



JOB DESCRIPTION – CHIEF OPERATING OFFICER

PRIMARY PURPOSE OF JOB

To develop an integrated COO function that supports Bank Windhoek with key capabilities as required from a strategic and operational perspective. To take lead of the COO function at Executive Management level in the disciplines of Information Technology, Operations, Property & Maintenance and Merchant Services. To take responsibility for excellence and delivery in the Operations and Technology space.

KEY PERFORMANCE AREAS (KPA'S)

1. Achieve Business Performance

- Be accountable for the aggregate plan and delivery of systems, operations, properties & maintenance and the general operating model in Bank Windhoek.
- Leverage the advantages of bringing together the operational expertise and drive through more efficient ways of working.
- Contribute to Bank Windhoek leadership with dedicated and singular focus on execution and delivery.
- Represent the COO function at Executive Management (EMT) and ensure the correct specialist knowledge is brought in to inform that committee according to agenda requirements.
- Ensure strategic objectives shaped at Executive Management level are translated into tactical business plans with mechanisms for key measurements in place to monitor progress.
- Ensure that business change projects are delivered in line with directions from EMT level.
- Coordinate the efforts of the different operational areas under management to ensure minimal duplication of efforts, maximum efficiency and to maximise value for money.
- Rebalance resources between different areas e.g. reallocating headcount or budgets, but within overall approved resources for the year.
- Contribute to the development of business unit strategy for the next 2-3 years by providing a view on potential improvements for products or services and an assessment of the existing situation and anticipated changes in the external environment.

- Manage departmental budgets including signing off of invoices and quotes within mandate. Escalate out of budgets items to the Managing Director for approval.
- Sign off capital expenditure within budget. This includes approving purchase or sell decisions for desktop computers, laptops, departmental equipment etc.
- Analyse effectiveness of processes and systems in use in general for Bank Windhoek and recommend corrective action or automation.
- Review performance against balanced scorecard components as prescribed by the EMT, discuss gaps and agree on action plans to close gaps.
- Benchmark productivity of the department against industry standards and create measures to improve productivity.

2. Driving Business Direction

- To be an integral part and driver of the strategic planning, capex budgeting and forecasting of business requirements and decision making process.
- Build strong relationships with key external stakeholders, Government, suppliers, BON, etc. to ensure correct focus and direction for the bank at operations and technology level.
- Ensure an effective and efficient operating model is maintained.
- Develop and facilitate planning across the COO environment.
- Accountable for driving the business model under the COO environment (Ops, IT, Properties, Merchant Services)
- Serving on various committees including liquidity, EMT, BCF and Ops com
- Serve on external committees where applicable
- Ensure that risk is effectively addressed in all aspects of the business under the COO
- Ensure that a proper infrastructure (building, systems and staff complement) is maintained and developed for the bank.
- Accountable for planning and opening of new branches (outlets) in terms of expansion of the business and business plans.
- Approve and manage staff complements for the COO space

3. People Management/Leadership

- Build strong relationships with key stakeholders and peers on EMT to ensure the correct focus
- Provide clear directions on strategic goals, translating and prioritising them into business and performance measures.
- Lead, inspire and coach a team of high calibre professionals, creating succession to key roles and enhancing Bank Windhoek management capability.
- Work with managers in the team to achieve excellent business results through continuous people development and mentoring activities.

- Ensure the development of a high-performing team through embedding formal Performance Development and informally coaching management team on how to conduct the process effectively.
- Monitor the strict adherence to governance and setting world class standards of professionalism across the functions within COO
- Determine and analyse training and development needs for managers and ensure they do the same for their teams. Ensure that identified training is budgeted for and executed.
- Establish and maintain a succession plan for the management team in the area using the formal Talent Management process for identified talent and an information process for remaining roles.
- With the support from the HR Business Partner, interview and recruit direct reports and provide support to them during the recruitment of their teams on request.
- Ensure that managers create effective workforce plans and recruitment demands plans for their areas.
- Review requests from managers in the team for headcount changes. Recommend approve or decline of request to the Executive Officer: Human Resources
- Act as second level escalation of point for all grievances raised in the business unit.
- Address poor performance of any team member through the formal Performance Improvement process and ensure that continued poor performance is appropriately dealt with. Review Performance Improvement reports to determine effectiveness of interventions.
- Ensure participation by staff on Climate or staff satisfaction surveys and that action items together with the management team of the business units are finalised and executed.
- Pursue your own development to increase personal effectiveness, acknowledging strengths and areas of development.

Note: Perform all other duties as reasonably assigned.

Decision making authority

As per limits of authority matrix or delegated by Managing Director.

CORE COMPETENCIES

- Deciding and Initiating
- Leading and Supervising
- Relating and Networking
- Persuading and Influencing
- Presenting and Communicating Information
- Applying of Technology and Expertise

- Analysing
- Creating and Innovating
- Formulating Strategies and Concepts
- Planning & Organising
- Entrepreneurial and Commercial Thinking

EXPERIENCE/KNOWLEDGE AND SKILLS

- At least 5-8 years general operations Management experience at senior level
- A minimum of 10-12 years experience in various roles including Project Management, Business Risk Management, Information Technology and Property Management.

QUALIFICATIONS REQUIRED

- B Degree (Honns)
- Project Management certification
- An MBA qualification will be an advantage