# Appendix E - Required Outcomes per capability

## [- Software Engineering & Ongoing Support (Developer Tester roles)](#SoftwareEngineeringandOngoingSupport)

## [- Front-end Design and Interaction Design (Designer/Interaction Designer role)](#FrontendDesignandInteractionDesign)

## [- System Administration and Web Operations role](#SystemAdministrationandWebOperations)

## [- Product Development and Service Design (Business Analyst role)](#ProductDevelopmentandServiceDesign)

## [- Agile Delivery Management (Delivery Manager/Scrum Master role)](#AgileDeliveryManagement)

Software Engineering & Ongoing Support (Developer Tester roles)

**Agile Developer/Tester**

Candidates must have strong skills in backend web development and be ready to quickly get to work within a multi-disciplinary team of developers, designers, editors, analysts focussed on building an online enforcement penalty payment solution and its integration with legacy systems.

Day-to-day you will be responsible for working with that team to design, create and improve new and existing products, platforms and transactions across government.

Previous experience with card payment solutions, including integration of payment service provider products (like The Logic Group’s Solve Centurion) with legacy systems, is preferred.

**PERSON SPECIFICATION - COMPETENCES/SKILLS REQUIRED**

**Specialist Skills & Requirements**

***Essential***

* Experience building scalable server side components
* Detailed knowledge of Java and Scala programming languages
* Good communication skills, including the ability to communicate technical concepts to a non-technical audience
* Experience of working on technical projects in an agile environment
* Working knowledge of version control systems such as Git
* Working knowledge of exposing APIs using REST and SOAP
* Working knowledge of integrating with external systems using REST and SOAP
* Ability to quickly research and learn new programming tools and techniques
* Test strategy definition
* Creation and maintenance of test scripts against internal requirements and external requirements, e.g. payment service provider gateway product, merchant acquirer accreditation.
* Preparing associated documentation and test records using appropriate software, identifying new requirements changes where possible.
* Participating in sprint planning and execution, in collaboration with the multi-disciplinary team
* Provision and maintenance of out of hours test capability
* Plan and execute automated test effort
* Execute test cases, discover defects, follow through to resolution
* Perform user acceptance and regression testing to agreed timescales. When required participate in integration and live confidence testing with external partners
* Develop knowledge of all existing and new DVLA software relevant to testing
* Contribute to weekly update summary reports on testing status

***Desirable***

* Knowledge of relational and non-relational database systems
* Knowledge of Java scripts.
* Experience of working on Projects using open source technology
* Experience delivering/testing payment solutions that support PCI compliance
* Experience of working in cloud hosted/virtualised environments
* Experience of working in a continuous integration environment with tools such as Jenkins CI
* System administration and configuration management skills
* Experience presenting work at user groups and conferences
* Experience of handling large data sets and scaling their handling and storage

In addition to the specialist skills listed above successful candidates will need to demonstrate broad competencies as below.

***SETTING DIRECTION***

**Changing and Improving**

***Essential***

* Encourage a culture of innovation focused on adding value
* Spot warning signs of things going wrong and provide a decisive response to significant delivery challenges

**Making Effective Decisions**

***Essential***

* Weigh up data from various sources, recognising when to bring in experts/researchers to add to available information
* Identify the main issues in complex problems, clarify understanding or stakeholder expectations to seek best option

***DELIVERING RESULTS***

**Managing a Quality Service**

***Essential***

* Ensure the service offer thoroughly considers customers needs and a broad range of available methods to meet this, including new technology where relevant

**Delivering at Pace**

***Essential***

* Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success

***ENGAGING PEOPLE***

**Leading and Communicating**

***Essential***

* Clarify strategies and plans, giving clear sense of direction and purpose for self and team
* Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work
* Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals

**Collaborating and Partnering**

***Essential***

* Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests

**Building Capability for All**

***Essential***

* Coach and support colleagues to take responsibility for their own development (through giving accountability, varied assignments and on-going feedback)
* Establish and drive intra and inter team discussions to learn from experience and adapt organisational processes and plans

Front-end Design and Interaction Design (Designer/Interaction Designer role)

**Designer/Interaction Designer**

This is the ideal opportunity to gain experience working on large digital products used by millions of people every day. Let's be clear about the impact of your work, making better digital services has a positive impact on millions of people. The ideal candidate will have a degree in design or similar, have a love of the web and its possibilities, a passion for design and its history and an understanding of how form and function work together. You will proactively seek new learning opportunities and welcome constructive criticism of your work.

Previous experience with card payment solutions, including integration of payment service provider products with legacy systems, is preferred.

**The main responsibilities of post are:**

* Work as part of a multi-disciplined team to design user focussed and successful services
* Designing and prototyping ways for a user to interact with a service across multiple channels to ensure a consistent user experience
* Designing and prototyping digital services in-browser (using HTML and CSS) and delivering designs that meet web standards, ensuring that key elements are built in from the outset
* Working alongside user researchers and other team members to research, test and iterate the service across all channels
* Proactively contributing to the development and continual enhancement of services across all channels
* Disseminating expertise of how design decisions impact the service and it's accessibility both internally and externally
* Providing direction to colleagues to make design decisions that are compatible with other services and apply GOV.UK patterns in a consistent way
* Communicating credibly with a wide range of digital delivery disciplines and senior colleagues both internally and externally
* Spotting patterns in user behaviour and interpreting the best way for a user to interact with a service
* Work in an agile environment with rapidly changing deadlines, workloads and goals
* Facilitate and attend workshops with colleagues and users to agree content for the service
* Mentor others to support their development in the role
* Planning, designing and conducting in-house usability testing sessions to support the design and development of government services
* Conducting in-house research to test new product and concept developments (including user requirements gathering and early stage concept and prototype testing, guerrilla research, and other approaches to ensuring the user need is fully understood in the service design)
* Working closely with product manager, user researchers and developers to turn user data into actionable product/service requirements that feed into prototype development, and influence product direction
* Applying knowledge in human factors, ethnography, and the user-centred design process to product and service design in an iterative development environment
* Presenting findings and related design/business recommendations and customer insights to senior decision makers
* Contributing to the development and continual enhancement of products
* Partnering with colleagues to facilitate a consistent user experience.
* Building relationships and work effectively with external providers, for example user testing and user experience professionals.
* Promoting user centred design principles and best practice within government

**PERSON SPECIFICATION - COMPETENCES/SKILLS REQUIRED**

***SETTING DIRECTION***

**Changing and Improving**

***Essential***

● Encourage a culture of innovation focused on adding value - give people space to think creatively

● Effectively capture, utilise and share customer insight and views from a diverse range of stakeholders to ensure better policy and delivery

● Spot warning signs of things going wrong and provide a decisive response to significant delivery challenges

**Making Effective Decisions**

***Essential***

● Draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data – able to act or decide even when details are not clear

● Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery

***ENGAGING PEOPLE***

**Leading and Communicating**

***Essential***

● Clarify strategies and plans, giving clear sense of direction and purpose for self and team

● Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals

● Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work

● Be open and inviting of the views of others and respond despite pressure to ignore, revert or concede

**Collaborating and Partnering**

***Essential***

● Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests

● Effectively manage team dynamics when working across departmental and other boundaries

● Actively involve partners to deliver a business outcome through collaboration that achieves a better result for citizens

● Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress

***DELIVERING RESULTS***

**Delivering at Pace**

***Essential***

● Clarify business priorities, roles and responsibilities and secure individual and team ownership

● Act as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes

● Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same

**Managing a Quality Service**

***Essential***

● Exemplify positive customer service behaviours and promote a culture focused on ensuring customer needs are met

● Establish how the business area compares to customer service expectations and industry best practice and identify necessary improvements in plan

● Ensure the service offer thoroughly considers customers needs and a broad range of available methods to meet this, including new technology where relevant

**Specialist Skills/Expertise**

***Essential***

* Experience of conducting research and working with user researchers to develop services that meet user needs
* Demonstrates expertise and ability to design interactions professionally for the web and mobile
* Solid experience of web and mobile application interface design. Core skills: sketching, design production, hand-coded HTML & CSS, rapid prototyping
* Experience working within an agile, multi-disciplinary team environment, and ability to deliver iterative design components (including user journeys) to the development team.

**System Administration & Web Operations**

The applicant must have demonstrable experience configuring web and application servers and possess a fundamental understanding of Linux. An ideal candidate will have previous experience supporting a large production platform. Participation in an out of hours on-call rota is a requirement of this role.

Previous experience with card payment solutions, including integration of payment service provider products with legacy systems, is preferred.

**DUTIES & RESPONSIBILITIES**

* Operational management of Linux servers, delivering a complex web application stack
* Building and configuring new server platforms and the automated tooling to do so
* Testing, debugging and troubleshooting of platform level problems
* Working in high availability, Dev Ops environment
* Supporting development teams with configuring applications for deployment
* Sharing on-call duties

**Specialist Skills & Requirements**

***Essential***

* Understanding of common web application architectures
* Experience supporting scalable server side components
* Experience configuring and managing Linux servers for serving a dynamic website, e.g. using technologies such as Red Hat Linux.
* Experience debugging a complex multi-server service in high availability environment
* Experience of working on technical projects in an agile environment
* Working knowledge of version control systems such as Git
* Working knowledge of exposing API's using REST and SOAP
* Working knowledge of integrating with external systems using REST and SOAP
* Ability to quickly research and learn new programming tools and techniques
* Scripting or basic programming skills, with a working understanding of Java and Scala programming languages
* Familiarity with network protocols - TCP/IP, HTTP, HTTPs, SSL, etc.
* Good communication skills, including the ability to communicate technical concepts to a non-technical audience

***Desirable***

* Installation and management of open source monitoring tools
* Configuration management tools like Puppet, Chef, Ansible
* Deploying and configuring machines in a Cloud environment
* Understanding of application deployment strategies and continuous integration, using technologies such as Jenkins CI
* Working within a product-centric environment
* Experience of handling large data sets and scaling their handling and storage
* Experience of working with database technologies such as reddis and postgres.
* Knowledge of relational and non-relational database systems
* Experience supporting payment solutions that support PCI compliance
* Experience of working in cloud hosted / virtualised environments
* Experience of message queue tools, e.g. rabbit mq
* System administration and configuration management skills
* Experience working with JVMs
* OS Hardening experience, e.g. Selinux.

###### PERSON SPECIFICATION - COMPETENCES/SKILLS REQUIRED

***SETTING DIRECTION***

**Seeing the Big Picture**

***Essential***

* Anticipate technological developments to keep activity relevant and targeted

**Changing and Improving**

***Essential***

* Understand and identify the role of technology in public service delivery and policy implementation
* Spot warning signs of things going wrong and provide a decisive response to delivery challenges

**Making Effective Decisions**

***Essential***

* Make difficult decisions by pragmatically weighing the complexities involved against the need to act
* Draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data - able to act or decide even when details are not clear
* Identify the main issues in complex problems, clarify understanding of stakeholder expectations, to seek best option

***ENGAGING PEOPLE***

**Collaborating and Partnering**

***Essential***

* Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress.

***DELIVERING RESULTS***

**Achieving Commercial Outcomes**

***Essential***

* Question and challenge the value being delivered through commercial arrangements with delivery partners

**Managing a Quality Service**

***Essential***

* Ensure the service offer thoroughly considers customers' needs and a broad range of available methods to meet this, including new technology where relevant.

**Delivering at Pace**

***Essential***

* Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same**.**
* Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time

Product Development and Service Design

**Business Analyst – B2**

To be effective you will be familiar with a range of digital / web services and solutions, ideally where open source and cloud technologies have applied agile development methodologies.  You will be an excellent communicator and be able to rationalise complex information to make it understandable for others to work with.

The ability to work independently, proactively and with versatility in responding to changing circumstances is essential. You will need an eye for detail, excellent communication skills and be able to interrogate reported information and challenge sources where inconsistencies are found.

**The main responsibilities of the post are to:**

* Support the department by analysing propositions and assessing the following
* Work closely with the nominated product manager to define a product approach to meet the specified user need.
* Define skill requirements and map internal, departmental and external (partners/specialist contractors) resource.
* Work with the owning department to ensure they have the budget to cover the proposed approach and resource requirements during delivery and analyse what provision they have for on going running costs?
* Analyse and map the risks of this product approach and propose mitigation solutions
* Define how the predicted user and financial benefit can be realised, and how channel shift will be measured.
* Make a recommendation for action against the analysis done.

###### PERSON SPECIFICATION - COMPETENCES/SKILLS REQUIRED

***SETTING DIRECTION***

**Seeing the Big Picture**

***Essential***

* Be alert to emerging issues and trends which might impact or benefit own and team’s work
* Develop an understanding of own area’s strategy and how this contributes to Departmental priorities
* Seek to understand how the services, activities and strategies in the area work together to create value for the customer/end user

**Changing and Improving**

***Essential***

* Find ways to improve systems and structures to deliver with more streamlined resources
* Be willing to meet the challenges of difficult or complex changes, encouraging and supporting others to do the same
* Prepare for and respond appropriately to the range of possible effects that change may have on own role/team

***DELIVERING RESULTS***

**Achieving Commercial Outcomes**

***Essential***

* Gather and use evidence to assess the costs, benefits and risks of a wide range of delivery options when making commercial decisions
* Identify and understand relevant legal and commercial terms, concepts, policies and processes (including project approvals and assurance procedures) to deliver agreed outcomes
* Work with commercial experts in engaging effectively and intelligently with delivery partners in order to define and/or improve service delivery

**Delivering Value for Money**

***Essential***

* Cultivate and encourage an awareness of cost, using clear simple examples of benefits and how to measure outcomes
* Follow appropriate financial procedures to monitor contracts to ensure deliverables are achieved
* Work confidently with performance management and financial data to prepare forecasts and manage and monitor budget against agreed plans
* Recommend actions to achieve value for money and efficiency

***ENGAGING PEOPLE***

**Collaborating and Partnering**

***Essential***

* Establish relationships with a range of stakeholders to support delivery of business outcomes
* Readily share resources to support higher priority work, showing pragmatism and support for the shared goals of the organisation
* Encourage collaborative team working within own team and across the Department

**Building Capability for All**

***Essential***

* Identify and address team or individual capability requirements and gaps to deliver current and future work
* Continually seek and act on feedback to evaluate and improve their own and team’s performance
* Identify and develop all talented team members to support succession planning, devoting time to coach, mentor and develop others

**Specialist skills and requirements**

***Essential***

* Experienced in analysing digital / web services in a fast paced environment
* A strong understanding of Agile and Waterfall Project Management delivery methodologies
* Experienced in business change, rationalisation and transformation.
* Experience of open source and cloud technologies and their sourcing.

Agile Delivery Management

**Delivery Manager/ Scrum Master Job Description**

To be effective you will be responsible for the smooth running of the technicaldelivery of a project including the day to day monitoring of progress against planned project backlogs. *The scrum master role is specific to an agile project.*

The ability to work independently, proactively and with versatility in responding to changing circumstances is essential. You will need an eye for detail, excellent communication skills and be able to interrogate reported information and challenge sources where inconsistencies are found.

**The main responsibilities of the post are to:**

* Undertake sprint planning, checklist completion and agrees the ways of working with the project team
* Facilitate product backlog planning and plots burn down charts
* Provide the tools and processes to be used by the project team
* Agree sprint content/length, backlog prioritisation and facilitates the daily scrums
* Support the development team in turning user stories into working software
* Ensure that the team is fully functional and productive
* Remove barriers /impediments facing the team
* Manage development risk and issues as they arise, escalating as appropriate
* Facilitate retrospectives and agrees the content of the showcases.
* Agree the release to the wider community at the end of a sprint and carries forward remaining activities and action points to new sprints
* Undertake knowledge transfer of professional scrum master skills, techniques and knowledge to a defined cohort of DVLA staff of varying grades and experience, for use on this and other workstreams (this to include coaching and mentoring).

###### PERSON SPECIFICATION - COMPETENCES/SKILLS REQUIRED

**Specialist skills and requirements**

***Essential***

* Methods and tools
* Consultancy
* Team building and motivation
* Agile processes and tools
* Team working
* Scrum master checklists
* Proven experience balancing multiple priorities and dealing with ambiguity
* Potential software solutions

***ENGAGING PEOPLE***

**Leading and Communicating**

***Essential***

* Clarify strategies and plans, giving clear sense of direction and purpose for self and team
* Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals
* Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work
* Be open and inviting of the views of others and respond despite pressure to ignore, revert or concede

***DELIVERING RESULTS***

**Managing a Quality Service**

***Essential***

* Ensure the service offer thoroughly considers customers needs and a broad range of available methods to meet this, including new technology where relevant

**Delivering at Pace**

***Essential***

* Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success