

# DWP Competency Framework for the Policy Delivery Profession

Delivering a Professional Service	Delivering a Customer Focused Service	Analysing, Improving and Changing	Managing People and Performance	Building Capability	Leading
Develops, implements, maintains and evaluates policies that contribute to the achievement of the Departmental Strategic Objectives by:	Develops and delivers customer-led services by:	Analyses and uses evidence to inform improvement and deliver change by:	Manages people and resources, and applies project and programme management techniques, to achieve high performance and value for money by:	Builds capability to meet current and future business needs through continuous learning and by communicating in ways that support productive working relationships by:	Leads by example to deliver business results by:
Developing Policy	Responding to Customer Needs	Analysing and using Evidence	Deploying People and Resources Effectively	Developing Knowledge and Skills	Demonstrating Integrity
Assesses the case for policy development and presents robust proposals that support the longer term vision for the Department.	Seeks to understand customer requirements and deliver services that are responsive to diverse customer needs.	Uses information to understand performance and make decisions.	Uses resources flexibly and creatively in ways that promote diversity and support the principles of sustainable development.	Develops knowledge and skills to meet current and future business needs.	Demonstrates integrity at all times.
Implementing Policy	Providing Excellent Customer Service	Improving Performance Continuously	Delivering Results	Working Collaboratively	Providing Direction
Develops and effects plans for introducing policies and engages stakeholders in policy implementation.	Meets customer needs through excellent customer service.	Seeks and implements ways of improving performance.	Manages performance to deliver business objectives and meet performance standards.	Works collaboratively in ways that value diversity and add to efficiency.	Provides and communicates clear direction to achieve DWP strategic objectives.
Maintaining Policy		Engaging with Change	Managing Finance	Communicating with Impact	
Promotes and supports policy delivery and monitors operational effectiveness against policy intention.		Implements change in support of DWP strategic objectives.	Monitors and manages finances to ensure value for money.	Communicates in ways that promote understanding and maintain confidentiality.	
Evaluating Policy					
Uses rigorous evaluation methods to generate realistic options for policy development underpinned by evidence-based recommendations for change.					

## Delivering a Professional Service

### Developing Policy

Leads the development of policy proposals and take account of the longer term vision by:

- Understanding the wider cross-government context of your policy & engage accordingly
- Putting in place plans for evaluation
- Ensuring all relevant factors have been considered prior to making recommendations for policy change and development;
- Finalising submissions and submitting them for approval to senior officials and ministers;
- Applying the Excellence in Policy Making model;
- Promoting proposals through engagement with stakeholders.

### Implementing Policy

Demonstrates accountability for the policy implementation process by:

- Developing plans and leading pilot and implementation activities;
- Commissioning and managing third party implementation of new policies;
- Engaging with stakeholders to develop & deliver key messages, and promote a positive image of the policy;
- Evaluating implementation results against policy intentions & taking the necessary action;
- Applying the Excellence in Policy Making model;
- Anticipating the needs and concerns of ministers and other stakeholders & developing mitigation strategies.

### Maintaining Policy

Demonstrates accountability for policy maintenance by:

- Monitoring the policy landscape to identify the need for enhancements or amendments to policies
- Overseeing monitoring of the policy in operation, and making evidence based recommendations for delivery improvements;
- Applying the Excellence in Policy Making model;
- Proposing to senior officers and ministers changes to policies as a result of analysing monitoring data.

### Evaluating Policy

Develops and oversees policy evaluation strategies and activities by:

- Devising & enabling evaluation strategies and delivery plans;
- Initiating & leading the implementation of the evaluation using the relevant experts, stakeholders & partners;
- Drawing conclusions from evaluation outputs and incorporating them for future policy maintenance or development
- Applying the Excellence in Policy Making model.

## 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

Displays integrity at all times 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.