**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.
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| 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
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| 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
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| * 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
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| * 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
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| * 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
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| * 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
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| * Lead on communication to key stakeholders
 | * Well informed stakeholders, motivated project team members and key stakeholder buy-in to the programme of work
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| * 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
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| * 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
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**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
 | EssentialEssentialEssentialEssentialEssential |
| **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)
 | DesirableEssentialDesirableEssential |
| **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
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* Essential
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| **Supporting Behaviours** |
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| **Behaviour** | **Description** |
| **Communication** | * Writes and speaks clearly, concisely and persuasively
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| **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
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| **Working Together / Teamwork** | * Demonstrates strong team-working ethic and ability to work with a wide range of stakeholders at all levels
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| **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
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| **Organisational Commitment** | * Can demonstrate commitment to the APM and actively embodies the values of the organization by maintaining a professional image at all times.
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| **Resilience** | * Ability to maintain control and performance during stressful situations
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