



PERFORMANCE MANAGER
JOB & PERSON SPECIFICATION
MARCH 2019

JOB SPECIFICATION

POSITION TITLE:	Performance Manager
DEPARTMENT / BRANCH:	Member Experience Centre
REPORTS TO:	Senior Manager Member Relationships

ACCOUNTABILITY STATEMENT

The Performance Manager reports to the Senior Manager Member Relationships and is responsible for member relationship and portfolio management objectives for face-to-face, digital and phone based teams within the Member Experience Centre. The role is accountable for the effective planning and execution for staff competency development, sales performance, portfolio growth, member journey optimisation, business development, and service delivery for the team.

DESCRIPTION OF POSITION DUTIES AND RESPONSIBILITIES

- Preparation and implementation of strategic and operational plans for team business success and to deliver expected outcomes.
 - Leadership of diverse and multi-functional team.
 - Development and implementation of member relationship management plan.
 - Member relationship analysis, reporting and establishment of metrics that will determine the successful impacts of member experiences and measure progress.
 - Effective portfolio management through analysis of allocated products and services and test thinking and recommendations to ensure solutions create value for members and the business.
 - Undertake continuous improvement and innovation incorporating creative thinking around systems, processes and member journey feedback.
 - Leverage insights and analytics around member behaviour to build segmentation and a more tailored approach to engagement.
 - Preparation and development of business development plan to drive end to end member experience.
 - Contribute to the design, development and ongoing refinement to enhance member journeys by defining existing member journey landscape and build and maintain comprehensive end-to-end member journey maps that incorporate member interactions, experiences and opinions.
 - Management of portfolio deliverables and review of daily reports and work with staff to ensure activity is on track.
 - Incorporate into the journey the ever-increasing importance of digital member experience.
 - Contribute to the effective strategy execution, budget development and business management through relevant Committees.
 - Manage allocated tasks associated with corporate and operational projects within agreed frameworks and risk management appetite.
 - Foster and maintain a high performance culture and undertake effective people management through the provision of appropriate training and development, coaching and mentoring opportunities.
 - Provision of regular coaching to staff using “Transformational Coaching” Model.
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- Promote continuous professional development of staff.
- Undertake regular quality control activities across all teams to ensure required standards are maintained and staff are demonstrating use of 'Member Experience' principles during all member interactions.
- Ensure compliance with legal and regulatory requirements is maintained at all times.
- Act as a strategic change leader to drive business change, innovation and process improvement.
- Identify inefficiencies in processes or systems and work with peers across the business to innovate as required.
- Working collaboratively with the Member Experience Centre (MEC) leaders and other stakeholders and departments as required.

Key Result Area	Major Activities	Key Performance Indicators
Member Relationship & Portfolio Management	<ul style="list-style-type: none"> • Prepare and implement a member relationship management plan to deliver expected outcomes • Ensure effective portfolio management by; <ul style="list-style-type: none"> – analysing member products & services mix to understand members needs – demonstrating an understanding of the portfolio and it's movements and maturity to diagnose opportunities for growth – setting team and individual plans to meet member need gaps – implement initiatives and allocate areas of focus and priority to team members to grow portfolio • Reporting on member relationship and portfolio management focus, priorities and achievements • How do we show digital education / activities with members 	<ul style="list-style-type: none"> • Team KPI achievement • Team Performance • Monthly reports
Business Development Planning & Implementation	<ul style="list-style-type: none"> • Prepare and implement operational plans for team business success including; <ul style="list-style-type: none"> – prepare and implement a business development plan – manage internal and external key stakeholder relationships to enable business development success – define and allocate business development KPIs to team members – monitor, analyse and report on business development plans 	<ul style="list-style-type: none"> • KPI achievement • Business plan Performance and benefits realisation

<p>Member Journey Delivery & Optimisation</p>	<ul style="list-style-type: none"> • Contribute to the design, development and ongoing refinement of enhanced member journeys for the business using insights from member experience and ‘voice of the member’. • Demonstrate ownership and deliver on the member journey as prescribed; <ul style="list-style-type: none"> – New Member – Transition from Savings to Lending – Lending • Review and analyse member journeys to identify and implement enhancements on an ongoing basis. • Capturing and using member feedback as a continuous improvement loop for the member journeys • Lead a team to achieve the member satisfaction measures/goals. • Continuous improvement and innovation and creative thinking. 	<ul style="list-style-type: none"> • documented Member journeys • Member journey benefits realisation
<p>Leadership</p>	<ul style="list-style-type: none"> • Develop and maintain performance culture; • Champion change initiatives and deliver on strategic initiatives through positive communication and behaviours in line with values. • Ensure effective Human Resource management in:- <ul style="list-style-type: none"> - staffing; - performance management; - reward and recognition; - learning and development; - work, health and safety. <p>Train and develop staff to the required level of competence to meet Members’ needs through the use of the Competency Framework.</p> <p>Engage and empower the team to achieve innovation and continuous improvement in an environment of uncertainty and constant change.</p> <p>Show ownership and responsibility by looking outward to the marketplace and identifying member needs.</p>	<ul style="list-style-type: none"> • Staff OCI survey • Staff feedback • Performance Reviews • Coaching records and outcomes

Management	<ul style="list-style-type: none"> • Ensure the team operational objectives are achieved; • Contribute to the effective strategy execution, budget development and business management through relevant Committees; • Manage resources and overheads to optimum performance within budget parameters. • Manage allocated tasks associated with corporate projects and operational projects within agreed frameworks and risk management appetite; • Report to the Senior Manager on all aspects of the departments functions. • Ongoing process reviews with changes to procedures which will increase productivity, efficiency and levels of service. • Ensure optimum team capacity through contribution to workforce planning, recruitment. • Performance management, leadership, coaching and mentoring. 	<ul style="list-style-type: none"> • Plan acceptance and implementation • Reporting • Budget outcomes • Staff OCI survey • Staff feedback
Compliance	<ul style="list-style-type: none"> • Ensure compliance with all relevant statutory, legal, code and ethical obligations and policies and procedures; • Ensure all standard legal documentation is adequate, complete and enforceable; • Ensure adherence to policies and procedures • Complete administrative duties as required. • Lead first line of defence and complete relevant hindsight reviews and checking. 	<ul style="list-style-type: none"> • External audits • Internal audits • Regulator reviews/ inspections • Call coaching records

JOB SPECIFICATION

WORKING RELATIONSHIPS, CUSTOMERS AND SUPPLIERS

Customer/Supplier	Nature of Contact	Frequency
External Education sector and key stakeholder groups	Relationship management, business development, problem resolution and monitoring	As required
Internal Senior Manager Member Relationships Executive/Senior Managers Product Management & Marketing	Performance reporting and information provision Consultation, information, problem resolution Member Journey and continuous improvement	Weekly As required As required
Subordinate Managers and Staff	Leadership, consultation, support, information, coordination, problem resolution, coaching.	Daily
Other Corporate Managers	Participate, provide information/advice, problem resolution	As required

ROLE COMPLEXITY

Moderately complex role developing operational plans and associated implementation to drive transformational change. High level delivery capability, leadership and interpersonal capacity.

PERSON SPECIFICATION

JUDGEMENT

There is a high level of autonomy within the scope of the role. The incumbent is expected to plan their own work program within corporate objectives and work within policy and delegation guidelines to maintain operational requirements. Application of performance accountability and leadership to build a constructive culture is critical. Minimal guidance is provided. Guidelines and objectives are discussed.

QUALIFICATIONS/EDUCATION

Essential

Coaching and leadership skills
People Management

Desirable

Sales Management experience
Degree qualifications in a complementary and / or related discipline.

KNOWLEDGE

Competency	Level (Basic, Competent, Advanced, Highly Developed, Specialised)
Sales management principles and practices	Competent
Operational planning and strategy execution	Advanced
Change management principles and practices	Advanced
Workforce optimisation	Advanced
Financial management principles and practices	Competent
Continuous improvements and quality concepts Leadership (Specialised), Coaching and Management experience to move up –Advanced Level	Advanced

PERSONAL ATTRIBUTES

Experience

- Management experience in a medium to large diverse organisation in the delivery of objectives and distribution related activities and member/customer service outcomes which are aligned to the strategic direction of the organisation;
- Previous people leadership experience (minimum 5 years) in a customer service environment is essential, with exposure to face-to-face, digital and contact centre at a management level (and contemporary marketing and sales principles and practices)
- Demonstrated experience in developing a high performance culture focussed on achievement and accountability

Strategic Capacity

- Demonstrated ability to participate in the development of strategy resulting in planned strategies and associated strategy execution aligned with the organisation's objectives.

Leadership and Management

- Demonstrated experience at Manager level in leading and managing staff and resources (financial and non-financial) to deliver organisational activities within appropriate governance/risk structures;
- Demonstrated experience in effectively managing the change process with staff at all levels within a team.
- Coaching and setting action plans for staff, performance measurement and review

Projects

- Demonstrated project involvement or management experience delivering on project objectives.

Interpersonal

- Demonstrated high level ability to work in a proactive and consultative manner with the Executive Management Team, Senior Management and business partners to achieve the organisations objectives;
- Demonstrated personal energy, enthusiasm and resilience.

CLASSIFICATION

Manager (salaried position).

HOW TO APPLY

Applications should be addressed to Andrew Reed. Please visit henderconsulting.com.au to apply.

For a confidential telephone discussion, please call Andrew or Christian Gaszner (08) 8100 8827.

Please Note

Your application will be automatically acknowledged by a return email.