



HM Courts &
Tribunals Service

Candidate Information Pack

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

**Quality Manager
Band C**

Stoke and Birmingham

Closing date: 21/10/18



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.

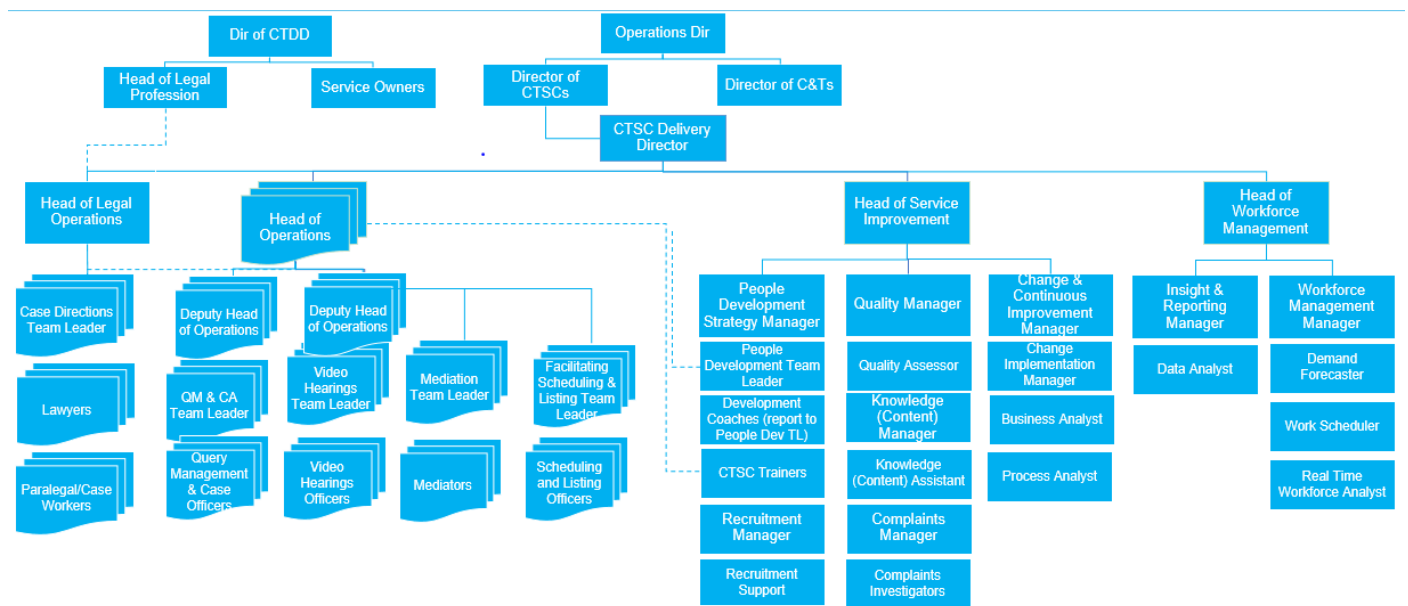
Courts and Tribunal Service Centres

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 – Service Improvement

- To lead, champion and embed a continuous improvement culture within the CTSC and the wider organisation by setting up and running an efficient and effective continuous improvement function that provides HMCTS with the information it needs to make resourcing decisions in the short to medium term. Plus the adoption of a continuous improvement language and culture as a natural part of business as usual conversations and activities across the CTSC.
- Using HMCTS Continuous Improvement tools where these exist and using own experience where these do not.
- Identify and improve the outcomes of operational processes to improve efficiencies, reduce cost and increase customer satisfaction. Interpreting data and presenting management information. Conducting root cause analysis to determine metrics, troubleshoot workforce allocation issues, understand user and technology issue limitations, use initiative and creativity to develop corrective action plans and encourage system-wide continuous improvement of service delivery. Using HMCTS CI tools where these exist and using own experience where these do not.
- Driving a performance improvement culture within CTSCs and sharing good practice across the organisation. Ensuring Effective Quality Assurance of operations (e.g. mystery shopper, outline and coordinate improvements) and change management, ownership of change governance for CTSC and delivering on business change initiatives for CTSC.
- Ensure the integration of CTSC operations (processes, ways of working, training) to ensure a consistent level of customer experience across all jurisdiction service lines.
- Setting up and effective running of People development function to build workforce skills knowledge and career progression in the medium to long term.

Vacancy Description

Job Title	Quality Manager
Salary	<p>The salary for this post is set within Band C of:</p> <p>Stoke - £23,413- £31,188 Birmingham - £25,902 - £33,268</p> <p>These roles will initially be based in Stoke or Birmingham, but consideration will be given to move a role to another CTSC location at a later date, as the network expands and more CTSCs are opened.</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, which reports directly to the Head of Service Improvement, is responsible for setting up and the effective running of the Quality management function to ensure effective Quality Assurance of operations, enabling CTSC to deliver an accessible and inclusive service to diverse users, using excellent people skills.</p> <p>The role will provide leadership to the Quality Team in the medium to long term</p> <p>Key accountabilities include:</p> <ul style="list-style-type: none"> • Liaise with Head of Service Improvement and Head/Deputy Heads of Operations on devising quality assessment strategy to ensure customer/user interactions are monitored across all areas of CTSC and to determine/calibrate benchmark standards to measure staff against and regularly review the quality assessment criteria to ensure staff are being measured against the most appropriate and meaningful criteria. • Review and monitor service provision by CTSC and analyse monthly monitoring results to allow a holistic view of quality performance, identifying shortfalls in quality standards. Use outputs to support monthly quality performance meeting where improvement opportunities and a delivery plan are agreed. • Advise CTSC senior management of implications or impacts of legislative or policy changes on service delivery quality. • Coach and support Quality Team in their interactions with CTSC teams both in terms of the quality and accuracy of interactions with teams, to support them in helping CTSC teams to drive service delivery improvements and achieve better outcomes for users. • Provide support to Quality Team with difficult & complex issues relating

	<p>to quality assessment of CTSC interactions with users/customers, and escalate if necessary</p> <ul style="list-style-type: none"> • Work with management teams to develop measures to evaluate inbound and outbound calls and other customer interactions • Manage the appeal process for staff with issues relating to their quality assessment and amend quality management system if findings of appeal change the assessment and liaise with Knowledge (content) team if changes need to be made to Knowledge bank • Liaise with People Development team on development plans for staff and schedule development activity, focussing on areas to improve or maintain user/customer satisfaction with the service provided by CTSC • Provide pastoral support to Quality Team in day-to-day management issues • Lead the team in continuous improvement activity and feed this into Continuous improvement and People Development to ensure consistency across CTSC • Allocate work to Quality Team and make changes on ad-hoc basis when necessary to ensure consistent quality assessment of CTSC service to users/customers • Ensure development and continuing professional development for Quality Team takes place, where appropriate.
Person Specification	<ul style="list-style-type: none"> • Provide Leadership to the team, visibly demonstrating and embedding the new culture and ways of working for CTSC in delivering service excellence across all CTSC jurisdictions • People management skills and leadership skills to be able to lead the Quality team, which may be spread geographically across different sites, and to empower team members to take personal responsibility for their own personal impact and development • Willingness to build knowledge of HMCTS people policies, including performance management, to ensure team works effectively together where necessary • Knowledge of IT systems used in Quality team, quality and performance standards and KPIs, business processes, and change initiatives and coaching skills to be able to coach and support Quality team in improving service delivery • Communication skills, written and verbal to be able to communicate with individuals and teams about service improvements and deal sensitively with issues relating to individual performance.

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 21/10/18**

*****Please note: When completing your application online, you will be asked to upload a CV.***

As described above, you will also be asked to complete a statement, referred to in the system as a “Professional Competency”, here we need you to write your statement on the Leadership Attributes as explained above**

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.

	<p>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.</p> <p>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.</p> <p>Full details of the selection and assessment process will be made available 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 21/10/18</p>
Further Information	<p>If you have any questions about the role or would like to discuss the post further, please contact moj-recruitment-vetting-enquiries@sscl.gse.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>

The Civil Service Commission has two primary functions:

- 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	<p>Stoke and Birmingham</p> <p>These roles will initially be based in Stoke or Birmingham, but consideration will be given to move a role to another CTSC location at a later date, as the network expands and more CTSCs are opened.</p>
Working Arrangements	<p>This role is available for full-time, or flexible working arrangements. Part-time working arrangements will also be considered.</p> <p>Courts and Tribunals Service Centres will operate between the hours of 8am-8pm Monday to Friday and 8am-2pm on Saturdays. Working hours and will be agreed at the point of offer for successful candidates.</p>
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	<p>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.</p>
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</p>

	<p>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	<p>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.</p>
Eligibility	<p>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.</p>
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.</p> <p>This is not a reserved post.</p>
Conflicts of Interest	<p>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.</p> <p>The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.</p> <p>If you believe you may have a conflict of interest, please contact moj-recruitment-vetting-enquiries@sscl.gse.gov.uk before submitting your application.</p>
Equality and Diversity	<p>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.</p> <p>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.</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> • '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)

	<ul style="list-style-type: none"> • 'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping. <p>Should you consider yourself eligible to apply for this post under the GIS, please complete the form at Annex B.</p>
Civil Service Code	<p>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.</p>
Complaints	<p>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.</p>