

## Retail bank

Back office operational processing team

Improving capability, engagement and performance through coaching and development

PERFORM.

FTE: 60+ FTE

*"Our 1:1s are completely different now. We have them a lot more frequently and focus on short term and long term goals"*

*"The Perform sessions are fun and applicable to us"*

*"We are getting much better at solving problems ourselves"*

*"Cross-skilling has helped us to better rotate tasks which helps with overall workload"*

## The challenge

Increased regulatory pressure, technology changes and organisational disruptions were causing high levels of stress and work backlogs in this back office processing and support team.

There was a need for some strong coaching and mentoring capability to enable personal development of staff. There was also opportunity to improve understanding of demand and capacity management in order to balance work effectively and deal with demand fluctuations. These tools needed to be implemented effectively in order to meet strict regulatory service level agreements and customer expectations.

## Our approach

Our Operational Excellence program, Perform was used as a foundational structure for our approach here. Over the 12 weeks of delivery we:

**Coached the team on** 10 key principles of operational excellence such as effective meetings and process improvement. We did this through fun, interactive training sessions and daily informal on-the-job training to help improve technical job skills but also soft skills e.g. how to give/receive feedback.

Short, regular **cross training sessions and peer process observations** were used to improve staff capability and discuss the one best way of doing a task.

We **reviewed the internal SLAs and priorities for each task** and ensured these were communicated, understood and visible to all team members. We also worked with Team Leaders to understand key person risks on core tasks and addressed these to gain flexibility and help support tight SLAs.

Implemented short, **performance based daily stand ups** and intra day stand ups when necessary. All team members built capability and understanding of capacity management, set daily targets for themselves and discussed successes and learnings frequently.

## The results

Within the 12 week delivery phase staff empowerment increased and a continuous improvement mindset was developed. Some measurable results include:

### PRODUCTIVITY



21%

increase in productivity across the four teams

### ENGAGEMENT



20%

increase in staff engagement

### CAPABILITY



37%

increase in capability

### CAPACITY



95%

of all regulatory SLAs were maintained or improved