

Chapter 2 - Roles and Responsibilities of a Work Coach Team Leader

Introduction – role and responsibilities of a Work Coach Team Leader

1. Your full responsibilities are set out in the Work Coach Team Leader's 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 a Work Coach Team Leader, you are responsible for coaching, leading and building the work coach team to achieve national performance measures through the quality of personal interventions. You will do this by:

- effectively leading teams through a coaching culture;
- building effective relationships with colleagues and partners, working as one to deliver a dynamic customer focused service;
- ensuring colleagues on site are suitably skilled and empowered to manage their caseloads and diaries;
- building own and teams' capability, ensuring you have the confidence and skills to support your people;
- focusing on working as one DWP with colleagues inside and out of your own immediate business needs;
- ensuring you drive the focus on quality in service delivery for claimants, employers and providers;
- suggesting continuous improvement ideas yourself and encouraging and enabling your people to suggest and implement continuous improvement activity and innovation;
- leading change within your teams, explaining 'why' as well as 'what' and supporting your people to understand and deliver;
- ensuring your people know the local labour market; and
- liaising with the Disability Employment Adviser Leader (DEAL) to ensure the Disability Employment Adviser (DEA) role provides the support work coaches need to deliver excellent service to claimants who have a health condition and/or disability.

3. 80% of your time will be spent inspiring and motivating a team of work coaches by:

- giving direction
- observing interviews
- giving feedback
- coaching
- mentoring
- holding case conferences
- ensuring most effective use of Claimant Commitment / My Work Plan and the flexible menu of support (provision).

4. Work Coach Team Leaders must also run team learning sessions, ensuring the environment encourages work coaches to perform to their potential and build work coach capability (including digital capability) to help them make best use of provision/enablers.

5. Under the Jobcentre Operating Model changes, there must be a 1:9 Work Coach Team Leader to work coach ratio – this must be at district level to accommodate any differences at site level.

6. You must be responsible for maintaining your own understanding of, and ensuring full use is made of the flexible menu of support and provision for claimants. This includes

collaborating with the Disability Employment Adviser Leader to ensure support is in place for work coaches to develop and maintain labour market links and knowledge.

7. You must also be accountable for the effective delivery of off flow, conditionality and performance of the team within agreed resource allocation, policy and guidance.

8. You will build and promote strong relationships between your work coaches, the DEAs and other job roles to support delivery of a personalised customer service, and share information on:

- the labour market
- vacancies
- the make up of caseloads

9. You are responsible for the work coach team achieving national performance measures, including:

- identifying and agreeing with work coaches areas for improvement;
- undertaking performance improvement action, providing coaching and support to work coaches as required;
- providing effective feedback to your work coaches from Quality Assurance Standards observations; and
- undertaking 'show me' activities with work coaches and providing effective feedback to help build capability and improve performance.

Work coaches

10. You will be responsible for all work coaches, and the full job role description can be found in the Jobcentre Operating Model Job Roles.

11. The success of a Work Search Interview is no longer judged simply on completing a process or transaction. Work coaches make decisions during the interview on the best way forward for the claimant, challenging them and driving the claimant to focus on work. They need to gain the claimant's commitment to the decision. They are accountable for that decision and their success is judged by how effective that decision making was in moving the claimant into or closer to sustained employment within the available resource, policy and guidance constraints.

12. They will work closely with DEAs, Service Delivery Support and work psychologists to offer a service personalised to the claimant's needs. They will be undertaking interventions with all claimants on their caseload, including those with a complex health condition and/or disability which impacts on their ability to find or sustain work. To support these claimants in particular, the work coach will act on behalf of, and/or support the claimant on the work opportunity and discuss with the DEA any reasonable adjustments and retention issues as required.

Disability Employment Advisers (DEAs)

13. The DEAL manages a team of DEAs, within the Customer Service Leader team. The DEAs will work with up to 22 work coaches, enhancing the work coaches' ability to deliver excellent customer service to claimants who have a health condition or disability which impacts on their ability to find or sustain work. See the DEAL and DEA job roles.

14. The DEA will use their own experience and collaborate with internal teams, for example Work Psychologists, Employer and Partnership, Third Party Provision and external stakeholders, to identify shortfalls of employment and provision for claimants with a health condition or disability, working with them to create local solutions.

15. You will work with the DEAL to ensure the DEA provides the support work coaches need to deliver excellent service to claimants who have a health condition and/or disability.

Service Delivery Support

16. The Service Delivery Support reports to the Service Delivery Coach, who in turn is line managed by the Jobcentre Customer Service Manager. However, work coaches will need to

work closely with the Service Delivery Support to deliver a dynamic, customer focused service.

17. 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.

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

Quality Coach

19. The Quality Coach works as a member of the District's quality team and will most likely report to the Jobcentre Customer Service Manager. However, their role is fundamental in helping you to highlight good quality as well as identifying any learning needs that may need to be addressed.

20. The Quality Coach will promote the quality agenda throughout the cluster, completing tier 1 checks and evaluating results to provide levels of assurance and drive improvements. They will also work with you to improve the understanding of cause and consequence of errors and process compliance.

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

Vulnerable Customers

21. 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.

22. 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".

23. 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.

24. 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.

25. 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.

26. 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.

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

28. 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.

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

30. 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.

31. 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.

32. 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.

33. 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.

34. 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

35. 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.

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

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

38. 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

39. 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.

40. 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**.

41. Further information can be found on the Human Trafficking Customer Services A-Z entry.

Organisational model and the Jobcentre Operating Model

42. 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.

43. More details can be found in Chapter 1 of this handbook.

Annex 1 –Efficiencies

44. This annex lists a few measures Work Coach Team Leaders can take to help improve work coach efficiency. Some of the efficiency measures are mandatory, others are not. This is to reflect the organisational differences between offices and work coach teams. Each efficiency is marked either mandatory or discretionary.

Improve and Streamline Processes

Maintain a District Provision Tool

Status:	Discretionary
Action	Maintain a directory of all provision available locally.
Results	Work coaches find suitable provision easier; Referrals to suitable provision increase; Quicker completion of referral forms.
Background	Creating and maintaining a District Provision Tool (DPT) enables all work coaches to be able to view all available provision quickly. The DPT should hold all the information required on the referral forms so they can be completed quickly and the opportunity number on LMS to allow a speedy referral. The directory must be maintained to keep it up to date. Work coaches can put a shortcut icon on their desktop to link to the DPT directory. DEA will be responsible for creating and maintaining a disability hub on the DPT.

Work coaches who speak languages other than English/Welsh

Status:	Mandatory (where possible, depending on staff language skills and willingness).
Action	Try to arrange interviews for claimants who speak a language other than English with

	work coaches who speak their language.
Results	<p>Savings in translation costs;</p> <p>More effective work coach services;</p> <p>No need to extend interview times to allow for translators.</p>
Background	<p>Some interviews have to be extended to allow for translation between the work coach and claimant. If a work coach who speaks their language interviews the claimant, this extension is unnecessary, freeing up work coach time. This is in addition to the saving from the costs of translation.</p> <p>Work coaches can receive an allowance if they speak languages other than English or Welsh and use them in work – see the language allowance policy on The Department and You on the intranet.</p> <p>This also includes work coaches who are able to converse in British Sign Language.</p> <p>Language teams can be set up on LMS so that as appointments are booked, if claimants request an interview in a specific language, this request can be met if a work coach in the office speaks the relevant language and has the skills to suit. For example: a work coach can speak English and Urdu. He is set up in ‘Work Coach team A’ and ‘Work coach team A-Urdu’. If a claimant requests an interview to be conducted in Urdu select ‘ Work coach team A-Urdu’ in the interview search window; if they wanted it in English select ‘ Work coach team A’.</p> <p>Note that staff must not be coerced into using their language skills if they don’t want to.</p> <p>In addition make full use of the different language leaflets that are available.</p>

Monitoring Visits

Status:	Mandatory
Action	One work coach to monitor all claimants at the same provider.
Results	Saves work coach time.
Background	Monitoring visits can use a lot of work coach resource as they involve travel time to meet claimants on placements. Time can be saved if one work coach monitors all the claimants at the provider. Use workflows to indicate when claimants are due a

monitoring visit and decide which work coach would be most suitable to carry out the visit.

Travel time can also be reduced if visits to a number of providers are conducted on the same day.

Housekeeping – LMS Provider Records

Status: **Mandatory**

Action Duplicate provider records on LMS should be marked as such.

Results Reduces the time work coaches spend looking for provision on LMS.

Background Some providers have a number of records on LMS. This could be caused by different ways of recording the same provider's name:

Example: Simon Templar Training Ltd. could be recorded as STT, S. Templar Training, S Templar Training, ST Training, STT Ltd., etc.

If a work coach knew a course was with Simon Templar Training Ltd., they wouldn't know under which connotation it was held.

Check all provider records for duplicates and mark all but one as duplicate.

Location of Office Equipment

Status: **Mandatory**

Action Check location of office equipment and move if necessary.

Results Reduction in wasted work coach time;
Better customer service.

Background Office machinery (printers, photocopiers, fax machines etc.) are set up in one location and often left there as office space is re-assigned. Sometimes this means that they aren't in the best position for access by the staff who use them most. This can waste a lot of time, especially if work coaches have to go to different rooms to photocopy, or

pick something up from the printer etc.

Work Coach Team Leaders should check that work coaches have easy access to printers, photocopiers etc. Work coaches should check that they are assigned to the nearest printer to them.

Peripatetic work coaches

45. Some peripatetic work coaches travel to different offices daily, depending on interview demand; others have work set patterns in different offices. Managers should make best use of work coach resource on a district basis, working with other offices to ensure there are enough work coaches in each office to meet demand. If one office has work coach resource estimated at 3.4 and another at 3.6, there is no reason why one work coach shouldn't work two days at one office and three days at another. This prevents one office being over resourced and one under.