



illuminate

team manager
illuminate

Financial Ombudsman Service

November 2011



Financial
Ombudsman
Service

we're looking for managers with luminosity and energy

I'm delighted that you're interested in the ombudsman service. If you're reading this, you're probably wondering "is this the right career move for me?" So let me tell you a bit more about us and about the role of an adjudicator.

I joined the ombudsman service at the start of 2010. Never having used the service – and being new to financial services – I don't know a lot about the ombudsman before seeing the job advert. But the more I read, the more interested I became. Now, over 18 months later, I'm delighted that I joined. Why?

For one, because it's great working for an organisation that really matters – and that plays such a critical role in society. I get a great feeling after a day's work that I've made an actual difference. After all, our job is to investigate complaints. And if something's gone wrong, it's *our* job to get things put right. Last year we helped over a million people.

If you're someone who loves learning and developing – and enjoys change – this is a fast moving and really positive place to be. We have a huge variety of work, covering every issue in financial services from spread-betting to mortgages. So there's an atmosphere of constant learning – and of debate and challenge.

We're also constantly adapting to the changing needs of our customers. This means we're making ongoing improvements to how we do things here. Our team managers are critical to making this work. It's the team managers who help our people develop and learn, who engage them in what we're doing – and who actually make change *happen* on the ground.

So what are we looking for in our team managers? The main thing we look for is "leadership". Your team of 10 to 12 adjudicators will have a range of experience and skills – and each will have their own "caseload". But what they produce is ultimately *your* responsibility. We want team managers who thrive on coaching their team. Spending time with them to help them develop and learn. Managers who are prepared to muck in and help their adjudicators do a great job. And who will work with their colleagues across the organisation to ensure we're really sharing our expertise and knowledge to get the best possible results.

Our team managers come from a wide range of backgrounds. Many have worked their way up from adjudicators. Others come in from management roles in financial services or from other sectors. But there's one common factor in those who succeed here. They're people who *really care* about what we do – and who take pride in ensuring that their team delivers a really excellent service. Behind every "complaint" is a real person, and a real business. People's livelihoods can depend on our decisions. And sometimes the decisions we need to make aren't what people want to hear. So this isn't a job for everyone. It's for people who care about making a difference. I don't think there's much else that's quite as rewarding.

If this grabs your interest, please do apply. Joining the ombudsman service was one of the best decisions I ever made.



Natalie Ceeney CBE
chief ombudsman and chief executive

who we are

Our role is to resolve individual disputes between consumers and financial businesses – fairly, reasonably and impartially.

We were set up in 2000 as a statutory alternative to the courts. Over the last decade or so we have expanded significantly, and our remit now covers virtually all financial services and products – from pet insurance to spread-betting.

We employ over 1,500 people and have more than a million contacts with customers each year. We are, quite simply, the place consumers can come if they have a dispute with their financial service business that they can't sort out between themselves.

for more information

There is much more information about who we are and what we do on our award-winning website at www.financial-ombudsman.org.uk.

[Our plans for a changing world](#), which we published at the start of the financial year, highlights the challenges we have identified, the priorities we have agreed and the key measures we have set ourselves going forward. Our [annual review](#) gives an overview of the year with facts, figures and information about our workload and complaints trends.

For more information about the types of complaints we deal with, you might want to take a look at our regular newsletter, [ombudsman news](#), which includes case studies and case highlights.

our values

We believe we can best do what we're here for by knowing what matters to us – and standing by our values in all areas of our work. What matters to us is that:

- we do the right thing;
- we treat our customers well and respect their needs;
- we do what we say we'll do; *and*
- we're inquisitive and build everyone's knowledge.

diversity and fairness – at the heart of everything we do

We want to ensure we're reaching out to the widest range of people – both in the service we offer and in our recruitment. Our service is for everyone. We aim to be accessible – and to meet any particular needs our people or customers may have.

So please let us know if you'd like information in a different format or language – or if you'd like us to adapt how we deal or communicate with you.

team manager

job title

team manager

reports to

head of casework teams

location

London docklands

salary

starting salary

£40,000 *plus* excellent benefits and a non-contributory money-purchase pension.

aiming high

For really outstanding performance, and as your skills and knowledge develop, your salary as a team manager could rise to £58,750.

purpose of the job

Our job here is to resolve disputes. Financial businesses are required by law to listen to their customers' complaints and try and sort them out. But if the consumer remains unhappy, they can come to us. This is when the consumer's "case" is referred to an adjudicator.

You will manage a team of 10 to 12 adjudicators who will have a range of experience and skills – and each will have their own "caseload". You'll be working in a particular product or service area (such as banking, insurance or payment protection insurance) – with support from expert ombudsmen and often with specialists in your own team. You'll have targets to achieve – not just in terms of the number of cases and the timescale for resolving them, but also in terms of the quality of your team's work.

Behind each "case" are two very real "parties" – the consumer and the business. The case really matters to them. The job of the adjudicators in your team is to get to the heart of what's going on in each case, so that they can make a judgement on what needs to happen. Then their job is to share the outcome with both the consumer and the business – in a sensitive and appropriate way.

So the heart of your job is to lead your team. You'll need to support and develop your team members, helping them grow the professional skills they need in the specific area they work in – as well as the customer service skills to handle the toughest situations. You'll need to help them identify where they can improve – and provide coaching. And you'll need to bring the team together, so that you get the best out of them as a group, using all their skills – so that *together* you can deliver a truly excellent service.

about you ...

your experience

- We need you to have experience of delivering excellent customer service – whether as a manager of a team or just delivering a great service yourself.
- We also need to have the confidence that you have the intellectual and “problem solving” skills to really get to the heart of the cases your team will be dealing with. Although you won’t be working on a lot of cases yourself, you need to be able to do the job your team members are doing – and coach your team through their work. This could be demonstrated through a strong academic background or through previous jobs which require problem-solving skills.
- We don’t necessarily require knowledge of any particular aspect of financial services to do this job – as you’ll be supported by experts in the area in question and given a lot of training. However, if you *do* know an area of financial services well, we’d welcome your expertise

good leadership skills

- Ideally we’d love you to have had some experience as a manager of a team. But if you don’t, we’ll need you to have good leadership skills. It’s important that your team has full confidence in you and want to follow you.
- We need you to have good coaching skills – which means being able to talk people through issues and help them improve – rather than just doing it for them. You’ll get the best out of your team if they feel engaged and want to develop. And of course, at times you’ll also need to have some tough conversations with people – that comes with being a good manager.
- We will want you to be someone who really engages your team in the future of the ombudsman service – helping them get excited both about their own career development and about opportunities for delivering an even better service. We’re constantly changing and evolving. And it’s *your* job to interpret what this means for *every single team member*.

excellent communication skills

- You need to be someone with excellent listening skills – and someone who can ensure that our customers (businesses *and* consumers), as well as your team, feel they’ve really been “heard”.
- Your written communication skills need to be very strong too – and you need to be someone who can “write for your audience”. If a case is particularly challenging, or if a consumer complains about the level of service we have provided, it will be *you* who looks into the issue and resolves it.
- You also need to be great at engaging your whole team – holding team meetings, briefing people on what’s happening around them, getting them excited about delivering an even better service.

a team player who shares knowledge

- We achieve things as a team and not by working alone. So you'll need to be someone who *asks* when you're not sure, who mucks in to help their colleagues if there is a lot on, and who wants to share knowledge and to learn.
- You'll need to be really good at building relationships around the organisation – so that you can solve issues with others, work out how you gain the knowledge and expertise you need for your team to succeed, and make sure that *together*, across the organisation, we get the best possible results.

strong intellectual and problem-solving skills

- You need to be able to get to the heart of issues quickly and capably – so that you can help your team members resolve the most challenging cases they're working on. Your team members are adjudicators – and their job includes taking lots of different bits of information and working out “what *really* happened here?”.
- You also need to be able to organise well – to deliver targets. Your job is not just case handling. You'll have lots of targets as a manager, and you'll need to work out how you're going to deliver them – deciding what you need to do when.

delivering what we say we'll do

- You need to be someone who hits deadlines and who's organised. Someone who can work under pressure when there's a lot on. And someone who – when they say “*I'll phone you on Monday*” – makes sure they really *do* make that call on Monday!
- You also need to be able to hold your team to account – and to help them plan their work, so that they can meet their own deadlines. This means thinking about how to organise and motivate your team to achieve stretching goals.
- And finally, you need to be someone who *cares* about achieving results – and who's able to make sure your team delivers its targets.