LOUISE RHODES

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PROFESSIONAL SUMMARY

Product Owner for roles and entitlements on Digital Banker, the servicing platform used by about 20,000 Westpac staff, part of UNITE, Westpac's program to simplify its technology and processes. Own the roles and entitlements backlog and its outcomes within a 12-person squad on the Business Delivery Release Train, lead discovery using customer and delivery evidence, and make the prioritisation, sequencing and trade-off decisions for that backlog across customer value, effort and risk, within the Chief Product Owner's direction. Took that backlog through 4 major releases in 5 planning increments and closed segregation-of-duties conflicts before one release went live, managing dependencies across business, technology, risk, delivery and adjacent squads. Came to product after leading business and operational planning for Virtual Banking, outsourced partner performance and contact-centre workforce planning, so I judge a change by what it does to bankers and customers on the day it lands.

KEY SKILLS

Product and agile delivery: backlog prioritisation and refinement; trade-offs across customer value, effort and risk; discovery using banker feedback and access data; SAFe Release Train, PI planning and two-week sprints; backlog refinement, stand-ups, reviews and retrospectives; epics, features and stories; user stories and acceptance criteria; acceptance against the Definition of Done; release readiness

Risk and controls: identity and access governance; segregation of duties; access risk assessment and coordination of approvals; embedding risk and control requirements; post-implementation verification

Leadership and delivery: stakeholder alignment across business, technology and risk; dependency management; people leadership and coaching (teams of 5 and about 15); supplier governance

Tools: Jira, Confluence, Power BI, Excel (access data), Microsoft Copilot

PROFESSIONAL EXPERIENCE

Westpac Group, Sydney — Aug 2005 – Present

Promoted four times, from Schedule Analyst to Business and Operations Manager, then moved into product ownership on UNITE in May 2025 to shape change that gives customers a better outcome.

Product Owner, Platforms (Digital Banker) · Westpac Group — May 2025 – Present

Own the roles and entitlements backlog for Digital Banker (UNITE Business Delivery), one of the backlogs in a 12-person agile squad on the Business Delivery Release Train, working to the Chief Product Owner; the platform has about 20,000 users across the enterprise.

- Prioritised closing segregation-of-duties conflicts in a high-risk servicing role ahead of another division's request for a new specialised role, on the evidence of access data and a risk assessment; a temporary manager sign-off gave cover until the role was fixed, and the request was later met by adjusting an existing role.
- Lead discovery with bankers and business units using access data in Power BI and Excel; when the data showed a role holding permissions almost nobody used, removed them and simplified the role.
- Prioritised closure of the segregation-of-duties conflicts found in validation for one major release; all were closed through a role audit and permission remediation before go-live.
- Redesigned which Digital Banker functions each banker role can access and mapped those permissions to OneAccess, the identity platform that provisions user roles, giving clearer boundaries between roles.
- Took roles and entitlements changes through 4 major releases across 5 planning increments (PIs), writing the user stories and acceptance criteria and accepting each increment against the Definition of Done. The 8 production access issues found after release were each fixed by hot fix within two weeks.

- Map and manage dependencies across business, technology, risk and adjacent squads through PI planning; when a risk-assessment conflict with Line 1 risk blocked a process change, brought the teams together, agreed ownership and tracked it in Jira to release.
- Supported the rollout of OneID, the enterprise authentication solution, including process change for about 3,500 branch staff and 200 operations staff that gave customer-facing teams a simpler, system-guided authentication process.
- Use Microsoft Copilot to draft process-change documentation and test cases, with every output validated and reviewed before use.

Business and Operations Manager, Virtual Banking (promoted) Jul 2023 – May 2025
· Westpac Group

Led business and operational planning for Virtual Banking, a channel of about 1,400 bankers.

- Coordinated 5 to 10 change workstreams from consultation to executive approval, managing milestones, dependencies, risks and issues across system access, banker onboarding, process updates and team transitions; one simplified the channel's business roles.
- Coordinated a six-month update to how bankers verify customers, securing agreement between the business and risk teams to proceed; it gave Virtual Banking a consistent, traceable process for the first time and added SMS verification for cash withdrawals, cutting time and effort for customers.

Senior Manager, Partner Planning and Performance (promoted) Jul 2019 – Jul 2023
· Westpac Group

Led five direct reports and oversaw the performance of outsourced partners. Managed supplier relationships and supported negotiation and governance of supplier contracts.

- Recommended stricter, traceable performance measures for suppliers, drawn from performance, commercial and operational data, which improved operational performance.
- Coached a team of five as they stepped up for new work and built the skills to carry wider responsibilities, which allowed real authority to be delegated.

Manager, Resource and Workforce Planning and Real-time (promoted) Apr 2016 – Jul 2019
· Westpac Group

Led a team of about 15 planners and coordinators running workforce planning and real-time operations for about 1,400 contact-centre seats, in-house and outsourced. Brought the planning and real-time teams under one way of working.

Manager, IVR Channel (promoted) · Westpac Group Jan 2014 – Apr 2016

Owned customer experience and performance for the IVR (phone self-service) channel, using traffic, transfer and self-service data to guide improvements. Supported the business side of the migration to Avaya, with no loss of service on the delivery date.

Schedule Analyst · Westpac Group Jun 2008 – Dec 2013

Banking Representative · Westpac Group Aug 2005 – Jun 2008