

Created / Revised	August 2022
Position title	Manager Operational Enablement Academy
Division	Customer Enablement
Department	Operational Enablement
Reports to Position	Senior Manager Standard Workforce Practices
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

This role will guide the organisation on consistent operational ways of working. It will provide strategic vision on what a good operational environment is and how we can implement this consistently across teams. Increasing our efficiency and embedding capability across the enterprise. This role will also oversee the ongoing support of ActiveOps.

The role will support implementation of new initiatives, build standard work practices and ensure engaged teams.

Your core relationships

The role will work closely with other members of The Operational Enablement Department to review opportunities to support the Bank to become more productive and efficient. The role will also work broadly across all business units to ensure a good understanding of workplace practices and how new frameworks and support can be implemented. They will form strong relationships with business leaders to support them run optimised team environments.

What you're accountable for	
Business Performance	<ul style="list-style-type: none"> Identify opportunities to ensure spans and layers and standard practices are consistent Ability to use data to measure and support change Maintain governance ongoing to ensure we continuously comply with standards Track and measure benefits delivered through team implementation Enhance business adoption through standard reporting and metrics
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. Understand capability gaps to ensure consistent learning is applied across teams and to leverage existing learning solutions where appropriate 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 Support cultural change across the network Actively manage key relationships across the Group to influence and greater people and customer experiences
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
Leadership Partnership	<ul style="list-style-type: none"> Work extensively across the Bank to understand the needs of the workforce and business units Identify opportunities to support flexibility and innovative staffing structures across the Bank Work effectively with team leaders and senior leaders to understand workforce challenges Design tactical and long term workforce strategies based on leadership feedback and industry best practice
ActiveOps	<ul style="list-style-type: none"> Provide ongoing support for ActiveOps, including coaching of ActiveOps Leaders Review the implementation of ActiveOps to ensure that it is being used effectively in the Bank

Your knowledge, skills and experience	
Knowledge & skills	<ul style="list-style-type: none"> Demonstrated experience in implementing workforce support strategies Ability to analyse data and produce meaningful results demonstrated experience in coaching leaders Experience in organisational learning and development Advanced operations knowledge Understanding of change management and implementation Strong knowledge in operating model and people engagement 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"> • Strong understanding of problem solving techniques • Understanding of concepts relating to workforce management • Experience in using data to support workforce strategies • 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 • 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 Human Resources or similar is desirable

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

Result Focus	Relationships
Grow Others	Commerciality

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.
Expert	Advanced	Intermediate	Advanced
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.
Advanced	Intermediate	Expert	Intermediate
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.
Advanced	Intermediate	Intermediate	Advanced

Role motivators

Achievement	Gaining a sense of achievement, closure; seeing something through to completion; working towards attainable goals
Challenge	Performing mentally stimulating work, solving complex and/or unfamiliar problems. Stretching self intellectually
Leading Others	Working to improve and advance the skills, knowledge and performance of others