



**Money &  
Pensions  
Service**

**Head of Operational Transformation**

**Candidate Information Pack**

**Reporting to: Chief Operating Officer**

**Team size: 2**

### **The role of the Head of Operational Transformation**

To develop the target operating model blueprint and implementation plan for four, currently separate, legacy operations to support our corporate strategy and vision.

### **The Head of Operational Transformation will have responsibility for:**

- Refreshing the current mapping of the four legacy operations (the current state assessment)
- Developing a blueprint for the future, based on what we have today, presenting options and recommendations for MaPS strategic priorities (the end state)
- Creating and maintain an implementation plan, that moves MaPS from the current operational model to the target model
- Leading and coordinating the implementation activity
- Ensuring the end-state takes account of new technologies, solutions, AI and other relevant best practice, whilst at the same time being cognisant of what is practical
- Ensuring cohesion between the 4 operational lines

### **The Ideal Candidate**

We are looking for someone who has proven ability across the competencies outlined below:

1. **Leadership** - We are looking for a visible and inspirational leader who has the authenticity to act as a role model for inclusive leadership across the organisation. The successful candidate will be able to demonstrate not just their capability, but also the way in which they are committed to, and lead through, a set of values in line with the Money & Pensions Service's ethos. They will show their commitment to promoting a working environment that focuses on business delivery whilst supporting the development of people and championing diversity & inclusion. They will need experience of successfully playing a part in leading and developing an organisation to achieve common goals, delivering transformation and high-performance.
2. **Stakeholder management** - We are operating in a complex landscape that requires someone to have the ability and credibility to collaborate with and influence a diverse group of stakeholders ranging from the most senior officials in government, the third sector and the financial services industry. We also require someone who

can ensure that the needs of the consumer, particularly those who are most vulnerable, remain at the heart of those conversations.

3. **Technical knowledge, credibility and subject matter expertise** – In addition to being intellectually agile and a credible strategic leader within the organisation, the ideal candidate must also have demonstrable technical expertise in line with criteria outlined in the essential criteria found below.
4. **Culture change** – We require someone who has had experience of creating or changing the business and people culture through co-creating ways of working and agreed behaviours for both employees and a wider range of stakeholders. The ideal candidate will be able to demonstrate an ability to lead and embed within the organisation a matrix working environment overseeing multidisciplinary teams.
5. **Strategic Mindset** – The ideal candidate will be a capable leader with a demonstrable ability to deliver both long term strategy development and tactical decision making in a fast moving, exposed and transformational change environment. You will possess an ability to take measured risks as you see the bigger picture, to learn what works and what doesn't quickly, and to develop teams around you with this mindset. We are seeking individuals with a customer-centric strategic approach to their work.

## **Part One – Knowledge & Experience**

### **Essential Criteria – the role holder will be able to evidence extensive experience of:**

- Managing multi-site, multi-service line, multi-year operating model transformations in a comparably complex environment
- Customer journey and service design
- F2F, telephone and digital delivery channels, and development of true omni-channel models
- Developing strong commercial and business case justifications to support transformations
- Developing, communicating and gaining buy-in for clear end-state transformation strategies
- Maximising customer outcomes and satisfaction, whilst ensuring operational efficiency
- Programme management and visible leadership
- Engaging, influencing and coordinating internal stakeholders to deliver clear outcomes from strategic plans

- Building and maintaining senior relationships at board and executive level, to include presenting well thought through and compelling options and recommendations based on research, insight and data

### **Desirable Criteria**

- Experience of service provision across debt advice and pensions money guidance
- Experience of working with central government transformation teams and an understanding of the funding and governance models that guide them

### **Part Two – Skills & Values**

- **Collaboration** – The ability to work effectively with colleagues across the whole organisation, and stakeholders in the sector more widely, fostering relationships based on shared ambitions and local expertise.
- **Trust** – Gives all colleagues the freedom to operate and works to build a culture of mutual trust in delivery of the organisational mission.
- **Risk appetite** - The organisation is looking to identify leaders that are able to offer strong judgement and decision making around risk and risk mitigations.
- **Leadership** – Demonstrates an inclusive and approachable leadership style that embraces diversity and seeks to develop members of the team to support excellence in performance.
- **Customer focused** – Always ensures that decisions are made for the ultimate benefit of service users, and, as a senior leader in the organisation, works to ensure that the Money & Pensions Service is seen a leading voice in the sector. There is a need for a sharp commercial edge and mindset.
- **Strategic leadership** – Is able to see their part within a larger whole and works to support organisational agenda and vision in any way needed.
- **A do-er** – Willing to lead by example, taking an active involvement in projects within the team.