1. **Provide effective leadership to the IT Development team.**

- Celebrating success and managing underperformance

- Building effective working relationships within the teams and the wider business

- Contributing to the shaping of the company strategy and portfolio

- Driving improvements in process and procedures

- Ensuring that company policies and message are understood and acted upon

- Planning and monitoring resources and budget requirements

- Raising the capacity and profiles of the teams

Measure(s) of Success Metric Measures:

- Management of individuals within team to ensure that all time and attendance and employee policies are met.

- Resource scheduling is in place and kept up to date

- Regular team meetings and one-to-one's are held (monthly as a minimum) with actions documented and followed-through as appropriate

- Operations plan is up to date

- Online training requirements are met

- Team successes are published at least quarterly in the Ops newsletters and quarterly updates

- Operates with defined budgets

- Monthly monitoring of staff hours and absences

- All People /Top-class policies are adhered to within set company timescales

Behavioural Measures:

- Actively promotes new ideas and opportunities for improvement in the team and the wider IT area.

- Supporting the generation and follow though of ideas and opportunities for improvements from team members.

- All company messages and cascades (e.g. goals, vision, brand) are actively discussed and promoted within the team

- Consistently demonstrates and delivers in line with the ‘What Matters Most’ leadership themes: being real; courageous leadership; putting customers at the heart; leading people; working across boundaries; delivering results

- Being visible throughout the business

- Being proactive in discussions on strategy and planning

- Company messages are promptly and effectively communicated

- Brand values are embedded in the team cultures

- Encourages feedback at all levels

- Leads by example

- Is aware of and understands the impact of group initiatives

- Builds effective working relationships with the team and the wider Ireland/International community and establishes rapport and confidence with the team through open and honest communication.

- Upward communication of issues and escalation is carried out as appropriate in relation to people and deliverables

Development, Support & which Strengths relate to this Outcome

• Feedback from line manager, team, peers, colleagues, customers

• Management of individuals within team to ensure that all time and attendance and employee policies are met & Monthly monitoring of staff hours and absences – adjustments and approvals are almost always completed on time and almost always reviewed before deadline or reporting dates, there have however been an occasional oversight after this deadline. I will ensure this is improved.

• Resource scheduling is in place and kept up to date – project delivery plans are reviewed and constantly updated (3 times a week at the very least) and resource demand reflected in the resource spreadsheet. The ADMs meet weekly to ensure ongoing resourcing issues are tackled, and on demand when there are issues.

• Regular team meetings and one-to-one's are held (monthly as a minimum) with actions documented and followed through as appropriate. Team meetings are held once a month. Project meetings and team meetings are effective, productive, well-managed meetings with minutes and agendas which efficiently use team members’ time.

• Online training requirements are met - any notification of team members breaching of TopClass deadlines for online training courses have been acted upon immediately and resolved within 1 working day.

• Team successes are published at least quarterly in the Ops newsletters and quarterly updates – I have contributed to the Ops newsletters and updates in respect of both individual and team achievements

• Actively promotes new ideas and opportunities for improvement in the team and the wider IT area - My Team made a number of improvements to the Technical Design & Specification project documentation and Implementation project documentation, which has been adopted throughout the IT teams in RoI. Following some feedback, this and may well be sent to the Change Process document template authors as consideration for a new groupwide standard. We address key Continuous Improvement items within our technical forums (e.g. QA process changes & Tech Spec template improvements). Feedback as part of closure is also enacted upon to bring about improvements. I also have made a number of key contributions to the local Change & IT Forum and key demands, and ran education sessions within these on the Delivery Prep Forum and also Operational Acceptance.

• All company messages and cascades (e.g. goals, vision, brand) are actively discussed and promoted within the team - Cascades are put on the Team Meeting Agenda for communicating and the actively discussed within the meeting, the team are usually notified immediately of company messages and are invited to openly discuss. When communicating the Operational Plan updates, I attempt to give clarity of the overall direction with clear linkage back to the team into something tangible for their roles and their individual parts to play.

• Consistently demonstrates and delivers in line with the ‘What Matters Most’ leadership themes: being real; courageous leadership; putting customers at the heart; leading people; working across boundaries; delivering results

* "putting customers at the heart"; - our team provide production support for more complex issues, and have been involved in a number of key BAU issues and provide out-of-hours support; all of which have made positive contributions to the level of service given to customer service representatives with often complex problems
* "leading people"; - I have actively lead our Team through change in respect of the transition of delivery functions from UK IT to RoI and ensured my staff were motivated to move forward with good management behaviours
* "working across boundaries"; - I have continued to develop new and build on relationships of our IT partners within the UK IT teams and Application Centres. I have built on the relationships developed from the Customer Experience sessions in 2012 with some of the key customers of RoI IT Development to get constructive feedback of their experiences of the services provided by IT Development as customers during the year; the purpose of which is to help us determine what does good customer experience from IT feel like to them, and what we can/should do to improve the class of service and experience going forward. Feedback was that the first sessions were successful and something which will benefit us as we grow and develop in 2013. I am also developing lasting working relationships with 3rd party companies such as Sentenial for the SEPA project.
* "delivering results" – all of the projects that I acted as Delivery Manager so far in 2013 have fully delivered according to their scopes – In H1, I have delivered Fund Closures bulk switching/redirection across our platforms, EU Gender Directive, some Finance 2012 components, GARS on Tower, Cirvie Solvency II (Initial Load, Independent Rec & CDC Components), and completed Feasibility on SEPA.

• Being proactive in discussions on strategy and planning – I regularly contribute and provide input towards our development of strategic plans

• Brand values are embedded in the team cultures - My team provide a production support function, and are engaging, respectful and considerate in our dealings with our customers, we support our IS Delivery area in often complex issues , and have made a very positive contribution to the level of service given from IT. My team portrays a professional image in our dealings. We also are flexible and provide cover for support for leave periods. We also work on-call and do out of hours support, and work overtime if the demand arises.

• Builds effective working relationships with the team and the wider Ireland/International community and establishes rapport and confidence with the team through open and honest communication. - I instigated a new monthly ADM/TM forum which promotes collaboration & best practices across the IT & Change team e.g. promting the standardising of estimates and Tech Spec templates across projects & phases. I also participate in the monthly Practice Manager sessions for ADMs and have promoted an appreciation and understanding to the challenges facing RoI IT & Change across the IT manager community & present a positive image. I also attend the weekly Test & Release Management forums to promote awareness for RoI and manage any potential impacts. I also attend weekly implementation meetings with the various application centres; and the weekly D-CAB eetings.

• Upward communication of issues and escalation is carried out as appropriate in relation to people and deliverables. - Escalation of issues actioned on an ad-hoc basis when required. Weekly meetings with my senior manager. Twice weekly meetings (at least) with project managers.

• Recognizing and celebrates success & managing underperformance – I recognize team and individual accomplishments are frequently recognized by myself as a team leader, and after every meeting I will always end it by thanking the attendees for their contribution. I always make a point of encouraging a positive review and noting milestones, accomplishments and events. I also try to ensure wherever possible that team accomplishments are also noticed and valued by the larger organization (such as the presentation done for the Operations Teams at Christmas) However, due to volume and the flow of work, there is little time to celebrate the success, so it can be difficult to reinforce any sense of pride about achievements. Longer term optimism that the change environment and culture is right here can be harder to foster without this. I am hoping that when team members are more engaged in the portfolio planning that this may help. I believe that the effective staff rating in the interim Interaction survey has increased. Underperformance is rare, but has happened this year. There was an instance where despite being afforded a significant and appropriate amount of time, there was little progress on a systems analysis document. I was considerate but direct and forthright in having a constructive and difficult conversation to resolve this; I put into practice the principles learned in a previous manager training session on having difficult conversations to good effect. There was a marked immediate improvement in engagement.

1. **High Performing Team**

Contribute to the development of a high-performing team and be active in developing, growing and supporting People within the IT Development team, and the wider Ireland and International community by:

- Fostering a strong customer first focus

- Encouraging an attitude of continuous improvement

- Encouraging cross skilling and flexible deployment

- Emerging talent is identified and developed

- Training needs are identified and addressed

Measure(s) of Success Metric Measures

- Ensure training plans in place and followed through to ensure maximum capacity and flexibility is achieved and a high level of quality is maintained.

- Skills matrix is validated and up to date

**Leaders of high performing teams regularly catalog their team’s knowledge, skills and talents. Team leaders are aware of their members’ strengths and weaknesses, so they can effectively draw upon individual competencies. There is an appreciation for individual style differences, natural gifts, and personal experience. The members of the team are encouraged to use the language of acceptance and appreciation, rather than criticism and judgment. The team leader consciously hires team members who bring complementary skill sets, unique experience, and diverse perspectives.**

- Key man dependencies are identified and eliminated.

- Effective staff rating in the next Interaction survey increases by at least 15%.

- IT change documentation pass operational acceptance criteria

Behavioural Measures:

- Identify and proactively develop talent in the team.

- Improvements are encouraged and implemented

- Teams are aware of and take actions to minimise operational risk

- Brand champions are supported

- Customers are made real for the teams by work shadowing across the business

- Sets high standards for the teams

- Rewards success and manages under performance

- Training is rolled out across the teams to address key man dependencies

Development, Support & which Strengths relate to this Outcome

• People Function & Ireland Operations Director guidance as appropriate

• Line Managers ownership and active input into the ‘People’ transformation theme

Instances where I have demonstrated the facilitation and instigation of a high-performing team are:

• Ensuring vision and goals and purposes are clearly stated so there is an understanding of what needs to be done and overall focus (e.g. delivery huddles and delivery kick-off meetings); leading to a understanding of shared goals, a common purpose which help foster commitment.

• Operating creatively when appropriate dealing with problems and decision making. (e.g. taking a calculated risk in ensuring that the best-fit solution for Cirvie bulk fund switching was adopted even if it is unpopular within the project; the solution that was delivered was a more complex but more re-usable solution than the originally planned solution. The originally proposed solution was more simpler and longer term potentially a more robust, but would just not have made the predefined project delivery timescales.

**•** Focusing on results – ensuring focus within the delivery team as part of application delivery so that it has the ability to produce what is required, when it is required, by ensuring via regular delivery huddles, an understood and a visible and updated delivery plan. Ensuring a focus on commitment to high standards and quality results and to ensure project team members continually meet time, budget and quality commitments. Without exception, my team all have high internal standards of quality and these are maintained. Quality of deliverables can be shown when looking that not one of the IT-related documents that have been submitted so far this year in any project that I have been delivery manager on has been marked as a Red on the project database. All of the IT change documentation on those projects have passed operational acceptance criteria and end-of-month review.

• Clarifies roles and responsibilities – by ensuring expectations, roles and responsibilities are understood (e.g. DPF, project huddles & delivery kick-off meetings). I always try to ensure we have sufficient overlap in some individual responsibilities to ensure support via validation or quality assessment is possible. More work is needed to be done around the boundaries and scopes of the role of System Analyst as there is an inconsistency; I have taken some steps to enable this (AIA & HLSD Workshops & meeting), but more work is required in getting to consistency of understanding.

• Building upon individual strengths and addressing developmental opportunities – by drawing upon individual competencies, and ensuring an understanding for individual style differences, natural gifts, and personal experience and diverse perspectives. I hope to do some work next half-year within my team for some members to encourage a mindset of using language of acceptance and appreciation, rather than criticism and judgment. We also consider this in recruitment to consider potential candidates who might bring complementary skill sets, unique experience, and diverse perspectives. The Skills matrix is checked occasionally and brought up to date.

**•** Supporting leadership and other leaders

I always support ensure our team managers are kept informed first when announcements or decisions are made and use language to ensure solidarity and consistency is understood. Internally, I also try to challenge some team members out of their “comfort” zone to perform formal tasks whilst respect individual uniqueness to help with personal development (e.g. Patricia & Fiona as leads for their respective Forums).

• Develop and maintain the team climate of members whom enthusiastically work well together with a high degree of involvement and group energy so to ensure that collectively, individual members feel more productive to keep their interest and spirit. e.g. the integration and realisation of the delivery of the fund closures when all components done by 4 individual team members integrated

**•** Resolve disagreements – deal openly with conflict so as to ensure it is healthy and constructive and does not become negative or destructive and resolve it through honest discussion tempered by mutual trust.

• Communicate openly – direct and honest communication and members feel they can state their opinions, thoughts, and feelings without fear. I consider listening is as important as speaking. I value differences of opinion and perspective as diversity and as constructive options. I try to foster and solicits suggestions from other members, considers what is said, and then build on their ideas or to challenge them. I try to make members aware of their strengths and weaknesses so as to encourage an atmosphere of trust and acceptance and a sense of community in a team. In dealing with certain staff, I try to ensure that methods of managing conflict are understood (pre- feasibility and delivery planning session and project approach session with Siobhan for Funds Closures)

• Make objective decisions – try to encourage and establish approaches to solving problems and decision making through sharing and consensus and group feedback (for example workshops over problem areas or contentious issues). Everyone involved should be able to support agree with these decisions as a team; and develop contingency if required. During Fund Closures, there was an initially unpopular decision made around the solution, whilst being more complex, it was able to re-use significant amount of functionality and this was the only feasible solution which could be delivered during the timescales. Whilst working through the solutions and proposal at a series of workshops and sessions, the developer group seemed to agree and support the proposal, and it was implemented on time and delivered significant benefit. However some members of the wider project group did not agree and were not really prepared to have their views challenged. I need to better be able to influence people to conclusions outside of just their initial demands and that IT are also stakeholders and challenge thinking that the requirements are the only factors that matter. Another example was the resistance of the business analyst to a simple GUI which had validation rather than a spreadsheet with no controls; IT rules on controls would render the originally proposed solution a very risky and not a viable option from a risk perspective in Fund Closures but there was resistance due to it “not being a requirement”. I need to better influence and challenge local conventional thinking and existing culture here to understand technical and non-functional requirements and opportunities.

• We evaluates our team’s own effectiveness - Our high performing team needs to routinely examine itself to see how it’s doing. We give constructive feedback as part of project closures and review our effectiveness in team meetings and address the key items within our technical forums as part of Continuous Improvement. Improvements are encouraged as is the contributions to such and the prioritised actions with the most benefit to offer or the most risk to mitigate are implemented (e.g. QA process changes & Tech Spec template improvements)

• Facilitate productive meetings - effective, productive, minuted, well-managed meetings with minutes and agendas which efficiently use team members’ time. Every meeting has a focus and has direction, is necessary, and is used to solve problems, make decisions, disseminate information, and enhance team member skills. Punctuality is an occasional personal consideration usually due to the volume or overrunning of meetings.

• Resolve Key man dependencies - Facilitating and being pro-active the cross-training and development of members to mainframe (e.g. Fiona is now equipped to do any XCOM transfer work, and has worked on mainframe development for Finance Act 2012, Fund Closures, Solvency II and is presently working on SEPA)

• Training is being rolled out across the teams to address key man dependencies. Job shadowing will continue on the job for the development of Fiona as a mainframe resource, and also planning on setting up a shadow session with CSD for our systems analyst. Training sessions are in progress for the empowerment of the test team to be able to run their own batches and test cases to meet their selection criteria; which is reducing the dependency on the development team.

1. **Operational Risk Environment**

Manage the control and operational risk environment and reporting requirements of the IT Development team.

Measure(s) of Success Metric Measures:

- There is a clear understanding of the key operational risks that need to be managed in the team

- There is relevant levels of awareness in the team of operational risk and how this fits with BAU activities and deliverables

- High quality controls and operational risk management is in place in the team, ensuring CSA’s in place are relevant, focussed and regularly maintained

- All ORAC requirements are fully delivered in line with timescales set and quality standards (relevant fields completed with relevant information and regular progress comments added (monthly as a minimum)).

Behavioural Measures:

- All individuals are clear how they contribute to and can minimise risk exposures

- Proactive management is in place to minimise control failures any control issues are actioned in a timely manner and solutions are proactively developed and implemented.

- There is no late closure of control points (audit points, risk events, CSA, policy) or any other action to address a control issue or deliverable

- Contributes to regular reviews of CSA for your area ensuring all controls with in team are documented correctly on CSA and are performing. Where control performance or design exceptions are indentified these are recorded correctly on ORAC and action plans completed within timescales.

- Ensures that Business Continuity Plans are in place in the IT Development team and are updated quarterly.

Development, Support & which Strengths relate to this Outcome

• Support from Ireland Op Risk team, use of ORAC system, peer group

• A lesson learned from 2012 was around my dealings with auditors and 3rd party companies around setting expectations and meeting deadlines given high volumes of work and to not over-commit in terms of expectation or delivery and to be pro-active in terms of follow up on all auditor queries and communication. As part of dealing with 3rd party suppliers, I set up a call log, email tracker and a task/costs tracker spreadsheet to help manage the relationship and actions.

• There have been no late closures of control points (audit points, risk events, CSA, policy) or any other action to address a control issue or deliverable.

• I raised some IT control issues as part of Fund Closures and instigated some mitigation despite reluctance from the project

1. **IDP**

Establish and deliver my individual development plan (IDP) with a view to using this to help me focus on areas that will allow me to further grow and develop

Measure(s) of Success

Metric Measures:

- Individual Development Plan is created/refreshed and agreed with my line manager which displays clear objectives, actions and timescales

- Regular progress discussions, set up and lead by me are carried out against my plan with my manager and others as appropriate on how I am doing.

- Appropriate action is taken to achieve delivery of my plan and feedback received where relevant, is acted upon to help me deliver my plan or flex how I need to do this

Behavioural Measures:

- Accountability is taken and demonstrated for establishing my Individual Development Plan which addresses areas of development which may be either technical, task related or personal

- Accountability is taken and demonstrated for delivering all activities in line with my development plan and to the timescales I have set and agreed with my manager

Development, Support & which Strengths relate to this Outcome

• Feedback from line Manager/Peers/Colleagues/Other Subject Matter Experts

• Information on Lifeline & Managers Dashboard

Outcome

To establish and build upon relationships within UK, International & RoI in order to best undertake the role of Application Delivery Manager

Measure(s) of Success Metric Measures:

• Participate in the Practice Manager sessions within the Application Delivery Manager community forums

Behavioural Measures:

• Build up the relationship network required to be effective in the role of Application Delivery Manager

Development, Support & which Strengths relate to this Outcome

• Feedback from the Application Delivery Manager community forum & the Practice Manager.

I have no relevant outstanding items in my development plans. An IDP update will be generated with a view to reviewing them in 2013 as part of my one-to-ones.

I participated in the "Leading For The Future" monthly modules, something which I have found invaluable as a new manager.

I am also attending the UK ADM Practice Manager sessions which provide a significant amount of support to ADMs across a number of areas.

I have also been reading on some leading industry-recognised management material such as journals & management podcasts in my own time as I seek to develop and grow my management skills.

1. **Staff Development**

To ensure that the IT and Support Services staff are developed and able to contribute to their full capability by:

- Ensuring that forums are implemented and effective

- Taking action on Interaction survey outcomes

- Ensuring appropriate training is available and effective

- Ensuring that 1-2-1s and team meetings are in place and effective

- Ensuring that the 1-2-3 process is fully operational in the teams

- Ensuring that staff have up to date IDPs

Measure(s) of Success Metric Measures

- Skills matrix is updated on a quarterly basis

- All staff have IDPs

- Capability gaps are reduced

- Step 2s reflect Company and Operations Dept priorities

- Effective staff scores on the next Interaction survey are at least 15% better.

- 1-2-3 deadlines are met

Behavioural Measures

- Good interaction with staff

- Interaction results are discussed and followed up on

- Acts as a role model for the teams

- Encourages career and personal development

- Staff are encouraged to take ownership of their 1-2-3s

Development, Support & which Strengths relate to this Outcome

- Feedback from line manager, team, peers, colleagues, customers

• IDP review will form part of my one-to-one conversations with my team with a view to developing and growing staff capability and to support the ongoing upskilling after the transition of more delivery functions to RoI IT . None of my team have any outstanding IDP actions carrying over

• I am being pro-active in facilitating and supporting the cross-training and development of members to mainframe e.g. Fiona is now equipped to do any XCOM transfer work, and has worked on mainframe development for Finance Act 2012, Fund Closures, Solvency II and is presently working on SEPA. In addition, David has been able to work with Damien as part of technical analysis of Java business services for LPAS Exit Penalty, and this collaboration proved key to the delivery when dealing wth some complex interface issues.

• Training is being rolled out across the teams to address key man dependencies. Job shadowing will continue on the job for the development of Fiona as a mainframe resource, and also planning on setting up a shadow session with CSD for our systems analyst. Training sessions are in progress for the empowerment of the test team to be able to run their own batches and test cases to meet their selection criteria; which is reducing the dependency on the development team.

1. **Brand Values**

Contribute to the development and embedding of a culture that understands, values and delivers service in line with our brand values that puts customers at the heart and drives high levels of customer retention and satisfaction. Ensure that followed in line with the principles that will deliver the 4 goals: Customers 1st, Retain to Gain, Go for Growth, and Raising the Bar; as part of the our 2013 Business Plan.

Measure(s) of Success

• Demonstrates on a continual basis, the linkage of communications, planning and decisions back to the customer.

• Ensure communications, planning and decisions reflect and add value to the customer.

• Displays active involvement in Customer Experience activities across the Ireland business to constantly improve this and takes action to anticipate customer needs based on a thorough knowledge of customer.

• Brand values are “lived” every day and are evident in all customer interactions; regular feedback loops exist to discuss/publicise real-life examples of this that ensures continual linkage to the customer

• Articulates, creates awareness, and drives activities within the team that contributes to increased customer acquisition and retention levels .

• Encourages and creates a responsive, consistent customer-focused climate within the team and across the Ireland business that always links actions to a customer perspective

• Customer feedback tools used and feedback used to identify actions that are then followed through.

• Drives, shapes and supports the service propositions for the Ireland Branch /SLIL, sharing ideas across teams within Ireland and the UK.

Development, Support & which Strengths relate to this Outcome

• Customer Feedback & Insight

• Internal Teams Feedback

Putting Customers First…

As a Team Manager, in respect of our support-based tasks, I

• identify and suggest improvements & support-oriented oppurtunities to align the business with the needs of the market place (e.g. automatic pricing uploads which benefit the customers/brokers directly or indirectly - i.e. can get values online much earlier than before and Customer Service Representatives can transact earlier in the day) • Encourage as much as possible a "can-do" culture in terms of responding to customer needs • Ensure our on-call rota is fully scheduled up in terms of cover and ensure we remain accessible and to and in touch with our customer base. • Ensure that we fulfil our DR responsibilities • Ensures that new processes enacted as part of new developments are customer friendly. • Ensure that the dealings we have with customer service representatives as part of our support responsibilities follow professional support etiquette; i.e. pleasant and patient with customers at all times, deal promptly and thoroughly, set realistic expectations and keep them informed of progress/any problems, ensure on our behalf that we allow the representative to honours commitments made to customers and that we pitch our technical conversations and approach and style to the level of understanding of the representative. Feedback from our Production Support is that these are always fullfilled without exception.

• I contributed as the IT representative on the Broker and Communication pillars of the Customer Experience & Retention

Retain to Gain

• My team now always look for opportunities for re-use. For example, we designed and automated the bulk switching elements of Fund Closures so that it could easily be re-used for broker bulk switching with only ‘wrapping’ work required, this is now being considered as a required piece of work that could offer CSD FTE savings

Raising the Bar

• I am careful to always maintain high internal standards of excellence within my team. My Team made a number of improvements to the Technical Design & Specification project documentation and Implementation project documentation, which has been adopted throughout the IT teams in RoI. Following some feedback, this and may well be sent to the Change Process document template authors as consideration for a new groupwide standard.

• Demonstrate going beyond the call of duty in respect of on-call, (with no increase in the rate or linking with inflation or CPI in 7 years), frequent out of hours work and overtime