ROLE PROFILE

Role title:	Operations Manager – Member Service	**Responsible to:**	Head of Direct Sales & Service
Division:	Business Development & Engagement	**Department:**	Direct Sales & Service
Direct Reports and Level:	Team Leaders Performance Coaches	**Scope:**	
		Scale:	70 People
		Regulated Function(s) Held:	Yes/No - TBC
Evaluation Level	Implement	**Role Family**	Business Support

Overall Role Purpose
The purpose of the role is to ensure the delivery of exceptional contact centre services for members, which are trusted, valued and provide fair treatment and consistent outcomes across all touchpoints. The role holder is accountable for creating an operating culture obsessed by meeting the needs of our members and the continuous search for ways to improve member experience. To optimise the capability of Team Leaders to perform against agreed KPI's with a view to cost, quality, resource, member and continuous improvement as well as providing high quality advice to direct reports and other colleagues in the wider team. To deliver increased performance against operational and member experience measures across the department by working with internal stakeholders to define and execute specific improvement initiatives.

Accountabilities (RACI)	**Measures of Success/KPI's**
Operational Leadership • Provide leadership across Direct Sales & Service and in particular Member Services to deliver on the overall BD&E strategy, business performance, leadership of teams that reinforces the desired culture and delivery of strategic priorities. • Contribute to the development and delivery of the Direct Sales & Service strategy and objectives to plan, cost and quality • Lead and develop the team to drive service standards, resolve operational issues, and deliver on required KPIs and financial targets	• Financial sustainability Vs plan • Financial performance Vs plan • Corporate Strategic priorities Vs plan • MPS engagement index Vs plan • MPS leadership index Vs plan
Financial • Own and support the setting of the Member Services operational budgets, ensuring an efficient and effective operating model which minimises cost and maximises financial sustainability without compromising the member experience. • Work with Operational Planning & Insight to assist in the setting of overall department resource models, forecasting and trend analysis to ensure productivity of resources are optimised and service KPI's delivered.	• Member numbers Vs plan • Income Vs plan • Retention targets delivered Vs plan • Cost of sales Vs plan • Operational budget Vs Plan • Operational metrics Vs SLAs • Attendance/attrition metrics Vs Plan

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• Work with Operational Planning & Insight to ensure that team resource plans are maintained and adhered to, to ensure service standards are met and required KPI's are delivered.	
Member • Lead Member Services teams to develop a culture of, and capability in, Lean / continuous improvement and support wider project management to drive operational efficiency and exceptional member/stakeholder experiences and outcomes • Contribute to the continuous evolution of call/email quality assessment criteria/processes to ensure consistent experience/outcomes for members • Lead Member Services to ensure fair treatment and outcomes for members/stakeholders and compliance with associated policies, standards and governance.	• Net promoter score • Member/stakeholder feedback • Member/stakeholder Experience Scores
People • Provide strong leadership to ensure the training, competence, performance and engagement of all Team Leaders, ensuring all have clarity on their accountabilities and comply with all governance, policy standards and processes. • Build a strong pipeline of talent and succession across Direct Sales & Service for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.	• Engagement Index Vs MPS • Leadership Index Vs MPS • Strong Talent and Succession Plans • HR Metrics – attrition, absence • Competency frameworks
Risk • Create an environment where all colleagues in Member Services recognise the importance of risk identification and management • Ensure appropriate business processes and controls are in place and adhered to in order to manage Member Services handling within risk appetite; comply with policies and regulatory requirements (as applicable). • Work with the Head of outcome testing to ensure that regular audits are undertaken to demonstrate right outcome for Member and organisation. (Specific test criteria relevant to area and in the Outcome testing plan) • Complying with all relevant internal policy and procedures, including those relating to health and safety, data protection, IT security and all those contained within the staff handbook. Adheres to the business rules relevant to the role, which are subject to change from time to time. • Ensure compliance with external regulation	• Risk & Control Self- Assessments Audit Actions • Risk register • Internal & External audit outcomes

Responsibilities (RACI)
• Create an operating climate that is shaped by and consistently lives Our Values • Lead, coach and develop Team Leaders, with clear development plans, to ensure Member Services advisors are supported and developed effectively • Motivate and performance manage Team Leaders to deliver against our corporate objectives and the objectives of their respective teams • Be visible and accessible to the department, promoting inclusivity and employee engagement • Proactively identify and recognise/reward success that promotes positive member outcomes across the department

ROLE PROFILE

- Be accountable for the delivery of departmental KPI's, recognising performance gaps and through the Team Leaders develop and implement action plans for recovery
- Ensure self and team build relationships with key stakeholders internally and externally (attendance of relevant conferences / best practice forums)
- Understand and ensure consistency involved in all direct sales processes to achieve the right outcomes for members and stakeholders
- Input into and understand 'root cause analysis' in order to role model continuous improvement across the division
- Provide cross departmental support where required to ensure KPI's are met and service standards are maintained
- Champion cultural and strategic changes taking place across the business
- To identify training requirements across their teams and coordinate regular scheduled training sessions as agreed with their Head of Department.
- Be responsible for own development and encouraging others to take accountability for their own development
- Provide subject matter expertise to business programmes/projects, ensuring member interactions are considered and outcomes protected.
- Manage the impact of change initiatives, leading implementation projects, communicating and championing change to the department, and ensuring effective transitions to new ways of working
- Undertake other duties and tasks that from time to time may be allocated to the role holder that are appropriate to the level or role.

Key Governance Responsibilities
• Participation in internal discussions and influencing policy changes that impact on the service delivery.

Leadership Framework Competencies	**Level**
Fresh Thinking	Leading Others
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 Others

	Knowledge and Qualifications	**Skills**	**Experience**

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Essential	• Educated to degree level or equivalent experience (5 years contact centre – min 2 years customer service/back office leadership) • Understanding of contact centre best practice.	• Coaching • Managing internal and external stakeholders • Resource planning and productivity management • Change management and continuous improvement	• Leadership and people management experience in multi – disciplinary teams • Strong operational management experience preferably in a progressive medical malpractice and /or insurance or other regulatory environment • Driving critical change programmes (operational performance, process or cultural) in complex environments • Launching and embedding reward and recognition initiatives, specifically bonus and incentive schemes • Setting and implementing 'People Plans' to drive team engagement and ongoing development. • Ownership of team/departmental budget (50FTE+)
Desirable	• Post graduate level (or equivalent experience) • Knowledge of current advances and developments in medicine and relevant law, regulations, policies and procedures	• Third Party service delivery	• Experience in an insurance / regulatory environment • Experience in strong customer service / member management background

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