



# HM Courts & Tribunals Service

**Her Majesty's Courts and Tribunals Service**

**Sub Cluster Level**

**Job Title: Bailiff Manager**

**Pay Span or equivalent: Band D**

## **Background**

The Tribunals Service and Her Majesty's Court Service were integrated into a single Agency, Her Majesty's Courts and Tribunals Service on 1<sup>st</sup> April 2011. Bringing these two organisations together has removed duplication in management functions and increased the efficiency of the administration, which has enabled HMCTS to reduce what it spends away from the front line substantially.

Consequently, there are high expectations of all staff regardless of the job they do and high performance is expected from everybody. The organisation is continuously adopting new or better ways of working to ensure that it focuses on just that which is essential.

Band D staff will need to display a commitment to four key principles: Continuous change, continuous improvement (CI) principles, managing uncertainty and improving performance. All those appointed to new roles in HMCTS must be wholeheartedly committed to these principles and evidence this in their application.

## **Overview**

As a new organisation HMCTS is embarking on a period of significant change. Strong leadership is a critical element in this being successful. Jobholders who have responsibility for managing staff will be required to provide clear direction and focus, visibly championing the changes which deliver greater efficiencies. The HMCTS Delivery Directors expects managers in the organisation to operate in a culture of openness and honesty, demonstrating a commitment to change through involvement and empowerment, and by delivering results.

## **The key purpose of the role is to**

- Manage and plan the workload of an autonomous field team which executes warrants in accordance with HMCTS instructions.
- To manage the deployment of bailiffs and manage individual performance to achieve the most effective/efficient use of resources and effective disposal of business.
- Ensure Governance and Assurance around the safe and secure receipt, accounting and transfer of both money and personal data.
- Lead and manage a team of staff, ensuring that its members are organised, and fully skilled to meet their work objectives, using TIBs, SOPs and other continuous improvement tools.

- To assist in the delivery of performance against targets.

## Key responsibilities

<b>Operations</b>	<ul style="list-style-type: none"> <li>• Monitor incoming workload to ensure work is correctly / evenly distributed to meet the demands of the work.</li> <li>• Undertake bailiff duties as required.</li> <li>• Manage resources (including staff and facilities) to ensure excellent customer service to all stakeholders, judiciary and management.</li> <li>• Monitor key performance areas, analysing performance trends and gain assurance of individual bailiff effectiveness.</li> <li>• Conduct ongoing reviews of procedures and work practices and manage the implementation of new initiatives and legislation.</li> <li>• To provide advice &amp; guidance to bailiffs on procedural problems.</li> <li>• Contribute to the delivery of operational, performance and service standard targets.</li> <li>• Contribute to the business plan, with particular focus on the team's area of work.</li> <li>• Monitor and proactively report using current HMCTS procedures and contribute to their ongoing development.</li> <li>• Ensure the risk management system and standards are applied by all staff in line with HMCTS/MOJ policy.</li> <li>• Ensure Governance and Assurance around the safe and secure receipt, accounting and transfer of both money and personal data.</li> <li>• Alert others, as appropriate, to risks which are not capable of local resolution.</li> <li>• Deal with customers and complaints and address root causes of complaints.</li> <li>• Apply CI principles, tools and techniques to working practices to improve efficiency of operations.</li> </ul>
<b>Team leadership</b>	<ul style="list-style-type: none"> <li>• Lead a team of staff working either onsite or remotely, ensuring that its members are organised, and fully skilled to meet their work objectives. Effectively managing both team and individual performance, addressing any issues as they arise, in line with HR policy.</li> </ul>
<b>Processing and managing casework</b>	<ul style="list-style-type: none"> <li>• Work with staff to ensure that casework is appropriately managed, providing advice where process deviations have occurred.</li> <li>• Monitoring expenditure against profile of bailiff travel and subsistence and verifying accuracy of returns.</li> </ul>
<b>Calculations and analysis</b>	<ul style="list-style-type: none"> <li>• Identify and implement solutions to local problems, referring more complex problems to a Cluster Delivery Manager.</li> <li>• Conduct risk assessments in respect of bailiff team members.</li> </ul>
<b>Communicating with the public, juries, the judiciary, other court and tribunal users and representatives of other agencies and organisations</b>	<ul style="list-style-type: none"> <li>• Maintain effective working relationships with the judiciary, supporting agencies, voluntary and user groups. Working with agencies to improve the level of service offered to users.</li> <li>• Provide feedback to staff, judiciary and other stakeholders on performance against targets.</li> <li>• Think beyond own area of responsibility, considering wider policy and organisational implications of issues.</li> <li>• Attend and contribute at meetings of relevant User Groups.</li> </ul>
<b>Representation</b>	<ul style="list-style-type: none"> <li>• Represent the function you have been assigned to at an operational level</li> </ul>

<b>Specialisms</b>	<ul style="list-style-type: none"> <li>• Have a working knowledge of functions undertaken within the Cluster, to support the development and review of policies and procedures.</li> <li>• Provide specific functions as directed by line management in line with the SOP for providing that service.</li> </ul>
<b>Accountability</b>	<ul style="list-style-type: none"> <li>• Reporting to a Delivery Manager.</li> </ul>

## Other duties

The post holder is required to work in a flexible way and undertake any other duties reasonably requested by line management which are commensurate with the grade and level of responsibility of this post.

## Key Civil Service Competencies

You will be required to provide evidence of the following key competencies at Level 2.

<b>Changing and Improving</b>	<ul style="list-style-type: none"> <li>• Understand and apply technology to achieve efficient and effective business and personal results.</li> <li>• Consider and suggest ideas for improvements, sharing this feedback with others in a constructive manner.</li> <li>• Conduct regular reviews of what and who is required to make a project/activity successful and make on-going improvements.</li> <li>• Put aside preconceptions and consider new ideas on their own merits.</li> <li>• Help colleagues, customers and corporate partners to understand changes and why they have been introduced.</li> <li>• Identify, resolve or escalate the positive and negative effects that change may have on own role/team.</li> </ul>
<b>Making Effective Decisions</b>	<ul style="list-style-type: none"> <li>• Demonstrate accountability and make unbiased decisions.</li> <li>• Examine complex information and obtain further information to make accurate decisions.</li> <li>• Speak with the relevant people in order to obtain the most accurate information and get advice when unsure of how to proceed.</li> <li>• Explain clearly, verbally and in writing, how a decision has been reached.</li> <li>• Provide advice and feedback to support others to make accurate decisions.</li> <li>• Monitor the storage of critical data and customer information to support decision making and conduct regular reviews to ensure it is stored accurately, confidentially and responsibly.</li> </ul>
<b>Leading and communicating</b>	<ul style="list-style-type: none"> <li>• Display enthusiasm around goals and activities – adopting a positive approach when interacting with others.</li> <li>• Listen to, understand, respect and accept the value of different views, ideas and ways of working.</li> <li>• Express ideas effectively, both orally and in writing, and with sensitivity and respect for others.</li> <li>• Confidently handle challenging conversations or interviews.</li> <li>• Confront and deal promptly with inappropriate language or behaviours, including bullying, harassment or discrimination.</li> </ul>

<b>Building Capability for All</b>	<ul style="list-style-type: none"> <li>• Take ownership of team and individual development by identifying capability needs and consistently achieving development objectives.</li> <li>• Take responsibility for the quality of own work and seeking opportunities for improvement through continuous learning.</li> <li>• Proactively support the development plans of others.</li> <li>• Take account of the diverse contributions of team members and delegate work to improve capabilities of all.</li> <li>• Encourage and be open to developmental feedback from others.</li> </ul>
<b>Managing a Quality Service</b>	<ul style="list-style-type: none"> <li>• Explain clearly to customers what can be done.</li> <li>• Work with the team to set priorities, create clear plans and manage all work to meet the needs of customers and the business.</li> <li>• Ensure that levels of service are maintained – flag up risks or concerns in order to meet customer requirements.</li> <li>• Keep internal teams, customers and delivery partners fully informed of plans and possibilities.</li> <li>• Promote adherence to relevant policies, procedures, regulations and legislation, including equality and diversity and health and safety.</li> <li>• Identify common problems or weaknesses in policy or procedures that affect service and escalate these.</li> </ul>
<b>Delivering at Pace</b>	<ul style="list-style-type: none"> <li>• Create regular reviews of what and who is required to make a project/activity successful and make.</li> <li>• Be interested and positive about what they and the team are trying to achieve.</li> <li>• Take ownership of problems in their own area of responsibility.</li> <li>• Remain positive and focused on achieving outcomes despite setbacks.</li> <li>• Check own and team performance against outcomes, make improvement suggestions or take corrective action when problems are identified.</li> <li>• Set and achieve challenging goals and monitor quality.</li> </ul>

## Operational Delivery in HMCTS

This role is part of the Operational Delivery Profession. Operational delivery professionals are the outward face of government, providing essential services to the public in a variety of roles. They work in many different departments and agencies across the breadth of the UK, delivering service to customers in

- Face-to-face roles in HMCTS for example a court usher
- Contact Centre roles in HMCTS for example call centre advisers
- Processing roles in HMCTS for example Staff at the County Courts Money-Claims Centre and Courts and Tribunal Administration

Being part of the operational delivery profession means belonging to a cross-government community of people. This will offer you access to information on professional standards, skills development and qualifications to help you continue to improve your development and performance and expand your career options.