Role Profile: Deputy Head of Operations

Job Family Group: Strategy and Improvement

Job Family: Service Insight and Development

Grade Level: Band B

Role Purpose

This role provides direct line management to the Query Management & Case Administration, Mediation, Video Hearings and Scheduling & Listing teams within a CTSC, and reports directly to the Head of Operations. It will support the Head of Operations in the day to day running of the CTSC and will focus on the short to medium term direction and management and leadership for these teams.

Key Accountsabilities

- Support the Head of Operations in the day to day delivery of a high quality user-focused service on quality and timeliness in the delivery of improved services to end users. Resolving short/medium term issues using judgement and discretion, escalating any complex long-term issues
- Responsible for the day-to-day operational performance of the CTSC, using performance data to determine priorities and action to ensure effective service delivery, to determine and set performance targets for the CTSC teams and work with the Team Leaders by advising how the targets can be met
- Act as strong link between OMMA function and the Head of Operations to focus maximising productivity, minimising risk and effectively responding to fluctuations in demand within widely-set key parameters
- Use available MI, data and insight (e.g. KPI’s, user satisfaction) to make proposals to Head of Operations on improving quality and quantity in operational performance targets, team capability, and engagement
- Take responsibility for the user-facing interactions of the CTSC, and for ensuring teams are achieving the operational targets set for quality and quantity of user interactions and level of user satisfaction with the CTSC service. Focus on improving the effectiveness of the user-facing teams and set in place measures to ensure compliance with standards
- Take responsibility for the escalation of issues from the user-facing teams at CTSC and provide support and guidance on difficult or complex issues which cannot be resolved at lower levels or where the existing rules or protocols do not cover the situation
- Drive a performance improvement culture within the CTSC as defined by Head of Operations by cascading the new ways of user-focused working and continuous improvement culture. Ensure compliance with business change, process or continuous improvement initiatives, encouraging a continuous improvement ethos across all CTSC teams working with the Head of Service Improvement on the process or performance improvement measures needed across all CTSC teams
- Developing skills, knowledge and flexibility through a coaching culture/approach and driving performance (quality and quantity) improvement
- Support implementation of business change and continuous improvement initiatives driven from the centre from staff/user feedback, to focus on service improvement, measuring success and using it to drive further improvement
- Monitor the performance of the teams under their leadership and work with team leaders to keep work on track, using data and insight to identify potential issues facing the daily operation of the CTSC and develop solutions to prevent the issues from impacting on the service delivery to users and sharing these with the wider teams at local CTSC and through the appropriate channels to other CTSCs

Knowledge, Skills and Experience

- Leadership skills - to visibly demonstrate and embed the new culture and ways of working for CTSC in delivering service excellence across all CTSC jurisdictions
- Knowledge of effective resource management (staff, budget and capacity) - to work across with Heads of Service Improvement and Workforce Management across the CTSC on a daily/weekly basis to feed into solutions, including compliance, risk management and assurance (safety and security) in line with standard guidelines
- People management and engagement skills - to build and maintain engagement across CTSC teams, using an empowering management style and coaching approach, that motivates others to improve their performance and contribute to a positive work ethic

Key Relationships and Contacts

Maintain effective relationships across CTSC to ensure smooth running of CTSC.

- Head of Operations – liaise and feed into QMCA Team Leaders and work with leaders of other CTSC teams on CTSC-wide customer service & user initiatives
- CTSC - Local TU representatives - engage on impact of people changes to, or new, processes and procedures and business initiatives at CTSC
- CTSC – Case Directions Team Leaders – collaboration on effective and consistent service delivery to users and seamless transition between case directions and other CTSC teams to ensure improved user satisfaction levels
- Head of Courts & Tribunal Centres / Regional teams – collaborate to ensure seamless handoffs between CTSC and Court & Tribunals Centres, share best practice ideas on customer service/ user satisfaction, problem analysis/ resolution of issues affecting both arms of user-facing delivery
- CTSCs operations and Operational Management - work closely with other CTSC locations to ensure consistency of service, and Head of Service Improvement, Head of Workforce Management, Service Owners and courts and tribunal leadership to drive service improvement and ensure quality and performance KPIs are at minimum met

Complexities

- Take operational decisions about how to allocate and prioritise the work in CTSC, working in conjunction with the other Deputies to ensure consistency of service delivery working within defined limits but the role holder would have discretion to alter work processes or staff/workload allocation to achieve short-term targets and solve issues. The majority of the work will be familiar and well-established but the role holder will be expected to devise creative solutions when the CTSC is faced with new/unfamiliar issues to ensure service delivery is maintained.
- Line management responsibility for managers of service delivery operations (likely to have span of control of 6-8 people) and responsible for whichever jurisdiction(s) the CTSC is leading on and determine the daily priorities for the CTSC and will work with the team leaders to improve performance and manage change within the CTSC.
- Day-to-day responsibility for immediate priorities and work activities within a CTSC, expected to operate flexibly within the wider parameters set by the Head of Operations. In the event that there is no guidance covering specific issues, will use discretion and own judgement to make decisions about the effective running of the CTSC and only refer decisions to the Head of Ops which affect the strategy or long-term direction of the CTSC. The role holder’s work will be reviewed at set intervals but these will not be frequent. In the event that two smaller CTSCs share the same Head of Operations, the role holder would be the senior manager on site and would be responsible for acting independently on day-to-day issues.
Please find below the skills and behaviours that we expect of our leaders as they lead through reform and beyond. They will underpin the assessment process for Band C and above.

“Proud of their purpose”
HMCTS leaders show pride in the independent service HMCTS delivers. They recognise the impact HMCTS has on the public through their actions and attitudes.

“Champions and communicators”
HMCTS leaders actively communicate the vision in a manner that motivates and excites teams. They recognise the importance of continually engaging in open and honest conversations with teams and end users.

“Creators of freedom within a framework”
HMCTS leaders create an environment where teams blend established practice and innovative new ways of working that are based on best practice.

“Highly professional”
HMCTS leaders understand best practice and recognise their role in defining, demonstrating and maintaining the highest possible professional standards across the organisation.

“Good decision makers and problem solvers”
Leaders in HMCTS complement their instincts and experience with high quality and technical insight and understand their potential biases. This enables them to solve problems and make well informed decisions that are transparent and evidenced based.

“People focused”
HMCTS leaders are comfortable with showing vulnerability and are able to place themselves in other people’s shoes. They show the positive impact empathy has on teams, staff and end users.

“Resilient, determined and action orientated”
HMCTS leaders maintain tenacity and determination to deliver the enduring outcomes of justice through difficult and changing circumstances. They do this by understanding their own strengths and looking to others for support.