



HM Courts &
Tribunals Service

Candidate Information Pack

HM Courts & Tribunals Service (HMCTS)
Courts and Tribunals Service Centres

Head of Workforce Management

Band A

Stoke or Birmingham

Closing date: 15/05/19



Contents

Welcome Message.....	3
Background to HMCTS and the Courts and Tribunal Service Centres	4
Organisational Chart and Team Context	5
Vacancy Description	6
The Recruitment Process	8
Terms, Conditions and Benefits.....	11

Welcome Message



Thank you for your **interest**
in our **Courts and Tribunal**
Service Centre roles in **HMCTS**

HMCTS is responsible for the administration of the criminal, civil and family courts and tribunals in England and Wales and non-devolved tribunals in Scotland and Northern Ireland. We believe justice is the foundation of a safe, fair and prosperous society and we are creating a justice system that works for everyone.

The Courts and Tribunals Service centres are a unique opportunity for you to play a part in the end result of the HMCTS reform programme. You will be at the front line, helping our customers progress through the new online services that are transforming our Justice system.

CTSCs will provide the first point of access for all users of courts and tribunals, ensuring that all cases are dealt with efficiently and effectively, providing a quality service and an outstanding user experience

I'm pleased that you've shown an interest in this role, and I hope this candidate pack helps highlight the opportunities of working for HMCTS.

Regards

Zoe Blake
Delivery Director
HMCTS Courts and Tribunals Service Centres

Background to HMCTS

HM Courts and Tribunals Service is responsible for the administration of criminal, civil and family courts and tribunals in England and Wales, and non-devolved tribunals in Scotland and Northern Ireland. We are an executive agency of the Ministry of Justice. Every year, we handle more than 2 million criminal cases, 1.8 million civil claims, 150,000 family law disputes, almost 800,000 tribunal cases and we collect over £440m of fines imposed by courts.

Our 15,000 people working in around 349 courts, tribunals and national centres, play a vital role in maintaining the rule of law, supporting access to justice for all, and providing support to an independent judiciary in the administration of justice.

HMCTS is in the second year of our ambitious six-year programme to reform the courts and tribunals system. Together, we are changing how we work to ensure that our justice system continues to lead and inspire the world, and works better for everyone, from judges and legal professionals, to witnesses, litigants and the vulnerable victims of crime.

Our new Courts & Tribunal Service Centres will deliver the majority of services direct to the public and will complement our local courts and tribunals. They will centralise our expertise, providing the right tools for the job with modern technology in well-equipped offices. This will help us provide an excellent service for people who need to access the justice system, wherever they live. Courts & Tribunal Service Centres are our administrative offices of the future, where our colleagues will, by the end of our transformation, deal with almost all types of court and tribunal cases.

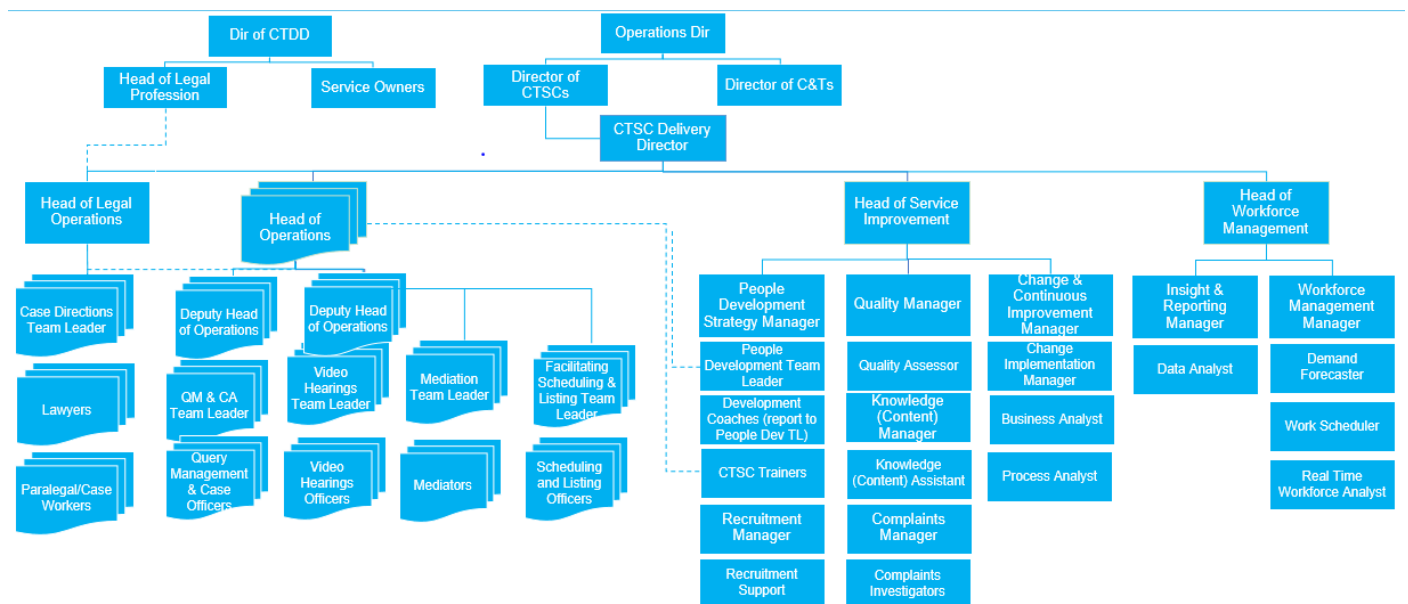
Courts and Tribunal Service Centres

The transformation of HMCTS is one of the most challenging and complex programmes in central government: by the time it completes in 2022/23, it will have radically changed how justice is done.

The Courts and Tribunals Service Centres are the administrative offices of the future. Providing hubs for telephony, assisted digital, case progression and hearing support, these centres will provide a consistent national service that enables cases to move through to conclusion smoothly and that provide the right support to the local judiciary.

Spread nationally over several sites, these centres will be home to around 3,500 staff in total. We are working to reform a Justice system that relies on paper receipts and old processes. The CTSCs are the first step in being able to support a modern, digital Justice system.

Organisational Chart – Courts and Tribunals Service Centres



Team Context – Workforce Management

- The provision of accurate and timely long and medium range capacity plans for every function and site including volume forecasts, sourcing plans and resource schedules to match demand with resource. The provision of accurate and appropriate data to enhance performance at the individual, team and site levels.
- Work with Heads of Operations, court and tribunal centre leadership, Head of Recruitment Management and Head of Continuous Improvement & Change to deliver agreed planning strategies to meet service targets and deliver required performance levels/standards within financial/people budgets. Developing models and impact assessments of change initiatives either instigated by Head of Continuous Improvement, third-party bulk users or wider Government policy changes where user demand might be impacted
- Ensure historic service performance is understood and communicated effectively, transparently and consistently, using HMCTS guidelines where these exist and using own judgement as to how to communicate this where there is no guidance.
- Work with the Delivery Director and Finance to deliver within resourcing budgets in line with delegated financial authority provided by HMCTS.
- Improved operational efficiency across all CTSC user interfaces and services. Reduced administration and manual handling of schedules, holiday bookings, shift trades, flexible working and changes, with automatic and self-service tools, using HMCTS guidance and policies to support decisions and approach.
- Working with HMCTS in the development and implementation of commercially viable employee work-life balance policies. The reduction of staff turnover and the delivery of service level agreements, in line with policies where these exist and to develop policies where these do not.

Vacancy Description

Job Title	Head of Workforce Management
Salary	<p>The salary for this post is set within Band A banding of:</p> <p>Stoke/Birmingham - £43,308 - £62,888</p> <p>New recruits to the Civil Service joining MoJ are expected to join at the band minimum.</p> <p>Existing Civil Servants applying on promotion will usually be appointed on the salary minimum of the pay band or with an increase of 10 percent on their existing base salary (restricted to the new pay band maximum), whichever is the higher.</p> <p>Existing civil servants moving at the same grade will retain their existing T&C's/remuneration package.</p>
Vacancy Description	<p>This role, directly reporting to the CTSC Delivery Director, will lead all activities relating to the forecasting and coordinating user service activities and meeting their demands in a real-time environment across multiple service centre sites, including delivering the workforce requirement data for delivering CTSC service levels and standards.</p> <p>It is a role that will focus on the provision of insights drawn from multiple volatile data sources including performance, demand and court and tribunal centre utilisation and work collaboratively with leadership teams across the organisation to make future and real-time resource allocation decisions across large and multi-site operations to meet HMCTS service and quality level requirements.</p> <p>The role will significantly contribute to the allocation of business performance and quality targets, the development of an evidence-based resource allocation and the delivery of the HMCTS Promise to users of the service.</p> <p>Key accountabilities include:</p> <ul style="list-style-type: none"> • Provide accurate and timely long and medium range capacity plans for every function and site including volume forecasts, sourcing plans and resource schedules to match demand with resource and provide of accurate and appropriate data to enhance performance at the individual, team and site levels. • Work with Heads of Operations, court and tribunal centre leadership, Recruitment, People Development and Service Improvement to deliver agreed planning strategies to meet service targets and deliver required performance levels/standards within financial/people budgets and that timely plans are in place to fill projected skills gaps. • Align end-to-end resource planning processes to provide consistent high quality seamless service across all CTSC sites • Developing models and impact assessments of change initiatives either instigated by Head of Service Improvement, third-party bulk users or wider Government policy changes where user demand might be impacted. • Proactively engage and contribute to operational and strategic

management discussions and provide CTSC SMT with accurate data and insight on performance outcomes, impacts and forecasts, including analysis of trends, key performance metrics and management information, to embed a data-driven decision making ethos

- Ensure historic service performance is understood and communicated effectively, transparently and consistently, using HMCTS guidelines where these exist and using own judgement as to how to communicate this where there is no guidance.
- Work with the Delivery Director and Finance to deliver within resourcing budgets in line with delegated financial authority provided by HMCTS.
- Improve operational efficiency across all CTSC user interfaces and services by ensuring the effective routing of casework across large cross-jurisdictional multi-site environment, to achieve efficient and effective workload balancing for best service delivery.
- Reduce administration and manual handling of schedules, holiday bookings, shift trades, flexible working and changes, with automatic and self-service tools, using HMCTS guidance and policies to support decisions and approach.
- Working with HMCTS in the development and implementation of commercially viable employee work-life balance policies for the reduction of staff turnover and the delivery of service level agreements.

Person Specification

- Experience of Workforce Management in a leadership role with significant experience of setting up and managing an effective real-time workforce management processes and system and the use of new technology to support workforce allocation activities for the medium to long term.
- Experience of using Workforce management software and contact centre technology, operating and working practices within a user-focused environment. User focused and driven to improve the quality of service provision across the whole organisation.
- Relevant degree in Informatics or a numerate discipline or equivalent relevant skills and knowledge of workforce planning and management
- Ability to assess the impact of enabling activity upon work flow and case completion. Demonstrating a strong attention to detail and accuracy whilst being able to work at pace.
- Using problem resolution skills, own initiative and creativity to tackle new and recurring issues where no guidance or protocol exist.
- Experience of statistical analysis in a user-focussed service provision organisation,
- Leadership Skills, strong collaboration and communication skills. An active listener and receptive to the views of others and creates a work environment that motivates employees towards achieving HMCTS goals.
- The ability to negotiate win-win situations, demonstrating seasoned negotiation and persuasion skills and proven ability to exert influence on areas of work where no direct line authority exists to achieve the objectives of continuous improvement, efficient workforce allocation and case closure rates/times.
- Ability to operate independently, within widely-set key parameters.

The Recruitment Process

How to Apply

Join us, and you will be part of an organisation dedicated to creating better justice for everyone. If you believe you have the skills and qualities we are looking for, then we encourage you to apply.

Your personal qualities will be as important as your professional experience, and we welcome applications from all backgrounds. Our thorough selection process ensures that you, and every other candidate, will receive equal and fair treatment.

The Civil Service recruits using Success Profiles. This means for each role we advertise, we consider what you will need to demonstrate in order to be successful. This gives us the best possible chance of finding the right person for the job, drives up performance and improves diversity and inclusivity.

You will need to provide the following as part of your application process:

- Two statements in no more than 250 words each answering the below questions:
 - Please outline why you are interested in the role
 - Please outline why you are suitable with reference to the following HMCTS leadership attributes:
 - Proud of their purpose
 - People Focused
 - Good decision makers and problem solvers
- A CV setting out your career history, with responsibilities and achievements.

More details on the Leadership Attributes can be found here



Leadership
attributes.pdf

To apply for this post please submit your online application by no later than **23:55 on 15/05/19**

Overview of the Process

Applications are invited online via CS Jobs www.civilservicejobs.service.gov.uk and your application will be managed through an online automated process.

Applications will be sifted to select those demonstrating the best fit for the post and candidates will be assessed against an application form, CV and a statement on HMCTS' Leadership Behaviours.

Shortlisted candidates will be invited to an interview focusing on your behaviours and strengths. You may also be asked to partake in an assessment or work simulation as part of the selection process.

Full details of the selection and assessment process will be made available

	<p>to shortlisted candidates once the sift has been completed.</p> <p>Depending on the volume of applications it may not always be possible to provide feedback to all candidates. Candidates may request feedback following the interview stage.</p>
Arrangements for interview	<p>The interviews and assessments will take place at locations in either Stoke or Birmingham depending on the role you applied for, however there may be exceptions to this for some roles.</p> <p>The full details of the interview dates, times and locations will be made available to successful candidates at the sift stage.</p> <p>You will be advised of the format in advance.</p> <p>Expenses incurred by candidates during the recruitment process will not be reimbursed by the Department except in exceptional circumstances and only when agreed in advance.</p>
Reserve List	<p>If we receive applications from more suitable candidates than we have vacancies for at this time, we may hold suitable applicants on a reserve list for 12 months, and future vacancies in the Civil Service requiring the same skills and experience could be offered to candidates on the reserve list without a new competition.</p>
Closing date	<p>The deadline for applications is 23:55 on 15/05/19</p>
Further Information	<p>If you have any questions about the role or would like to discuss the post further, please contact myreformqueries@justice.gov.uk quoting the seven digit job reference number in the subject field.</p>
Alternative Formats	<p>If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille, or large Font then please contact moj-recruitment-vetting-enquiries@sscl.gse.gov.uk</p>
Civil Service Commission's Recruitment Principles	<p>Selection for appointment to the Civil Service is on merit, on the basis of fair and open competition, as outlined in the Civil Service Commission's Recruitment Principles.</p> <p>The Civil Service Commission has two primary functions:</p> <ul style="list-style-type: none"> • Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel. • Hearing and determining appeals made by Civil Servants under the Civil

Service Code which sets out the Civil Service values – Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employer. More detailed information can be found at the Civil Service Commission website

<http://civilservicecommission.independent.gov.uk>.

Terms, Conditions and Benefits

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

Appointment Term	Permanent
Location	Stoke or Birmingham
Working Arrangements	This role is available for full-time, or flexible working arrangements. Part-time working arrangements will also be considered.
Pension	<p>Your pension is a valuable part of your total reward package where:</p> <ul style="list-style-type: none"> • the employer makes a significant contribution to the cost of your pension; • your contributions come out of your salary before any tax is taken. This means, if you pay tax, your take-home pay will not be reduced by the full amount of your contribution; and • your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire. <p>For more information, visit http://www.civilservicepensionscheme.org.uk/</p>
Leave Allowance	Generous allowances for paid holiday starting at 25 days per year, and rising as your service increases. There is also a scheme to allow qualifying staff to buy or sell up to three days leave each year. Additional paid time off for public holidays and 1 privilege day. Leave for part-time and job share posts will be calculated on a pro-rata basis.
Training and Development	<p>The Department offers engaging jobs in work that really matters; jobs which have a direct impact on the quality of public services. Roles can offer great job satisfaction and there are many opportunities to develop and progress both within the Department and across the wider Civil Service.</p> <p>To create a more skilled and unified organisation to transform services, the Civil Service is developing 10 specialist areas of expertise. www.gov.uk/government/publications/functional-model-for-more-efficient-and-effective-government</p> <p>These cross-government functions provide professional services and support to departments and supplement the 25 recognised professions within the Civil Service and who are there to support your own professional development www.gov.uk/government/organisations/civil-service/about/recruitment</p> <p>We are committed to investing in our staff and offer a range of work based training and qualifications, coaching and mentoring opportunities and a guaranteed five days of learning a year.</p>

Other Benefits	<ul style="list-style-type: none"> • A range of 'Family Friendly' policies such as opportunities to work reduced hours or job share. • Access to flexible benefits such as salary sacrifice arrangements for childcare vouchers, and voluntary benefits such as retail vouchers and discounts on a range of goods and services. • Paid paternity, adoption and maternity leave. • Free annual sight tests for employees who use computer screens. • Interest free season ticket and bicycle loans. • Some departments also offer onsite facilities including fitness centres and staff canteens.
Modernised Terms and Conditions	Civil Servants taking up appointment on promotion will adopt the modernised Civil Service terms and conditions which came in to effect from 1 July 2013. Existing Civil Servants appointed on level transfer will retain their existing terms and conditions.
Eligibility	The post is advertised to suitably qualified people in the external market and on level transfer or promotion to existing Civil Servants and those in accredited Non Departmental Public Bodies.
Security Clearance	<p>Before the appointment of the successful candidate can be confirmed, the Department will undertake background security checks. As part of this, we will need to confirm your identity, employment history over the past three years (or course details if you were in education), nationality and immigration status, and criminal record (unspent convictions only). The successful candidate must hold or be willing to obtain security clearance to <u>Baseline (BPSS) clearance level</u>.</p>
Nationality	<p>To be eligible for employment you must be a national from the following countries:</p> <ul style="list-style-type: none"> • The United Kingdom • The Republic of Ireland • The Commonwealth* • A European Economic Area (EEA) Member State • Switzerland • Turkey <p>Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.</p> <p>(*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.) For further information on whether you are eligible to apply, please visit Gov.UK.</p>
Reserved for UK Nationals	<p>Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, but this will not normally prevent access to a wide range of developmental opportunities within the Civil Service. This is not a reserved post.</p>

Conflicts of Interest

Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Department. They are required to declare any relevant business interests, shareholdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.

The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.

If you believe you may have a conflict of interest, please contact moi-recruitment-vetting-enquiries@sscl.gse.gov.uk before submitting your application.

Equality and Diversity

The Department is committed to being an equal opportunities employer. We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the Department's objectives, and to fulfil their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements.

Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Department uses the 'two ticks' Disability Symbol, showing it is an employer which has a positive attitude towards applications from disabled people. The Department also offers a Guaranteed Interview Scheme (GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.

To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:

- 'substantial' means more than minor or trivial
- 'long-term' means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)
- 'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping.

Should you consider yourself eligible to apply for this post under the GIS, please complete the form at Annex B.

Civil Service Code	All civil servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities. For further information, visit Gov.UK .
Complaints	If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact moj-recruitment-vetting-enquiries@sscl.gse.gov.uk in the first instance.

