



JOB TITLE: **Manager(s), Enterprise Systems**

REPORTS TO (job title): Director or Assistant Director, Enterprise Systems

JOBS REPORTING (job titles): Information System Specialists

DEPARTMENT: Information Systems and Technology (IST)

USG: USG 14

LOCATION: Main Campus

DATE:	February 2016
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PRIMARY PURPOSE:

These positions are responsible for the operations, overall strategic management and leadership of a specific unit found within the ES group. While each unit may emphasize specific functions or aspects, all include responsibility for the planning, design, development, implementation, support and consultation for secure and sustainable information systems at the University. Managers are responsible for managing client relationships, whether for one or many departments or internally in support of other ES units or as a broader IST resource. Managers are responsible for a specific suite of solutions, development activities and client support services. Incumbents share overall responsibility for day-to-day management and supervision of the ES group and also IST with other Managers, Assistant Directors, Directors and the CIO.

The Enterprise Systems Manager(s) will have responsibility for one of the following units:

- ERP Student Information Systems
- ERP Finance and Human Resource Management Systems
- Application Development Support Services
- Departmental Campus Applications
- Application Administration and Support Services

KEY ACCOUNTABILITIES:

1.	<p>Establishes the direction and priorities for one of the ES units:</p> <ul style="list-style-type: none"> • Serves as an integral member of IST’s Management Team and ES management group • Develops short-term and long-term plans for the evolution of campus information systems • Facilitates the establishment of direction and priorities for strategic systems through collaboration with the other managers within ES and IST • Assists in the development of the ES strategic annual rolling plan, and budget • Develops annual operational plan and budget for a unit
2.	<p>Within the ES group, ensures the effective utilization, deployment and development of human and capital resources</p> <ul style="list-style-type: none"> • Hires and develops his/her unit and participates in the building of overall Enterprise Systems team • Works with other ES units to deploy staff to most productively meet goals and objectives • Coaches, trains and develops employees to enable their professional development • Conducts annual performance plan and regular reviews of direct reports
3.	<p>Core Services</p> <ul style="list-style-type: none"> • Effectively manages the successful delivery of projects and programs in conjunction with the Portfolio Management group (PMG). • Leads the process to define business requirements in concert with representatives of the Academic Support Departments • Completes applications development of new or modified business functionality • Performs Quality Assurance and Testing in order to deliver high quality services • Provides Solutions Design and Consulting support to Academic Support Departments
4.	<p>Applications Implementation</p> <ul style="list-style-type: none"> • Supports the acquisitions process (including RFI/RFP)

	<ul style="list-style-type: none"> • Implements enterprise solutions (e.g., PeopleSoft Campus Solutions, HCM, E-Business) • Implements large and small applications (e.g., CECA, Advancement, Research, Housing, CRM) • Implements department-specific applications (e.g., Parking, Bookstore, Athletics, Food, Safety, Health) • Works within a federated governance model to enable decision making
5.	<p>Systems Integration</p> <ul style="list-style-type: none"> • Ensures integration with core applications (e.g., SharePoint) and other enterprise applications • Implements connectivity with applications external to the University (e.g., banks) • Provides internal inter-systems support (e.g., D2L) • Provides support as needed for EBI, Student Portal, Open Data and like initiatives
6.	<p>Infrastructure and Support</p> <ul style="list-style-type: none"> • Oversees Applications Administration and Database Administration • Provides support for and use of web services technology • Ensures the requisite production support • Provides support for and incorporation of guiding principles for architecture and infrastructure, e.g., usability, accessibility, scalability, adaptability, security and privacy. • Supports and develops application architecture • Supports, develops and adopts standard software development methodologies
7.	<p>Client and Vendor Relationships</p> <ul style="list-style-type: none"> • Establishes and maintains strong relationships with the leadership team and key representatives of the Administrative Support Departments of the University and/or Faculty representatives • Manages the day-to-day relationship with external technology partners
8.	

POSITION REQUIREMENTS:

Education: University degree or equivalent post-secondary education and/or experience required.

Experience:

- Minimum 10 years of experience with a proven track record of achievement and success within a complex Information Technology environment.
- 2 to 4 years of leadership responsibility managing midsized teams, and influencing senior-level management and key stakeholders.
- Certification from recognized authority is an asset (e.g., PMP certification from the Project Management Institute [PMI], Change Management Specialist, ITIL, etc).
- Competencies will include people management, information system products, tools, development frameworks as well as interpersonal, organizational and communication skills.

Knowledge/Skills:

- Strategic planning
- Strong communication and interpersonal skills
- Excellent project management skills, with demonstrated track record
- Excellent management and team-building skills
- Ability to analyze, understand and effectively communicate between business requirements and technical design and implementation
- Business application life cycle management
- System development life cycle management
- Budget planning and management
- Working knowledge of applications being implemented

- Problem-solving, negotiation and decision-making skills to influence management, as well as internal and external partners
- Demonstrated leadership abilities
- Works well with others in an integrated multidisciplinary and multi-stakeholder team environment
- Self-motivated and a problem solver
- Experienced in facilitation and negotiating

Technical:

MS Word	Excel	PowerPoint	Other
Intermediate	Intermediate	Intermediate	<p>Application and Middleware Technology Intermediate</p> <p>Project Management Intermediate</p> <p>Development Tools, Methodologies and Frameworks Advanced (as required)</p> <p>Application Architecture Intermediate, Advanced (as required)</p>

NATURE:

Competency Definition	Required Proficiency Level
<p>Business Enterprise Knowledge: Solicits information on enterprise direction, goals and the industry-competitive environment to determine how University's enterprise systems can add value to the institution and customers. Makes recommendations clearly linked to the University's strategy and goals, reflecting an awareness of external and internal dynamics. Demonstrates awareness by providing clear explanations for actions taken relative to customer requirements, needs and industry trends.</p>	<p>Advanced: Defines strategic imperatives in terms of the links among increased value, enterprise needs and technological solutions. Procures support from leading stakeholders in the University. Explains complex relationships and technological solutions in terms that meet the needs of the affected parties.</p>
<p>Business Process Knowledge: Identifies, documents, and monitors key business processes within the scope of enterprise systems needed to achieve successful business results. Maps and documents processes. Develops framework for process improvement. In large projects, the focus will be management and oversight of business process activities, while team members do the actual process analysis, design, and mapping.</p>	<p>Intermediate: Analyzes enterprise processes within the scope of enterprise systems for major enhancements to customer satisfaction, productivity improvements and cost reduction. Identifies metrics for strategic business process improvement. Applies business process re-engineering (BPR) techniques to complex processes that cross the enterprise. Presents the core technical and strategic concepts of process improvement. Identifies and facilitates sensitive responses to economic, political and contentious issues. Identifies the value of process improvements and solicits the support of senior business leaders.</p>
<p>Change Advocate: Identifies and acts upon opportunities for continuous improvement. Encourages prudent risk taking, exploration of alternative approaches and organizational learning. Demonstrates personal commitment to change through actions and words.</p>	<p>Intermediate: Makes recommendations for enterprise wide change programs that impact cross-functional key processes. Partners with other business leaders to identify enterprise systems opportunities for significant technology/process enhancements. Evaluates progress against key performance drivers, and assesses</p>

Competency Definition	Required Proficiency Level
Mobilizes others to support change through times of stress and uncertainty.	organizational opportunities and risks. Solicits the support of business leaders in planning and spearheading system change initiatives.
Business Partnership: Assesses and develops strategies for achieving the needs of clients. Seeks information about and identifies opportunities to support and enhance critical business functions and processes through enterprise systems. Defines and manages user expectations. Matches business requirements to new or existing products and services.	Intermediate: Develops and facilitates project plans, and assists in developing the strategic plan. Ensures implementation of industry best practices within the systems in support of the business strategy. Initiates and organizes demonstrations that provide subject matter expertise and identifies system strategies that will support the achievement of business goals. Communicates and demonstrates the University's values in business-related interactions. Allocates and facilitates resources for business stakeholders on system initiatives. Assists in the development of strategic system initiatives that proactively address business needs. Takes shared accountability for achieving the business' objectives and enterprise goals.
Consulting: Uses professional knowledge, experience and technical expertise to respond to questions and facilitate problem solving; generally advises, influences and provides guidance to clients and business partners over whom there is no direct authority.	Intermediate: Collaborates with the business to determine the scope of engagement. Advises senior leaders on environmental analysis, planning opportunities and implementation considerations for projects. Researches long-range, world-class business and technology trends. Uses formal techniques of facilitation and analysis to assist leadership in criterion-based decision making and strategic planning.
Project Management: Applies the project management principles, theories, practices and techniques involved in planning, managing and implementing projects and programs. Manages physical, financial and human capital resources, considering budget and cost implications, as well as risk impacts of project decisions.	Intermediate: Sought after as an expert in project and program management. Provides management expertise to complex system projects with high business impact and high financial risk. Concentrates on efficient resource utilization and often establishes best practices in project/program management. Manages risk tolerance, defining enhancement steps for opportunities and responses to threats. Evaluates project change impacts on business and establishes effective organizational change management program to ensure change is effective.
Results Orientation: Sets and accomplishes challenging goals. Defines standards in terms of doing what is appropriate and doing it well. Competes resourcefully and takes calculated risks to achieve results.	Intermediate: Continually measures the project's performance, and sets a vision and plan to meet the project's benefits goals, timeline, and budgets. Reports on an agreed-on schedule to the project sponsor(s) and steering committee on the project's progress, and escalates any issues via the agreed governance process.
Team Leadership: Develops, directs, coaches, mentors and reinforces team members in line with the mission, vision, values, goals and performance standards of formal and informal teams. Encourages and facilitates cooperation and results orientation. Fosters an environment of collaboration. Inspires, motivates and guides team members. Fosters commitment, team spirit, pride and trust. Allocates team roles and accountabilities.	Advanced: Leads formal, multilevel, and informal cross-functional teams. Gains members' input and sets the team's vision, goals and plan. Allocates functional roles, levels of accountabilities and strategic assignments. Coaches and mentors new and existing team members in political, organizational, industry/business, behavioral and technical skills. Leads team strategy and planning meetings, conferences and all hands' meetings. Checks for morale, personal concerns and work/relationship problems within and among teams. Decides on solutions based on team/business partners' input. Represents team to internal and external business leaders. Approves candidate selection for team member recruitment. Sets, monitors, provides and reinforces overall team performance feedback, including performance improvement and decisions/approvals with respect to rewards, redeployment and termination.

SCOPE:

- **Level of Responsibility:** The position is responsible and accountable for the overall results for a specific Enterprise System unit.
- **Decision-Making Authority:** In consultation with the Director and/or Assistant Director, responsible and accountable for establishing the priorities for a specific ES unit.
- **Physical and Sensory Demands:** Minimal demands typical of a managerial position operating within an office environment.
- **Working Environment:** Minimal exposure to disagreeable conditions typical of a senior position exposed to stress and pressure associated with managerial level responsibilities.