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).

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<thead>
<tr>
<th>JOB TITLE</th>
<th>JOB CODE</th>
<th>PAY GRADE</th>
<th>EFFECTIVE</th>
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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.

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<thead>
<tr>
<th>JOB TITLE</th>
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<th>EFFECTIVE</th>
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<tbody>
<tr>
<td>Senior Business Transformation Analyst</td>
<td>63332</td>
<td>14</td>
<td>02/26/2012</td>
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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.
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.

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.

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 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 & act for & on behalf of director as related to assigned projects & supervise assigned business transformation staff.
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.
**JOB TITLE**
Senior Business Transformation Analyst

**JOB CODE**
63332

**B. U.**
22

**EFFECTIVE**
02/26/2012

**PAY GRADE**
14

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**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/7 days per week for any failures of nightly batch process.
JOB TITLE
Business Transformation Module Lead

JOB CODE
63333

B. U.
22

EFFECTIVE
02/26/2012

PAY GRADE
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*(a); 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*(a); 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.
JOB TITLE: Business Transformation Application Manager  
JOB CODE: 63334  
B. U.: 22  
EFFECTIVE: 02/26/2012  
PAY GRADE: 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/7 days per week for any failures of nightly batch process.
JOB TITLE
Business Transformation Program Manager

JOB CODE
63335

B. U.
22

EFFECTIVE
02/26/2012

PAY GRADE
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.