

Director of Continuous Improvement & Transformation

Department	Continuous Improvement & Transformation
Position Summary	<p>Reporting to the Chief Operating Officer (COO), the Director of Continuous Improvement & Transformation activates and enables organizational change through business transformation and digital technology programs for APEGS. The position develops and implements strategies to optimize business processes and manages transformation projects, including those that automate solutions. Success in the role is predicated on an ability to apply leading practice in digital and business transformation in a manner that aligns with the organization’s regulatory roles and responsibilities and is scaled to the size and complexity of the organization.</p> <p>This position is responsible for the Information Technology and Business Support areas of the organization, as well as managing the relationships with vendors who deliver critical IT and infrastructure services.</p>

Key Accountabilities

A key accountability for this position in the first 18-24 months will be to design, launch, and demonstrate significant delivery of the organization’s multi-year business transformation, in alignment with enterprise plans and priorities. This includes redevelopment of the IT infrastructure and adoption of systems and processes designed to streamline and enhance regulatory and operational effectiveness.

The position includes departmental oversight of the Information Technology area, which includes an in-house core team of technical professionals that works interdependently with chosen service providers and vendors. As well, it includes department oversight for the Business Support area, which collaborates with managers, coordinators and others to affect positive change by identifying areas for improvement, articulating business requirements, standardizing documentation and procedural formats, and ensuring documentation is in place and communicated.

The position orchestrates complex agendas, aligns senior leadership expectations, prioritizes activities and works with other departments/vendors to get things done. The position is part of the leadership team of APEGS, provides technical expertise from a thought leadership perspective, and participates in membership, Council, and organization-wide events and initiatives.

Transformational Change

- In consultation with the APEGS Executive Team, lead the development and delivery of a multi-faceted, multi-year business transformation strategy in alignment with the risk management framework, strategic plans and priorities of APEGS
- Understand the primary roles and responsibilities of APEGS as a professional regulator, to identify digital transformation strategies aimed at enhancing regulatory efficiency and effectiveness for APEGS and its members
- Plan and oversee the execution of transformation projects, including setting goals, defining project scopes, identifying and allocating required internal and/or external resources, and managing timelines across multiple projects.
- In consultation with the COO and leadership team, promote a culture of change awareness across the organization and ensure employees are equipped to adapt to new processes and technologies.
- Champion programs focused on employee awareness, early adoption, and skill development, in alignment with the business and technology transformational plans and initiatives.
- Identify potential risks and obstacles to transformation success, develop mitigation strategies, and adapt risk management plans as needed.

Information Technology Leadership

- In consultation with the COO, develop and oversee performance of a hybrid technology business model that leverages outsourcing strategies while building core internal technical capacity to effectively meet and manage the business needs of APEGS.
- In consultation with the leadership team, lead the development and implementation of:
 - Organizational policies and principles to guide and inform value-add, sound and prudent business process development/enhancement methods and technical development and maintenance practices
 - KPI's to monitor and measure progress relative to IT strategic plans and priorities
- Lead development of a vendor management approach to guide assessment, negotiation, acquisition of qualified vendors and service providers. Ensure expected results are achieved through prudent management of third parties in accordance with agreed-to contracts, service agreements and service standards.
- Oversee the acquisition, deployment, and lifecycle of APEGS's IT equipment including network infrastructure, hardware, internet and phone systems, and other equipment required to enable quality on-site functionality that includes remote-work capabilities
- Ensure all facets of the IT environment, security systems, and performance address new and emerging risks and reflect standards consistent with the nature of a regulatory body.

Continuous Improvement Leadership

- Serve as a strategic thought partner, change agent, and trusted advisor to advance and optimize APEGS' end-to-end business processes, capabilities, and performance by:
 - Applying BPM approach to deliver consistent, core capabilities balanced with flexibility to support value-added process.
 - Assessing, identifying, designing, developing and/or purchasing and implementing relevant buy-or-build technology solutions.
- Foster a culture of continuous organizational process improvement through:
 - Defining value proposition for projects and creating value stream mapping for process areas.
 - Reviewing and updating policies and standards to ensure they remain relevant in the face of evolving threats and changing business needs.
- Lead the design and implementation of re-engineered business practices for strategic transformation programs.
- Support the establishment of mechanisms for continuous improvement, including regular assessments, feedback loops, and adjustments to the cultural transformation roadmap to reach the desired state and future
- Ensure the application of sound project management methodologies, providing leadership in directing the research, business requirements, development, testing, implementation, and operationalization of all facets of the business and technology transformation

Department Oversight

- Develop plans, priorities, and budgets to achieve the overall APEGS strategy as it relates to areas of accountability
- Provide people leadership to a professional team of direct reports, including all HR administration, onboarding, orientation, training and performance management, employee engagement, career development, succession, and safety; and provide oversight of all staff in department
- Provide leadership support for organizational and departmental continuous improvement initiatives, and work in consultation with internal support leaders

- As a member of the leadership team, provide thought leadership and input to strategy, governance, and operations for the organization.
- Collaborate and support planning activities including business performance metrics
- Provide advice, recommendations, and support on internal or external issues related to areas of accountability and expertise
- Promote and model behaviours consistent with a positive work environment within the organization that supports communication, collaboration, and high performance as well as staff engagement, satisfaction, and professional development
- Advise on policies, procedures, and precedents, and provide credible information to facilitate successful decision-making at all levels
- Provide project sponsorship and direction, ensuring appropriate project management and change management rigour is applied to developmental initiatives, and removing barriers that could prevent project success
- In consultation with APEGS event management efforts, deliver presentations and/or attend events.

Qualifications

Education and Experience

- Undergraduate or graduate degree, preferably in Business, Computer Science, or a combination of relevant post-secondary education, certifications and experience.
- Experience working at an enterprise level of an organization is imperative, including experience leading at the system-wide or corporate-wide level of business and/or technological change and transformational culture shift.
- A minimum of 8 years of relevant experience managing end-to-end IT system and software development, acquisition, implementation, maintenance, support, and evaluation – including - experience selecting, overseeing, monitoring, and extracting results through outsourcing contracts/third-party service providers
- Proven success facilitating, guiding, and training business users and stakeholders through digital change and business processes modernization and automation
- Change management certification (e.g., Prosci) is an asset
- Project or Program management certification (e.g. PMP or PgMP) is an asset
- Experience managing third party contracts and working with professional consultants
- Experience working in the regulatory or public oversight environment is an asset

Technical Knowledge, Skills and Abilities

- Proven ability to develop and implement multi-faceted transformational strategies through applied project management disciplines
- Advanced knowledge and ability to put together complex and comprehensive business cases
- Advanced knowledge in methods of identifying, assessing, and analyzing business requirements
- Knowledge in technology risk and system security and risk mitigation
- Highly skilled in preparing and issuing quality RFP's, conducting vendor assessment and selection processes, and leading the negotiation of vendor and service provider contracts and service agreements
- Demonstrated ability to establish, monitor and assess service standards of performance
- Effective communication, collaboration, facilitation, and influencing skills with ability to interface across functional departments at all levels of the organization
- Advanced project management skills relative to: Planning, resourcing, budgeting, monitoring, and achieving project deliverables

Behavioral Knowledge, Skills & Abilities

- Demonstrated appreciation of organizational values and culture
- Proven ability to model, champion, and influence change within an organizational setting
- Interpersonal skills that promote respect and trustworthiness with all stakeholders
- Excellent verbal and written communication skills including active listening skills and skills in providing constructive feedback; highly competent in effectively communicating technical components to non-technical users and stakeholders
- Demonstrated capacity to lead, facilitate, influence, and motivate cross-functional teams to reach common goals and consensus
- Strong organizational skills to efficiently lead and manage multiple projects and tasks with competing deadlines
- Ability to apply sound judgement to make decisions
- Steadfast commitment to providing exceptional client-service and generating timely, pragmatic solutions to support staff and external stakeholders needs
- Ability to flex and adapt, adjusting to shifts in workload and task priorities
- A track record as a self-starter that proactively takes initiative