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| **Role title:** | Operational Team Lead | **Responsible to:** | Head of Department |
| **Division:** | Member Protection & Support | **Department:** | Medico / Dento Legal Services |
| **Direct Reports and Level:** | Up to 12 direct reports  | **Scope:** | Medico and Dento legal consultants, UK |
| **Scale:** | Up to 12 PeopleBudget tbc |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Implement, Level 1 | **Role Family** | Business and Operational Services |

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| **Overall Role Purpose** |
| The purpose of the role is to provide leadership to a team of technical experts (professionally qualified) ensuring delivery of excellent claims/non claims handling services for members which is trusted and valued, provides fair treatment and outcomes whilst optimising the performance against service levels, efficiency and effectiveness of the team.  |

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| **Accountabilities (RACI)** | **Measures of Success/KPIs** |
| **Operational Leadership** * Lead the team to support the delivery of the Member Protection and Support strategy and priorities, divisional performance, leadership of employees to reinforce the desired culture
* Lead the performance of the team against required key performance targets, quality standards and financial targets
* Establish escalation routes for technical matters ensuring timely and quality outcome; use such opportunities to coach and develop our people to deliver in accordance with governance, policy and process, delivering positive outcomes for the member and membership fund.
 | * Delivery of [divisional] strategy Vs Plan
* Operational performance Vs plan
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| **Financial*** Own the setting of team budgets, and deliver to budget through spend governance and ensuring the effective and efficient performance of the team Own the setting of overall department resource models and plans through forecasting and trend analysis of the key drivers in order to optimise productivity, service KPI’s and quality standards.
* Lead the team to minimise case costs by proactively managing the team, challenging costs and invoices from all third party spend.
 | * Operational budget Vs Plan
* Operational performance (KPIs) Vs plan
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| **Member*** Manage informal complaints escalated within the team in accordance with policy standards ensuring fair outcomes for members, the membership fund and use all learning as coaching opportunities for team members
* Lead the team to continuously improve ways of working and contribute to divisional / MPS-wide continuous improvement projects aimed to drive operational efficiency and great member experiences and outcomes
* Lead the team to ensure fair treatment and outcomes for members and compliance with associated policies and standards set out by Council, its committees and delegated authorities.
* Analyse member feedback, complaints, outcome and quality assurance testing and other operational performance metrics to inform plans to improve the service we provide for members
 | * Net promoter score
* Member feedback
* Member Experience Scores
* Outcome and Quality Assurance scores / compliance testing and internal audit scores
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| **People**  * Lead the team to ensure the training, competence, performance and engagement of the team ensuring all employees have clarity of their accountabilities, comply with relevant governance, policies and processes and embrace the MPS values.
* Build a strong pipeline of talent and succession across Member Protection and Support for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.
* Coach and mentor colleagues both within own team and support learning interventions as part of the Academy to maximise the potential of all colleagues and the quality of our service to members.
 | * Engagement Index Vs MPS
* Leadership Index Vs MPS
* Strong Talent and Succession Plans
* HR Metrics – attrition, absence
* Competency frameworks
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| **Risk*** Create an environment where the team recognise the importance of risk identification and management
* Support the establishment of appropriate business processes and controls and manage the team adherence in order to ensure claims/cases handling within risk appetite; comply with policies and regulatory requirements (as applicable).
* In accordance with the Training and Competence Schemes, undertake first line of defence quality monitoring of team members to ensure compliance with governance, process and fair outcomes for members; use results to coach for improved performance
* Support Outcome and Quality Assurance to ensure a risk-based approach to Outcome and Quality Assurance testing, take all learnings and coach the team for improved performance or influence for policy / procedural improvement, as required
* 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. Adheres to the business rules relevant to the role, which are subject to change from time to time.
 | * Risk & Control Self- Assessments Audit Actions
* Risk register
* External audit outcomes
* Quality monitoring outcomes / compliance to Training and Competence Scheme
* Outcome and Quality Assurance results
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| **Responsibilities (RACI)** |
| * Build relationships with key stakeholders internally and externally to maximise operational effectiveness.
* Input into the ‘Academy’ and continued development of competency frameworks and learning material – identifying training requirements and coordinating regular scheduled training sessions
* Provide cross departmental support where required to ensure KPIs are met and service standards are maintained
* Champion cultural and strategic changes taking place across the business
* 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.
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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 Others |
| Influencing Others | Leading Others |
| Collaborating for Results | Leading Organisation |
| Leading Self and Others | Leading Others |
| Commercial and Risk Thinking  | Leading Others  |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Educated to degree level or equivalent experience
* Understanding of the division and stakeholder requirements
 | * Coaching
* Managing internal and external stakeholders
* Resource planning and productivity management
* Change management and continuous improvement
* Operational management performance
 | * 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
* Strong customer service / member management background
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| **Desirable** | * + Post graduate level (or equivalent experience) Chartered Insurance Institute (CII) qualified (over time may become an essential requirement of the role)
 | * Third Party service delivery
* Lean (green belt or equivalent) / root cause analysis trained Ability to conduct and hold commercial interactions with membership/ liaising with commercial marketing and sales in relation to product development and Insight
 | * Insurance / regulatory environment
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