Work Management

This procedure is provided as background and educational guidance, not as a step by step guide. It complements available training material and other procedural guidance.

The procedure explains how caseworkers receive work from the segment and how team leaders and segment managers will allocate work to caseworkers.

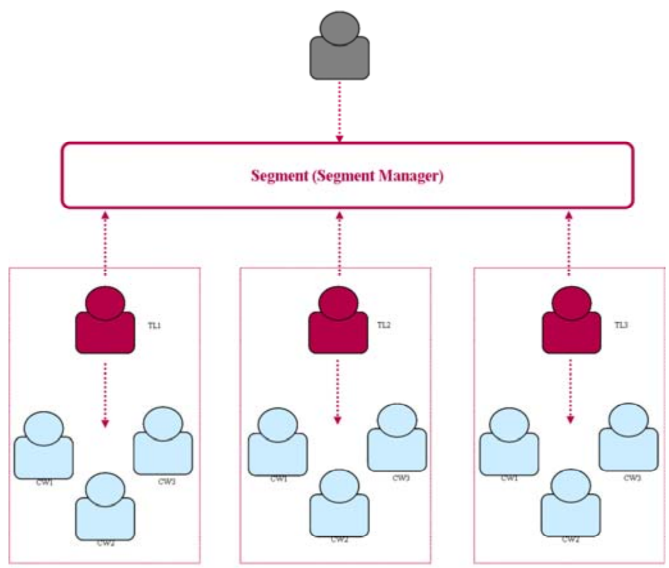
An approach to managing workflow will be discussed and agreed between segment managers and team leaders to ensure delivery against the performance management framework and performance indicators for their own business area. For more information refer to Performance Management Framework.

This procedure provides the technical 'how to' element that will enable each of these roles to deliver against the performance management framework and meet the performance indicators set for their business area. Unassigned work will be manually allocated by team leaders to available caseworkers to progress in line with the performance management framework.

A fundamental titled CMS Work Management/User Access Overview has been written which may provide more help and information on this subject. You can find it on the fundamentals page here.

Team structure

The hierarchy within each segment will be the same, as shown in the following diagram. Please note that the diagram is for illustrative purposes only.



It is the responsibility of segment manager's to work with their team leaders to agree a clear approach to managing the workflow within the segment for which they are accountable. When defining the approach, the following should be taken into account:

- **Rules Of Engagement** - role expectation and duties are clearly articulated and communicated
- **Team Structure -** workflow is managed in a way that maximises the use of individual skills and behaviours/specialisation between teams
- **Work Allocation** - clear consideration is given to the approach for allocating work taking into account volume, type and frequency
- **Inbound Activities** - steps are in place to ensure the timely classification of inbound activities by appropriate members of the team
- **Progress Monitoring -** steps are in place to ensure the effective monitoring of all allocated and unallocated work within and across segments

For more information refer to Performance Management Framework to understand factors which should be taken into account when defining this.

Team leaders have the ability to manually allocate unassigned work (SRs and casegroups) from the segment to caseworkers within their team to progress.

All assigned work (SRs and casegroups) can be redistributed at any time through manual reallocation by a team leader or their caseworker with team leader permissions. Work can either be reassigned to another available caseworker or back to the segment if required.

After a casegroup has been assigned, all new work items and activities associated to the casegroup will be assigned to the case owning user.

How to prioritise work (team leader)

The **Unassigned Service Request** applet displays work in real time and has a number of column headers (as seen in the screen shot below). Team leaders can filter the SRs listed based on the contents of each of these headings by selecting the **Query** button and then selecting the heading of the column they wish to filter on e.g. priority score.

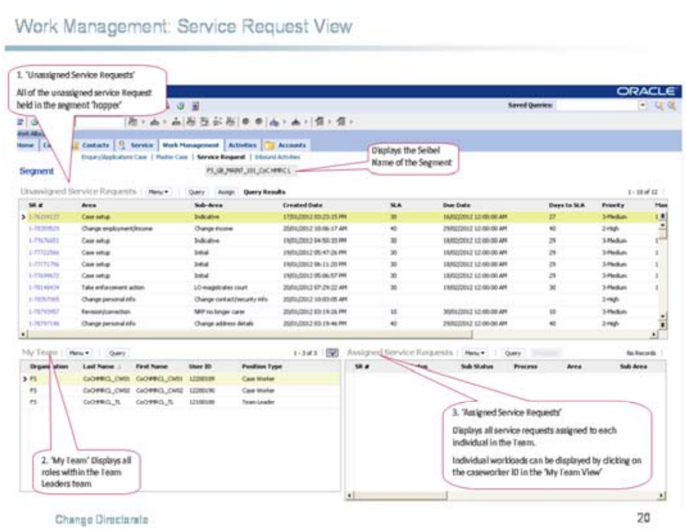
There will be a numerical value to each SR between 0-999. Select the required option and a filtered SR list will display. Team leaders will be able to sort and prioritise work based on one or more characteristic/columns. For example, the search could include SRs under the area **Change Method of Payment** with a **Status** of **Open**.

Results can then be filtered further by selecting further columns e.g. SR **Sub-Area** and selecting the required option from the drop down box. This functionality will enable segment managers and team leaders to prioritise work in line with performance management framework principles and agreed performance indicators for their area.

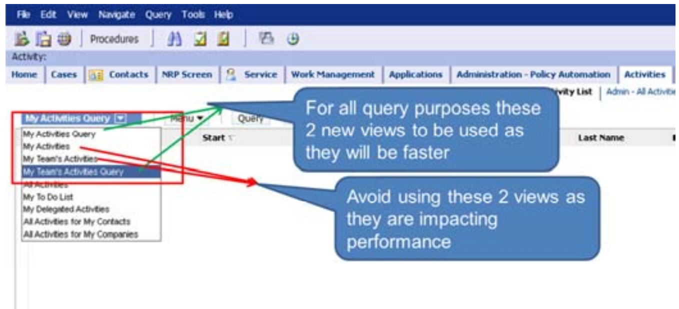
The **My Team** applet enables the team leader to make an informed judgement around who to allocate work to as it lists all of the caseworkers within the team. Selecting the individual caseworker displays their corresponding workload on the **Assigned SR** view on the right hand side. The information within the **Assigned SR** view can also be filtered in the same way as that in the **Unassigned SR** view meaning that workload **Status** is viewable prior to the allocation of any new work.

Allocating prioritised work from within the **Unassigned SR** view is simple and can all be done within this single view.

The following screenshot shows the **Unassigned SRs** applet, the **My Team** applet and the **Assigned Service Requests** applet. The screenshot is for illustrative purposes only.



The following screenshot shows how to Query for Activities without affecting system performance, highlighting the views that should and should not be used. The screenshot is for illustrative purposes only.



How to prioritise work (caseworker)

The caseworker can search on the next action due date by completing the following actions :

- Go to the **Service** tab under **my service requests**
- Select **Query**
- Select **Query Assistant**
- Select **Next Action Due Date** in the pop up box. Use today's date or the date you wish to search for in format 01/01/2013

The list in my service requests view will show all of the SRs with the next action due date of the date you have chosen.

The actual list in my service request will not show the field of next action due date but the search criteria will have brought back all SRs with the relevant date and will therefore show all SRs that need to be actioned that day

If a team move is completed for a user or 2012 access is removed from a user who has work allocated to them, any cases still assigned will become orphaned and unprogressable. The cases will not be visible to any case worker, team leader or segment manager. If the orphaned case is linked to a master case this will be recovered in Service Management checks weekly.

If the orphaned case does not have a master case an incident will be required by the case worker, team leader or segment manager within Operations through Tech Now to be recovered, not via AAC.

How to see who an SR is allocated to and how to contact them

Staff numbers will appear under owner next to SRs on 2012 system if they are allocated to a specific caseworker, you can search for a caseworker using the **Agent Search** facility within the phonebook. You can also search by the caseworker's name (if known). If the caseworker is available they will have a call button next to their name, which can be selected and the system then dials the number.

If the specific caseworker is not available, the name of their team/segment will appear underneath their name as a hyperlink and when you select this it will drill down and give you a call button next to the team/segment name (providing someone is available within the team/segment).

How to assign work (Team Leader)

Within this screen, team leaders will highlight either single or multiple SRs at once, then select **Assign**. This launches an applet containing a list of all caseworkers within the team leader's command (including the team leader if they wanted to allocate the SR to themselves). There may be more team members than that can be shown in this screen at one time, for this reason you will need to select the **Show More** button before the **OK** button will become available to select. Select the relevant caseworker from the list and select **OK**. The selected SR/s will now show up within the **Assigned Service Request** applet. When an SR is assigned to a caseworker, the casegroup and any other SRs associated to the cases within that casegroup will also be assigned to that caseworker.

If unable to assign an SR to a caseworker, the following error message may be received: 'The selected record has been modified by another user since it was retrieved'. Maybe two team leaders are attempting to select the work item to be assigned. Please refesh seibel and this will allow progression to assign. If you are still unable to assign an SR to a caseworker, log the system error with service management. For more information refer to Incident Management - Manage Incident Locally.

How to reassign work (Team Leader)

Team leaders are able to reassign work by selecting the appropriate assigned SR within the **Assigned Service Requests** applet and selecting **Reassign**. This will bring up a new window displaying a list of all caseworkers within the team leader's command, the list will also include the team leader (if they wanted to reassign the SR to themselves) and the segment manager (select this option to move work back into the segment hopper). Select the required person from the list, you may need to select the **Show More** button as there may be more team members than that can be shown in this screen at one time. This action will need to be completed before you can select **OK**. The selected SR will now be reallocated to the appropriate person or hopper. When an SR is reassigned, the casegroup and any other SR/s associated to the cases within that casegroup will also be reassigned.

Team leaders will only see service requests that are assigned to their team. They are unable to see or reassign service requests that are allocated to cases assigned to other segments. E.g. if a caseworker in a team is assigned to multiple positions, the team leader will only be able to see service requests that are assigned to the segment. Team leaders will not be able to see or reassign work that is assigned to the caseworker in other positions.

If unable to assign an SR to a caseworker, the following error message may be received: 'The selected record has been modified by another user since it was retrieved'. Maybe two team leaders are attempting to select the work item to be reassigned. Please refesh seibel and this will allow progression to reassign. If you are still unable to reassign an SR to a caseworker, log the system error with service management. For more information refer to Incident Management - Manage Incident Locally.

If you have a dual Smartcard and secondary access to the work item you are re-assigning, you will be unable to assign it to yourself. In such an instance you must re-assign the work item to another caseworker.

How to reassign Approvals (Team Leader)

Team leaders are able to reassign from other Team leaders that they have secondary access for, to any team leader within the same Segment.

- Change positions to the Team Leader postion of the Team that the Approval needs to be moved from.
- Within the **Work Management** View, select the **Inbox Items**.
- In the **My Team** applet, highlight the Team Leader's name. The Approval work item will appear in the **Allocated Inbox Items** applet.
- Highlight the approval(s) and select **reassign**.
- Reassign to the Segment Manager. The Approval will now be showing in the **Reallocate Inbox Items** applet.
- Change positions back to your position.
- Within the **Work Management** View, select the **Inbox Items**
- From the **Reallocate Inbox Items** applet, highlight the Approval and reassign to yourself.

Approvals should only be reassigned to another Team Leader or caseworker with team leader permissions. A caseworker with Team Leader permissions should under no circumstances approve their own Approval.

How to monitor work (Team Leader)

The **Assigned Service Requests** applet at the bottom right of the page lists all outstanding SRs currently assigned to caseworkers within the command. These applets can be filtered in the same way as the **Unassigned Service Requests** applet by selecting **Query** and choosing the appropriate column to filter on e.g. SR status, user ID etc. to allow you to track progress of the work on Assigned SRs and to prompt your team members accordingly if, for example, it appears that deadlines may be missed. Management information (MI) reports will enable team leaders and segment managers to map the progress and status of their workload. For more information refer to MI – Generate Report.

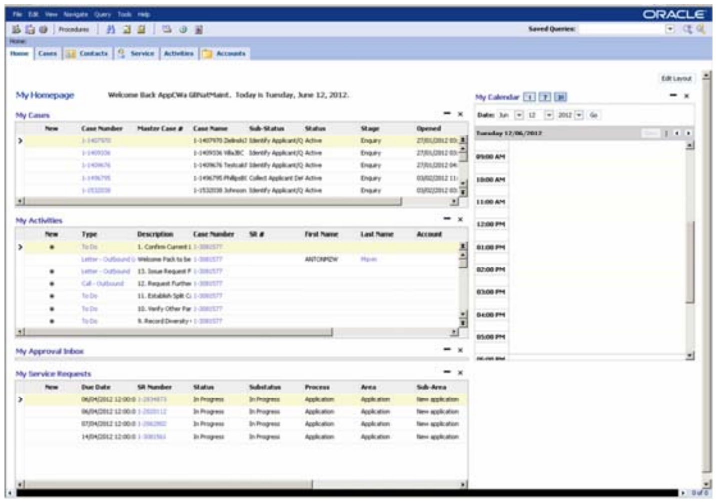
Team leaders will also be able to use **Master Case** view to see all the casegroups assigned to specific teams and caseworkers, and also how many outstanding work items exist for each casegroup. To get an up to date number or open work items assigned to the Master Case select the **Refresh Workitems** button. Caseworkers may also use this applet to return a casegroup to the segment when there are no open work items outstanding, the system will prevent this if there are any open activities.

How to view work (caseworker)

Caseworkers will be able to see service requests that have been allocated to them via **My Service Request** view. This view displays all open service requests that are outstanding in their queue and the position they are logged into.

If a caseworker is assigned to multiple positions in the business operating model **My Service Requests** view will only display to the user the open service requests assigned to their specific position. E.g. If a caseworker logs into their primary position they will only see service requests in this position. When they change position **My Service Requests** view will only display the service requests assigned to them in their secondary position.

If a caseworker has multiple positions in the business operating model and wants to see all the service requests assigned to them across positions select **Personal SR Segment List View**, this will display all open service requests assigned to them across the multiple positions. Caseworkers should not complete service requests in this view.



Team leader approvals

There are some SRs that can't be completed by a caseworker and they must refer the SR to their team leader for authorisation. When this happens, the case will change to 'read only' until the approval has either been granted or not granted.

There are also letters which need to be checked by a team leader before they can be issued.

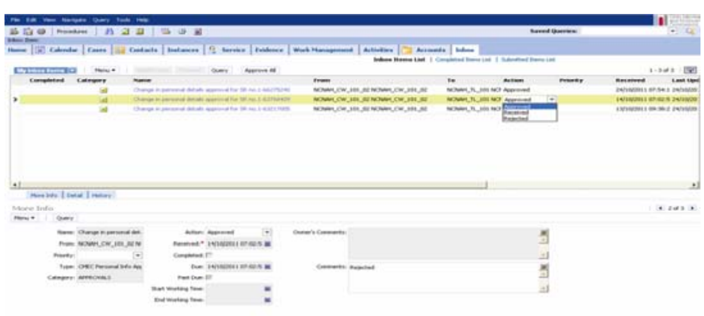
For details of the team leader checking levels refer to the Team Leader Checking fundamental. The list of SRs that need to be checked along with their checking levels can be found here. The list of letters that need to be checked along with their checking levels can be found here.

Operational managers should not complete finance approvals. All finance approvals should be completed by a manager in finance even if they have the access to enable them to complete them.

Team leaders will see any SRs which need approval in their inbox within 2012 system. From here they will select the SR to find out why the caseworker needs their approval and can either approve or reject the SR by selecting the relevant option on the drop down menu. If further information is required the team leader may have to allocate the SR to themselves to carry out the required approval actions. Once complete the SR should be returned to the caseworker for action.

After the SR has either been approved or rejected by the team leader the case will usually return to the caseworker to proceed. Exceptions to this include referrals to the sensitive case team where the casegroup will move segment. Rejected authorisations will be returned to the originating caseworker.

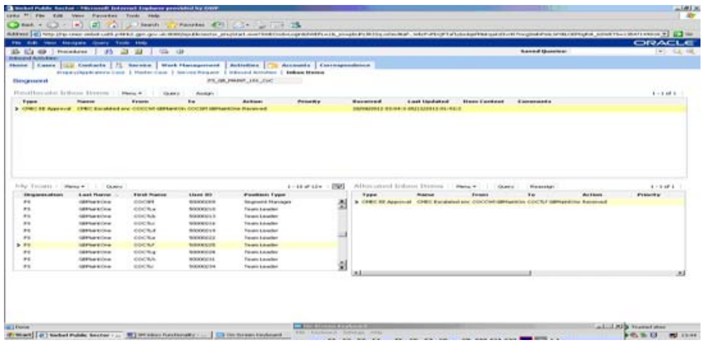
The following screenshot shows the team leader approval screen and demonstrates how to approve or reject the SR. The screenshot is for illustrative purposes only.



Team leaders can only approve or reject inbox items using the **Action** field in the **My Inbox Items** view.

Where there is a team leader absence, the approval can be reassigned by another team leader or the caseworker with team leader permissions to either themselves or another team leader within the segment by changing position to the absent team leader and reassigning the Approval to the segment, before switching positions back to yourself and reassign the approval to yourself via the Work Management / Inbox View.

A caseworker with team leader permissions must not approve their own Approval and no Approval should be assigned to a caseworker other than the caseworker with team leader permissions.



How to monitor your teams completed approvals

A team leader should check on a regular basis what approvals have been completed by their team to ensure that only the correct letters have been approved by their caseworkers and that no Service Requests have been approved by anyone other than the team leader or the caseworker with team leader permissions. The team leader should also check to ensure that the caseworker with team leader permissions has not approved any of the caseworker's own approvals.

Select the **Work Management Inbox** view, and select dropdown to show **My Teams Completed Approvals**.

How to identify cases with outstanding work

Users can identify whether work is outstanding on a Master Case by using the **Pending Workitems** column. The **Pending Workitems** column will display the number of open work including Service Requests, Activities and Inbound Correspondence assigned to the Master Case.

Select **Case** tab and select **Master Case** to view the Pending Workitems column.

To get an up to date number or open work items assigned to the Master Case select the **Refresh Workitems** button.

How to return a case with no outstanding work

When there is no outstanding work connected to the casegroup caseworkers can return the casegroup or case to the segment. Select the **Cases** tab and select from either **Master Case** (if moving a casegroup) or **Case List** (if moving an individual case). Select the appropriate case from the list displayed and select the **Return To Segmen**t button to move the case/group.

BOM - Overview

BOM - Segments Summary

Incident Management - Manage Incident Locally

MI - Generate Report

Performance Management Framework

Work Allocation

Can a case be returned by a caseworker with work outstanding?

No, the system only lets cases be returned if there are no open service requests.