

## THE CO-OPERATIVE BANK POSITION DESCRIPTION

**Position Title:** Digital Product Owner

**Reports To:** Head of Strategic Projects and Digital Delivery

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**OUR VISION** *To change banking for good*

**OUR PURPOSE** *To benefit our customers*

**OUR BELIEFS** *and behaviours*



**FAIRNESS**

We are honest and open.  
We do the right thing.



**INDIVIDUALITY**

We think for ourselves and make our own decisions.  
We keep things real.



**MUTUAL BENEFIT**

We aim for win/win solutions.  
Our customers are at the centre of our thinking.



**THE FUTURE**

We are bold and ambitious.  
We take a long term view.

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### PURPOSE OF THE POSITION

To contribute to the development and execution of the Bank's digital vision, strategy and roadmap; and to help drive a significant transformation throughout the organisation.

To develop our digital platform by:

- Using data and insight to validate decisions and to assist stakeholders with prioritisation.
- Listening and understanding the voice of the customer.
- Being creative and innovative.
- To make a link between what users do and how the Bank makes a profit.

Digital Product Owners keep a cross-functional team focused and help maximise the value of work from a development team. It involves product ownership, product management, analysis and leadership.

## MAJOR CHALLENGES

### Innovation

Being able to create new value through the consolidation and re-engineering of separate things; ideas, products & services, technologies, entities & relationships etc, to generate fresh propositions as new sources of value for the bank and its members.

### Stretch

Having the spread of skills, knowledge and creativity to conceive, design and create robust new services that will require both big picture and fine detail reinterpretation of all aspects of conventional banking combined with new delivery technologies and new market opportunities.

### Strategy Execution

A connector to drive change; able to set direction and articulate change using a strategic road map whilst dealing with the detail of a working backlog and channel operations. Straddling technical and business to successfully collaborate for good outcomes, manage stakeholders and lead cross-functionally right from strategic inception through to release and continuous improvement.

### Courage

Having the tenacity to commit to and invest in the construction of a new digital banking proposition and new range of capabilities, where failure will have significant implications for the and its staff.

## ACCOUNTABILITIES

What you'll do	Success will mean
<b>Digital Leadership Strategy</b>	
<p>Provide direction and clarity to the digital delivery team around the strategic objectives for the business. Translate key messages appropriately and provide clarity on their specific role accountabilities.</p> <p>Create and maintain an ongoing roadmap of new functionality and refinements, that provide valuable opportunities for the Bank and customers.</p> <p>Create an environment where team members are engaged, actively collaborate together and feel accountable for success in their roles.</p> <p>To provide leadership in the development of effective solutions for business initiatives (new and existing products and services) for digital products such as Web, Mobile, staff-facing tools, our core platform and their related services.</p>	<ul style="list-style-type: none"> <li>Objectives clearly defined and articulated to the team.</li> <li>Individuals within the squad understand what they are accountable for.</li> <li>Engagement Score (Culture Amp surveys).</li> <li>Leadership Score (Culture Amp surveys).</li> <li>Using human-centred design techniques to drive fit for purpose outcomes.</li> </ul>
<b>Digital Product Owner</b>	
<p>Lead the delivery of quality solutions that strategically align, deliver great customer and business outcomes and support the team to deliver within allocated budgets and timelines.</p> <p>Champions agile delivery disciplines and lead the adoption of this across the digital practice. This will include being called up to help the wider</p>	<ul style="list-style-type: none"> <li>High quality digital solutions delivered on time and on budget, or adaptations to the plan are clearly communicated, understood and trade offs agreed.</li> <li>Agile disciplines are embedded across the team and role modelled for the organisation.</li> <li>Quarterly and annual goals delivered.</li> </ul>

What you'll do	Success will mean
business implement agile delivery methodology when required.	
<b>Digital Outcome Measurement</b>	
<p>Collate and share channel performance reporting with insightful commentary, as required.</p> <p>Collaborate with team and wider business to understand impacts of performance, and be agile in assisting with the development of strategies and tactics for customer &amp; staff channels.</p> <p>Effectively manage communication and change for sales and service initiative response.</p> <p>Understand market conditions and external forces at play impacting customer sales and service behaviour and outcomes.</p>	<ul style="list-style-type: none"> <li>• Accurate and insightful performance reporting produced in a timely manner.</li> <li>• Successful implementation of tactical or strategic initiatives.</li> <li>• Quality and timely communications that are audience specific.</li> <li>• Production of insightful analysis of the digital market in financial services.</li> </ul>
<b>Digital Customer Experience</b>	
<p>Develop a deep understanding of our customers' behaviour – the service and sales journeys, needs and preferences, and opportunities for improvement.</p> <p>Review voice of customer feedback, size the opportunity and impact, and feed this insight into prioritization of change.</p> <p>Keep pace with developments in customer experience and digital trends – identifying those that are relevant to Co-operative Bank and our direction.</p> <p>Mine customer behavior data from a range of sources to develop insight, and enhance data driven sales and service activities.</p>	<ul style="list-style-type: none"> <li>• Indepth expertise developed on what customers want from their banking experience.</li> <li>• Insights turned into action.</li> </ul>
<b>Digital Thought Leadership</b>	
<p>Business Trends – Actively research, monitor and report on emerging digital trends in both the domestic and international markets across banking and other related sectors and offers.</p> <p>Technology Trends – Actively research, monitor and report on digital technology trends and developments and how these might be utilised or for the</p> <p>Bank Opportunity Recognition – identify, analyse and document potential innovation opportunities that will add new value for the Bank's current and future customers</p>	<ul style="list-style-type: none"> <li>• Be up to date on contemporary business trends, technology trends.</li> <li>• Identification of opportunities and action on these when appropriate</li> </ul>
<b>Digital Financial Management</b>	
Lead cross-functional project teams to manage and deliver within agreed expectations (budget, time, quality levels, compliance etc)	<ul style="list-style-type: none"> <li>• Support initiatives and strategies promoted with coherent financial modelling and business cases.</li> </ul>

What you'll do	Success will mean
Understand the time/cost to value equation for the squad's time to play into decision making.	<ul style="list-style-type: none"> <li>• Ensure that projects stay on track to meet allocated budgets and escalate budget issues before they become an issue.</li> </ul>
Other Accountabilities	
<p>Works collaboratively with other members of the Digital Team.</p> <p>Complies with Health &amp; Safety requirements, including practicing safe work methods, and helping management eliminate workplace hazards.</p>	<ul style="list-style-type: none"> <li>• Team work is well-integrated and team goals are achieved.</li> <li>• Demonstration of behaviours that define our core beliefs</li> <li>• H&amp;S good practice and compliance supports a safe workplace.</li> </ul>

## DECISION MAKING AUTHORITY

- a) Decisions able to be made within delegated authorities:
- Day to day decisions on priorities for the cross functional digital squad.
  - Operational and Capital expenditure within approved budgets, with appropriate governance engagement.

## DIMENSIONS

- a) Financial and other business dimensions of the part of the business this role is responsible for or contributes to eg. sales revenue, sales volumes, product range, budgets, expenditure, value of major projects.
- b) Jointly responsible for delivering key digital practice outcomes (digital origination, digitally active customers, customer growth, digital satisfaction and effort, simplification, modernisation and stability)

## EXPERIENCE AND QUALIFICATIONS

- Role requires 2 years' experience as a Digital Product Owner.
- Tertiary qualification is desired.
- Experience in an agile delivery model.

## SKILLS AND ATTRIBUTES

### Leadership Skills

All of our people are leaders, no matter their role in the organisation. The leadership skills we look for and actively develop in our people.

- **Self-Aware:** You understand your own strengths, values and derailers and seek to be authentic in your leadership style. You have a growth mindset and want to be the best leader you can.
- **Team builder:** You understand that people have different motivators and styles, and you adapt your approach accordingly. You quickly mobilise and motivate teams of people to work co-operatively to get things done.
- **Influencer:** You want to make an impact beyond the borders of your role. You have presence and demonstrate 'horizontal leadership' across the organisation. You know the formal and informal channels to getting things done.

- **Change agent:** You are focused on the everyday improvement and innovation needed to create our digital future. You have the skills to not only conceive change, but to implement it effectively in an agile and flexible way. You are resilient in the face of setbacks.
- **Business savvy:** You understand how the Bank makes money and the drivers of long term value. You are attuned to market conditions, longer term trends and the changing needs of consumers.
- **Custodian:** In everything you do, you are focused on upholding our beliefs and working for the long term benefit of the Bank and its customers.

#### **Technical Skills**

- Experience working as a Digital Product Owner in an agile environment working within a cross functional team.
- Experience working in an agile environment

#### **Conceptual Skills**

- **Communication:** Can communicate with the wider Bank on changes on products in language that is understood by all. Uses interpersonal skills and influence (including active listening) to achieve effective communication. Good audience specific written communication.
- **Foresight:** Being able to credibly and accurately predict the future of technology, banking and the domestic market to identify opportunities and future sweet-spots that the Bank can aim for. To be able to translate these futures into an accessible vision, and sell that vision to critical stakeholders.
- **Focus:** Able to look both outwardly and inwardly. Creative problem solver who can find the real problem statement and facilitate focus to move forward. A leader who can synthesise information and opportunities, identify distractions, and find the sweet spots for success to drive forward.

#### **Personality Attributes**

- **Adaptability:** Can adapt to the changing needs of the business. Has good learning agility. Responds and adapts to feedback constructively. Adapts when balance is lost to restore the way forward.
- **Courage:** The audacity and tenacity to lead the organisation to commit to, and invest in the creation of branch-less banking and the establishment of the new capabilities where the way forward is unclear, and where there will always be influential critics and where failure will have significant implications for the Bank, its customers and its staff.
- **Results driven:** Able to identify ways to make progress and minimize waste, even if the path is ambiguous. Sets goals and is focused on achievement.