**Role Description – Head of Digital**

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| Role title | Head of Digital | | | Grade |  | |
| Reports to *(1)* | Director of Technology | | Direct Reports | | |  |
| Key relationships / interfaces *(1)* | **Internal**: | Leadership Team, Heads of Department, Project Managers, Managers and Key operational staff, PMO, Product Managers | | | | |
| **External**: | APM external stakeholders and software and services suppliers | | | | |
| Role purpose *(2)* | * Act as the product owner for APM digital services, proactively working with internal and external stakeholders to understand business requirements and user needs. * Create and maintain a holistic understanding of the interdependencies and interrelations with APM products, services and business processes. * Own and communicate the vision for digital products to delivery teams and stakeholders. * Be the voice of the customer; Shape the future direction of our digital products and services ensuring they meet customer expectations * Work closely with internal and third-party Business Analysts to document requirements and write user stories. * Work with external development teams and internal project teams to ensure direction for agile digital product development is clear and understood by all. * Own the development of the digital product strategy and roadmap, working with business owners to prioritise epics and feature development. | | | | | |
| Breadth of responsibility *(3)* | * Responsible for delivery of business value through digital, collaborating across the organisation to ensure digital products and services are aligned with customer expectations. * Sign off on business requirements for digital services * Management of third parties to agreed quality and acceptance criteria | | | | | |
| Dimensions and limits of authority | Influencing project spend of circa £0.5m annually | | | | | |
| **APM Values** | The role holder will be expected to operate in line with our company values of:   * Progressive * Warm * Excellent * Thoughtful | | | | | |

| **Key responsibilities / accountabilities** *(5)* | **Key performance measures** *(6)* |
| --- | --- |
| * Own the APM digital product roadmap, articulating the short-, medium- and long-term visions | * Documented product roadmap(s) for APM online channels, products and services |
| * Prioritise and manage the digital partners’ deliverables, considering changing priorities and long-term business expectations. | * Clearly expressed Product Backlog items with understood and measurable acceptance criteria * A visible Product Backlog which shows what the development team will work on over the next 6 to 12 sprints |
| * Manage APMs relationship with our digital partners/suppliers * Work closely with our suppliers, internal product managers and other key internal and external stakeholders to complete deliverables * Ensuring the development team understands items in the Product Backlog to the level needed | * Successful completion of digital and project deliverables * Regular governance and retrospective meetings * User stories fully documented |
| * Support the digital partner and senior management to successfully introduce and bed-in agile ways of working * Act as the APM lead on stand-ups, sprint planning, backlog and retrospective sessions * Lead and support business owners through user acceptance testing | * Agile working in use, delivering as intended, with overall positive feedback across the workforce |
| * Definition and delivery of the vision and features necessary to support the APM business requirements * Make recommendations on prioritisation based on a matrix of potential value to the business balanced against estimated development effort (T shirt sizing) * Collaborate with stakeholders from across the business to ensure their needs are taken into consideration, and they buy-in to the vision * Identify opportunities for providing additional value to customers by working with the Marketing and Insights teams | * Improved perception of the value delivered through online channels * Increased customer satisfaction with online channels as measured in engagement surveys * Increase in traffic to online products |
| * Lead on communication to key stakeholders | * Well informed stakeholders, motivated project team members and key stakeholder buy-in to the programme of work |
| * Champion the member - Evangelise the user in every conversation and decision, be passionate about their needs and continually strive to improve their experience | * Increase in customer satisfaction/net promoter score * Decrease in customer effort score |
| * Provide mentoring and coaching for relevant internal stakeholders on digital development, strategy and design | * Delivery of a fully integrated, cohesive suite of online products and services across all parts of APM |

**Person Specification –**

| **Attribute** | **Description** | **Essential / desirable** |
| --- | --- | --- |
| **Qualifications** *(7)* | * Relevant professional qualifications e.g. CSPO | Essential |
| **Experience** *(8)* | * 5 years’ experience in a similar role * Demonstrable experience in cross-organisational prioritisation of requirements with multiple stakeholders * Excellent communications skills both written (focused and clear) and presentation including experience of facilitating workshops * Experience of current project management processes and practices including agile methodologies * Understanding of business analysis processes and technical delivery management practices | Essential  Essential  Essential  Essential  Essential |
| **Knowledge** | * Experience of CRM and data driven membership organisations * Experience with maturing digital services and the delivery of user centric products * Awareness of membership and qualification organisation products and processes * Knowledge of end to end business functions such as customer services, product development, finance, HR and IT) | Desirable  Essential  Desirable  Essential |
| **Skills** | * Solution driven, able to make pragmatic decisions balancing effort versus benefit * Comfortable with ambiguity in requirements, able to take initiatives forward with an iterative approach to requirements building * Experienced at working with a range of delivery teams from technical experts in IT to end users * Excellent management and collaboration skills * Flexible approach to work and problem solving * Excellent communication skills with the ability to explain complex technical issues to a non-technical audience | * Essential * Essential * Essential * Essential * Essential * Essential |
| **Behaviour / competency** | * Passionate about delivering the highest quality customer service. * Open, consultative and enjoys working with others * Hands on practical approach * Positive approach even when experiencing set backs * Able to demonstrate initiative and a proactive approach to daily tasks * Able to manage and prioritise tasks and time efficiently * Good listener who takes time to understand different perspectives * Able to work flexible hours on request | * Essential * Essential * Essential * Essential * Essential * Essential * Essential * Essential |

| **Supporting Behaviours** | |
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| **Behaviour** | **Description** |
| **Communication** | * Writes and speaks clearly, concisely and persuasively |
| **Customer and Supplier Focus** | * Ability to understand the needs and priorities of customers (inside and outside the organisation) and the desire to meet their expectations |
| **Working Together / Teamwork** | * Demonstrates strong team-working ethic and ability to work with a wide range of stakeholders at all levels |
| **Leadership and Developing People** | * Ability to assist team members in reaching full potential through feedback, coaching, development and training |
| **Problem Solving and Ownership** | * Takes ownership of problems and can apply intellectual and creative skills to implementing solutions |
| **Improvement, Change and Creativity** | * Willingness to challenge assumptions and ability to adapt or generate imaginative and innovative ideas |
| **Planning and Organising** | * Ability to develop clear, efficient and logical approaches to work |
| **Organisational Commitment** | * Can demonstrate commitment to the APM and actively embodies the values of the organization by maintaining a professional image at all times. |
| **Resilience** | * Ability to maintain control and performance during stressful situations |