The Cooperative Bank

Our purpose

Our long-term aspirations are to develop more long-term value-based relationships with our customers, and for our people to grow and develop so that they are better off working at the Co-operative.

Our values

Our values represent who we are, how we think, and how we behave to bring these to life every day. You'll demonstrate behaviours that define our core values and support an inclusive culture with a strong teamwork spirit.

Create mutual benefit
With customers as our shareholders, our shared interest drives what we do.

Be inclusive
We are confident being ourselves and inclusive of everyone we interact with.

Strive for better
We hold ourselves to high standards and deliver to them.

Act fairly
We are open, honest and do the right thing.

About the team

The Enterprise Change team is responsible for leading the consistent use of a standardised set of skills, tools, and processes to support the delivery and execution of enterprise-wide business and regulatory change. Within the team are centralised project resources that lead and manage the Banks bigger delivery and change projects and programmes of work, and specialist capability resources providing leadership, coaching, co-ordination of, and advice on our change and agile capabilities, frameworks and practices. Together, the team are focussed on uplifting delivery and change management capability and practices to enable the Bank to respond quickly to market and regulatory changes, customer needs, and adoption of new technology, all whilst minimising unnecessary impact on its people and its customers.

Purpose of this position

The purpose of the role is to contribute to the design, development & execution of enterprise-wide business analysis and change frameworks, processes, practices and capabilities. These support the delivery and change execution required for large scale, critical projects, as well as business change initiatives that are aligned to the Bank's vision, strategy, & roadmap.

As a business analyst, the role will typically work, day to day, with the Banks' programme and initiative leads, business owners, subject matter experts, product and process owners, development teams, and other key stakeholders to carry out business, process, and system

analysis and future solution design. This work will involve planning, workshop facilitation, stakeholder engagement, requirements gathering, documentation, process mapping, as well as current and future state analysis.

The role will need to understand the needs of internal and external customers and translate this in useful ways to business technical teams and stakeholders to enable the successful delivery of change that provides good outcomes for our customers, our people and the Bank.

The role will also connect with and share skills and knowledge with other business analysts across the Bank, continuously improving the way we support the delivery of strategic projects, business change initiatives, and contributing to our existing community practice.

Position reports to: Head of Enterprise Change

Challenges and opportunities of this role

- **Change management** - understanding how our constantly evolving systems interrelate, to ensure that any change in one area does not adversely impact another and we assess changes appropriately to minimise change impacts and identify opportunities for alignment and efficiency.
- **Multi-tasking and context switching** - collaboratively working with a team or project for complex analysis work, context switching between discovery and detail, and balancing this analysis activity with supporting others, often across multiple projects or change initiatives at once.
- **Adopting robust and right-sized business analysis methodologies** in an environment with maturing project, change and process management capability.
- **Championing and applying business analysis disciplines** across projects and business change initiatives and identifying opportunities for ongoing continuous improvement as we uplift our project and change maturity.

How you will contribute:

What you'll do	Success will mean
Business Analysis	
Perform business process and systems analysis involving: - Eliciting and validating problem statements, scope, requirements, change impacts and user stories. - Facilitating the business to complete strategic analysis, options analysis, and evaluation of activities. - Engage with stakeholders to gather requirements for process improvements. This includes conducting interviews, workshops, and surveys. - Clearly document business requirements and ensure they align	- successfully gathers all relevant requirements from stakeholders, ensuring they are clear, complete, and aligned with business goals. - stakeholders feel heard and understood, and their requirements are accurately reflected in the final documentation. - thorough analyses that uncover root causes of inefficiencies and identify the most impactful areas for improvement. - proposes practical, innovative solutions that are both feasible and effective in meeting business needs. - clearly identifies gaps between the current state and the desired future state, providing

What you'll do	Success will mean
with business objectives and stakeholder needs. • Support and deliver detailed understanding and design of required new solutions.	actionable insights that guide the improvement efforts and change management plans • demonstrates strong analytical skills in identifying problems and providing effective solutions during the analysis phase. • successfully applies industry best practices in business analysis, contributing to the overall success of the project or change initiative.

Process Development and Improvement

Accurately map out existing processes, identifying steps, stakeholders, inputs, outputs, and dependencies including relevant compliance and risk controls Analyse current processes to identify bottlenecks, redundancies, and inefficiencies that need improvement. Perform a gap analysis to identify the differences between the current state of a process and the desired future state including impacts to people, process, technology and customers Create detailed documentation for the new or improved processes, including workflows, SOPs (Standard Operating Procedures), and guidelines. Create detailed plans for implementing process changes, including timelines, resources, and responsibilities. Maintain regular communication with all stakeholders to keep them informed of progress, challenges, and outcomes. Apply continuous improvement mindset to any future process re-design and regularly gather feedback and use it to make iterative improvements to the processes.	• All new processes are clearly documented, providing a valuable resource for current and future projects, change initiatives and internal users. Ensure that redesigned processes align with overall business goals and strategies and include both existing and newly identified compliance and risk controls • High adoption rates of the new processes across the organization, with minimal resistance or pushback. • The transition to new processes is smooth, with minimal disruption to operations. • Documented key controls validated with business owners and risk and compliance stakeholders as agreed within the scope and impact of any changes.

Change Management and Implementation

Use right-sized change methodologies (such as ADKAR, Prosci, Agile, Kotter etc) to understand impacts of, and planning required for changes to business systems and processes.	• Handover of work occurs seamlessly with ongoing monitoring/reporting in place to monitor success of change and identify areas for continuous improvement.

What you'll do	Success will mean
Facilitate the business in developing and documenting handover solutions, risks and mitigants, reporting and appropriate SLAs. Advocate for use of right-sized change management processes when engaging with key stakeholders across Co-op and act as a champion for our enterprise change practices and tools. Contribute to the development of right-sized best practice approaches for business process change and adopt a growth mind-set of continuous improvement for these ways of working.	• Change management processes are adopted successfully, reviewed and continuously improved with smooth transition of initiatives to BAU, and expected measurable outcomes achieved. • Key controls, conduct assurance and assurance tests agreed and handed to appropriate parties to become BAU assurance activity.
Other Accountabilities	
Works collaboratively with other members of the Technology and Change Team. The Co-operative Bank values are represented in the way that we work with each other to deliver outcomes.	• Teamwork is well-integrated and team goals are achieved. • Demonstration of behaviours that define our core values.
Healthy and safe work environments	
Follow all health and safety policies, standards, emergency procedures and plans. Participate in health and safety activities, training and meetings as required. Reports hazards, near misses, injuries, incidents, and ideas for continuous improvement. Cease work if an unsafe situation arises and seek assistance.	• Having healthy and safe ways of working. • All workers feel empowered to and aware of opportunities to participate in health and safety activities. • Our people can easily report hazards, near misses, injuries, incidents, and ideas for continuous improvement. • Workers stop work if they feel unsafe and connect with their people leader or other workers for assistance.

Decision making and responsibilities

a) Decisions and/or financial accountabilities:

This may include:

- Designing, planning and facilitating various workshops and stakeholder engagement sessions.
- Finalising versions of process maps.
- Minor enhancements to delivered work as a result of testing & learning.

b) Actions and decisions that are recommended to a higher level of management for approval:

This may include:

- Operating policy and process changes.
- Proposals for changes to business processes, suppliers, or controls.
- Changes to agreed scope or documented requirements.

Qualifications and experience

- Role requires 3-5 years' experience in business analysis, process engineering and change management.
- A proven track record in business process analysis, project management & delivery.
- Experience facilitating workshops/meetings with a mix of stakeholders, to understand and optimize business processes and challenges.
- Exposure or experience across a variety of banking functions would be an advantage.
- Strong intellect, abstract thinking abilities and business experience – preferably in financial services.

Skills and attributes

Technical Skills

- Proficient in Atlassian Suite – Confluence and JIRA – an advantage.
- Proficient in Microsoft Office Suite including Word, Excel, Powerpoint, Visio and Teams.
- Well established researching, analysis, and interpretative skills, with excellent documentation skills.
- Time management: ability to plan, multi-task, prioritise work autonomously.
- Has strong verbal and written communication skills.
- Proficient in a range of communication and collaboration tools, such as Zoom, Teams, Miro, Mural etc.
- Very strong analytical and logical thinking powers spanning biggest-picture conceptual ideas down to granular detail.

Conceptual Skills

- Uses interpersonal skills (including listening skills) to achieve effective two-way information exchange, including writing clearly and concisely.
- Resilient to uncertainty and ambiguity.
- Can think outside the box when problem solving.

- Comfortable having difficult conversations and influencing others.
- Has good learning agility and can adapt to the changing needs of the business.

Personality Attributes

- Enthusiastic and excited about digital experiences, the role of technology, and change.
- Motivated and driven – takes personal responsibility for achieving results and making things happen and can motivate others.
- A team player who puts team above self, and equally able to work independently alongside a large practice.
- The ability to rapidly assimilate new information to challenge self and be flexible over ideas and beliefs.
- Demonstrates commitment to the established beliefs of the Co-operative Bank.

Leadership Skills

You will be expected to demonstrate behaviours from our Leadership skills framework through your actions, the way you work and how you work with others.