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| **Role Title:** | Business Process Analyst | **Responsible to:** | Business Change Manager |
| **Division:** | Operations | **Department:** | Transformation Management Office (TMO) |
| **Direct reports:** |  | **Scope:** | MPS worldwide provision to improve the effectiveness of MPS and the member experience through continuous improvement |
| **Scale:** | N/A |
| **Regulated Function:** | No |
| **Evaluation Level:** | Implement 2 | **Role Family:** | Digital, Data & Change |

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| **Role Purpose** |
| Working across divisions and departments you will work closely with teams, SME’s and stakeholders to identify opportunities for process improvement and create and implement solutions that will deliver the removal of waste and complexity in the business, enhancing processes to benefit colleagues and members across MPS.Through the application of lean methodology and continuous improvement, you will play an important role in helping to foster a culture of sustainable change and continuous improvement. Working with key business stakeholders you will arrange, facilitate, and lead service improvement/process redesign sessions including member journey mapping, value stream mapping, process re-engineering and process improvements to produce measurable improvements against continuous improvement metrics.  |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Service Delivery/Leadership*** Proactively identify continuous improvement opportunities and achieve agreed metrics.
* Identification of tactical and strategic solutions which support the delivery of Kaizen or larger opportunities
* Lead and facilitate LEAN/process improvement-based workshops to drive ideas and solutions. Conducting ‘as-is’ and ‘to-be’ mapping exercises.
* Support the delivery of better value and greater efficiency through the identification and elimination of unnecessary complexity within business processes and identification of better ways of working
* Identify trends and process variations as part of establishing a continuous improvement monitoring system
* Utilisation of the MPS process mapping tool and repository to the required standards, adhering to BPMN process methodology.
* Elicit requirements and drive process change using staff interviews, document analysis, requirements workshops, surveys, site visits, business process descriptions, business analysis and workflow analysis
 | * MPS Net promotor score Vs plan
* Delivery of agreed CI measures and targets
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| **Financial*** To complete post implementation reviews to ensure successful delivery has been achieved and to ensure that improvements can be made for future projects
* Tracking and measuring of improvement activity against CI metrics
* Create return of investment business cases for change following the identification of continuous improvement initiatives
 | * FTE Saving measures
* Service level improvements
* Delivery of agreed CI measures and targets
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| **Member*** Alignment of member journeys and processes to enable enhancements to both elements, ensuring awareness of the change initiatives in plan/on the product backlogs
* Drive a member first mindset when working with the business, driving improvements for both the member and MPS business
* Utilise member data and an understanding of the member journeys to enhance the service we provide to members
* Identification and tracking of measurable member metrics to demonstrate improvements
* Documented member journeys and kept up to date and current following the delivery of improvement activities
 | * MPS Net promotor score Vs plan
* Complaint volumes
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| **People**  * Demonstrate strong leadership and role modelling behaviours. Take accountability for own training, competence, performance and engagement of self and others
* Build key relationships with internal and external stakeholders as necessary, liaising on projects to enhance quality service and outcomes for members
* Take an active role in promoting a more inclusive environment, which aligns with our commitment to celebrate and promote diversity.
 | * Strong Talent and Succession Plans
* Delivery of Personal Development Plan to plan
* One to one / performance review meetings Vs Plan
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| **Risk*** Adherence to the Business Process Standards policy
* Ensure appropriate business processes and controls are in place to support Member Experience Digital & Data activity within risk appetite; comply with policies and regulatory requirements (as applicable).
* Identify and report risks and issues identified within Continuous Improvement & Change and across MPS to enable resolution and mitigation of potential impact on MPS, members and colleagues.
* Adhere to appropriate business policies, processes and regulatory requirements (as applicable) to ensure activity within risk appetite
* Comply with applicable professional ethical guidance and 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
 | * Risk & Control Self- Assessments
* Audit Actions
* Quality monitoring outcomes / compliance to Training and Competence Scheme
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| **Responsibilities (RACI)** |
| * Effectively utilise tools such as LEAN Thinking, Six Sigma methodologies and Value Stream Mapping.
* Identify and deliver service improvement activity across the business through employing process improvement methodologies and the application of innovative thinking
* Analyse member and business data to identify opportunities for continuous improvement to be applied with measurable results
* Business process maps are updated in the MPS process map repository with adherence to the governance and standards policy.
* To work with other team members and business services departments to devise new support material based on the revised processes, to include training, reporting and systems enhancements
* Awareness of border change agenda and initiatives avoid duplication and enables a channel for delivery.
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| **Key Governance Responsibilities**  |
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading Others |
| Building Capability in Self and Others | Leading Self |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading Self |
| Commercial and Risk Thinking  | Leading Self |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Accredited to a minimum Lean Six Sigma Green Belt
* Core CI skills and experience (Lean, Six Sigma, Kaizen)
 | * Ability to process re-engineer and process mapping experience
* Demonstrable experience of developing and applying Lean and process improvement tools and techniques
* Able to understand complex information / concepts quickly and disseminate in an understandable way
* Excellent verbal and written communication skills and the ability to interact professionally with a diverse group of employees, senior managers, and subject matter experts
 | * A proven track record of delivering significant, sustained business performance improvements
* Excellent understanding of continuous improvement concepts including Six Sigma, Lean, value stream mapping
* Experience of identifying and eliminating the root cause of productivity and efficiency issues, and track record of following through to ensure closure
* Ability to deliver presentations and effectively facilitate workshops at all levels in the organisation
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| **Desirable** | * MSP & MOP qualification
* Change management certification
 | * Experience of training, facilitating, and coaching the use of lean tools across all levels of an organisation
 | * Experience of the whole project life cycle, able to operate in the initial conceptual design stage, in the depths of system testing, and at each stage in between.
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