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| **Role Title:** | Head of Underwriting & Pricing (International) | **Responsible to:** | Executive Director – Underwriting, Pricing & Insurance |
| **Division:** | Underwriting, Pricing and Insurance | **Department:** | Underwriting, Pricing & Insurance |
| **Direct reports:** | 4 | **Scope:** | Individual Discretionary Memberships (International) |
| **Scale:** | Circa. 11 People£0.7m£130m |
| **Regulated Function:** | No |
| **Evaluation Level:** | Guide 1  | **Role Family:** | Member Risk |

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| **Role Purpose** |
| The purpose of the role is to lead the delivery of underwriting, products, data science and pricing for MPS’s International based discretionary members. The role is accountable for portfolio management of these members to deliver MPS’s target loss ratios and subscription income whilst maintaining desired service levels and meeting member needs, now and in the future |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Service Delivery/Leadership*** Provide leadership across Underwriting, Pricing and Insurance and in particular teams involved in delivering individual memberships to International members to deliver on the overall of sustainable growth
* Lead the use of technical and retail pricing at MPS to deliver tailored prices to International individual members
* Lead the underwriting of individual member risk for International to deliver on the required KPI’s and financial targets.
* Lead on the systems-based delivery of memberships to International members
* Through the use of data science as a key enabler provide insight and change to MPS prices and products for International
* Contribute to the development and delivery of the Underwriting, Pricing & Insurance strategy and plans to time, cost and quality.
* Work with the BD&E leaders to ensure MPS has tailored segment propositions that meet our International member needs (portfolio of product, services, price) informed by insight and articulated through compelling value propositions.
* Lead on the delivery of underwriting initiatives for International members
* Lead on the direction of any developments in future Policy Administration Systems as pertain to International members
 | * Financial sustainability Vs plan
* Financial performance Vs plan
* Corporate Strategic priorities Vs plan
* MPS engagement index Vs plan
* MPS leadership index Vs plan
* Council feedback.
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| **Financial*** Lead the setting and delivery of the Underwriting & Pricing (International) team targets ensuring an efficient and effective operating model which minimises cost and maximises contribution to financial sustainability without compromising the member experience.
* Own the overall loss ratio performance for all International product lines, delivering strategies to maintain competitive advantages and optimum commercial performance.
* Lead the underwriting & pricing input to MPS’s multi-year financial plan for International.
* Identify segment profitability at a granular level for International to provide guidance to Business Development & Engagement as to target areas for growth and/or caution
* Deliver MPS pricing strategy ensuring the sustainability of MPS through a robust technical pricing methodology which is then informed by market and competitive insight to result in the final retail price (subscriptions) taken to market
* Working with the underwriting technicians leader, build and maintain resource models to ensure productivity of all resources are optimised and service KPI’s delivered.
* Work with the centralised BI/MI team to define and produce operational metrics and insight which supports the delivery of an effective and efficient underwriting and pricing operation
* Provide appropriate input to pricing for enhancements or discounts via system or off-system initiatives
 | * Loss Ratios versus plan
* Member numbers Vs plan
* Income Vs plan
* Retention targets delivered Vs plan
* Operational budget Vs Plan
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| **Member*** Lead the development of products to meet the needs of healthcare professionals in International markets and ensure existing product portfolio is fit for purpose.
* Establish a culture and capability in Lean / continuous improvement to drive operational efficiency and great member experiences and outcomes
* Use Member Experience insight to influence strategy and plans and ensure that teams put members at the heart of all they do.
* Lead the management of Underwriting & Pricing to ensure fair treatment and outcomes for International members and compliance with associated policies and standards set out by Council, its committees and delegated authorities.

Manage the Underwriting & Pricing teams to ensure they are integrated across MPS and can apply their expertise to enhance member outcomesMaintain excellent relationship with Direct Sales & Service for International membersMaintain excellent relationship with Business Development & Engagement for International members | * Net Promoter Score
* Member Satisfaction Survey
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| **People*** Provide strong leadership to the Underwriting & Pricing team 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 Underwriting, Pricing and Insurance Division for the benefit of MPS which will mitigate workforce planning risks, embraces diversity and maximises the performance and potential of employees.
* Provide inspirational leadership to engage with and motivate colleague
* Take the lead on promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity.
 | * Engagement Index
* Leadership Index
* Inclusion Index
* Strong Talent and Succession Plans
* People Metrics – attrition, absence
* Team compliance with mandatory training requirements
* Technical Development Frameworks
* Colleague feedback

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| **Risk*** Set levels of delegated underwriting authority within MPS and work with the Underwriting Technicians
* lead to monitor compliance to the delegated authority matrix
* Create an environment of understanding, relating to the importance of risk identification, escalation, and management
* Ensure that the team are cognisant of the risks involved in clinical negligence and indemnity (both claims and “non-claims”) particular in regard to long-tail exposure to birth injury risks
* Ensure appropriate business processes and controls are in place to manage the department within risk appetite; comply with policies and regulatory requirements (as applicable)
* Encourage product and proposition innovation, development and lifecycle management ensuring products perform as designed, remain current and relevant for members and are affordable and competitive in the market
 | * Risk & Control Self- Assessments
* Audit Actions
* QA Outcomes
* Risk Register
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| **Responsibilities (RACI)** |
| * Offer meaningful decision points to MPS governance forums to ensure that MPS operates within risk appetite, and decision makers are fully informed and equipped as to where financial opportunities exist.
* As the healthcare and risk management landscape continually changes, keep abreast of evolving legislation and best practice; identify and recommend opportunities for MPS to become more efficient and effective
* Undertake other duties and tasks that from time to time may be required and that are appropriate to the role.
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| **Key Governance Responsibilities**  |
| * Participate in governance forums within Underwriting and wider MPS to include UMAR and PPUC
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Organisation |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Organisation |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Expert Knowledge of General Insurance Pricing
* Expert Knowledge of General Insurance Products
* Expert Knowledge of underwriting practices, preferably in the liability sector
* An advocate for the development of analytical approaches and the adoption of new techniques for pricing
 | * Excellent leadership skills – ability to engage, coach and motivate an operational team
* Skilled at driving and implementing change at an operational and strategic level
* Keen analytical, project management and problem solving skills.
* Technical Underwriting assessment of new and renewal business aligned to specified risk appetite
* Assessment and sign-off of wordings
* Excellent stakeholder management skills – ability to build relationships and influence senior stakeholders internally, externally and globally.
* Strong analytical skills and numerical aptitude
* Ability to develop MI required to support the underwriting teams in assessment of risk, exposure and performance
* Ability to understand and utilise MI and data to drive positive business outcomes
* Ability to influence at Executive and Board level.
* Experience of managing a P&L
 | * Delivering pricing reviews for significant lines of general insurance business
* Extensive operational leadership - preferably in a progressive medical malpractice and /or insurance or other regulatory environment
* Exposure to training and competence schemes – building capability in a regulated environment.
* Experience of cost centre budget management
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| **Desirable** | * Knowledge of clinical negligence indemnity
* Global emerging healthcare and market trends
* Exposure to machine learning or big data techniques beneficial
* Fellow of the Institute of Actuaries or strong CII qualifications
 | * Market and Product Development Experience
* Basic knowledge of actuarial pricing and being able to liaise with actuaries is preferable
* Lean (six sigma)  / Continuous Improvement
* Resource planning and productivity management.
 | * Experience in price optimisation
* Experience in pricing software
* Project management
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