

DWP Competency Framework for the Operational Delivery Profession – Face to Face

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>
Demonstrating Professionalism	Responding to Customer Needs	Analysing and using Evidence	Deploying People and Resources Effectively	Developing Knowledge and Skills	Demonstrating Integrity
<p>Manages their own professional performance and development.</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>
Promoting a Positive Image of the Organisation					
<p>Engages with customers to build rapport, develop trust and deliver a quality service.</p>	Providing Excellent Customer Service	Improving Performance Continuously	Delivering Results	Working Collaboratively	Providing Direction
Demonstrating Job Related Knowledge	<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>
<p>Applies knowledge, skills, and judgment to resolve issues in ways that meet customer and organisational needs.</p>		Engaging with Change	Managing Finance	Communicating with Impact	Motivating & Inspiring
Dealing with Customers Face to Face		<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>	<p>Demonstrates leadership qualities by motivating and inspiring people to achieve results.</p>

Delivering a Professional Service

Demonstrating Professionalism

- Establishes, delivers and shows personal commitment to a strategy to continually support the effective development of people;
- Benchmarks performance against other organisations to identify opportunities for improvement and innovation;
- Inspires others within the profession, being an advocate for customers in delivering front line services;
- Embeds a culture which recognises and supports delivery of the corporate, legal, ethical and social responsibility requirements for customer relationships.

Promoting a Positive Image of the Organisation

- Ensures the organisation's customer-based values and beliefs are demonstrated and promoted;
- Works collaboratively to evaluate the customer experience, improving organisational performance by driving continuous improvement of business process and design;
- Influences and challenges changes in their organisation that will impact on customer service;
- Develops a strategy that reflects current and future best practice in dealing with the range of diverse customers to enhance performance;
- Works with other organisations to discuss and agree access to appropriate sources of information across government to support customers' needs and circumstances;
- Promotes and contributes to community engagement activities to increase public awareness and understanding of government services;
- Organises the delivery of excellent and reliable customer service, seeking out customer reactions and using them to improve the service given.

Demonstrating Job Related Knowledge

- Promotes a problem solving culture that encourages professional knowledge to be captured and shared between teams;
- Anticipates fluctuations in customer demands and develops strategies to manage workflow, whilst taking into account diversity related needs when allocating work;
- Uses knowledge of the delivery environment to influence policy development and maintenance;
- Analyses management information to contribute to the measurement of wider business success;
- Manages quality systems to ensure business processes, consistently deliver products and services that meet customer expectations and organisational and legal requirements.

Dealing with Customers Face to Face

- Develops a strategy for the best use of people, systems and technology to maximise performance including continuity plans;
- Contributes to strategic plans to reduce the need for high risk face to face interventions by addressing the reasons why the need has arisen;
- Sets out clear standards for the look, feel and function of the customer facing environment in all offices in their command;
- Develops and implements a strategy to make every face to face contact count;
- Displays innovation to develop tailored, cost-effective business solutions through cross-sector partnership working;
- Ensures staff comply with the Health and Safety protocols and are fully supported to manage risks of face to face situations as appropriate.

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 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 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.