



Job Title: Head of Workforce Management

Role Purpose :

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. 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. 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.

HMCTS is responsible for the administration of courts and tribunals across England and Wales and non-devolved tribunals in Scotland and Northern Ireland for supporting an independent judiciary to administer and improve access to justice. The organisation has a strong emphasis on delivery and a strong customer-focus, with evidence-led performance management key to its operations. HMCTS is embarking on a period of significant change which will see the organisation transform over the next 5 years to deliver a world class justice system. Our vision is to have an efficient and effective courts and tribunals system which enables the rule of law to be upheld, and provides access to justice for all. Our Courts and Tribunal Service Centres (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. They will be places where user queries are dealt with fully, cases are progressed in a timely manner and will ultimately provide the administrative backbone of the courts and tribunals system.

| Role Specific Details | |
|----------------------------|--|
| Business Area | CTSC Operational Support |
| Working Pattern | Full Time (Part Time/Job Share to be considered) |
| Start Date | ASAP |
| Location (Region, City) | Birmingham / Stoke |
| Grade | A |
| Organisation Grade for MOJ | Grade 7/6 |
| Salary (Banding) | £43,308 - £62,888 |
| Role Type | Strategy & Improvement |

Our inclusivity commitment: We aim to create an inclusive organisation in which employees from all backgrounds can give their best, are treated fairly and are valued for their contribution. The Civil Service aims to be the UK's most inclusive employer. HMCTS is proud to offer the guarantee interview scheme (GIS) for candidates with disabilities who meet the minimum selection criteria in support of this aim.



Head of Workforce Management

Job Family Group

Strategy & Improvement

Job Family

Service Insight & Development

Job Sub-Family (if applicable) N/A
 Job Sub-Family (if applicable)

Job Sub-Family (if applicable) N/A

Reference number

Grade Level

Band A

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Key Accountabilities

- 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.

Key Relationships / Contacts

This role will proactively and consistently collaborate with senior operational management team and court and tribunal centre leadership to provide opportunities for improving resource utilisation and service levels and quality standards. There will be a substantial requirement for persuasion and influencing at senior levels and with key stakeholders

- **CTSC Heads of Operations & Heads of Legal Operations** – work closely to forecast and coordinate all user service activities and develop flexible resource models to meet both forecast and real-time peaks and troughs in demand and advise on workforce management staff allocation for their teams and help them understand potential impact on deliverables.
- **CTSC Head of Service Improvement** - work closely to deliver workforce requirement data for delivering CTSC service levels and standards.
- **Corporate Centre - Service Owners** – engage to understand new/changed service line processes, potential impact on workflow, resourcing and user requirements.
- **National Data Production and Analytical Team** - liaising over provision of data and insight into CTSC performance and horizon scanning.
- **Contractor for case data management and other Third party service providers**
- **Customer Service Directorate** - discussions to understand user requirements to feed into resourcing decisions/strategies

Strengths

Strategic Influencer
 Visionary
 Motivator

Preventer
 Problem Solver
 Change Agent

Complexity Descriptors

Problem solving

This role will understand issues, correctly evaluate facts and unforeseen situations to support Heads of Operations and the National Services Director in their decision making. There will be significant analysis and investigation and the requirement to be creative and innovative in providing solutions to workforce management needs

Management of resources

The role will directly line manage the workforce planning and Insight and reporting teams which are likely to be medium to large teams, geographically dispersed across CTSC and C&T sites.

Autonomy

Guided in general terms only by the CTSC Delivery Director and National Services Director and responsible for acting on their own authority and initiative for most day to day and operational issues. Guidance on business and technology change parameters affecting resourcing decisions will be provided by Service Owners and Corporate centre guidance and protocols

Knowledge, Skills and Experience

- 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 leadership attributes for the role are:

- Proud of their purpose
- Champions and communicators
- Creating freedom within a framework
- Highly professional
- Make good decisions and solve problems
- People focused
- Resilient, determined and action-orientated

Further information and guidance can be found in your candidate pack.

Apprenticeships: At HMCTS we are committed to developing our people. If you are successful in securing this role you may also be given the fantastic opportunity to complete an apprenticeship and gain a nationally recognised qualification whilst being paid, at no cost to yourself.

