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| **Role title:** | Head of Underwriting | **Responsible to:** | Executive Director – Commercial Services |
| **Division:** | Commercial Services | **Department:** | Underwriting |
| **Direct Reports and Level:** | * 7 Direct
* Underwriting Policy Lead (UK & Ireland Medical)
* Underwriting Policy Lead (International)
* Underwriting Policy Lead (Den)
* Underwriting Risk Managers x 3
* Underwriting Operations Manager
 | **Scope:** | Operational leadership –for Underwriting - Uk and International, discretionary and insurance.  |
| **Scale:** | Circa 18 people |
| **Regulated Function(s) Held:** | Yes via MPS UW |
| **Evaluation Level** | Guide | **Role Family** | Technical |

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| **Overall Role Purpose** |
| The Commercial Services Division is at the forefront of managing the financial risk of MPS worldwide. The purpose of the role is to provide excellent Underwriting service for members which is trusted and valued and provides fair treatment and outcomes. This will be achieved by optimising the capabilities of the Underwriting Policy and Operations teams ensuring an efficient and effective expert service and operation. |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership** * Provide leadership across Commercial Services and in particular Underwriting to deliver on the overall corporate strategy, strategic priorities, business performance, and leadership of teams that reinforces the desired culture and delivery of the strategic priorities.
* Contribute to the development and delivery of Commercial Services strategy and plan to time, cost and quality
* Lead Underwriting to drive service standards and deliver on the required KPI’s and financial targets.
* Work with Policy Leads to develop underwriting philosophy, strategy, risk appetite, technical wordings, and drive improvement opportunities in the likes of wordings, processes, pricing or strategy.
* For activities supporting Underwriting for Insurance, lead the team to comply with the required processes, SLA’s and where applicable, regulatory standards.
 | * Financial sustainability Vs plan
* Financial performance Vs plan
* Corporate Plan Vs plan
* Strategic priorities Vs plan
* Division Plan delivery Vs plan
* MP&S engagement index Vs plan
* MP&S leadership index Vs plan
* Council Feedback
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| **Financial*** Set and deliver the Underwriting operational budgets, ensuring an efficient and effective operating model which minimises cost and maximises financial sustainability without compromising the member experience.
* Working with the Underwriting Operations Manager, 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 operation.
* Provide appropriate underwriting input to pricing for enhancements or discounts via system or off-system initiatives
 | * Operational budget Vs Plan
* Productivity measures Vs Plan
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| **Member*** Lead the management of Underwriting to ensure fair treatment and outcomes for members and compliance with associated policies and standards set out by Council, its committees and delegated authorities.

Establish a culture and capability in Lean / continuous improvement to drive operational efficiency and great member experiences and outcomesManage the Underwriting teams to ensure they are integrated across MPS and can apply their expertise to enhance member outcomesMaintain excellent relationship with Member Operations | * Net promoter score
* Complaints / root cause analysis
* Member feedback
* Operational Metrics Vs SLAs
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| **People*** Provide strong leadership to ensure the resourcing, training, competence, performance and engagement of all employees within the department ensuring they have clarity on their accountabilities and comply with all governance, policy standards and processes.
* Build a strong pipeline of talent and succession across Underwriting for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.
* Set levels of delegated underwriting authority within MPS and work with the Underwriting Operations Manager to monitor compliance to the delegated authority matrix
 | * Engagement Index Vs MPS
* Leadership Index Vs MPS
* Strong Talent and Succession Plans
* HR Metrics – attrition, absence
* Compliance with Training and Competence Schemes
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| **Risk*** Create an environment where colleagues recognise the importance of risk identification and management
* Ensure appropriate business processes and controls are in place to manage the Underwriting department within risk appetite; comply with policies and regulatory requirements (as applicable)
* Oversee systems for monitoring and reporting accurate and timely Medico / Dento Legal services statistics, complaints data providing insight for governance bodies such as reserving, underwriting and reinsurance.
 | * Risk & Control Self- Assessments
* Audit Actions
* QA Outcomes
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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 the Organisation |
| Building Capability in Self and Others | Leading Others |
| Influencing Others | Leading the Organisation |
| Collaborating for Results | Leading Others |
| Leading Self and Others | Leading the Organisation |
| Commercial and Risk Thinking  | Leading Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Educated to a degree standard
 | * Highly Proficient Underwriter
* Managing senior stakeholders
* Leadership and Operational Management teams/departments
* Change management / Projects management /Lean (six sigma)  / Continuous Improvement
* Resource planning and productivity management.

  | * Transformational leadership
* Extensive operational management - 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.
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| **Desirable** | * ACII/FCII Qualified (this may become an essential requirement of the role over time)
 | * Market and Product Development Experience
* Basic knowledge of actuarial pricing and being able to liaise with actuaries is preferable
 | * Experience of financial services / insurance in a regulated environment, with Lloyd’s experience being ideal
* International Underwriting – working across different cultures, regulatory regimes and healthcare sectors
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