

Job Title Testing and Cutover Manager	Division Authentication
Reporting to Head of Project Management	Function Project Management
Location Gateshead/Basingstoke	Job Grade C12
Travel (Frequent/ <u>Some</u> /None)	

1. ROLE PURPOSE AND SUMMARY

- As part of the ongoing M&A activity regarding the Authentication division of De La Rue, the Testing and Cutover Manager will lead all related activities pertaining to the IT separation activities set out in the Pre Day 1 scope of work and the subsequent Transition Service Agreements.
- The Testing and Cutover Manager will serve as a central hub for governance, and support, ensuring that all testing and cutover activities for the IT Separation are executed effectively and aligned with business objectives.
- The Testing and Cutover Manager will be part of the IT Separation leadership and will support reporting activities into the overall Separation Programme.
- The role will oversee a testing and cutover governance that enables the right stakeholders to make timely decisions about risks, issues and obstacles that require stakeholder intervention and could adversely impact any key programme milestones.

2. DIMENSIONS AND REPORTING LINES (number of reports and financial values)

- This role will have no Direct Reports.
- This role will liaise with all areas of the business, specially with IT and the project, but also with any impacted areas including but not limited to Commercial, HR, Manufacturing, Software and Product.
- The role will also liaise with counterparts and other roles within both the remaining De La Rue division and the buying company.

3. KEY ACCOUNTABILITIES

Individual

Cutover Management

- Develop a comprehensive IT cutover plan to facilitate the successful transition of IT systems and data to the new standalone environment.
- Coordinate all IT cutover activities, including data migration, application configuration, infrastructure readiness, and user onboarding.
- Lead dress rehearsal and dry runs to validate readiness and ensure alignment with the overall programme timeline.

- Define and execute cutover success criteria, including detailed contingency plans and rollback strategies to address potential risks.
- Collaborate with infrastructure, application, and data teams to ensure all technical dependencies are accounted for and addressed during the cutover.
- Manage day-of cutover execution, providing leadership, real-time decision-making, and issue resolution to ensure a smooth transition.

Testing Management

- Develop a test strategy including cycles of testing that aligns with the separation program goals and objectives.
- Define testing scope, objectives, and success criteria, encompassing functional, integration, user acceptance, and performance testing
- Create a detailed test plan outlining the scope, approach, resources, timelines and activities.
- Identify and allocate resources, including testers, testing tools, and test environments, for testing activities.
- Oversee the preparation and review of test cases. Work with application and business teams to design test cases and scenarios that align with the carve-out's operational and technical requirements.
- Lead defect management processes, including identification, prioritization, resolution, and tracking to ensure quality deliverables. Track and prioritise, ensuring they are reported and remediated within defined SLAs in the test strategy.
- Ensure all testing cycles are executed on schedule and approved by stakeholders before moving to the next phase of the carve-out.

Stakeholder Collaboration and Communication

PoC for cutover and testing related communications with key stakeholders, including end users, business workstreams, PMO and project leadership to provide updates on changes, progress, risks and issues.

- Communicate project status, risks, mitigation plans, and key milestones to senior management and project sponsors.
- Engage business and IT teams to ensure all end-user requirements are captured, addressed, and validated through testing and cutover activities.
- Provide training and post-cutover support to ensure a smooth transition to post Day 1 IT operations.

Governance and Compliance

- Ensure cutover and testing plans adhere to deal contractual regulatory requirements, IT governance standards, and security protocols relevant to the carve-out.
- Maintain thorough documentation of all cutover and testing activities, including lessons learned, to support ongoing operations and future projects.

Divisional Authentication

- Support the Divisional leadership team in executing on the strategy for Authentication in terms of the core GRS and Brand Protection propositions
- Support, instil and follow the governance and operational disciplines applicable across the Division

Common to all roles

- To always act and behave in a way compliant with all De La Rue company guidelines and policies, especially those relating to values and behaviours, environmental health and safety, ethics and codes of conduct, as it is through living our values that we strengthen the culture of our business and demonstrate our understanding of our Code of Business Principles. Further information on our company values can be found in our "Living the Values" guidelines.

4. CAPABILITY (qualifications, experience and skills)

- Excellent interpersonal and stakeholder management skills and the ability to communicate with authority both verbally and in writing at all levels of the business and across different cultures; able to tailor communication appropriately to the requirement of diverse audiences
- A flexible and adaptable attitude, willing to accept and drive change, and able to work comfortably with ambiguity, frequent change and unpredictability
- Demonstrates sound judgement knowing when to escalate and confirm issues
- Hard-working, goal oriented and with a high level of energy and enthusiasm; able to operate efficiently, effectively and professionally within a fast paced, dynamic and results driven business environment
- Strong task management skills, ability to prioritise one's own workload, and the workload of others where required and keep to set deadlines.
- Ability to communicate effectively in English both speaking and writing (additional languages advantageous)
- Collaborative and flexible approach, providing structure without unnecessary bureaucracy.
- A good understanding of different testing and change methodologies
- Ability to synthesise complex information across a diverse, business-wide portfolio of change and strong coordination skills.
- An ability to demonstrate an understanding of the critical role that a Testing and Cutover Manager during a business acquisition and separation.
- Ability to converse about technical issues at a high level, address rationale and prioritisation with key stakeholders and with IT teams

Qualifications & Experience:

- Essential – Previous experience of testing management
- Essential – Previous experience of managing technical change, migrations and cutovers
- Essential - Educated to degree or Apprenticeship Level 6, or equivalent experience
- Essential – ITIL qualification or equivalent experience
- Essential - in-depth knowledge of testing methodologies and tools
- Essential - Expert in Office 365, including MS Project.
- Essential - Experienced in risk and issue management, as well as prioritisation
- Essential – Strong evidence of stakeholder management (internal and external)
- Essential – Strong experience of planning and tracking test and cutover activities
- Desirable -Previous experience of leading testing and cutover activities as part of a business separation.

Job Holder:

Date:

Manager:

Date: