

Role Title	Head of Product Management
Reports to	Executive Director, Products and Services (Channel Partners and Employers)
No. of direct reports	Tbc (+40)
Full / Part Time	Full Time (Job Share possible)
Grade	HOF
Location	Flexible with City & Guilds base allocated nearest to home location
Created/Updated by	
Created/Updated on	August 2022

Everything we do contributes to achieving our purpose: to help people, organisations and economies develop the skills for growth.

City & Guilds’ mission is to make great job and career pathways visible to the widest possible audience, deliver high quality training that leads to jobs, and develop qualifications and credentials that support progression and employment prospects.

Since 1878 we have worked with people, organisations, and economies to help them identify and develop the skills they need to thrive.

We understand the life changing link between skills development, social mobility, prosperity, and success. Everything we do is focused on developing and delivering high-quality training, qualifications, assessments, and credentials that lead to jobs and meet the changing needs of industry.

We work with governments, organisations, and industry stakeholders to help shape future skills needs across industries. We are known for setting industry-wide standards for technical, behavioural, and commercial skills to improve performance and productivity. We train teams, assure learning, assess cohorts, and certify with digital credentials. Our solutions help to build skilled and compliant workforces.

Our values

Our values **Inspire**, **Improve**, **Achieve** and **Trust** are core to everything we do, and makes us who we are. They underpin the way we work, from how we treat our people right through to how we design our products. Living these values in everything you do at the City & Guilds will not only make this a great place to work, but ensure you thrive and are successful in your role.

Your mission

We deliver solutions to our channel partner and employer customers based on strong propositions which combine products and services to deliver learning impact and benefit to

employers and industry. We have an ambitious strategy to grow our direct delivery offerings, our qualification, assessment, and certifications, increase our industry-centric training solutions and improve learning outcomes for our learners, corporate customers, and channel partners.

The Head of Product Management will be responsible for the leadership and management of City & Guilds' portfolio of products across Channel Partners and Employers, in line with the purpose and the strategy of the organisation.

You will be an energetic and confident leader able to provide strong vision and direction for the function.

You will build a team including product managers founded on product management principles, inspire the team and lead by example the craft of product management

You will take strategic responsibility for the life cycle management of products and services to ensure a quality journey and experience for our customers and learners.

You will establish a framework for business justification, planning, verification, and commercial viability at all stages of the product lifecycle and assessing impact of external factors such as policy, regulation, and competition.

You will take ownership of commercial targets and deliver products and services that meet the business growth plans; and work with rest of the teams across the business to ensure the targets are met

What you'll be doing

Strategic Focus

- You will work closely with our Strategy, Insights, and other customer-facing functions, ensuring our product and service portfolio delivers maximum value for our customers and for our organisation
- You will contribute to our overarching propositions strategy and direction, aligning with the 5-year business planning process and be responsible for ensuring our products and services enable the delivery of value propositions that will meet the growth targets.
- You will manage the governance and decision-making on which solutions, products, and services to develop, grow/maintain or retire while working collaboratively across the organisation
- You will proactively work with colleagues to create sector strategies
- You will be a key member of our operational governance and wider senior leadership community, role-modelling our values and driving key strategic initiatives
- You will take a lead on driving new ways of working of products and services across the organisation

Leadership

- You will build a strong product management function with clear roles and responsibilities, define the overall purpose, vision and direction of the function

- You will be responsible for product management, product planning, developing and shaping a strong leadership team in the function to drive achievement of the strategy and 5-year plan
- You will develop product managers and other roles in your team who have capabilities to succeed and exceed objectives and OKRs
- You will collaborate across the business to build strong cross functional squads that include Product Managers, Product Owners and Customer Success Teams
- You will contribute to creating and evolving a culture which fosters diversity, equity, and inclusivity in line with City & Guilds' commitment to DEI (Diversity, Equity, & Inclusion) (Diversity, Equity, & Inclusion)
- You will lead by being customer centric, and role model for product management practices

Product Management

- You will deliver measurable business results through product and service solutions that meet both market needs and company goals
- You will provide input from product management into the business strategies of City and Guilds, and our divisions (Channel Partners and Employers) to enable strategic planning and governance.
- You will generate short term and long term product roadmaps that demonstrate the trajectory of products and services
- You will define and deliver robust frameworks for managing the life cycle of products and services from beginning (design), through their development and delivery life, and at the end (sun-setting) working closely with colleagues in Customer Experience, Learning Design and Development, Operations, Sales, and Marketing etc to name a few and our Delivery teams to drive continuous improvement.
- You will track product performance and ensure mitigation plans are in place to ensure commercial targets are met working with commercial teams, sales etc
- You will understand the competitive landscape, and ensure our portfolio of products has competitive advantage and products achieve targeted market share.
- Where some product management accountabilities and capabilities sit outside of the Head of Function's Team, you will foster strong and effective working relationships to ensure that there is a cohesive and shared product management strategy for the whole of City & Guilds.
- You will ensure customer experience is embedded into the thinking through the life cycle management
- You will ensure the right governance, reporting and review mechanisms are in place
- You will work with colleagues in Propositions and Innovation to shape our digital capability
- You will promote and advocate for product innovation, ensuring capability and processes to drive this in a structured and agile way.
- You will champion the principles of excellence in product management across the whole organisation and be passionate and relentless about embedding a step change in its quality and impact.

Commercial Ownership

- You will be accountable for the commercial targets for products and services and share these targets with sales teams
- You will work plan the product portfolio with commercial, insight and sales teams to delivers 5 year plans
- You will closely track that products are meeting revenue expectations and take actions on the product portfolio when needed

How success will be measured

Clear objectives and measures will be agreed as part of the City & Guilds Honest Conversations process, but by way of example:

Leadership & People Measures

- Employee Engagement Survey data and feedback, LFG (Local Feedback Group) feedback and peer feedback
- HR metrics for retention/attrition, sickness, etc.
- Achievement against the agreed leadership objectives within the period

Strategy Implementation

- Delivery of strategic deliverables as agreed
- Contribution to strategic thinking with feedback from key stakeholders
- Contribution to strategic OKRs and objectives such as market share and social impact measures

Product Management

- Setting up a Product Management function that supports both Channel Partners and Employers
- Development of capabilities through the creation and implementation of people, processes and governance that shape how propositions is done within City & Guilds
- Delivery of key deliverables across Product Management as agreed
- Feedback from colleagues across City & Guilds
- Achievement of agreed OKRs and objective.

What we're looking for

We can't live without...

- Expert knowledge, understanding and experience in commercial and funded (government or other) product and service management.
- Customer-focused thinking that considers the real impact decisions could have on customer and learner experience
- Strategic & commercially minded with a focus on exceeding targets

- Innovative change leadership and experience in transforming established teams and functional ways of working which deliver today into best of breed teams which exceed expectations
- A passionate, driven leader, who creates followship by inspiring, coaching and mentoring
- Well-developed leadership skills, including negotiation skills, presentation skills, managing and motivating teams and, driving staff development and retention.
- Expert ability and gravitas to build strategic relationships at the highest level
- Creates and atmosphere of continual improvement
- A curiosity to do things differently to maximise opportunities and to drive change
- Agile and financially astute business modeller
- A creative problem solver who brings innovative ideas

We would love you to have...

- Knowledge of the learning, skills, assessment and employment sectors, funding and qualifications and the ability to be flexible to meet an ever-changing environment.
- Experience of contributing to bids and tenders.

The way we prefer to work

Behave as one inclusive team of teams

- Contribute to a feeling of being one inclusive team.
- Treating everyone fairly
- Being curious about other people and teams
- Being open to new perspectives and experiences
- Understanding how the organisation operates and your role in it
- Being open, honest, and respectful in communications
- Creating a feeling of family
- Owning Inclusivity and Diversity locally
- Paying attention to your others' wellbeing

Collaboration

- Collaborate with colleagues and externally with customers and partners to deliver great work
- Treating everything as an opportunity for a win-win
- Seeking input from others and using it
- Expressing yourself clearly and consistently
- Supportive of others
- Engaging people so they get on board
- Trusting people

Customer focused

- Making sure that the needs and hopes of internal and external customers drive what we do
- Being great at listening and understanding
- Making things easy
- Being responsive and proactive to what customers want
- Making sure that things are high quality and always improving

Do what you say you are going to do

- Being consistent in delivering on promises
- Starting with a positive intent
- Setting clear expectations
- Taking personal ownership to deliver on your own commitments and supporting others to do the same
- Holding yourself and others to account for delivery against those expectations
- Being conscientious and driven

Proactively find and take new opportunities

- Taking the initiative in every situation
- Always looking for opportunities to improve the organisation, yourself and what we do for customers
- Always stepping up to get involved
- Being brave and bringing challenge to colleagues in order to make things better
- Not waiting for others
- Continuously improving our own area of responsibility

Welcome feedback and continuously learn

- Continuously develop your skills and how you work
- Treating everyday as an opportunity to improve
- Being open to feedback
- Recognising it helps you develop
- Giving feedback openly and honestly
- Being aware that your own ideas may not be perfect, and your perceptions can change
- Be open about mistakes and use them to learn
- Be comfortable with ambiguity and not knowing everything

Your career with the City & Guilds Group

City and Guilds are committed to professional career development.