

Job Advert Details

Role Purpose

The Opportunity:

The Centre Director (CD) is the Legal representative for the GSC location, GSC Sri Lanka supports operations within Digital Business Services, Global Functions, Compliance and Global Banking & Markets covering c2700 employees. Sri Lanka is also the corporate hub for GSC operations for Banking Operations, Global Hub & Core Banking Support with strong senior business leadership presence in these operations.

Primary deliverable being effective management of the GSC Operations by:

- Governing and leading the GSC team in the effective operation, delivery, and execution of GSC strategy
- Creating world class operational management capability in conjunction with the Group's bank-wide operations transformation strategy.
- Translating, communicating, and implementing GSC strategy to support each business service.
- Providing a cost-efficient proposition for the countries serviced, driving up customer advocacy and realising lower operating costs.
- The CD has the oversight and governance responsibility for all operations in the centre. CD liaises with Global Heads of Business Services, Transformation Leads, market / business stakeholders to ensure alignment with the operation's global delivery model, and with Site leads in the GSCs to ensure alignment with country/site requirements. The Center Director is a senior leadership role directing activities in the centre. Key responsibilities include:

Administrative:

- Act as the Executive Director of their HSBC legal entity and run the entity board meeting.
- Ensure that the entity governance in line with HSBC Global Standards and compliance with the local country regulatory requirements.
- Represents HSBC in local industry conferences and public events, promoting the HSBC and GSC brand.
- The CD is responsible for the oversight of HSBC facilities and drives required infrastructure enhancements projects in conjunction with the relevant infrastructure provider (Tech, Corporate Services, etc)

Customer service:

- Achieve core customer service standards in line with transformation plans and meet Service level agreements.
- Responsible for the effective performance (quality and efficiency of all operational and financial performance deliverables)
- Drive business services' customer journey transformation e.g. digitisation to reduce physical paper, process simplification

Financials:

- Ownership of the P&L for the Site
- Drive execution of strategy across the business services / GB / GFs

Risk:

- Primary point of accountability for carrying the legal entity Risk in case of any breach.
- Engages on a regular basis with local government and regulators to maintain an effective partnership and influence.
- Effectively manage material operational risk, financial crime risk, conduct outcomes, and global compliance standards - especially considering substantive growth and transformation plans

Innovation:

- Deliver innovation use cases (e.g., RPA, cognitive) & material projects to deliver \$ benefits.
- Seek opportunities and deliver transformation that aligns with the Group's Net Zero strategy and targets.

Collaboration:

- Develop strong senior stakeholder relationships across all global business services, global functions, & global businesses
- Owning in conjunction with the Regional Heads of Operations and Global business Service heads significant relationships with business partners (such as COO, Heads of business)
- Translate & share Ops strategy with the business to source their buy-in and commitment.
- Supporting and managing senior business stakeholders; partnering effectively to improve customer experience and increase value to our shareholders.

People:

- Drive people engagement, talent development, & continued diversity
- Optimise teams & centres of excellence for service delivery.
- Support initiatives to increase the presence and support the GSC provides to the community in which the GSC operates.

Principal Accountabilities

Impact on the Business

- Drive execution of the BWOT program to realize agreed customer centricity and efficiencies.
- Jointly with Services partners control financially significant budgets & service provisions
- Maximise customer service quality, exceeding SLAs for NPS, internal customer satisfaction & minimising external customer complaints.
- Support, drive & deliver strategic business & change initiatives.
- Drive a continuous improvement & service excellence culture while delivering cost and headcount benefits.
- Make GSC become simpler, better, faster for our businesses.
- Maintain discipline on headcount & FTE and drive hybrid working, premise, desk utilization and 24/7 processing opportunities.
- Leverage best practice across similar business activities for different entities to enhance service and efficiency.
- Maintain close working relationship with the Servco team for appropriate resource allocation.
- Manage 3rd party relationships that impact / service.
- Deliver innovative solutions to complex issues.
- Effectively manage redeployments and relocations, ensuring that budgets are managed effectively whilst delivering a work environment that is commensurate to our target population.
- Transition and integrate migration from other GSC and on shore locations to ensure smooth transition and minimize impact to the customer.
- Seek opportunities to increase resource fungibility both within the Centre and across the GSC network.

Typical Targets and Measures

Target

- Deliver transformation programme to achieve stated benefits.
- Business feedback

Measure

- Savings delivered vs plan
- Positive Stakeholder feedback, internal & external
- Engagement survey results
- Successful delivery of all High Priority Programmes.

Leadership & Teamwork

- Execute the overall strategy, TOM & detailed operating models for Ops / GSC
 - Support the HSBC vision, Values, goals and culture in personal behaviour, actions and decision making
 - Take personal responsibility for understanding and agreeing performance expectations, and developing capability and competence to be effective
 - Contribute to team development, effectiveness and success by sharing knowledge & best practice, working collaboratively to create a productive, diverse & supportive work environment
 - Execute the People strategy in the GSC
 - Build transformation/business services competency & skill uplift leveraging HSBC University programs and professional development activities.
 - Recruit, develop & retain talent whilst setting appropriate performance standards – managing & addressing under-performers to improve team
 - Drive up-skilling at all levels, to deliver the Operations transformation agenda.
 - Responsible for solving all cases for people challenges for both managed and facilitated services.
 - Engages with teams across businesses and functions to help create multi-disciplinary, collaborative, agile and innovative teams to deliver solutions for complex and strategic problems.
 - Drive relationships with GB / GF & Business Services leaders
 - Manage relationships with internal & external stakeholders, developing & maintaining strong working relationships.
 - Support clear and effective lines of communication at all levels.
 - Shape and drive a working environment to, optimise people and team effectiveness
- #### Target
- Attract, maintain & develop strong talent
 - Training
 - Succession planning
 - Performance management
 - Diversity
 - Attrition
- #### Measure
- Succession planning & talent development
 - % completion of mandatory training
 - % completion personal development plans
 - % performance & behaviour ratings recorded and reviews completed in time
 - % PIPs in place for all employees rated 'Inconsistent Performers' & regular review and monitoring of PIPs
 - YOY improvement in % women GCB 0 – 4
 - Gender split % increase
 - Overall voluntary attrition
 - % voluntary attrition of high performing/high potential population
 - Colleagues, peers & external party feedback
 - Demonstrated sponsorship & support for group programmes & tools
 - Evidence of advocating for Ops team development
 - Actively promote HSBC Diversity & Inclusion policies & lead any initiatives.

Customers/Stakeholders

- Deliver fair outcomes for customers and ensure conduct maintains the orderly & transparent operation of financial markets
- Build & maintain stakeholder relationships to ensure that GSC has an effective link and voice to work collaboratively with the Onshore teams
- Build & influence close relationships with delivery partners on planning & design; bringing together delivery and business, actively managing dependencies
- Define & articulate benefits to stakeholders to drive sponsorship
- Engage & collaborate with stakeholders to get buy-in for risk mitigation & contingency plans
- Senior influencer and change agent to internal and external stakeholders to ensure implementation of GSC strategy
- Is accountable to the Global Head of GSCs and the Global Business Partners for the services provided and costs charged to the Global Businesses
- Maintaining expert knowledge of stakeholder requirements, competitor activities and market trends to influence future direction.
- Is responsible for the overall engagement model with the Business and is expected as a minimum to maintain a regular dialogue with the relevant Global Business Head to review performance, identify common issues and resolutions.
- Ensure two-way feedback between GSC and customers on quality and support. Maximise service quality across processes working to agreed PLAs and minimizing customer complaints.
- Build relationships with local communities through Group sustainable activities.
- Manage stakeholder expectations & address any misalignment
- Improve customer engagement & minimise customer complaints through process & strategy enhancements.

Target

- Improved customer experience & execution
- Meet or exceed customer service targets per SLAs – Timelines & Quality
- Positive feedback from business/stakeholders

Measure

- Support for strategic (growth) initiatives
- Performance against SLAs - Timelines & Quality
- Feedback from business & stakeholders

Operational Effectiveness & Controls

- Establish a robust control environment for governance and oversight, including SLA performance, incidents, remediation, new products
- Embed policy and governance frameworks to ensure quality, effective risk management and regulatory compliance.
- Oversee implementation of policies, procedures and regulatory requirements across the ops portfolio of work.
- Be aware of operational risks, taking account of changing economic or market conditions, legal and regulatory requirements, operating procedures and practices, management restructurings and impacts of new technology.
- Embed conduct risk
- Ensure effective business recovery plans exist and regularly test for appropriateness & adequacy.
- Accountable for the appropriate level of contingency for all processes within the GSC and the existence, appropriateness, and adequacy of business recovery plans
- Manage internal & external audits, ensuring timely implementation of recommendations.
- Engages with local regulators when required
- Establishes management and administrative procedures to ensure adherence to Group policies and manage operational risk and provides First Line of Defense
- Promote adherence to effective BTF deployment and use of Global Ops defined standards and tools for processes.
- Conduct effective capacity planning and manage headcount in line with business / function requirements
- Initiate and implement innovative solutions to complex Operations issues
- Conduct effective capacity planning and take appropriate actions to manage regional headcount in line with business / function requirements to ensure optimum staff utilization.

Target

- Managing cost & FTE
- Effective management of material Operational Risks

Measure

- Accurate spend forecast against plan
- Cost & FTE saves vs targets
- Identification of high risk and implementation of appropriate mitigating actions and controls
- Reduced risk exposure & overall control environment effectiveness
- # overdue Critical / Severe priority open issues identified by 1, 2, or 3 LOD (External Audit, Regulator & Other External Bodies)
- # overdue Very High / High priority open actions identified by 3 LOD (Internal Audit)
- Critical / Significant, Severe / High issues with revised target dates
- Ratio of VH / H risk Management Self-Identified Issues vs Internal Audit identified

Observation of Internal Controls:

- Implement Group compliance policy & adhere to all relevant processes/procedures. "Compliance" embraces all relevant financial services laws, rules & codes with which the business has to comply
- Adhere to all relevant procedures & keep appropriate records
- Implement internal & external audit points incl. those raised by external regulators in a timely manner
- Implement Global AML, Sanctions & ABC Policies, providing Guidance, and Line of Business Procedures to make decisions in accordance with HSBC's Financial Crime Risk Appetite
- Implement measures to contain compliance risk across the business by liaising with Compliance about business initiatives at the earliest opportunity
- Ensure adequate resources are in place & trained, fostering a compliance culture & optimising relations with regulators.

Role Dimensions:

The role holder leads the team that delivers and executes day to day Business Services operations for Global Businesses / Global Functions and Managed Operations out of the location. They are a member of GSC Exco with close working relationships with country, business & regional heads:

- Not subject to close supervision so expected to exercise independent initiative in overcoming obstacles and to adopt a flexible approach, maintaining outstanding levels of professionalism and conduct to deliver change at a pace
- Manage and control costs/investments for their team within agreed budget and is accountable for delivering the strategic goals of GSC
- Collaborate with Ops leadership to define strategy, operating and delivery model, people management strategy, capability strategy and business engagement
- Hiring, Developing, retaining and engaging a large population within a GSC environment
- Complex transformational change and stakeholder engagement / management across the organization in order to deliver best in class; standardized end to end services whilst enabling the Global Businesses to grow and enhancing the customer experience
- A pro-active approach to market, technological, regulatory and legal initiatives affecting products, propositions and service delivery outside the jobholder's control. This requires a deep understanding of the business, ongoing migrations and financial services arenas outside and within HSBC
- Managing consumer migrations in and increased workloads, against the constraints of budget and the physical space available
- Lead the team and delivering solutions to business problems by deploying global programmes and managing any impact.

Qualifications

What you will need to succeed in the role:

Knowledge of

- HSBC Group structures, values, behaviors, processes, and objectives.
- External environment – regulatory, political, competitors
- Ops/Business Services– functionally, operationally, strategically, & financially
- UK market for managing complex processes & operations.
- Regulations impacting financial service activities.

Proven experience of:

- Positive, challenging interactions with Senior Executives
- Working across multi-disciplinary and multi-cultural work environments
- Successfully designing & implementing complex global / regional change at scale
- Business Services or very strong management experience
- Successfully managing financial plans
- Successfully developing & retaining critical talent and building an effective leadership team
- Managing large scale operational activity and P&L
- Proven leadership skills in a changing environment.
- Managing and motivating large teams
- Working in the best interests of the customer
- Dealing with regulatory bodies at a senior level
- Internal control/audit or process re-engineering experience is preferred.

Capabilities

- Highest competency in having a Global Mindset, Customer Empathy, Decision Making ability, the desire to achieve excellence, collaboration, Commerciality, Impactful Communication, Leading self and others, reporting and governance, stakeholder management, and consultancy.
- Outstanding relationship management, collaboration and influencing skills.
- Outstanding interpersonal & communication skills, proven ability to communicate effectively and confidently at all levels
- High level of drive and motivation to ensure successful delivery of complex change
- Able to leverage resources to achieve goals.
- Outstanding organizational, time management and planning to cope with multiple large-scale responsibilities.
- Strong analytical background and proven analytical rigour, incl. contextualising data into business activities and conclusions
- Proven ability in successfully designing and implementing large-scale complex change initiatives.
- Ambitious in providing the highest standards of delivery and embedding them in the team.
- Setting stretching goals for self and team and delivering them with courage and tenacity.
- Authentically engaging with team, colleagues, and business partners to deliver at pace.
- Making considered decisions that protect and enhance HSBC values, reputation, and business.

Want to apply?

- You must have successfully completed the probation period and should have served at least 24 months in your current position in addition to the learning curve tenure.
- Exceptions to the above need to be signed off by Head of HR with the recommendation of the respective VP/Function Head.
- The application should be submitted online along with the current CV.
- Employees must meet performance and behavioural standards as defined in the policy.
- Applicant should not be on a corrective action plan/ disciplinary action in the last 6 months or any other performance action as on the date of application.
- All applicants should keep their respective Line Managers informed.
- Right to work is required. Local employment rulings and restrictions will apply.
- Applicants who meet the required minimum score at the interview may be placed in a pipeline for a period of 3 months to fill any vacancies which may arise for the same position during the immediate 3 months from the IJP closure date. The final decision to place an individual in the pipeline rest with the business head concerned
- Applications of candidates who do not adhere to the guidelines during any technical assessment that is conducted as part of the selection process will be disqualified and not progressed thereon.