



HM Courts &
Tribunals Service

Role Profile

Role Title: Executive Officer (EO) Manager Generic

Grade: EO

Role Purpose

This is a first line management role, responsible for leading and managing a team. The role holder will organise the activities of the team members, and manage and allocate workloads to deliver against local, regional and national priorities. They will ensure their people have the skills, knowledge and confidence to succeed and successfully deliver business objectives as well as manage and support people in accordance with the Civil Service Line Management Standards, ensuring that all HM Courts and Tribunals Service (HMCTS) people related policies are adhered to.

As an EO manager, the role holder will be expected to be based in the workplace to effectively lead and support their team. This role is part of the Operational Delivery profession, and the role holder will report to a Higher Executive Officer (HEO) manager.

Key Accountabilities

- Model Civil Service Code and Ministry of Justice (MoJ) values, managing team(s) in line with HMCTS policies. Monitor performance against objectives, standards, and Key Performance Indicators (KPIs), ensuring the team understands how their work impacts on wider business objectives.
- Address performance, attendance, and conduct issues promptly. Recognise and reward good performance; tackle poor performance effectively.
- Foster an inclusive team culture where people feel safe to speak up, challenge constructively, and contribute diverse ideas, especially during change.
- Coach and support team members, holding regular performance conversations, and ensuring they have the skills and resources to succeed.
- Lead personal development for their team, holding regular career discussions, aligning learning plans with progression, and providing team members with access to formal and informal learning opportunities. Identify talent for succession planning.
- Manage conflict sensitively, resolving issues early, mediating and having challenging/difficult conversations with team members where required and upholding a zero-tolerance stance on bullying and harassment.
- Promote employee engagement and wellbeing, creating a safe space for concerns and adjustments, and support wellbeing.
- Champion continuous improvement, encouraging innovation and experimentation. Test ideas and learn from both successes and setbacks.
- Act on feedback, helping the team implement changes to improve staff experience and service delivery. Keep track of progress and inform HEO managers of any ongoing concerns as needed.

- Lead through change, role modelling resilience and empathy. Communicate corporate messages clearly and support the team through planned and unplanned change.
- Plan and allocate work daily, deploying staff to meet objectives and support users in accessing services.
- Use performance data and feedback loops to identify trends, drive improvements, and report progress to HEO managers.
- Lead workforce planning for teams, raising recruitment needs, and flagging retention issues.
- Maintain a visible presence in the workplace and stay connected with teams regardless of location.
- Keep up to date with policies and procedures and seek feedback to improve own management skills.
- Manage day to day operations of teams, deploying resources to ensure services meet user needs and follow procedures. Use insights to support wider initiatives, gather and analyse information. Monitor effectiveness of delivery and work with peers to ensure consistency.
- Resolve team queries and complaints, escalating when necessary and ensuring corrective actions are taken.
- Monitor service delivery, work with peers to ensure consistency and a user-focused approach.
- Deputise for HEO managers when required.
- Ensure you and your team adhere to all protocols and procedures, ensuring assurance checks are completed following the correct governance process, regularly checking accuracy. Escalate issues appropriately and uphold information and security policies.
- Liaise with facilities management teams to resolve or escalate location-based issues.
- Support local roles (e.g. Digital Support Officers (DSOs), Fire Wardens, Building Champions etc) in fulfilling their duties.
- Ensure teams are aware of business continuity plans and actions required if activated.
- Carry out other duties to support business needs or to discharge statutory obligations as needed and appropriate to grade.

Knowledge, Skills and Experience

Essential

- Ability to build resilient, high-performing teams with the right skills, knowledge and resources.
- Understanding of, or willingness to learn, Civil Service Line Management Standards and HMCTS people policies.
- Strong skills in planning, prioritising, allocating resources, and delivering an excellent user service.
- Effective interpersonal skills to engage stakeholders, including the judiciary.
- Clear and concise communication skills to resolve queries and support informed decision-making.
- Ability to analyse team performance data to improve service delivery and user experience.
- Coaching skills to develop team members' confidence, capability and performance.
- Experience in guiding teams through both planned and unplanned change.
- Ability to identify risks and issues and recommend solutions to mitigate and resolve risks and issues.
- Confidence in making day to day operational decisions, including work allocation and resource deployment.

Desirable

- Have a working knowledge of, or a willingness to learn, the functions and practices of the work area, to organise the delivery of effective and efficient day-to-day services and provide support to service delivery teams and contribute to business planning activities.

Problem Solving and Decision Making

- Make fair, ethical and inclusive decisions aligned with Civil Service code and organisational values, ensuring decisions are supported by relevant and reliable evidence.
- Responsible for making people-related decisions in accordance with HMCTS people policies, using judgement, experience and data to deliver quality outcomes.
- Handle routine day to day operational decisions, including work allocation, resource deployment and performance against targets, ensuring service standards are met and maintained.
- Identify and escalate concerns, suggest and implement improvements, and ensure feedback is shared to support continuous learning.
- Investigate data issues (gaps, errors and irregularities), highlight risks, and escalate serious matters with clear options and supporting evidence.

Management of Resources

- Lead and manage team(s), ensuring they have the time, tools and skills to meet team and business objectives. Coordinate work and activity and adjust plans as needed.
- Motivate and develop the team using coaching and mentoring skills to inspire the team to continuously improve.
- Oversee service delivery, deploying resources effectively to meet HMCTS goals and support a positive user experience. Escalate resourcing issues to HEO manager when necessary.
- Approve expenses including travel and subsistence and timesheets in line with the Service Level Agreement (SLA) and agency timesheets.

Autonomy

- Use judgement and initiative to manage team(s), handling people-related matters within their levels of authority.
- Exercise judgement and initiative to interpret instructions from line management. Manage work within area of responsibility and choose the appropriate course of action within remit to achieve business objectives and support the user experience.
- Lead and manage the team, make use of available guidance, KPIs, protocol and guidelines where these exist, and engage with HEO managers to gain advice and support on the best ways to proceed

Key Relationships and Contacts

The role holder will maintain effective relationships support team performance. This may include interactions with key internal and external stakeholders including but not limited to:

Internal:

- Judiciary, Courts, Tribunals, National Services, Corporate functions - engage and co-ordinate about daily issues to meet individual and business needs.
- Other operational teams – share advice and manage workflow between teams to support user journeys and improvement initiatives.
- Other internal teams (e.g. Workforce management, quality, people development) – to gather and understand real-time data on individual and team performance and to make adjustments and improvements to individual and team plans where needed.
- Senior leadership - escalate concerns and share performance insights.
- Human Resources (HR) Advisors/Caseworkers – seek support, advice and guidance on people issues and follow appropriate escalation routes.
- Local support roles – work with DSOs, Building Champions, and facilities management teams on digital and operational support.

External:

- Service users – day to day management of issues, complaints and problems raised by public and service users, escalating issues in accordance with protocols, implementing strategies to reduce frequency and volume of complaints, providing feedback on outcomes.
- Justice Partners – ensure professional users have the information they need and support HMCTS objectives.
- Third sector providers – build strong local partnerships to enhance service offerings, in liaison with senior management