



IDENTIFICATION

Department	Position Title	
Finance	Process Transformation and Change Lead	
Position Number	Community	Division/Region
15-13334	Yellowknife	ISSS/HQ

PURPOSE OF THE POSITION

The Process Transformation and Change Lead provides direction, leadership, and guidance toward improving the service delivery of a departmental based business units by providing a process centric analysis, including, design, modeling, and process optimization.

The incumbent also leads the development of decision support artifacts, such as process models, roadmaps, frameworks, and best practices that help reduce the time between project problems and solutions, and improves decision quality, support capability development.

The incumbent creates, provides, and explains decision making materials at all levels, including to Divisional Directors & Managers, Knowledge Workers, Project Sponsors, and collaborators, such as Business Partners.

SCOPE

The Process Transformation and Change Lead is located in Yellowknife and reports to the Manager, Solution Services, Information Systems Shared Service, Department of Finance.

The incumbent collaborates closely with IMT business partners to prioritize focus areas, leverage decision support resources, and assess the overall state of business readiness prior to the implementation of Information Technology supported solutions.

The role also ensures sponsors (Departments, Divisions, and Business units) have the necessary information and understanding needed to ensure a successful transformation between their current state and a future desirable state. This is done through the provision of business

information assets, such as a clear understanding of value, objectives, and business requirements.

The incumbent uses a combination of methods to discover, model, analyze, measure, and improve business processes. These include the development and management of organizational models that describe how information, and business objects are organized to deliver a specific service or product.

The Process Transformation and Change Lead is also responsible for leading the development and management of “value maps” that provide clear focal points for project deliverables, including “True” stakeholder value. These maps enable delivery of near-term, mid-term, and long-term value (ROI) to all stakeholders, including senior management and financial approvers in a consumable context necessary to make informed decisions based on true analysis, planning, and solution deployment options. Outcomes include exposed opportunities and improvement to strategic planning and investment analysis.

The incumbent is an expert manager of change and adoption, Including Information management, technology management, best practice adaptation, business unit optimization, and the adoption and implementation of these desired changes; all necessary to create or improve business rules, capabilities and ultimately services.

The Process Transformation and Change Lead will often act as a coach for senior leaders and executives in helping them understand and fulfill the role of managing change (Change Agent). The incumbent may also provide direct support and or coaching to frontline staff, managers, and supervisors as they help their direct reports through this transition by way of collaborating with stakeholders, supporting efforts, providing business motivations, addressing new business operational models, improving frameworks, and relating the requirements of the business Unit with GNWT strategic initiatives.

The incumbent’s knowledge, skills, and abilities are honed towards making business strategies executable and compliant. The Process Transformation and Change Lead is a seasoned business leader who works to manage the alignment of processes with an integrated view of the enterprise. The individual uses appropriate approaches, cohesive methodologies, and frameworks such as Lean Six Sigma, PMI’s PMBOK, IIBA BABOK, Business Architecture, Business Process Management, Business Analysis, ADKAR, and available industry standard techniques.

This position understands, and works within, the Legislative and Policy Framework adopted by business units, determined by stakeholders, that guide business objectives, and influence business capabilities. The incumbent produces policy mapping assets that support audit review, regulatory compliance, risk crisis management, and initiative investment planning.

The Process Transformation and Change Lead has a firm understanding of how to design and build processes that support the capabilities needed to deliver good services. The individual understands that good services create optimal customer service experiences. The incumbent also knows a holistic view of all related actors, their interaction and supporting materials and

infrastructure must exist to develop good services. The incumbent also understands the role of citizens and business in defining “the value proposition”. (Identifying and ensuring Citizen needs are being heard and fulfilled)

The Process Transformation and Change Lead needs to be fully familiar with recognized business analysis, service design, business process management, business architecture, change management, and service delivery improvements (bodies of knowledge) both generic and specific.

The Process Transformation and Change Lead is expected to continually learn and keep up to date by earning continuing education credits from the International Institute of Business Analysis (IIBA), Project Management Institute (PMI), Business Architecture Guild, and The Open Group.

As a member of the IMT Team, the Process Transformation and Change Lead is a key contributor to the delivery of the GNWT digital transformation objectives. The incumbent provides analytical services that contribute to the implementation of business process improvements in support of the transformation of GNWT services to help realize significant customer experience improvements.

RESPONSIBILITIES

1. Planning and directing process improvement projects across all requesting GNWT Business units

- Manage a portfolio of process improvement initiatives that are measurable and drive value for the organization.
- Define the set of strategic, core and support processes that go beyond functional and organizational boundaries.
- Develop a business process management strategy based on a situational awareness of various business scenarios and motivations.
- Partner with management teams, and stakeholders across the organizations to drive continuous improvement opportunities.
- Develops and maintains a roadmap of process improvement opportunities.
- Develops options for procedures, business process reviews, management practices, and recommends changes to support management functions and improves efficiency and effectiveness of service delivery.
- Models root cause analysis and structured problem-solving to eliminate inefficiencies, recurring issues, and waste of all types. Viewed as an expert in these areas.
- Provide appropriate documentation and project update communication to Operations leadership.
- Demonstrate ability to think strategically and execute tactically.

2. Help select suitable approaches from a range of change models and ensure the right people are involved in the right change ‘steps’ knowing that building ‘agility’ throughout the organization (such as cross- boundary working) increases the culture and capacity for continuous renewal and change.

- Create and implement change management strategies and plans that maximize employee adoption and usage and minimize resistance.
 - Drive organizational change as change agent in support of strategic initiatives and establishing a culture of continuous improvement.
 - Create actionable deliverables for the five change management levers: communications plan, sponsor roadmap, coaching plan, training plan, resistance management plan
 - Actively drive a process improvement and innovation culture in line with the organization values, vision, and mission.
 - Support change management at the organizational level, Enterprise Change Management.
- 3. Act as 'agent' for change and work with individuals and groups, at different levels, to help them make appropriate contributions.**
- Implements detailed plans and recommends policies/procedures regarding program specific requirements.
 - Conducts research into assigned areas ensuring that such research considers developments within the field, government policies and practices, legislation and initiatives by other levels of government.
 - Research and collaborate with stakeholders to uncover factors that may impact business solution.
 - Conduct gap analysis of the future state vs. current state and report findings. Develop cost benefit analysis to support recommendations.
 - Develop a communication plan and present targeted messages to specific audiences.
 - Provide opportunities for knowledge transfer through training and development of others in areas such as operational excellence and productivity improvement.
- 4. Enable change by defining needs and recommending changes to capabilities that deliver value to stakeholders.**
- Evaluates business processes, anticipating requirements, uncovering areas for improvement, supports the development and implementation of solutions.
 - Develops documentation, departmental technical procedures, and or user guides in support of new process, change requirements, and service enhancements.
 - Leads ongoing reviews of business processes and developing optimization strategies.
 - Conducts meetings and presentations to share ideas and findings.
 - Effectively communicates insights and plans to cross-functional team members and management.
 - Ensures solutions meet business needs and requirements within the GNWT strategic framework.
 - Prioritizes initiatives based on business needs and requirements.
 - Monitors deliverables and ensuring timely completion of projects.
- 5. Apply knowledge, skills, tools, and techniques to project activities to meet project requirements.**
- Creating project plans, including setting targets for milestones, adhering to deadlines, and determining resourcing needs.

- Apply appropriate project management framework to optimize resource utilization inclusive of the following activities:
- Process analysis.
- Analyzing and managing schedules.
- Mapping dependencies.
- Balancing resources.
- Tracking overall status of each project; and
- Communicating with executives to keep the project aligned with GNWT strategies and goals.
- Partner with resource managers to develop schedules that will optimize utilization of human resources in line with team and project objectives.

6. Enables Departments to decompose objectives down to business requirements and to prioritize the initiative's work based on generally excepted prioritization principles. Develop holistic, multidimensional business views of; capabilities, end-to-end value delivery, information, and organizational structure; and the relationships among these business views and strategies, services, policies, initiatives, and stakeholders.

- Develop a business architecture strategy by assisting the scope of the services impacted by the project and the GNWT architecture standards.
- Utilize data shared across the enterprise and the relationships between those data to help drive strategies
- Apply a structured business architecture approach and methodology for capturing the key views of the organization.
- Describe the primary business functions of the organization and distinguish between citizen-facing, inter-organizational customer/partner, business execution and business management functions.
- Capture the relationships among roles, capabilities and business units, the decomposition of those business units into subunits, and the internal or external management of those units.
- Support alignment to IT Architecture, and Enterprise Architecture framework to bring about a business centric focus to the discipline.

WORKING CONDITIONS

Physical Demands

There are no demands.

Environmental Conditions

There are no conditions.

Sensory Demands

The job requires concentrated levels of attention when auditing processes or when mapping processes to capabilities, value streams and strategies. Long periods of uninterrupted concentration (3-4 hours) are often required.

Mental Demands

Incumbent is required to often work in change-intensive situations, which can be stressful and emotional for the people going through the change. The Process Transformation and Change Lead show empathy while supporting change.

The incumbent is a recognized as an expert both internally and externally. As such, answers to questions, and the resolution of problems must be measured, accurate and punctual.

KNOWLEDGE, SKILLS AND ABILITIES

- Demonstrated process engineering and quality management skills.
- An instinctual ability to communicate the existence of sub-optimum process, to a process owner, without triggering a defense response.
- Ability to look beyond traditional business concepts and drill to the heart of a given concept.
- Drive to thoughtfully challenge traditional terminology when it does not accurately depict an aspect of the business, is misleading or inconstant.
- Exceptional communication skills – both written and verbal, in order to create and socialize the business architecture and the concept of good services.
- Business subject area expertise appropriate to the role and areas being mapped.
- Patience to work collaboratively to ensure that the business architecture truly reflects the business.
- Exceptional ability to influence without the aid of sanctioned power, and the ability to change leadership style as appropriate for the engagement (Excellent leadership and team building skills).
- Results, detailed, and action oriented, tempered by an ability to manage the pace of change with empathy.
- Ability to visualize and implement change while overcoming the inertia of historical practices and policies.
- Able to build strong relationships across the enterprise to partner with, support and fosters change.
- Demonstrated ability to work with minimum supervision.
- Superior analytical, interpersonal, problem-solving, conflict resolution and problem-solving skills.
- Extensive knowledge of business process engineering principles, practices and methods (particularly Lean Principles) affecting an organization, program planning, evaluation and monitoring, principles and research methods and techniques.
- Exceptional business domain mapping skills.
- Detailed knowledge of change management principles, methodologies, and tools.
- Business analysis, project management and business architecture skills.
- Facilitation skills.

- Detailed oriented and able to deliver high degree of accuracy.
- Systems thinker.
- Expertly understands and applies continuous quality improvement methodologies such as Lean Six Sigma concepts, and principles.
- Strong problem-solving skills, including expert root cause analysis capabilities.
- Demonstrated leadership skills, including leading people with integrity and trust, building a team environment, communicating clearly, fostering potential, leading with vision, inspiring, and engaging others, promoting innovation, managing resources, and showing situational awareness.
- Demonstrated change management experience in a highly unionized and complex organization.

Typically, the above qualifications would be attained by:

Bachelor's degree industrial engineering, organizational development, human resources management, psychology, business management or equivalent experience, and ten (10) years related work experience in continuous improvement thinking, business operations management, business development, business planning, business analysis, project or portfolio management, program planning, development and evaluation, and/or education delivery as Certified Lean Six Sigma Black Belt.

ADDITIONAL REQUIREMENTS

Position Security (check one)

- No criminal records check required
- Position of Trust – criminal records check required
- Highly sensitive position – requires verification of identity and a criminal records check

French language (check one if applicable)

- French required (must identify required level below)
 - Level required for this Designated Position is:
 - ORAL EXPRESSION AND COMPREHENSION
 - Basic (B) Intermediate (I) Advanced (A)
 - READING COMPREHENSION:
 - Basic (B) Intermediate (I) Advanced (A)
 - WRITING SKILLS:
 - Basic (B) Intermediate (I) Advanced (A)
- French preferred

Indigenous language: Select language

- Required
- Preferred