

**STATE OF OHIO (DAS)  
CLASSIFICATION  
SPECIFICATION**

<b><u>CLASSIFICATION SERIES</u></b> Business Transformation	<b><u>SERIES NUMBER</u></b> 6333
<b><u>MAJOR AGENCIES</u></b> Office of Budget & Management & Department of Administrative Services only	<b><u>EFFECTIVE</u></b> 02/26/2012

**SERIES PURPOSE**

The purpose of the business transformation series is to provide business process transformation, organizational design &/or process reengineering leadership & assistance to central offices, business owners & operations staff during one, multiple or all phases of an assigned business transformation project or initiative.

Employees provide delivery & leadership during analysis & feasibility stage (i.e., development of scope & outline of the general requirements) of a transformation project, &/or review the design documents (i.e., general systems design, process flows, document & detail design document), &/or the deployment of a project created by the business transformation team & validated by the business owners, &/or write & execute test scripts, &/or assist in business case analysis, &/or updating & creation of organization design programs, &/or evaluation of leading practices, &/or assist in implementation of new or enhanced business process, &/or interact with agencies & other key stakeholders, &/or provide help desk customer service, &/or support other staff with any of the preceding or any other tasks required for the successful completion of any project or program initiative.

**GLOSSARY**

The terms listed below are to be interpreted to mean the following wherever they appear within the document:

Business Process Transformation: The practice of aligning business processes to technology and/or leading practices.

Business Owners: Business decision maker or other parties that are defining & managing the undertaking, contributing the funding & bearing the risks.

All positions assigned to the Business Transformation Program Manager classification are in the unclassified service per Ohio Revised Code Section 124.11(A)(9).

**JOB TITLE**

Business Transformation Analyst

**JOB CODE**

63331

**PAY GRADE**

12

**EFFECTIVE**

11/25/2007

**CLASS CONCEPT**

The full performance level class works under general direction & requires considerable knowledge of business process transformation, organizational design &/or process reengineering in order to manage component(s) of application & develop & implement state configuration, policy & procedures regarding incorporation of accounting, supply chain, payroll, & human capital management requirements to assist central offices, business owners & operations staff during one, multiple or all phases of assigned business transformation project or initiative.

**JOB TITLE**

Senior Business Transformation Analyst

**JOB CODE**

63332

**PAY GRADE**

14

**EFFECTIVE**

02/26/2012

**CLASS CONCEPT**

The advanced level class works under direction & requires thorough knowledge of business process transformation, organizational design &/or process reengineering in order to lead components of work to improve business processes, determine work breakdown structure & assignments, ensure project milestones are met, manage application & develop & implement state configuration, policy & procedures regarding incorporation of accounting, supply chain, payroll & human capital management processing requirements into statewide solution to provide leadership & assistance to central offices, business owners & operations staff during one, multiple or all phases of assigned business transformation project or initiative or do all of preceding & supervise assigned staff.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>PAY GRADE</u>	<u>EFFECTIVE</u>
Business Transformation Module Lead	63333	15	02/26/2012

**CLASS CONCEPT**

The managerial level class works under administrative direction & requires extensive knowledge of business process transformation, organizational design &/or process reengineering in order to administer all phases of assigned business transformation project(s) & manage team members responsible to design & develop module software, develop & implement state policy & procedures regarding incorporation of accounting, supply chain, payroll & human capital management requirements statewide, plan & coordinate activities of unit of business transformation analysts & to provide leadership & assistance to central offices, business owners & operations staff during one, multiple or all phases of assigned business transformation project or initiative & supervise assigned business transformation staff.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>PAY GRADE</u>	<u>EFFECTIVE</u>
Business Transformation Application Manager	63334	16	02/26/2012

**CLASS CONCEPT**

The second managerial level class works under administrative direction & requires extensive knowledge of business process transformation, organizational design &/or process reengineering in order to administer all phases of assigned business transformation project(s) & manage team members responsible to design & develop complex module software, develop & implement state policy & procedures regarding incorporation of accounting, supply chain, payroll & human capital management requirements statewide, plan & coordinate activities of unit of business transformation analysts & to provide leadership & assistance to central offices, business owners & operations staff during one, multiple or all phases of assigned business transformation project or initiative & supervise assigned business transformation staff.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>PAY GRADE</u>	<u>EFFECTIVE</u>
Business Transformation Program Manager	63335	45	02/26/2012

**CLASS CONCEPT**

The third managerial level class works under administrative direction & requires extensive knowledge of business process transformation, organizational design &/or process reengineering in order to administer all phases of assigned business transformation project(s) & manage team members responsible to develop & implement state policy & procedures regarding incorporation of accounting, supply chain, payroll & human capital management requirements statewide, plan & coordinate activities of unit of business transformation analysts & to provide leadership & assistance to central offices, business owners & operations staff during one, multiple or all phases of assigned business transformation project or initiative & act for & on behalf of director as related to assigned projects & supervise assigned business transformation staff.

<b><u>JOB TITLE</u></b>	<b><u>JOB CODE</u></b>	<b><u>B. U.</u></b>	<b><u>EFFECTIVE</u></b>	<b><u>PAY GRADE</u></b>
Business Transformation Analyst	63331	22	11/25/2007	12

**JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)**

Manages component(s) of application & develops & implements state configuration, policy & procedures regarding incorporation of accounting, supply chain, payroll, &/or human capital management requirements impacting inter-agency policy; analyzes & defines requirements & business rules to facilitate design & integration, identifies potential business process improvements, provides input to team lead on configuration issues, maps & validates data, analyzes & interprets business process related reports, creates test plans, creates, validates & executes test scenarios for wide variety of complex technical changes related to business component improvement, participates in design & development of report & screen layouts & reviews & comments on user documentation.

Serves as liaison to business owners, senior leadership within agency & with other agencies to explain & facilitate implementation of new procedures for accounting, supply chain, payroll, &/or human capital management requirements; develops & presents briefings depicting process change advantages, anticipated savings & general management considerations; implements reporting tools to monitor performance of new business processes & provides detailed reports to senior leadership; meets with agency personnel of all levels to implement process improvements.

Evaluates training needs associated with business transformation project implementation; participates in development of training plans; assists in training coordination; conducts training as needed.

**MAJOR WORKER CHARACTERISTICS**

Knowledge of business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; federal &/or state laws, rules, regulations & best practice scenarios for business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; public speaking; technical writing; interviewing/facilitation. Skill in operation of personal computer & software programs (e.g., PeopleSoft; other systems used by business process areas). Ability to define unusual problems, collect data, establish facts & draw complex/technical conclusions; read & comprehend legislative or policy related materials; create &/or edit technical/instructional materials to be presented in print or oral form to variety of business process personnel; professionally handle routine & sensitive contacts with governmental &/or business officials, &/or general public; work independently or collaboratively as part of team with diverse disciplines & backgrounds.

(\*)Developed after employment.

**MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT**

Completion of undergraduate core coursework in business administration, public administration, information systems, engineering, or comparable field; 2 years experience in business process transformation, organizational design, strategic human capital management &/or business process reengineering.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

**TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT**

Not applicable.

**UNUSUAL WORKING CONDITIONS**

Not applicable.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>B. U.</u>	<u>EFFECTIVE</u>	<u>PAY GRADE</u>
Senior Business Transformation Analyst	63332	22	02/26/2012	14

**JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)**

Oversees & leads all components of work for assigned business process improvement project (i.e., determines work breakdown structure & assignments; ensures project milestones are met) & manages application & develops & implements state configuration, policy & procedures regarding incorporation of accounting, supply chain, payroll & human capital management requirements into statewide solution, responsible for specific OAKS module &/or supervision modules & OAKS integration to other applications (e.g., PeopleSoft to PeopleSoft or PeopleSoft to Agency Applications), manages & directs staff conducting training, training development & tier 2 help desk support, evaluates PS bundles & patches for potential replacement of enhancements or to correct existing defects, compare upgrade notes to current version for all customizations & configurations, analyzes & defines requirements & business rules to facilitate design & integration, identifies potential business process improvements, provides input to team lead on configuration issues, maps & validates data, interprets statewide related reports, creates, manages & oversees overall project test plans, creates, validates & executes test scenarios for wide variety of complex technical changes related to business component improvement, participates in design & development of report & screen layouts & reviews & comments on user documentation or do all of preceding & supervise assigned staff.

Serves as liaison to business owners, senior leadership within agency & with other agencies to explain & facilitate implementation of new procedures for accounting, supply chain, payroll, & human capital management requirements; develops & presents briefings depicting process change advantages, anticipated savings & general management considerations; implements reporting tools to monitor performance of new business processes & provides detailed reports to senior leadership; meets with agency personnel of all levels to implement process improvements.

Evaluates training needs associated with business transformation project implementation; participates in development of training plans; assists in training coordination; conducts training as needed.

**MAJOR WORKER CHARACTERISTICS**

Knowledge of business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; federal &/or state laws, rules, regulations & best practice scenarios for business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; supervisory principles/techniques\*; public speaking; technical writing; interviewing/facilitation. Skill in operation of personal computer & software programs (e.g., PeopleSoft; other systems used by business process areas). Ability to define unusual problems, collect data, establish facts & draw complex/technical conclusions; read & comprehend legislative or policy related materials; create &/or edit technical/instructional materials to be presented in print or oral form to variety of business process personnel; professionally handle routine & sensitive contacts with governmental &/or business officials, &/or general public; work independently or collaboratively as part of team with diverse disciplines & backgrounds.

(\*)Developed after employment.

**MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT**

Completion of undergraduate core coursework in business administration, public administration, information systems, engineering or comparable field; 3 years experience in business process transformation, organizational design, strategic human capital management &/or business process reengineering; 12 mos. exp. in software design &/or development commensurate with position to be filled.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

**TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT**

Not applicable.

**UNUSUAL WORKING CONDITIONS**

On call 24 hours per day/7days per week for any failures of nightly batch process.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>B. U.</u>	<u>EFFECTIVE</u>	<u>PAY GRADE</u>
Business Transformation Module Lead	63333	22	02/26/2012	15

**JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)**

Supervises unit of Business Transformation Analysts & Senior Business Transformation Analysts whose primary duties involve integration of OAKS Modules & OAKS to other applications (PeopleSoft to PeopleSoft or PeopleSoft to Agency Applications) & if assigned, also supervises clerical support staff &/or other technical staff or contract staff involved in integration of modules & specialized programs, assigns & prioritizes work, interviews applicants & recommends hiring decisions, evaluates staff performance, reviews program & system documentation & test results, monitors work progress, ensures functionality for related disciplines such as training, training development & tier 2 & 3 help desk support.

Oversees analysis & defining of requirements & business rules to facilitate design & integration, leads identification of potential business process improvements & interpretation of statewide related reports, creates, manages & oversees overall project test plans, creation, validation & execution of test scenarios for wide variety of complex technical changes related to business component improvement.

Defines project requirements, quality standards & timelines; determines & evaluates risks that may affect project; defines specific activities to be performed to produce project deliverables; evaluates deliverables & ensures project is ready to move on to its next phase; addresses any problems found in testing\piloting; ensures scheduled time frames are met; reports on delivery problems & provides performance data; provides regular progress reports; interviews stakeholders to determine needs & expectations.

Establishes & enforces unit policies & procedures, ensures programming standards are followed & conducts staff meetings, identifies policy, rule & regulation changes for continuous improvement &/or application integrity.

**MAJOR WORKER CHARACTERISTICS**

Knowledge of business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; federal &/or state laws, rules, regulations & best practice scenarios for business process delivery pertinent to assigned process transformation, organizational design and/or process reengineering project\*; supervisory principles/techniques; public speaking; technical writing; interviewing/facilitation. Skill in operation of personal computer & software programs (e.g., PeopleSoft; other systems used by business process areas). Ability to define unusual problems, collect data, establish facts & draw complex/technical conclusions; read & comprehend legislative or policy related materials; create &/or edit technical/instructional materials to be presented in print or oral form to variety of business process personnel; professionally handle routine & sensitive contacts with governmental &/or business officials, &/or general public; work independently or collaboratively as part of team with diverse disciplines & backgrounds.

(\*)Developed after employment.

**MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT**

Completion of undergraduate core coursework in business administration, public administration, information systems, engineering or comparable field; 3 yrs. exp. in business process transformation, organizational design, strategic human capital management &/or business process reengineering; 18 mos. exp. in software design &/or development commensurate with position to be filled; 6 mos. trg. or 6 mos. exp. in supervisory principles/techniques.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

**TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT**

Not applicable.

**UNUSUAL WORKING CONDITIONS**

On call 24 hours per day/7days per week for any failures of nightly batch process.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>B. U.</u>	<u>EFFECTIVE</u>	<u>PAY GRADE</u>
Business Transformation Application Manager	63334	22	02/26/2012	16

**JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)**

Manages & supervises unit of Business Transformation Analysts & Senior Business Transformation Analysts in order to ensure integration of multiple complex (i.e., multiple integration points &/or multiple inbound/outbound interface) OAKS Modules & OAKS to other applications (i.e., PeopleSoft to PeopleSoft or PeopleSoft to Agency Applications) & if assigned, also supervises clerical support staff &/or technical staff &/or directs & oversees contract staff involved in integration of modules & specialized programs, assigns & prioritizes work, interviews applicants & recommends hiring decisions, evaluates staff performance, reviews program & system documentation & test results, monitors work progress, ensures functionality for related disciplines such as training, training development & tier 2 & 3 help desk support.

Oversees analysis & defining of requirements & business rules to facilitate design & integration, leads identification of potential business process improvements & interpretation of statewide related reports, creates, manages & oversees overall project test plans, creation, validation & execution of test scenarios for wide variety of complex technical changes related to business component improvement.

Defines project requirements, quality standards & timelines; determines & evaluates risks that may affect project; defines specific activities to be performed to produce project deliverables; evaluates deliverables & ensures project is ready to move on to its next phase; addresses any problems found in testing\piloting; ensures scheduled time frames are met; reports on delivery problems & provides performance data; provides regular progress reports; interviews stakeholders to determine needs & expectations.

Establishes & enforces unit policies & procedures, ensures programming standards are followed & conducts staff meetings, identifies policy, rule & regulation changes for continuous improvement &/or application integrity.

**MAJOR WORKER CHARACTERISTICS**

Knowledge of business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; federal &/or state laws, rules, regulations & best practice scenarios for business process delivery pertinent to assigned process transformation, organizational design and/or process reengineering project\*; supervisory principles/techniques; public speaking; technical writing; interviewing/facilitation. Skill in operation of personal computer & software programs (e.g., PeopleSoft; other systems used by business process areas). Ability to define unusual problems, collect data, establish facts & draw complex/technical conclusions; read & comprehend legislative or policy related materials; create &/or edit technical/instructional materials to be presented in print or oral form to variety of business process personnel; professionally handle routine & sensitive contacts with governmental &/or business officials, &/or general public; work independently or collaboratively as part of team with diverse disciplines & backgrounds.

(\*)Developed after employment.

**MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT**

Completion of undergraduate core coursework in business administration, public administration, information systems, engineering or comparable field; 3 yrs. exp. in business process transformation, organizational design, strategic human capital management &/or business process reengineering; 36 mos. exp. in software design &/or development commensurate with position to be filled; 12 mos. trg. or 12 mos. exp. in supervisory principles/techniques.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

**TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT**

Not applicable.

**UNUSUAL WORKING CONDITIONS**

On call 24 hours per day/7days per week for any failures of nightly batch process.

<u>JOB TITLE</u>	<u>JOB CODE</u>	<u>B. U.</u>	<u>EFFECTIVE</u>	<u>PAY GRADE</u>
Business Transformation Program Manager	63335	22	02/26/2012	45

**JOB DUTIES IN ORDER OF IMPORTANCE (These duties are illustrative only. Incumbents may perform some or all of these duties or other job-related duties as assigned.)**

Administers all phases of assigned business transformation project(s) & manages team members responsible to develop & implement state policy & procedures regarding incorporation of accounting, supply chain, payroll & human capital management requirements statewide, assigns work to other state employee members of organization & project team, leads design & issue resolution sessions to validate state's requirements for improved business processes & leveraging functionality contained in package software, analyzes & defines requirements & business rules to facilitate state-wide process design & integration, identifies potential business process improvements, provides input to team lead on configuration issues, maps & validates data, interprets state-wide related reports, creates, manages & oversees overall project test plans, creates, validates & executes test scenarios for wide variety of complex technical changes related to business component improvement, participates in design & development of report & screen layouts, reviews & comments on user documentation & acts for & on behalf of director as related to assigned projects & supervises assigned business transformation staff.

Provides technical assistance &/or directions to business owners & project staff; coordinates & directs activities between business owners, operations & project staff to ensure timely & proper completion of project phases; provides guidance to staff in order to facilitate completion of project; troubleshoots problems with business owners & staff in order to overcome obstacles; develops & presents briefings depicting process change advantages, anticipated savings & general management considerations; implements reporting tools to monitor performance of new business processes & provides detailed reports to senior leadership; meets with agency personnel of all levels to implement process improvements.

Evaluates training needs associated with business transformation project implementation; participates in development of training plans; assists in training coordination; conducts training as needed.

**MAJOR WORKER CHARACTERISTICS**

Knowledge of business process delivery pertinent to assigned process transformation, organizational design &/or process reengineering project\*; federal &/or state laws, rules, regulations & best practice scenarios for business process delivery pertinent to assigned process transformation, organizational design and/or process reengineering project\*; supervisory principles/techniques\*; public speaking; technical writing; interviewing/facilitation. Skill in operation of personal computer & software programs (e.g., PeopleSoft; other systems used by business process areas). Ability to define unusual problems, collect data, establish facts & draw complex/technical conclusions; read & comprehend legislative or policy related materials; create &/or edit technical/instructional materials to be presented in print or oral form to variety of business process personnel; professionally handle routine & sensitive contacts with governmental &/or business officials, &/or general public; work independently or collaboratively as part of team with diverse disciplines & backgrounds.

(\*)Developed after employment.

**MINIMUM CLASS QUALIFICATIONS FOR EMPLOYMENT**

Completion of undergraduate core coursework in business administration, public administration, information systems, engineering or comparable field; 5 years experience in business process transformation, organizational design, strategic human capital management &/or business process reengineering; 36 mos. exp. in software design &/or development commensurate with position to be filled; 24 mos. trg. or 24 mos. exp. in supervisory principles/techniques.

-Or equivalent of Minimum Class Qualifications For Employment noted above.

**TRAINING AND DEVELOPMENT REQUIRED TO REMAIN IN THE CLASSIFICATION AFTER EMPLOYMENT**

Not applicable.

**UNUSUAL WORKING CONDITIONS**

Not Applicable.