

Chapter 4 - Roles and Responsibilities of a Jobcentre Customer Service Manager

Introduction - Roles and Responsibilities of a Jobcentre Customer Service Manager

1. Your full responsibilities are set out in the Jobcentre Customer Service Manager job description in the Jobcentre Operating Model Job Roles. This should be read in conjunction with the generic Jobcentre Directorate Key Work Objectives (KWOs).

2. As Jobcentre Customer Service Manager, you are responsible for developing a welcoming, dynamic and professional feel and look to the inside and out of the jobcentre, which encourages claimants to use our facilities, including digital, at every opportunity to find and secure work or conduct work preparation. . You will:

- ensure a focus on working on one DWP with colleagues inside and out of own immediate business area
- ensure you drive the focus on quality in service delivery for claimants, employers and providers
- ensure colleagues on site are suitably skilled and empowered to manage the customer flow in the office
- have responsibility for health and safety procedures, incident handling and business continuity arrangements operate effectively

3. The Jobcentre Customer Service Manager's role is to lead, coach and motivate your Service Delivery team, including ensuring the appropriate resource is deployed, be responsible for the quality of advice and support given to claimants, coach Service Delivery Coaches to enable them to provide effective digital coaching, diary management and management of footfall within the office, and conduct regular 1-2-1s with colleagues.

4. You are responsible for the effective leadership of claimant appointments, including set up and maintenance of work coach diaries, Customer Support Appointment and Payment diaries, liaison with Capita, financial assessment activities and management of HOTT queries. You are responsible for managing and promoting digital and telephony channels, including monitoring customer computer usage, and for managing the public areas.

5. You are also responsible for delivering the finance functions within the jobcentre, including managing payments activity and the associated Business Controls System s(BCS) checks in line with operational instructions.

6. Further information about the role of the Jobcentre Customer Service Manager and the key actions and responsibilities of this role can be found in the Jobcentre Customer Service Manager job description in the Jobcentre Operating Model Job Roles

Service Delivery Coach

7. You are responsible for managing the Service Delivery Coach. The role of the Service Delivery Coach is to deliver a professional and engaging service to claimants, when not participating in activities with their work coach, to enable them to find and secure employment or support for work preparation. They will provide a welcoming environment for partners and employers who are working with us and ensure suitable space is provided whenever possible.

8. They also have responsibility for the health and safety of colleagues, customers and visitors and are responsible for undertaking Health and Safety Incident Control Officer duties. This role is a key control measure for health and safety purposes and **must** be maintained as a minimum at the level of the site specific risk assessment. The Service Delivery Coach's full responsibilities are set out in the job description in the Jobcentre Operating Model Job Roles.

9. The Service Delivery Coach manages the Service Delivery Support colleagues undertaking work search reviews for Work Programme participants, payment/cashier activity, making non-complex decision making and appeals decisions, new claims bookings, financial assessment duties and signposting/supporting customers. Service Delivery Coaches will also manage the public areas and deal effectively with complex queries and identify individuals with complex needs or those who require additional support to enable them to access benefits and use our services.

Quality Coach

10. The Quality Coach works as a member of the District's quality team and will most likely report to you. They are responsible for promoting the quality agenda throughout the cluster and actively driving quality by putting the claimant at the heart of everything we do. They are accountable for quality and building assurance, using knowledge and skills to provide an exemplary assurance function.

11. The Quality Coach is responsible for conducting Tier 1 assurance to identify the quality of the service being provided, and working with the Work Coach Team Leader to highlight good quality, as well as identifying any learning needs that may need to be addressed.

12. Further information on the Quality Coach job role can be found in the Jobcentre Operating Model Job Roles .

Service Delivery Support

13. Service Delivery Support colleagues are line managed by the Service Delivery Coach and support the delivery of an effective service either on site or as part of a centralised team. Service Delivery Support colleagues provide an effective first point of contact for claimants entering the jobcentre, establishing visitor needs and signposting as appropriate. They will conduct financial assessment activities for new claims, action reports and schedules, prepare for, preview and conduct face to face appointments with relevant claimants, conduct work search reviews with Work Programme claimants and handle decision making and appeals submissions in accordance with operational instructions.

14. Further information on the Service Delivery Support job role can be found in the Jobcentre Operating Model Job Roles.

Vulnerable Customers

15. DWP deals with a wide range of customers who at some point in their lives may be vulnerable because of life events or disability, and staff are trained to recognise the signs of vulnerability and to respond appropriately and with empathy.

16. The definition of vulnerability for DWP purposes is "An individual who is identified as having complex needs and/or requires additional support to enable them to access DWP benefits and use our services".

17. Individual vulnerable situations are described throughout the Customer Service A-Z and the Vulnerability instructions also contain further information about how to support these claimants.

Customers who directly declare, or whose behaviour indicates, an intention to attempt suicide or self harm.

18. This definition includes ensuring staff are vigilant to customers who may directly declare, or whose behaviour indicates, an intention to attempt suicide or self-harm.

19. It is possible that claimants might say they intend to harm or kill themselves. This can be distressing for those concerned, but there are some important points a member of staff should know that can help resolution.

20. Staff must be aware of the principles of DWP's six point plan and should use these as a basis to enable them to effectively manage situations that may arise.

21. When dealing with this type of incident, the safety of the member of staff must always come first.

22. Staff members have a responsibility for their own safety and must ensure they do not put themselves at risk when attempting to help or advise the claimant.

23. DWP's six point plan sets out the framework for managing suicide and self-harm declarations from customers.

24. Managers must use this framework to develop arrangements that suit their own local working environments to help staff deal effectively and safely with customer declarations of intention to attempt suicide and self-harm.

25. Managers must ensure the localised six point plan is communicated to all staff who work with customers and ensure their teams are familiar with it by taking steps including regular refreshes of awareness.

26. Members of staff also have a responsibility to make themselves aware of the six point plan and be able to follow it should the need arise.

27. The localised six point plan should be based on the following principles:

- take the statement to self-harm or suicide seriously
- summon a colleague – to act as a support partner
- gather information
- provide referral advice
- summon emergency help – if the member of staff considers the claimant to be at serious risk or in immediate danger; and
- review the incident – discuss the record of events and any actions taken.

28. The 'managing customer declarations of intent to attempt suicide or self-harm' guidance contains details of what the localised plan must include, as well as more detailed guidance on how to support staff in dealing effectively and safely with situations like these.

Human Trafficking

29. Human trafficking is the fastest growing form of slavery today and is prohibited under international law, as well as under the criminal laws of the UK and other countries.

30. It can include movement of a person from one place to another into conditions of exploitation, including benefit fraud.

31. DWP aims to identify and direct victims of human trafficking to agencies able to support them at the earliest opportunity.

32. Indicators for victims of human trafficking or slavery include:

- employed for no or minimal wages
- residing in communal accommodation
- identity document held by their landlord or employer
- applications for NINOs or benefits facilitated by a third party
- always accompanied by a third party who answers questions on behalf of the claimant
- groups of people of the same nationality whose entry to the UK and or employment seems to be controlled by a third party
- common mobile numbers or addresses from apparently unrelated individuals

33. There is no specific guidance for staff, but if you suspect a claimant may be a victim of trafficking, refer the case to the Fraud and Error Service via the desktop Fraud Referral icon.

34. Complete the referral in the usual way but select 'Identity Fraud' from the 'other offences' box, **providing as much detail as possible and specifying human trafficking**.
35. Further information can be found on the Human Trafficking Customer Services A-Z entry

Organisational model and the Jobcentre Operating Model

36. The Jobcentre Operating Model – Towards UC project builds on the success of the Work Coach Delivery Model project by delivering an operating model aligned, as far as possible, to Universal Credit Full Service. There are a number of elements that can be implemented where they bring business benefits, namely around centralisation of the Service Delivery Team functions. If these functions are centralised in your districts, you will need to ensure the communications lines are clear and robust between these teams and the sites they support.

37. More details can be found in chapter 1 of this handbook.