

JMMB
JOB EXPECTATION STATEMENT

JOB TITLE:	Group Operations Strategy Development & Execution Manager, Group Operations	DATE:	
JOB CLASSIFICATION:	Senior Team Leader	JOB GRADE:	8

1 | JOB SUMMARY [Summary of role] :

As part of the JMMB Group Operations Office, the Group Operations Strategy Development & Execution Manager, supports the GCOO by providing technical leadership and management that facilitates the development and implementation of the various Group Operations strategic goals as well as facilitates the translation of strategies into initiatives geared toward improving efficiency, productivity and decision making ensuring alignment across teams and monitoring performance across the JMMB Group.

2 | KEY ACCOUNTABILITIES [Ultimately answerable, approver] :

1. Leads the formulation operations strategies to support the JMMB Group’s strategic goals as per the agreed timelines / roadmap.
2. Translates operations strategies into actionable and measurable plans and KPIs.
3. Assesses and evaluates efficiency opportunities and make recommendations with an eye toward long term operational excellence across the organisation.
4. Works collaboratively with the BIAU to formulate operational efficiency models and frameworks that will promote cost reduction, improve efficiency, service delivery and decision making across territory, business lines, client segments, products and channels.
5. Leads the monitoring, assessment and reporting on service level agreements (SLAs) and operational level agreements (OLAs) for Operations areas ; as well as evaluates their effectiveness and makes recommendations for improvement.
6. Assesses the effectiveness of the data governance and management processes across Operations to support timely and quality data management.

3 | KEY RESPONSIBILITIES [Main duties to be performed] :

Operational Efficiency and Excellence

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- In conjunction with the GCOO & the Operations Group Leads, formulates the group operations strategies and plans to support JMMB Group's high level strategic objectives.
- Leads the translation of operational excellence strategies into actionable plans and measurable KPIs across the various functional areas of the organisation.
- Guides key internal stakeholders across the Group to understand operational strategies and plans in order to support the design of plans and activities to drive efficiency in their functional areas.
- Collaborate with BIAU to prioritize areas within Operations that may need to be reviewed for their effectiveness and efficiency in supporting business goals; participate in the design of such reviews and analyse the recommendations.
- Assesses the maintenance of quality data across Operations.

Reporting and Governance

- Produce regular management information and operational performance, reporting on effectiveness, quality, risk, and client satisfaction metrics to senior stakeholders.
- Participate in operational governance forums or management committees, escalating material issues and ensuring actions are tracked and closed.
- Assess potential risks associated with strategic initiatives and develop plans to mitigate these risks to ensure operational effectiveness and strategic goals are met.
- Collaborate with the other Operations Leads to identify why operational efficiency KPIs are not being met and recommend corrective action.
- Responsible for assessing the performance of key service level agreements across the organisation and recommend corrective action where standards are not met.
- Conducts periodic research on operational efficiency and excellence trends, actions and activities and report to the Group Operations team.

People & Team Leadership

- Support Operations teams across the Group, in setting clear performance objectives and fostering a culture of accountability, continuous improvement and excellence.
- Support capacity and resource planning to ensure operations team are appropriately staffed to meet operational targets .
- Support talent development and succession planning within the operations teams.
- Foster collaboration and knowledge-sharing across the operations functions in the Group.

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- Embed strong performance management disciplines, including regular coaching, one-one meetings, team meetings, formal appraisal processes and clear objective-setting aligned to operational and business outcomes.

Cross Functional Collaboration

- Collaborate with other internal teams, suppliers, business partners and other stakeholders to main smooth operations and achieve organizational goals.
- Guide the collaborative process to identify, analyse, evaluate and design efficiency initiatives that will enhance their operations.
- Represent the JMMB Group on operational matters and/or liaises with external stakeholders and other critical partners, in supporting and implementing initiatives arising therefrom; administering guidelines associated with industry practice, and disseminating same to the relevant stakeholders across the Group.

Other Duties

- Act as team lead on designated work assignments and projects
- Completes the Individual Balanced Scorecard (IBSC) and the 360 Degree Assessment, as required for team members.
- Work with team lead to sets the objectives and targets. Provide evidence and explanation to demonstrate the achievement of targets.
- Promote the culture for the transformation and continuous improvement of the JMMB Group and its associated companies
- Promotes the JMMB's philosophy of the Vision of Love and its unique culture.
- Understands the organization's mission, strategic objectives and its place in the larger community/society/world
- Perform any other duties as assigned

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4 | KEY PERFORMANCE INDICATORS [Success evaluation criteria] :
The incumbent must achieve or exceed targets in the areas of accountability in the following:

Ops strategy plan on-time delivery	Annual ops strategy plan submitted to Group COO on schedule.	100%	Annual
Domain roadmap coverage	% of ops sub-domains with approved multi-year strategic roadmaps.	≥90%	Annual
Ops cost-to-income ratio trend	Year-on-year improvement in ops cost efficiency identified and actioned.	YoY ↓	Annual
SLA / service standard attainment	% of operational SLAs met across key service lines tracked by strategy function.	≥95%	Quarterly
Ops process exception rate	% of transactions or processes requiring manual exception handling.	≤5%	Semi-Annually
Balanced scorecard timeliness	Ops scorecard submitted accurately and on time each reporting period.	100%	Quarterly
Initiatives on time & on budget	% of ops strategic initiatives delivered within agreed schedule and budget.	≥80%	Semi-Annually
Benefit realisation rate	% of initiatives achieving defined benefit targets within 12 months of completion.	≥75%	Semi-annual

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BCP test completion rate	% of BCP scenarios tested annually per regulatory and internal requirements.	100%	Annual
Development plans in place	% of direct reports with active, documented individual development plans.	100%	Semi-annual
Ops function strategic literacy	% of ops domain heads able to articulate their multi-year strategy — assessed in annual review.	+ve trend	Annual

5 | DELEGATED DECISION & AUTHORITY LEVEL:

Decision Rights:	
<ol style="list-style-type: none"> 1. Determine appropriate methodologies to use in doing the assigned work 2. To share frameworks & models with various teams across the Group. 3. To liaise with Team Leaders / HODs re information necessary to carry out job functions 4. To recommend solutions to problems both within and beyond his/her area of authority 5. To independently respond to internal queries using knowledge, creativity, initiative and sound judgement 6. To engage the leadership team regarding strategies to improve operational excellence 7. To identify and recommend training programmes which would enhance own on-the-job skills. 	
Decisions:	
Decisions directly owned	
Decisions that require consultation	
Collaborative Decisions	

6 | LEADERSHIP EXPECTATION PARAMETERS:

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- Strategic operational thinker with the ability to balance day-to-day service delivery with longer-term transformation priorities.
- Excellent stakeholder management skills, with experience engaging senior internal stakeholders and managing expectations across multiple business lines.
- Strong commercial awareness, with an understanding of shared services cost models, chargeback mechanisms, and efficiency drivers.
- Proficient in service management frameworks (e.g. ITIL) and shared services platforms (ERP, HRIS, workflow tools).
- Strong operational leadership skills with the ability to inspire, motivate and develop cross-functional teams.
- Excellent analytical and problem-solving skills, with the ability to interpret complex data and make sound operational decisions.
- Effective communicator with the ability to engage credibly with senior management, regulators, and external parties and clients.
- Data-driven approach to performance management, with strong analytical and reporting capability.
- Resilient, adaptable, and effective at managing change and ambiguity.
- Demonstrated track record of implementing process improvements and driving operational excellence.
- Experience in leveraging technology and digital solutions to enhance operational efficiency and customer experience.

The JMMB Leader

CARING FOR MY TEAM MEMBER	<ul style="list-style-type: none"> – Connecting through Caring – Partnering for Development – Coaching
MANAGING THE TEAM	<ul style="list-style-type: none"> – Fostering Collaboration & Synergy – Authentic – Creating a Safe Space
EXERCISING MY ACCOUNTABILITIES	<ul style="list-style-type: none"> – System Thinker – Decisive – Achieve Results
MANIFESTING JMMB'S VISION	<ul style="list-style-type: none"> – Purpose Driven – Strategic Perspective – Client Focus

7 | ORGANIZATIONAL RELATIONSHIPS:

Reporting Lines:

The Job Expectation Statement highlights the leadership dimensions of the job and is not intended to provide job details. It should be read in conjunction with the Job Description, Balanced Scorecard, Performance Targets and related documentation.

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Reporting to:	Group Chief Operating Officer
Dotted line Reporting to:	
Reportee:	
Dotted line Reportee:	
Leadership Cluster	

8 QUALIFICATIONS [Academic & Experience] :
<ul style="list-style-type: none"> • A Master’s Degree in Economics, Banking, Finance, Operations Management or General Management. • Ten (10) years’ experience, of which six (6) years must be at a senior level in a financial institution in the area of Operations Management or General Management. • Very good understanding of the financial sector instruments, laws, regulations, ethics and professional jargon. • Sound knowledge of Investment and Banking regulatory standards and policies, Operational Risk and Compliance. <p>Other Requirements:</p> <ul style="list-style-type: none"> • Self-directed individual with the ability to chart a course of action towards organizational goal attainment with limited supervision • Strategic thinker with strong analytical and business skills with the ability to conceptualize, make decisions and solve problems • Demonstrates the ability to exercise sound judgment and make inferences • Deep understanding of the operations of all business lines in the JMMB Group and a working knowledge of the products and services of JMMB offered by them • Understand and able to use the structures, climate and culture of the organization to achieve results • Ability to build, empower and work cooperatively with a team towards to goal attainment. • Strong written and verbal presentation skills, including the ability to express findings concisely while retaining accuracy and clarity • Ability to communicate with and manage relationships with stakeholders at all levels of the organization as well as with external parties as required. • Excellent training, facilitation, negotiation and mediation skills • Excellent planning and organizing skills • Demonstrable high degree of flexibility to adjust plans, schedules, priorities, strategies based on competing and/or tight deadlines and environmental conditions



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- Ability to multi-task and manage multiple obligations across territories; must be able to 'manage upwards'