

SCOTTISH LEGAL COMPLAINTS COMMISSION CASE INVESTIGATIONS MANAGER JOB DESCRIPTION



Reports to:

Director of Resolution (DoR)

Job purpose:

Working as part of the Investigations Management Team (IMT), lead and manage a team of colleagues whose role it is to handle complaints made against legal practitioners in line with the Legal Profession and Legal Aid (Scotland) Act 2007, the Legal Services (Scotland) Act 2010, the SLCC's Rules, policies, procedures and quality standards.

Manage all areas of the complaints process including enquiries, eligibility, mediation, investigation, determination committees and appeals, together with the other members of the IMT.

Take the lead on at least one area of the complaints process (such as eligibility, mediation, investigation, determination committees or appeals against the SLCC), on a rotational basis within the IMT.

Provide expert advice and guidance on high profile and complex cases.

Structure:

Reports into the DoR and line manages Case Investigators, Clerks, the Mediator Co-ordinator and Secretariat to the Board.

Experience/Qualifications:

Demonstrable experience in a legal, public sector, customer services or regulatory environment within a decision making and policies/procedures development role.

Demonstrable experience in leading and people management, ideally within a change and continuous improvement environment.

Ideally educated to degree level or equivalent.

AREA OF WORK	COMMITMENTS/ RESPONSIBILITIES	DUTIES	COMPETENCY
ROLE OVERVIEW	Leading and managing a team who assess the eligibility of complaints, investigate eligible service complaints and deliver the final decisions made by Determination Committees on complaints, whilst always aiming to seek early resolution.	<ul style="list-style-type: none"> Lead and manage a team of Case Investigators and Clerks, to ensure that cases are handled to the required performance and quality standards. Recruit, induct, train and performance manage members of the team. As part of the IMT, review and identify areas where complaints handling procedures can be improved, taking account of best practice and efficiency. Allocate cases, review caseloads and quality assure the case work of team members to ensure a balance of workload, and that required performance and quality standards are met. Identify high profile and/or complex cases and ensure that they are handled appropriately; this may include owning an eligibility or investigation case, producing eligibility and investigation reports/recommendations and clerking a Determination Committee. Ensure that the culture and ethos of early resolution is embedded within the team. Quality assure eligibility reports (appealable to the Inner House of the Court of Session), investigation reports and recommendations, at all times taking account of rules, policies, procedures, quality standards and precedents. 	Level D

AREA OF WORK	COMMITMENTS/ RESPONSIBILITIES	DUTIES	COMPETENCY
	<p>Ensuring the delivery of a proportionate, effective and accurate complaints handling service.</p> <p>Reviewing legal precedent, policies and procedures in order to suggest improvements to process.</p>	<ul style="list-style-type: none"> • Ensure all procedures are carried out uniformly, in line with policies and procedures, including work around adding additional issues, s15, s17 and s19 of the 2007 Act. • Work with the DoR to identify and manage changing priorities. • Support the development of improved communications in order that users understand our services. • Investigate and report to the DoR on service delivery complaints. • Ensure that an efficient and effective mediation service is provided. Manage service agreements with mediators and ensure they meet the SLCC's required standards. • Provide appropriate management information to the DoR in respect of all stages of the complaints process; as required. • Ensure reporters are selected, appropriately trained and managed in order to provide a "panel" service to the investigations team. • Liaise with and deputise in the absence of the DoR; as required. • Manage appeals made against the decisions of the SLCC through the instruction of legal panel solicitors and in consultation with them and, where appropriate, Counsel. Determine whether to defend or concede appeals by considering the risk, impact and value for money to the SLCC at all times. Attend all hearings and consultations and provide on-going instructions to solicitors/Counsel as necessary. Interpret feedback and analysis from appeals (either won or lost) in order to make recommendations for changes to the SLCC's complaints handling policies and procedures. Manage the case through the whole process ensuring all timescales/limits are adhered to. 	
QUALITY ASSURANCE	<p>Ensuring that all aspects of the work of the team meets the SLCC's quality standards and that the team delivers excellent standards of service.</p>	<ul style="list-style-type: none"> • Quality assure summaries of complaint, eligibility reports and investigation reports/recommendations to ensure they are accurate, well-reasoned and clearly written. • Ensure that all aspects of work undertaken at mediation meet the SLCC's quality standards and deliver excellence. • Develop, manage and implement appropriate quality controls to ensure the consistency and robustness of decisions made by Determination Committees. • Ensure that accurate records are maintained and updated at all stages of the complaints process. • Identify improvements, promote good practice and contribute to continuous improvement with a view to reducing the level of quality assurance which may be required at each stage of the complaints process. • Provide key performance indicators, reports and management information to the DoR as required. • Identify at the earliest possible stage complaints of a high profile and/or precedential nature and liaise closely with the DoR, the CEO and, where necessary, the relevant professional bodies on the progress of these. 	Level D

AREA OF WORK	COMMITMENTS/ RESPONSIBILITIES	DUTIES	COMPETENCY
COMMUNICATION	Promoting the SLCC in a confident and professional manner both internally and externally, at all times.	<ul style="list-style-type: none"> • Ensure the team effectively communicates with parties to complaints (complainers and legal practitioners) both verbally and in writing to ensure that their expectations are effectively managed, that they are kept updated as to progress and that the SLCC's understanding of the complaint and the parties' respective positions is correct. • Liaise with third parties and external bodies where appropriate to obtain evidence and information necessary to effectively assess/investigate/determine complaints. • Develop effective and appropriate working relations with stakeholders such as the relevant professional bodies. • Liaise with the relevant professional bodies in regard to hybrid complaints. • Communicate effectively with mediators, reporters and the SLCC's legal panel solicitors at all times. 	Level D
WORKING TOGETHER	Contributing to the effectiveness and success of the SLCC.	<ul style="list-style-type: none"> • Work flexibly as part of the IMT to ensure an efficient and effective service is provided at all times. • Lead and manage a team, providing advice and support as required. • Work with the DoR to meet the SLCC's operational plan, commitments and targets. • Work in partnership with managers across the SLCC to ensure the seamless transfer of knowledge, information and good practice. • Lead and/or participate in projects and other performance improvement initiatives. • Carry out other tasks, commensurate with the role in order to ensure the efficiency and effectiveness of the complaints handling remit of the SLCC. • Carry out duties and project work in relation to other areas of the SLCC's function from time to time, as required. • Build strong working relationships with key external stakeholders. 	Level D
PEOPLE MANAGEMENT	Developing and training the team to ensure cases are handled effectively by a well-motivated and expert workforce.	<ul style="list-style-type: none"> • Ensure that training and development is provided, including the delivering of specific training as required. • Provide guidance, support and coaching to the team as appropriate and quality assure the team's work in a constructive manner. • Effectively performance manage the team. • Share knowledge, good practice and experience both formally and informally. • Provide guidance, support, coaching and mentoring to the team as required, including the establishing of annual objectives and personal development plans. • Lead the team through organisational change to ensure engagement and adoption of changes. 	Level D

AREA OF WORK	COMMITMENTS/ RESPONSIBILITIES	DUTIES	COMPETENCY
WIDER PERSPECTIVE	Contributing to the achievement of the SLCC's strategic objectives and operational plan.	<ul style="list-style-type: none"> • Act as a role model and implement the SLCC values, behaviours and objectives. • Contribute to the development and delivery of the SLCC's operational plans. • Take responsibility for ad-hoc initiatives. • Contribute to and adapt positively to change and lead change projects. • Carry out other duties and project work as required from time to time. 	Level D