



TITLE: Operations - Portfolio and Process Manager

DATE: June, 2015

REPORTS TO: Director, Operations

JOBS REPORTING: Analysts

LOCATION: Waterloo campus

USG: USG 14

**PRIMARY PURPOSE:**

The Portfolio and Process Manager is responsible for leading and managing the advancement of CECA's capabilities in areas of program management, project management, business and systems analysis, data analysis, quality assurance, training, continual process improvement and knowledge management. Manager will perform research, make appropriate recommendations and ensure alignment of CECA technology and processes within the University and across our broad employer base. They are accountable for ensuring best practices, will serve as a senior resource and mentor on program and project management, process management and change management. They promote external partnerships with other Coop institutions and vendors to support Waterloo's strategic directive as a world leader in cooperative education. The incumbent is responsible for ensuring a strong partnership between CECA, IST and the external vendor supplying CECA's core employment system, and the ongoing adaptation and enhancement of the system to enable CECA to optimize its core business processes in light of evolving economic, academic and service requirements.

**KEY ACCOUNTABILITIES:**

1	<p>Integral member of the CECA Management team bringing insight, creativity and expertise in multiple areas to advance CECA's strategic objectives. They are accountable for:</p> <ul style="list-style-type: none"> <li>• Creating tactical roadmap to achieve CECA's mission and vision and to support the University's strategic objective to be a world leader in Cooperative education.</li> <li>• Developing plans and projects to execute against that roadmap</li> <li>• Ensuring systems and processes continue to align to CECA strategic mission and vision -including identifying opportunities to leverage or enhance technology, conceive of and design new processes or enhance existing processes</li> </ul>
2	<p>1-head and facilitate the CECA Program Management Office</p> <ul style="list-style-type: none"> <li>• Centre of Excellence for project management (tools, templates, expertise) -including the creation of, and coaching and consulting on, project management best practices across CECA</li> <li>• PM senior resource</li> <li>• May lead specific projects as required included acting as PM</li> <li>• Lead and manage a team of business analysts with expertise in areas of project management, business analysis, data analysis, quality assurance, training, continual process improvement and knowledge management</li> <li>• Provide oversight to all department projects ensuring:             <ul style="list-style-type: none"> <li>o control structures are in place,</li> <li>o knowledgeable resources are focused on priority projects,</li> <li>o Delivering the anticipated results</li> <li>o supporting our strategic objectives.</li> <li>o Ensure appropriate risk management is in place. There is zero tolerance for risks impacting CECA's employment rates or reputation with employers.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>o Ensure project management end-to-end analysis, development of options and recommendations, and implementation structures are used appropriately.</li> <li>o Ensure appropriate change management is considered and applied,</li> <li>o provide support to CECA management team on change management practices.</li> </ul>
	Lead key strategic projects by providing project management, process management and change management expertise. These types of projects require not only project management expertise, but also the ability to think and understand the University strategic initiatives, the department's strategy in light of evolving economic, academic and service requirements and drive that down to tactics and plans deliverables and action items.
4	Develop broad understanding of all areas of expertise required to support CECA business as outlined in the analyst role career path criteria - Project Management, Process Design, Process Management and Process improvement, Business analysis, software quality assurance, Performance Metrics, Data Analysis, change management, document management facilitation and training.
5	<p>Lead and facilitate an ongoing process to define, stabilize, quality review, document and continuously improve CECA processes.</p> <ul style="list-style-type: none"> <li>• Ensure processes are defined considering an end to end customer focused approach and that produce repeatable, reliable results.</li> <li>• Ensure the change control process is well understood and adhered to</li> <li>• Establish and maintain process quality.</li> <li>• Provide coaching to managers on coaching their staff about quality</li> <li>• Ensure structure is in place to provide quality checks on existing processes</li> <li>• Lead and facilitate a cross functional process management team (PMT)</li> </ul>
6	Lead and facilitate the capability across CECA in the fields of business systems and data analysis. This includes partnering with vendors for design, development, quality assurance, training and continual process improvement. These systems are one of the highest profile systems across the University, as the user base is all students, all employers and alumni. A failure or defect is high risk affecting the University's reputation.
ii	<p>Lead and manage direct reports and ensure the delivery of results in support of CECA mission, vision and guiding principles including:</p> <ul style="list-style-type: none"> <li>• Providing information and context needed for the employee to be effective</li> <li>• Hiring, developing and retaining the best qualified staff available from inside or outside CECA.</li> <li>• Setting goals and expectations and helping employees create clear paths to success</li> <li>• Developing effective work team dynamics</li> <li>• Ensure appropriate back up, support and cross training to manage capacity.</li> <li>• Managing performance through both formal (performance appraisal) and informal methods such as regular feedback, coaching and one-to-ones.</li> <li>• Identifying development opportunities in others and co-creating with the employee a development plan; regularly following up on the progress of development</li> </ul>

**POSITION REQUIREMENTS:**

**Education:**

University undergraduate degree in Business Administration, Operations Management or related field

Project Management Professional (PMP) certified

Qualifications in one or more in the fields of business analysis, process improvement methodologies, quality assurance, training or knowledge management.

Experience:

- 7-10 years experience of progressive experience with a proven track record in process design and continuous process improvement methodologies, and process management
- 7-10 years experience of progressive experience with a proven track record in leading and managing large project teams, and program and portfolio management
- 5 years experience with enterprise administration systems business architecture and associated capabilities
- Demonstrated experience in one or more in the fields of business analysis, process improvement methodologies, quality assurance, training or knowledge management.

Technical:

MS Word	Excel	PowerPoint	Other
Average	Average	Average	Project management methodologies and related tools Process improvement methodologies, System Development Ufecycle (SDLC) methodologies, Software quality assurance methodologies training methodologies business analysis practices Data analysis Change management

NATURE AND SCOPE:

Interpersonal Skills:

The Operations Program and Process Manager has superior negotiating, influencing and leadership skills both with leadership team, CECA management team, CECA staff, campus partners, employers, other educational institutions and vendors. They support and coach CECA in a range of key projects and programs. They must have the ability to build relationships and gain respect across all stakeholders. The Program and Process Manager is a detail-oriented individual with the ability to see the big picture, and the ability to understand strategic goals and ensure projects align to those goals to turn strategies into actions. The ability to influence, coach, mentor and collaborate across the university is key to the success of this role.

Level of Responsibility:

The Program and Process Manager manages a team responsible for all project work in all CECA, ensuring systems and processes are developed, trained and quality checks are in place to ensure they are understood. The impact the systems and processes are felt by students, employers and alumni. The role provides leadership to Business Analysts who are supporting projects and process improvement initiatives and assists CECA management and leadership teams in developing specific initiatives to achieve CECA strategic goals. The Program and Process Manager influences processes and project outcomes throughout CECA and provides guidance to all CECA in all areas of expertise. The Program and Process Manager is a key change agent in CECA, providing tools and coaching to the management staff on change management techniques. This role has a significant impact on CECA ability to make cultural and process changes.

Problem solving

The Program and Process Manager assists project members in considering all options and developing creative solutions to process, program and project management challenges and strategic issues facing CECA. They determine with CECA leadership team, project priorities across the department.

### Financial Accountability

The Program and Process Manager develops their team's operating budget in collaboration with CECA Planning and Financial Management, and monitors and manages spending within that pre-set budget. Project budgets are developed and managed outside of the team's operating budget.

### Internal and External Contacts

The Program and Process Manager collaborates with, influences and motivates co-workers, managers and subordinates across CECA as projects are implemented, or processes improved. They need to build solid relationships within the University as they are impacted by our projects and process and to participate in University communities of practice. They collaborate with other coop institutions, supporting Waterloo's world leadership cooperative education. They are the key contact in strategic relationship with a software vendor supporting most of the Canadian marketplace. This strategic relationship will influence cooperative education practices across Canada.

### Decision-Making Authority:

The Program and Process Manager makes decisions about managing the team's workload, determining work priorities for the team and CECA cross functional teams, and approaches within projects. The role has significant influence on what projects are worked on and the results, and to shape initiatives that support or impact the strategic direction. This role has the ability to influence decision makers to view processes from end to end rather than just their own portion of the process, and while doing process definition and improvement this role brings the big picture view of the end-to-end process.

### Physical and Sensory Demands:

This role requires exertion of physical or sensory effort resulting in slight fatigue, strain or risk of injury.

### Working Environment:

This role involves minimal physical or psychological risk resulting from unavoidable exposure to hazardous, disagreeable or uncomfortable environmental conditions. Overtime may be required as project work varies.