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| **Role title:** | Head of Member Experience & Insight  | **Responsible to:** | Executive Director - Commercial Services |
| **Division:** | Commercial Services | **Business area:** | Member Experience & Insight |
| **Direct Reports and Level:** | TBC once end state structures are finalised Current:Insight Development Manager 2 x Member Experience Change Analysts Market Intelligence & Knowledge Manager  | **Scope:** | Global insight and research of members and markets to improve the MPS member experience  |
| **Scale:** | Current:10 people c £0.6m |
| **Regulated Function(s) Held:** | No |
| **Evaluation Level** | Guide | **Role Family** | Business Services |

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| **Overall Role Purpose** |
| The purpose of the role will be to develop insight led, decision making capability across the organisation for the benefit of our Members worldwide. This will be achieved by consulting across all divisions, to understand and map Member journeys, integrate actionable insight into the design of products and processes and continually review best practice.  |

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| **Accountabilities (RACI)** | **Measures of Success/KPI’s** |
| **Operational Leadership** * Provide leadership across the Commercial division and in particular the Member Experience function 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.
* Lead the Member Experience & Insight team, to drive a ‘Member First’ culture across the organisation that influences corporate strategy, business performance, and the delivery of improved outcomes for our Members
* Lead the development, analysis and application of robust member and market insights to enable key stakeholders to make fully informed decisions that drive member value and retention
* Contribute to the development and delivery of the Commercial Services and Member Experience strategy and plans to time, cost and quality.
* In conjunction with Head of Continuous Improvement, act as an advocate for continuous improvement and change across the organisation, providing insightful recommendations that ensure the needs of our Members are identified and met in an efficient and cost effective manner.
 | * Corporate Plan Vs plan
* Strategic priorities Vs plan
* Commercial Services Division Plan Vs plan
* Member Experience & Insight engagement index Vs plan
* Member Experience & Insight leadership index Vs plan
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| **Financial*** Define what ‘value’ means to our Members and work with the CI team to build and embed an ethos of continuous improvement across the organisation.
* Set and deliver the Member Experience operational budgets, ensuring an efficient operating model which minimises cost and maximises financial sustainability without compromising the member experience.
* Work with the centralised BI/MI team to define and produce a set of Member Experience metrics which support the delivery of Member focused outcomes and the proportionate value of tactical and strategic initiatives.
 | * MPS Combined Operating Ratios
* Operational budget Vs Plan
* Improved annual retention figures
* Reduced cost to serve per Member
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| **Member**Member Experience* Ensure that the business has a detailed understanding of the Member Experience roadmap through identifying, designing, prioritising and implementing Member Experience Initiatives that deliver improved Member Outcomes at all stages of the Member Lifecycle
* Build and develop process improvement capability across the organisation through the coaching of key stakeholders in a Lean Six Sigma approach in order to reduce operating costs and improve services for our members.
* Ensure, through the development of partnerships with key stakeholders, that the business is able to make decisions based on robust member and market insights in order to inform process improvement, drive member value and retention and quantify supporting benefit cases and measurement

Member Insight* Establish and maintain a core framework of qualitative and quantitative research and analysis to create a 360 degree view of the Member lifecycle.
* Provide and maintain a Member Segmentation model that continues to divide our member base into appropriate groupings that ensure proportionate focus/resource is applied to serving members globally.

Market, Product & Proposition* Lead the analysis of market insight for current and new jurisdictions to inform and influence the strategic direction and investment of business development in order to achieve market share / growth plans.
* Provide voice of the member insight to inform and influence product and proposition development ensuring features and benefits are cost appropriate and demonstrate proportionate to value.
 | * Delivery of analysis on time and on budget, feedback from other divisions
* Net promoter score
* Successful service development
* Member feedback
* Development of Channel Plans
* Development of Market Plans
* Member Experience SLA’s Vs plan
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| **People*** Provide strong leadership to ensure the resourcing, training, competence, performance and engagement of all employees within Member Experience & Insight 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 Commercial Services for the benefit of MPS which will mitigate workforce planning risks and maximises the performance and potential of employees.
 | * Member Experience & Insight Engagement Index Vs MPS
* Member Experience & Insight Leadership Index Vs MPS
* Strong Talent and Succession Plans across Commercial Services
* HR Metrics – attrition, absence
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| **Risk*** Ensuring that the Member Experience & Insight team are cognisant of the risks involved in clinical negligence and indemnity (both claims and “non-claims”
* Create an environment where all colleagues in the team recognise the importance of risk identification and management
* Ensure appropriate business processes and controls are in place to manage the Legal within risk appetite; comply with policies and regulatory requirements (as applicable)
 | * Risk & Control Self- Assessments
* Audit Actions
* QA Outcomes
* Conduct risk
* Financial risk
* Reputational risk
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| **Key Governance Responsibilities** |
| * *TBC – governance forums within wider MPS, likely to include Member Experience Committee*
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| **Responsibilities (RACI)** |
| * To work with Senior Leaders and Executive at MPS to ensure appropriate understanding and governance is maintained around change in relation to members.
* Develop new research techniques that continually improve the ability to deliver closer to real-time insight.
* Proactively initiate change based on root cause analysis and a clear understanding of organisational/divisional priorities
* Contribute to the development of the organisations Member Experience principles.
* Deliver end-to-end journey maps, identifying all touchpoints and moments of truth.
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| **Leadership Framework Competencies** | **Level** |
| Fresh Thinking | Leading the 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 Others |

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|  | **Knowledge and Qualifications** | **Skills** | **Experience** |
| **Essential** | * Expert Knowledge of customer insight & analytics
* Six Sigma/Lean qualifications
 | * Strong people leader with exceptional communication skills.
* Ability to influence at Executive and Board level.
* Strong analytical, project management and problem solving skills.
 | * Delivering customer service reviews for significant lines of general insurance business
* Delivering insight dashboards
* Experience of operating products in a regulated environment
* Transformational leadership and operational management
* Experience of working in a matrix organisation.
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| **Desirable** | * Knowledge of clinical negligence markets
* Expert Knowledge of General Insurance Products
* Educated to a degree standard or equivalent
 |  | * Experience in market research
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