Introduction and background

1. This manual has been developed to help Work Coach Team Leaders, Disability Employment Adviser Leaders and Jobcentre Customer Service Managers understand their role and provides:

- information on the Work Coach Team Leaders' key accountabilities and responsibilities,
- information on the Disability Employment Adviser Leaders' key accountabilities and responsibilities,
- information on the Jobcentre Customer Service Manager's key accountabilities and responsibilities,
- information on and links to the tools available to enable you to do your job,
- links to appropriate Learning and Development, as well as other sources of information and guidance, and
- good practice advice.

2. Use the manual:

- to understand the key roles and responsibilities of the Jobcentre Customer Service Manager, Disability Employment Adviser Leader and Work Coach Team Leader,
- to continually improve the service you and your team provide,
- as a personal development aid and to assist you in identifying any learning and development needs, and
- as a point of reference.

Performance

3. The DWP single departmental plan: 2015 to 2020 (link is external) sets out our plans and ambitions as a Department to 2020.

DWP Values

4. The DWP Values - Achieving the Best, Respecting People, Making a Difference, and Looking Outwards – are the guiding principles for how we deliver our service to customers in DWP. They underpin our commitment to putting customers first, and focus not only on what we deliver, but how we do it.

5. For further information, see the DWP Values site.

Our Work Coach Services

6. Over the last few years, Jobcentre Plus has significantly changed the structure of its Work Coach services to ensure that claimants receive the help they need when they need it. Our aim is to ensure that as few people as possible require the contracted support available through the Work Programme.

7. Our goal is to help people become active, effective and persistent jobseekers and so move off benefit more quickly and find sustainable work. Performance is measured by off flows and reducing fraud and error rather than by business process targets. Processes previously in place which categorised claimants by age and length of time unemployed have been replaced by introducing a flexible and personalised approach.

8. We seek to diagnose an individual claimant's jobseeking needs and design the most appropriate support for them, also taking account of the local labour market situation. The only target our Work Coaches will need to focus on is getting people off benefits and into work.

9. District managers have more autonomy to use the resources at their disposal to provide the support they believe is needed locally to the best available standard. We will also continue the drive to focus our support on those who really need it. For many jobseekers who are capable

of helping themselves, we will continue to direct them to the increasing range of online tools available to help them find their way back to work.

10. Further information about the roles, responsibilities and organisational structure can be found in:
* Chapter 2 – roles and responsibilities of a Work Coach Team Leader
* Chapter 3 – roles and responsibilities of a Disability Employment Adviser Leader
* Chapter 4 – roles and responsibilities of a Jobcentre Customer Service Manager

Jobcentre Operating Model

11. 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 practical, to Universal Credit Full Service. The Jobcentre Operating Model has reviewed all functions and responsibilities within the existing, non-UC job roles, supporting non-UC benefit claimants.

12. The new model comprises a number of must do elements and a number of other components that must be considered, and should be implemented if this brings business benefits and supports the district's journey towards UC.

13. The new operating model aligns, as closely as possible, the non-UC elements of the Jobcentre to UC Full Service to:

* ensure everyone has started the journey towards UC, easing the transition when UC Full Service arrives but also gaining its benefits as soon as possible,
* help ensure consistency of service delivery across Jobcentres,
* focus on what must be delivered face to face with claimants and by doing this, make delivery more effective,
* continue to move us closed to the 2020 vision of putting the claimant at the heart of what we do, and
* raise standards and help ensure consistency of service delivery by providing a consistent operating model, with aspects that can be tailored to individual Jobcentres.

14. The DEA role is also changing as part of the Jobcentre Operating Model. The roles changes (and associated changes to the Work Coach role), will:

* improve the employment outcomes we provide to claimants with a health condition or disability
* improve the capability of work coaches by developing their skills to work effectively with claimants with a health condition or disability and understand the interaction between individuals, their health and disability, and employment.

15. The Jobcentre Operating Model is designed to be adaptable to suit local geographical/office variances but there are a number of must do components. These components are:

* new Jobcentre organisational design and revised job roles,
* centralised Quality Team,
* revised coaching role for the Disability Employment Adviser,
* an ambition of 80% of time coaching and leading for the Work Coach Team Leader,
* an ambition of 50% of time coaching and leading for the Customer Services Leader,
* 1:9 Work Coach Team Leader to Work Coach ration (FTE)
* ensuring Jobcentre Service functions are appropriately resourced, and
* one multi-functioning AO role.

16. The Jobcentre Operating Model also includes a number of components that should only be implemented where that brings business benefits. These are:

* centralisation of the Service Delivery Team Leader (HEO) functions,
* centralisation of Service Delivery Coach (EO) functions, and
* centralisation of Service Delivery Support (AO) functions.