MONTGOMERY COUNTY GOVERNMENT   Code No. 100542
ROCKVILLE, MARYLAND   Grade 27
CLASS SPECIFICATION   FLSA: E

ERP CHANGE MANAGEMENT SPECIALIST

DEFINITION OF CLASS:

This is journey level work involving the development and implementation of process improvement/change management strategies. An employee in this class is viewed as a change management expert who evaluates the effectiveness of business processes and consults with and advises department management on strategies for improvement and for encouraging the adoption of process changes.

MAJOR DUTIES:

The work of this class involves providing senior level consultation and advice to a project team and/or advanced level planning and execution of Change Management strategies in large scale change initiatives throughout the organization. The work of this class includes business process documentation, preparing test data and test programs and providing advanced level support for Enterprise systems and other web based applications. The work requires a high level of expertise in enterprise systems and web based applications in order to design, develop and analyze Change Management strategies and related materials. The work involves consulting with management to understand current business processes and the impact of these processes on users; partners with stakeholders (internal and external) to resolve conflicting/competing priorities; the employee process-maps the work; researches best practices and recommends process changes; develops communication and training strategies to ensure changes are successfully implemented and maintained; and meets with stakeholders (employees responsible for business operations as well as users) to provide training, retraining and respond to questions. The employee coaches and trains employees in the new processes to support the transition through the new process.

EXAMPLE OF DUTIES: (Illustrative Only)

- Collaborates with a range of stakeholders to understand the County Government's business objectives and challenges, and the technologies and processes they employ.
- Create and implement strategies to encourage adoption of and minimize resistance to organizational change, and program redesign.
- Develops and implements communication strategies to ensure the successful implementation and maintenance of programmatic/organizational change.
- Conducts surveys to benchmark County Government activities.
- Researches laws and regulations to identify potential enhancement of current practices.
- Creates a variety of training content including job aids, online training and videos
- Provides training, guidance and coaching to management and employees to promote the adoption of change management activities.
- Leads teams composed of partners from various departments, management, and the public in the development and implementation of new processes that addresses the needs of the stakeholders.
- Facilitates focus group sessions to obtain feedback from stakeholders at all levels of the organization.
- Develops evaluation processes to obtain feedback from all levels of the organization and develops measurements to understand effectiveness of Change Management initiatives.

- Skill in developing business process workflow diagrams in support business process improvements.
- Ensures standard and consistent practices that foster a culture that embraces and accepts change.
- Leads teams composed of partners from various departments, management, and the public in the development and implementation of new processes that addresses the needs of the stakeholders.
- Maintains an awareness and an understanding of change management best practices.
- Periodically assesses the impact and effectiveness of the stakeholder's change management activities to determine if the process is "on track" or if adjustments need to be made.
- Performs related duties as required.

KNOWLEDGE, SKILLS, AND ABILITIES:
(The knowledge, skills and abilities listed in this specification are representative of the class but are not an all-inclusive list.)
- Understanding of data collection tools and sources of data.
- Understanding of statistical concepts and procedures applicable to assignment.
- Advanced knowledge of adult learning principles and methodologies
- Knowledge of Oracle EBS applications.
- Knowledge of the organization of the County Government and its core functions.
- Knowledge of laws and other guidelines that govern the operations of agencies within the County Government.
- Proficiency in the application of SharePoint.
- Proficiency in the use of reporting tools such as Oracle Business Intelligence Enterprise Edition.
- Proficiency in benchmarking business processes and activities.
- Skill in developing surveys, analyzing results and making recommendations.
- Skill in developing communication strategies to inform employees about program initiatives and to encourage the adoption of changes to business processes. Skill in conducting meetings.
- Effective problem solving, organizational and interpersonal skills.
- Skill in preparing comprehensive records and reports.
- Skill in leading and promoting collaboration between functional and technical leads with troubleshooting in various enterprise systems including Oracle eBusiness, Human Capital Management, Oracle Learning Management, and Access MCG.
- Skill in developing team-building exercises and workshops.
- Skill in consulting with management and employee groups and in identifying business processes.
- Skill in serving as a liaison between business owners, users, application developers, managers, and employees.
- Skill in training, leading and coaching.
- Skill in utilizing content management tools such as Camtasia and UPK.
- Skill in developing communication strategies to inform employees about program initiatives and to encourage the adoption of changes to business processes.
- Skill in leading change management processes.
- Strong PC skills (Excel, Access, Word, Power Point) and skill in using enterprise information systems and reporting tools to manipulate large volumes of data.
- Skill in negotiating complex issues with department/agency heads and managers and in persuading others to adopt change.
- Skill in identifying and addressing customer needs.
- Skill in designing and developing workflow diagrams to illustrate complex business processes within multiple departmental agencies and areas

- Project management skills, including the ability to work independently on highly complex, multiple tasks/projects simultaneously with minimal supervision in a fast-paced environment.
- Effective problem solving, organizational and interpersonal skills, including written and verbal communication; skill in preparing comprehensive records and reports.
- Ability to think critically and to conceptualize; to identify and adapt new technologies and products.
- Ability to gather and analyze business/industry data and make recommendations regarding organizational change and system design.
- Ability to build relationships and gain credibility with peers, supervisors, managers, and other stakeholders.
- Ability to maintain confidentiality and appropriately handle sensitive information with tact and discretion.
- Ability to arrive at sound decisions through detailed analysis and evaluation of information received from a variety of sources.
- Ability to multitask, plan, set priorities, and organize numerous work assignments.

SUPERVISORY CONTROLS:

Under administrative direction, the incumbent is responsible analyzing the current state of business processes, business systems and technology, and job roles and organization structures to create and implement business improvement strategies and develop plans to maximize employee adoption and use of new, more efficient, and effective processes. Assignments are stated in terms of broadly defined missions or functions. The employee, while receiving little or no technical guidance, is responsible for planning, designing, and carrying out the work independently

GUIDELINES:

Incumbents in this class are responsible for coordinating with others to accomplish the objectives of each broadly-stated assignment. The employee plans and designs work assignments, understands, interprets, and applies broad policies to specific issues, and recommends and provides justification for changes and how such changes should be implemented.

COMPLEXITY:

Incumbents in this class analyze and troubleshoot system issues from business owners, end users and other customers in various enterprise systems including Oracle and liaises between functional and technical leads and the end user. The work involves the consideration of factors such as the need to try methods and approaches that are new to the County; the substantial depth of analysis and justification required to "sell" new ideas and processes to resistant individuals; major areas of uncertainty in interpretation or evaluation which require the employee's in-depth explanation/justification in terms familiar to management and employees; originating new techniques; and consideration of a broad range of issues, factors, circumstances, and implications whose importance and interrelationships are difficult to ascertain and assess. The work includes creating measurements and other evaluative tools to ascertain the effectiveness of Change Management activities and areas of improvement.

SCOPE AND EFFECT:

The redesigned business processes affect a wide range of community activity or the interaction between various County departments. The work of this class has a substantial impact on County operations.

CONTACTS:

Contacts are with all levels of the organization including senior management, employees, managers, and external customers to identify obstacles preventing the adoption of new processes and/or guidelines, with others within and outside the organization to collect data on business processes and change management activities, and with County Government stakeholders to determine what changes need to be made. In general, the nature of these contacts is collaborative or advisory. An employee in this class is often require to speak in front of groups of County employees, managers and stakeholders who are impacted by the activities of the agency.

PUBLIC SERVICE /ASSISTANCE:

Advises key personnel, business owners, support users on a daily basis, plan, coordinate and justify enterprise solutions to business process or enterprise system problems, train users, identify opportunities for business process improvements or IT solutions, and perform related functions. Little or no one-to-one assistance is provided directly to the public.

WORK ENVIRONMENT:

Work is performed in an environment making decisions that could lead to major organizational consequences if appropriate decisions are not timely.

HAZARDS:

Work is primarily sedentary, performed in an office setting and presents no significant hazards.

PHYSICAL DEMANDS:

The employee uses computer equipment on an ongoing basis; however, use of this equipment is not production-oriented.

MINIMUM QUALIFICATIONS:

Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:
Experience:
Considerable (four (4) years) applicable professional work experience in progressively more responsible roles in an area related to the assignment and experience in using computer applications similar to the Oracle Enterprise Business System.

Education:
Graduation from an accredited college or university with a Bachelor's degree in Finance, Accounting, Human Resource Management, Computer Science, Computer Engineering,
Information Systems/Technology, or another related field from an accredited college or university. Certifications in specific applications may be required, depending on the duties of the position.

Equivalency:
An equivalent combination of education and experience may be substituted. For applicants possessing very hard-to-find skills which are a critical need to the department/agency, training and certification may be accepted in lieu of full degree requirements.

LICENSE REQUIREMENT: None.

PROBATIONARY PERIOD:
The probationary period must be twelve (12) months for a full-time or part-time employee appointed to a merit system position, and six (6) months for a promoted employee, during which time performance will be carefully evaluated. Continuation in this class will be contingent upon successful completion of the probationary period.

MEDICAL EXAM PROTOCOL: Medical History Review with Urine Drug screen.

SUPERVISION EXERCISED: Positions in this class are non-supervisory.

CLASS SPECIFICATION HISTORY:

Class Established: August 2016
Revised; Education and Format**:** November 2017