional 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:

Knowing the Business

Understands the organisation and its customers and how customer insight can contribute to improved services for customers.

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 Customer Insight Expertise

Understands customer insight tools and techniques and uses them to generate insights which lead to an improved service and experience for DWP customers.

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 Customer Insight Capability

Establishes effective stakeholder relationships and contributes to an increasing capability across the organisation for insight generation and application.

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.

Delivering a Professional Service

Knowing the Business

- Understands the organisation and its customers and contributes to its success by:
- Working with customers to gain deep understanding of their needs and behaviour;
 - Understanding the policy and delivery obstacles to achieving the organisation's priorities and customers' needs and identifying what customer insight can do to help;
 - Aligning customer insight strategy to the relevant business and Department strategic objectives;
 - Using customer information and feedback to identify performance problems and solutions to them;
 - Building effective business-based relationships with policy and delivery managers;
 - Diagnosing cultural issues that impede service delivery and identifying steps to address these;
 - Identifying opportunities to further embed the DWP Customer Charter in activities, processes, and measurement.

Demonstrating Customer Insight Expertise

- Demonstrates expertise by:
- Developing and delivering customer insight and customer standards projects that lead to an improved service experience for DWP customers, through the application of appropriate customer insight tools and techniques;
 - Promoting consideration of the effectiveness and efficiency of proposed changes on customers;
 - Working in partnership with managers to improve customer insight practices and their use;
 - Working to secure improvements to the efficiency and effectiveness of complaints resolution;
 - Translating customer insight into tangible, practical products that policy and delivery colleagues find useful;
 - Translating customer insight data into actionable steps to improve customer service and influencing the take up of these ideas;
 - Identifying, aligning and delivering the key customer insight initiatives needed to make change happen.
 - Evaluating the impact of customer insight.

Building Customer Insight Capability

- Communicates confidently, persuasively, and authoritatively across the organisation by:
- Establishing relationships across government with stakeholders and demonstrating customer insight capability across policy and delivery areas;
 - Transfers core skills e.g. customer insight tools, project management disciplines, ENGAGE model, to appropriate managers ;
 - Analysing and understanding industry best practice and benchmarking in the areas of customer insight and customer standards.

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 best practice across organisational boundaries;
 - Creating working conditions where people and processes enable the delivery of excellent customer service;
 - Delivering customer service improvements across a range of areas.

Analysing, Improving and 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 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.

Leading

Demonstrating Integrity

Displays integrity at all times by:

- Demonstrating awareness of their impact on others through seeking out and acting on feedback;
- Being willing to speak up and voice their opinions.

Providing Direction

Providing others with a sense of direction by:

- Creating a vision of their area of responsibility and communicating it clearly and enthusiastically;
- Ensuring people can make the link between their work and the vision and objectives of the organisation;
- Creating and maintaining a culture that encourages creativity and innovation.