

TITLE: MANAGER OF TRANSFORMATION INITIATIVES

DEPARTMENT: LEGISLATIVE SERVICES

DIVISION: LEGISLATIVE SERVICES

PURPOSE OF JOB: Responsible for establishing effective corporate-wide services in project management, process improvements and change management and to promote a culture of service excellence and continuous improvement for the entire corporation. This position will have the primary responsibility for the development and execution of the Town's continuous improvement, quality management and customer service strategies.

Responsible for planning, leading and executing strategic and transformational projects aimed at achieving the strategic goals and objectives of the Town of Cobourg. Provides vision, leadership, advice and expertise to all business areas across the corporation through excellence in project management, process analysis and change management. Ensures all departments across the corporation are equipped with the governance tools to plan, manage, implement and track key initiatives and performance and ensure the organization successfully meets its commitments.

Provides leadership into enterprise level integration of strategic project and change management requirements for key corporate-wide initiatives. Develops project management, process analysis and change management strategies, governance models/structures, frameworks, controls, standards, compliance requirements and methodologies aligned with the Corporation's strategic vision, direction and Service Excellence priorities, to enhance the customer experience and manage risks.

The Manager of Transformation Initiatives will implement changes to the Town's policies and processes intended to increase the overall customer satisfaction with the Town's provision of services at the same time realizing operating efficiencies and organizational effectiveness.

REPORTS TO: DIRECTOR, LEGISLATIVE SERVICES/MUNICIPAL CLERK

MAIN RESPONSIBILITIES:

- Establishing and implementing a Customer Strategy and Implementation Plan, and Quality Management Program for the Corporation.
- Executing the Customer Services Strategy and Quality Management Program that outlines key initiatives to enhance the overall level of customer satisfaction and organizational effectiveness.
- Establishing and reporting on performance standards for customer service and organizational performance.
- Implementing changes to the Town's processes, services, and service delivery channels to enhance customer service and organizational effectiveness.
- Serving as a subject matter expert to provide advice and assistance to Town departments in support of customer service and continuous improvement and quality management.
- Manages assigned staff, including performance appraisal, determining training and development needs, coaching and mentoring, discipline, authorization of overtime and makes recommendations regarding promotions, demotions and terminations.
- Creates a vision and applies business acumen to transform ideas from the visionary stage through to implementation.
- Manages corporate-wide strategic initiatives as assigned by the Director of Legislative Services or

Chief Administrative Officer, as well as business specific transformational projects and business changes from inception of ideas and initiatives through to planning, execution, implementation, monitoring and close-out.

- Promotes opportunities presented by emerging business models, technologies, service approaches to facilitate transformation of business models and improve customer interaction.
- Developing an annual quality management plan and program and identifies priority areas of focus;
- Undertaking continuous improvement initiatives, including but not limited to process mapping, data collection and analysis, implementation of process changes and leading working sessions to develop and implement solutions, and the development and reporting of Key Performance Indicators for the corporation;
- Oversees and approves strategic roadmap for the implementation of new project management and change management frameworks and methodologies to improve business operations.
- Manages various internal and external stakeholders to influence positive outcomes for the corporation. Develops project management, risk management and change management strategies, governance models/structures, frameworks, and methodologies to ensure effective transformation methodologies, mitigates resistance and promotes early adoption and positive transformation experiences for customers and staff.
- Investigates, pilots and deploys initiatives to transform business delivery through managing staff and customer/user and interaction of key strategic initiatives.
- Develops concept, defines scope and executes strategic and operational business transformation initiatives ranging from corporate and operational strategy to providing business improvements, including electronic service delivery, technology enhancements, and/or implementation of major regulatory changes in the various business lines of the corporation.
- Conducts research into assigned areas ensuring that such research considers developments within the field, emerging technologies, corporate policies and practices, legislation and initiatives by other levels of government.
- Prepares Committee and Council reports, presentations, implements quality control/quality assurance for project deliverables.
- Works collaboratively with all senior management (Corporate Management Team and Senior Management Team) to deliver on key strategic priorities.

Change Management and Transformation of the Organizational Culture:

- Provides change management guidance and supports.
- Supports the identification of risks and issues in relation to the achievement of change management deliverables and agree to mitigation strategies with the project leads.
- Collaborates with the Office of the CAO to promote organizational development, appropriate organizational behaviours and expectations.
- Communicates key change opportunities and interventions.
- Collaborates with the Senior Management team to align change management and culture requirements across the organization.
- Develops change management strategies, protocols, governance models, frameworks, methodologies and tools.
- Collaborates with department heads across the organization as well as project teams to assess change management requirements and apply proven tools and methodologies to successfully lead and support strategic change initiatives.

Financial Management:

- Participates in the preparation of capital and operational budgets related to assigned projects.
- Ensures project expenditures are tracked and maintained within approved budget limitations and secures permits and approvals as required from external agencies.
- Prepares budget amendment reports where necessary and obtains approval from Council in accordance with council report submission process including making presentations at the relevant committees.

Other Duties:

- Coordinating with the Manager of Communications on the development of community input processes, including annual customer satisfaction surveys.
- Coordinating with the Manager of Human Resources on the delivery of customer service and continuous improvement training for Town Staff and the incorporation of customer service into the Town's Human Resources processes (e.g. job descriptions, performance reviews)
- Responsible for ensuring compliance with the Occupational Health and Safety Act and Regulations and the corporate Occupational Health and Safety Policy and related procedures.
- Performs other related tasks and projects, as assigned, which are in accordance with job responsibilities or necessary departmental or corporate objectives.

SUPERVISION:

Direct: Accessibility, Equity, Diversity, and Inclusion Coordinator

Indirect: None.

EDUCATION & EXPERIENCE REQUIRED:

- Bachelors Degree in Business Administration, Public Administration, or a related discipline required.
- Minimum of five (5) years of experience in customer service strategy and/or quality management design and implementation'
- Minimum of five (3) years of experience in developing and implementing business transformation initiatives, leading process reviews, needs assessment and implementation through project management and change management disciplines.
- Change Management Practitioner/Professional Certification is preferred.
- Lean Greenbelt certification or higher is preferred;
- Highly developed interpersonal and communication skills, both written and oral, as well as negotiation/problem solving skills at all organizational levels.
- Highly developed sense of discretion, judgment, and political acumen to deal with sensitive and confidential issues.
- Well-developed planning and organizational skills.
- Experience in facilitating and organizing training programs.

KNOWLEDGE AND PROFESSIONAL SKILLS REQUIRED:

- Experience in leading and implementing complex change within the municipal or broader public sector.
- Experience in leading, coaching and motivating staff and peers to champion change and service excellence.
- Sound knowledge and understanding of contemporary best practices in the management of people and teams and how they contribute to innovation and transformation in the workplace.
- An understanding of the principles and practices associated with Service Excellence Frameworks.
- Understanding of municipal government structures, functions and service delivery environments.
- Exceptional skills in planning, project management, change management, continuous improvement, people change, risk assessment, analysis and reporting.
- Demonstrated knowledge, skills and experience in strategic planning, business planning, operational management for complex, cross-functional projects or initiatives.
- Exceptional communications, speaking and presentation skills; negotiations, complex problem solving, conflict resolution skills.
- Ability to exercise sound judgment and solve problems based on consideration of all critical factors, including long and short-term impacts and stakeholder interests.
- Well-developed interpersonal and emotional intelligence skills and abilities that foster trust and cooperation.
- Facilitation and influencing skills and the ability to create commitment to ongoing transformation in the workplace.
- Ability to operate as an effective and strategic member of a diverse management team.
- Demonstration of leadership excellence across the organization as well as within the area responsible
- Ability to act in a politically 'savvy' and diplomatic manner; tact, diplomacy, and persistence are essential qualities in executing this role.
- Demonstrated ability to build high levels of credibility within diverse work groups by implementing effective communication and engagement strategies as well as the ability to develop productive and sustainable partnerships with a range of key internal and external stakeholders.
- Knowledge of and demonstrated ability in the Town's core and leadership competencies as well as relevant departmental functional competencies.
- Effective communication skills, both verbal and written, including report-writing, policy development skills, and presentation/facilitation skills.
- Excellent interpersonal and customer services skills.
- Experience in computer programs including Microsoft Word, Microsoft Excel, and SharePoint.
- Demonstrated ability to research, analyze and interpret complex information and assess various options.
- Must possess a valid Class G2/G Driver Licence with a satisfactory drivers record and access to a reliable vehicle for work.
- Must obtain a Satisfactory Police Record Check upon employment.



Job Profile

Manager of Transformation Initiatives

WORKING CONDITIONS:

- 35 hours per week, Monday to Friday from 8:30am to 4:30pm.
- This position may be required to work evenings and weekends.

Director Signature Date

CAO Approval Signature Date

Original: June 2022

Revised: