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| **Role title:** | Head of Transformation Delivery | **Responsible to:** | Transformation Director |
| **Division:** | Transformation Management Office | **Department:** | Transformation Management Office (TMO) |
| **Direct Reports and Level:** | * 6 direct reports
* 2 x Programme Directors
* 4 x Programme Managers

 | **Scope:** | MPS worldwide provision of effective and robust of programme and project management |
| **Scale:** | Approx. 40 People£30 Million annual Budget |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Guide 1 | **Role Family** | Digital, Data and Change |

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| **Overall Role Purpose** |
| The Purpose of the role is to lead the Transformation Delivery team in the on-going development and implementation of robust portfolio, programme and project delivery frameworks to ensure current and future programmes and projects are delivered with appropriate project techniques and in line with best practice to deliver outputs that enable benefits to be realised. To lead all major change programmes throughout MPS, ensuring successful delivery against time, cost and quality. The role acts as the most senior transformation delivery person in the whole of MPS, representing this up to the Exec.Alongside this providing leadership across the TMO and in particular that reinforces the desired culture. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership**:* Provide leadership to the Transformation Delivery team to deliver on the overall corporate strategy, strategic priorities, business performance, and leadership of teams that reinforces the desired culture.
* Contribute to the development and delivery of the MPS Strategy and plan to time, cost and quality
* Lead the Transformation Delivery function to drive project governance standards across the business and deliver robust project/programme management.
* Alongside the ePMO, Provide project assurance and reporting to the Executive and Council for the portfolio of programmes/projects across MPS which will enable it to meet its operational and strategic objectives globally.
 | * Divisional Strategic priorities Vs plan
* Division Plan Vs plan
* Divisional Engagement index Vs plan
* Divisional Leadership index Vs plan
* Divisional Inclusion Index Vs plan
* Annual Goals Vs plan
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| **Financial*** Support the departmental setting and delivery of operational budgets ensuring an efficient and effective operating model which minimises cost and maximises contribution to financial sustainability without compromising the member experience.
* Support the setting and delivery of budgets associated with Programmes and Projects ensuring efficient and effective delivery of projects which minimises cost and maximises contribution to financial sustainability without compromising the member experience.
 | * Operational budget Vs Plan
* Project costs Vs Plan
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| **Member*** Provide robust project governance frameworks to ensure current and future projects are delivered in line with best practice Portfolio, Programme and Project management techniques appropriate to the type and scale of projects and delivering the identified business and member benefit.
 | * Operational Metrics Vs SLAs
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| **People*** Provide strong directional leadership to ensure the training, competence, performance and engagement of all employees who are focussed on delivering for members, have clarity on their accountabilities and comply with all governance, policy standards and processes
* Build a strong pipeline of diverse talent and succession across the department for the benefit of MPS which will mitigate workforce planning risks, embraces diversity and maximises the performance and potential of employees.
* Provide coaching and mentoring that develops and encourages continuous learning within the team (direct and indirect team members)
* Take the lead on promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity.
 | * Engagement Index Vs MPS
* Leadership Index Vs MPS
* Inclusion Index Vs MPS
* Strong Talent and Succession Plans
* HR Metrics – attrition, absence
* Delivery of People plans Vs Plan
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| **Risk** * Create an environment where all colleagues recognise the importance of risk identification and management
* Ensure appropriate business processes and controls are in place to manage the department within risk appetite; comply with policies and regulatory requirements (as applicable).
* Develop longer term plans to mitigate risks of inadequate resources necessary to achieve operational performance and strategic objectives
 | * Risk & Control Self- Assessments
* Audit Actions
* QA Outcomes
* Conduct risk
* Financial risk

Reputational risk |

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| **Responsibilities (RACI)** |
| * Work within a matrix structure maintaining close links with leaders and colleagues worldwide to support the delivery of a member driven experience
* Drive the ongoing development of the Portfolio, Programme and Project governance model to ensure best practice methodology is employed
* Lead the ongoing development and delivery of Portfolio, Programme and Project reporting to ensure that risks and issues are understood and addressed appropriately, and that required Portfolio level decisions are supported by accurate information
* As the technological landscape continually changes, keep abreast of evolving technological innovation, market trends and best practice; recommend opportunities for MPS to become more efficient and effective in Change practices
* Undertaking other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role.
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| **Key Governance Responsibilities** |
| * Lead role in the Exec Change Committee
* Other governance forums within TMO and wider MPS
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Organisation  |
| Influencing Others | Leading the Organisation |
| Collaborating for Results | Leading the Organisation  |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading the Organisation  |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Educated to degree standard and/or hold relevant professional qualifications (Management of Portfolios)
 | * Strong organisational and planning skills
* IT literate and can use MS Office (Word, Excel, PowerPoint)
* Good communicator – ability to communicate to a broad audience and converse with all levels
* Excellent people skills driving good colleague engagement
* Skilled facilitator with proven stakeholder management skills at all levels; effective influencing, persuasion and negotiation skills
 | * Extensive experience in leading a Project/Programme/Portfolio governance function
* Experience of the full software IT development life cycle
* Development of Strategic plans to execution
* Working in a matrix environment.
* Leading transformational change of own team and wider business
* Extensive experience of establishing and leading teams within a product management operating model
* Sound financial capability, including cost versus benefit analysis and forecasting, and the ability to see the wider implications of financial variance.
* Experience of working with multiple 3rd parties to deliver complex change projects
* Experience of working within a fast paced and complex delivery landscape with multiple stakeholders and domains
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| **Desirable** | * PRINCE2 Qualification
* AGILE Qualification
* Good knowledge of the use of project online
 |  | * Experience of working with the DSDM methodology
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