

Created / Revised	August 2022
Position title	Senior Manager Standard Workforce Practices
Division	Customer Enablement
Department	Operational Enablement
Reports to Position	Head of Operational Enablement
Direct Reports	Yes

Our culture and values

We have a clear strategy and important work in place to become Australia's bank of choice.

Our values of **teamwork**, **integrity**, **performance**, **engagement**, **leadership** and **passion** are at the core of who we are and form the expectation of the behaviours we adopt every day.

We strive to have a culture that drives balanced outcomes; is open and informed for disciplined execution; that celebrates and recognises success; and where the sum is greater than its parts. To achieve this, we focus on four critical behaviours: **act commercially**; **move fast to help customers achieve their goals**; **recognise people for their impact**; and **actively challenge the status quo**.

Together, we're creating a culture we can continue to be proud of; one that will help us reach new heights.

ROLE PROFILE

Your division, your team

Reporting to the Chief Operating Officer, the Customer Enablement function comprises those teams whose predominant focus is on enabling our customer facing roles in their support of customers. With a strong focus on contributing to the Group's productivity targets, the ultimate purpose of the function is to ensure our front line staff, partners, digital platforms can deliver an experience consistent with our targeted customer value proposition.

The Operational Enablement business unit supports this objective and the enterprise to be more productive and efficient and includes resources to support process improvements, workforce capacity management, process analytics and process governance.

The Operational Enablement team focuses on supporting process efficiency and compliance, customer experience enhancements, financial returns for the enterprise and improving the employee experience. The Operational Enablement team also provides insights to enable leaders to manage their capacity in line with workload requirements, review standard work-practices and take a future view on the management of the workforce.

The purpose of your role

The Senior Manager Standard Workforce Practices provides strategic direction to the team across the enterprise to support our businesses and provide consistent ways of working and uplifting our operational capabilities. This is completed through short and longer term forecasting such as capacity management workforce planning, and workforce productivity, ensuring alignment in approach across all operational business units. The Senior Manager is responsible for ensuring that resourcing across Bendigo Bank is allocated appropriately, is responsive to changes in workload, capability and system and or technology changes.

The Senior Manager is responsible for creating consistent ways of working and supporting operational teams to uplift capability.

Your core relationships

The Senior Manager Standard Workforce Practices will work closely with other members of the Operational Enablement to review opportunities to support Bendigo Bank to become more productive and efficient. The role will also work across all business units, particularly with the Senior Management team to understand their requirements, standardise delivery approach and support productivity implementation.

What you're accountable for	
Business Performance	<ul style="list-style-type: none"> • Mitigate uncontrolled FTE growth across the Bank and ensuring that workforce capacity strategies are implemented effectively • Review opportunities to create a more flexible workforce • Create opportunities for standardisation with overtime, penalties • Develop standard reporting for consistency across business units
Thought Leadership	<ul style="list-style-type: none"> • Provide strong thought leadership in analytics and workforce capacity management. • Ensure that best practice standards are maintained across the bank with regard to workforce capacity • Provide insights into potential efficiencies and operational practices • Support learning and capability development
Leading & Developing Others	<ul style="list-style-type: none"> • Champion a culture of continuous improvement and being data driven • Inspire, lead, and develop a successful team with a common purpose • Ensure all direct reports have clear career and developmental opportunities with the goal of developing your successor/s • Create, attract and retain a diverse and inclusive team of talented people to better understand and meet the need of our diverse customers and communities leveraging analytics • Lead and support cultural change across the network • Actively manage key relationships across the Group to influence and greater people and customer experiences • Understanding the learning and uplift required across the organisation and support development
Change Management	<ul style="list-style-type: none"> • Work collaboratively with change management teams to support change management activities and ensure that workforce capacity strategies are effectively implemented • Support implementation of process and governance initiatives
Workforce Shaping	<ul style="list-style-type: none"> • Supports Bendigo to become more productive, by aligning resources with workload and capability requirements • Review organisational requirements for resourcing and provide expertise in allocation • Identify opportunities for process or technology improvements to mitigate people resource increases • Provide governance and oversight of workforce changes • Provide guidance on operational data that can guide rostering and best practice

Your knowledge, skills and experience	
Knowledge & skills	<ul style="list-style-type: none"> • Demonstrated experience in implementing workforce shaping strategies across large organisations. • Demonstrated experience in managing complex industrial relations matters. • Demonstrated business and leadership experience gained in the Banking, Finance or Insurance industries • Advanced negotiation, leadership and influencing skills • Demonstrated skills in developing and maintaining strong stakeholder relationships both internal and external • Exceptional written & verbal communication skills and the capacity to communicate effectively with all levels of the organisation. • Knowledge of Bendigo and Adelaide Bank systems, processes and procedures is desirable

Relevant experience	<ul style="list-style-type: none"> • Deep understanding of concepts relating to workforce capacity and data analytics • Strong operations management knowledge • Ability to understand and make decisions on short and longer term planning to make optimised decisions across enterprise • Understanding of operational practices and how to implement and standardise • Knowledge on capability uplift to support embedding programs • Extensive Leadership experience bridging strategy and execution • Experienced leader who can build highly collaborative and successful teams • Understanding of the channels and markets the Bank operates in • Understanding of legal and regulatory environment for Financial Services including the Employee Bargaining Agreements • Experience in leading and embedding change
Additional Requirements	<ul style="list-style-type: none"> • Flexible working hours to meet the needs of the business • Inter and intrastate travel as required by the business

Your qualifications and certifications

Tertiary Qualification in Business Management or related discipline. (Post Graduate preferred)

Risk responsibility

Ensure all work practices are conducted in accordance with all Bank compliance requirements, as specified in Bank policy, corporate and business unit procedures and identify and report instances of non-compliance to appropriately.

CAPABILITY PROFILE

Key people capabilities

Future Ready	Communication
Commerciality	Execution

People capability profile

Relationships Builds and maintains productive relationships with trust and integrity. Works collaboratively and is open to the perspectives of others.	Results Focus Sets and manages relevant goals. Is mindful of and responds to the business environment. Asks for help and reviews for learning.	Grow Self Grows knowledge, is curious and proactively applies learning. Builds resilience and is mindful of impact on others.	Role Expertise Maintains role-specific standards and applies knowledge, skills and experience on-the-job.
Advanced	Advanced	Advanced	Expert
Communication Effectively expresses thoughts, ideas and information. Actively listens and adapts communication style. Engages, influences and connects to our purpose to tell our story.	Execution Makes well-considered decisions, plans and delivers quality outcomes. Problem solves and acts with integrity. Holds self and others accountable.	Grow Others Develops others by sharing feedback, recognising and celebrating outcomes. Connects with others to guide, empower and inspire.	Customer Focus Identifies customer goals, makes relevant recommendations and takes appropriate timely action. Collaborates across the business to deliver best outcomes for the customer.
Expert	Expert	Advanced	Advanced
Partnering Acts with intent to build sustainable partnerships with customers, community and stakeholders to deliver shared value and achieve business outcomes.	Innovation Constructively challenges the status quo and offers alternatives. Seeks to improve ways of working and is open to new ideas and experiences.	Future Ready Exchanges and respectfully challenges perspectives and approaches. Anticipates, embraces and promotes change to achieve our vision for today and tomorrow.	Commerciality Applies understanding of finance, risk, people and customer for decision-making to deliver business sustainability. Takes appropriate risks and acts in the best interest of the Bank.
Expert	Advanced	Expert	Expert

Role motivators

Status	Holding a position of recognised importance, being respected by others
Pressure	Working under time pressure and demanding deadlines
Leading Others	Working to improve and advance the skills, knowledge and performance of others