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OFFICE of the COMPTROLLER (CTR)

BEST Performance Management Team Lead

FY25 - 030

About the Office of the Comptroller

The Office of the Comptroller oversees the Commonwealth's financial systems, promoting integrity, mitigating risk, and providing accurate reporting and promoting transparency to illustrate the financial health of Massachusetts. The Office is an independent and non-partisan department of the Commonwealth.

As stewards of the public trust, we aspire to inspire confidence by maintaining our core principles: clarity, integrity, and accountability.

The powers and obligations of the Office of the Comptroller are generally dictated by M.G.L. c. 7A.

About Business Enterprise Systems Transformation (BEST) Program

The Commonwealth of Massachusetts is undertaking a multi-year project known as the Business Enterprise Systems Transformation (BEST) Program to implement a comprehensive Enterprise Resource Planning (ERP) software solution which will support a wide range of business functions used by all state agencies. Phase 1 of the Program focuses on the replacement of the Commonwealth's Financial Management and General Ledger solution and is currently underway.

Phase 2 focuses on Payroll and Human Capital Management (HCM) modules which support a full software suite capable of addressing government business needs across Payroll, Time and Attendance, Performance Management, Learning Management, Talent Acquisition, Onboarding and Offboarding Management, Position Management and Personnel Administration and Leave Management solutions across all Commonwealth entities who are seeking to migrate applications to a single solution platform over time should they elect to do so. Procurement for Phase 2 is currently in process and the solution is expected to go live in October 2027.

The BEST Program is jointly sponsored by the Secretary for Administration and Finance, Comptroller of the Commonwealth and the Secretary of Technology Services and Security. This job posting is being issued through the Office of the Comptroller.

More information can be found at <https://best.macomptroller.org>.

Position Summary

This role will provide leadership, facilitation, analysis in support of the design, build, deployment and implementation of the Performance Management module of the new Enterprise Solution. This Phase of the BEST Program will support the design, development and deployment of an enhanced, and for some entities introducing new functionality, in a Commonwealth Performance Management solution.

The role of the Performance Management Lead will be to coordinate the activities of the members of the BEST PMO, system integration and product vendor staff, and agency staff to produce a comprehensive and cohesive set of business practices and configured software to support all Performance Management activities using the new ERP software.

The Performance Management Lead will review the functionality of the selected ERP software to determine the most effective configuration of the Enterprise Solution to address Commonwealth requirements, making every effort to adopt the “best practices” of the new solution. It is anticipated that significant changes to the current business process will be identified, and that change management activities will play a crucial role in the overall success of the project. The Performance Management Lead will work with the Phase 2 PMO, the BEST Solution Functional Leads, Phase 2 Governance, subject matter experts (SME) and the Change Management Team to provide consultation and advice on the areas where significant business process changes have been identified, as well as contribute to the development of the adoption strategy.

The Performance Management Lead will bring extensive prior knowledge of solution business practices, particularly in other large-scale organizations similar in complexity to the Commonwealth with attributes such as:

- Collective bargaining agreements with unions
- Multiple employee types
- 24 x 7 Facilities and other non-traditional work schedules
- Significantly varied departments within the organization with differing missions and staffing/personnel needs
- Civil Service requirements

The Performance Management Lead will work collaboratively with the BEST PMO and fellow Solution Functional Leads to ensure that knowledge of configuration options and decisions is shared across all teams. This is important to ensure that final solution design and process decisions will support the overall adoption of an Enterprise Solution and support the development and adoption of other functional areas or future module implementations which will improve the user experience and make the state a preferred employment destination.

During the initial planning and design stages of the project, certain areas may be identified where additional software functionality is needed to meet federally or state mandated public sector business requirements. In these cases, which will be kept to a minimum, the Performance Management Lead will work with the system integration and product vendors to scope out business requirements, identify options for solutions and with the Solution Functional Leads, Project Manager and Solution Business Owner, coordinate required tasks and resources to implement the approved option.

The Performance Management Lead will work with the BEST Data Integration Team on necessary requirements for any interfaces to other systems or in support of eliminating any existing data integrations based on new solution functionality.

Following the design and configuration stages, the Performance Management Lead will support and participate in functional testing activities such as User Acceptance Testing (UAT). This involves developing test cases and scripts with the BEST QA/Test Team, reviewing test results, and recommending mitigation strategies for identified issues. Additionally, team members may be required to participate in testing expected functionality, workflows and deliverables from the solution vendor and BEST technical teams.

The Performance Management Lead will support other BEST teams in working with the solution vendor to devise the necessary standard and ad-hoc configuring reports and dashboards; seeking to and identifying options for accessing the necessary solution related data to properly administer the solution in agencies. The Lead will partner with the BEST Office of Change Management and Training Leads in developing Commonwealth-specific content for training materials related to Talent Acquisition and Onboarding processes and changes from the current practice.

This Performance Management Lead will work closely with the Comptroller's Office, Human Resources Division (HRD) and the BEST Readiness team as well as similar units in non-Executive organizations to plan for the transition from existing functional solutions in use today to the new Enterprise Solution module, including transition timing, training, support in discussion with Collective Bargaining Unit representatives, and other activities needed to support a smooth transition to the new Enterprise Solution.

Specific Duties

The specific duties of this position include but are not limited to the following:

- During Implementation, work with the PMO, fellow Functional Leads, system integration and product vendors, business owner and SMEs to analyze the proposed functional solution in context of the business, as well as support the gathering of business requirements related to the implementation of the new functional modules in order to identify and realize the optimal future state solution.

- Lead the gathering of business requirements for configuration of the new software through facilitated meetings with SMEs, document analysis, requirements workshops and/or site visits and record options and recommendations using business process descriptions, use cases, scenarios and task and workflow Visio diagrams for both current as is processes and new to be processes.
- Establish themselves as the internal “product owner” of the Functional Module Solution for all things Phase 2; data collection and analysis, educating Phase 2 governance on the current and potential future state functionality a deployed solution could bring to the State and users, support business process and workflow gathering to then translate into business requirements and help lead (within a PMO and Solution Team) all elements leading up to and through a successful deployment.
- Work collaboratively with the Comptroller’s Office, Human Resources Division (HRD) as well as similar units in non-Executive organizations to plan for the transition of existing functional solutions in use today to the Enterprise Solution module, including transition timing, training, support in discussion with Collective Bargaining Unit representatives, and other activities needed to support a smooth transition.
- Critically evaluate information gathered from multiple sources, reconcile conflicts, creatively develop new solutions to existing problems, break down high level information into details and distinguish user requests from the underlying true needs.
- Establish themselves as the “go to” subject matter expert and module solution liaison between the BEST Team the Solution Vendor and the state Agencies.
- Identify the organizational impact on skills, processes, structures, and business culture of their functional modules. Collaborate with change management program staff to plan for and develop communication, training, and readiness tasks and materials.
- Participate in the definition of strategies to address the gaps between the current and future state solution by leading the analysis of current business processes to detect critical deficiencies and essential new practices and procedures that will be needed to move from the current to the future state.
- Work with fellow Solution Functional Leads and system integration and product vendors to document and identify any solution functionality gaps for critical business needs, and work with the team (as well as agencies) on acceptable resolutions to these gaps.
- Oversee and provide guidance and direction to the Functional Module Solution team on planning, design, testing and deployment tasks to ensure the quality and timeliness of deliverables and tasks are in line with the overall project implementation plan.
- Work with the BEST BI/Reports and Data Repository Team Lead to identify standard delivered reports related to the Functional Module Solution, how to configure those reports for use by the Commonwealth, identification and development of data warehouse queries and testing of reports, queries and dashboards as needed.
- In collaboration with the BEST Configuration Team, ensure the documentation of configuration options and decisions and all other project artifacts related to the standards, processes and decisions made regarding the new the Functional Module Solution.

- Work with the BEST Data Integration Team and business partners to identify requirements for any interfaces to or from the new solution as they relate to the Functional Module Solution.
- Participate in the development of the Project Plan, Risk log, Issues Log, Change Control log, Status Reports and other project management office documentation and contribute to updates as needed.
- Participate in the project's review of system integration and product vendor deliverables.
- Work collaboratively and collectively with other program team leads and team members to help ensure program timeline, communications, agency support, testing, training plans and deliverables stay on track.

Preferred Qualifications:

Fully understand the Performance Management solution needs (i.e., workflows, business processes, etc.) of large-scale organizations and apply that understanding when reviewing design options offered in the new enterprise solution.

Required Qualifications:

At least 5 years Performance Management-related experience with extensive knowledge of Performance Management business practices in other large-scale organizations of similar size and complexity to the Commonwealth of Massachusetts.

- Experience leading and conducting similar duties as defined above for projects of similar scope and complexity.
- Ability to facilitate understanding of existing and new functionality, identification and resolution for areas where business processes depart from the delivered software solutions and to recommend best practices from past experiences and deep knowledge of the potential solution.
- Experience with all phases of testing including unit, system, integration, parallel and user acceptance.
- Knowledge and understanding of system development life cycle methodologies including Agile software development and rapid prototyping.
- Superior analytical and technical skills.
- Demonstrated experience in using computer-based tools including Visio, MSWord, Excel, Power Point and Outlook.
- Excellent communication skills including written, verbal, presentation delivery and facilitation skills required to lead and facilitate meetings and working or planning sessions.

Minimum Entrance Requirements:

Applicants must have at least (A) five (6) years of full-time or, equivalent part-time, professional, administrative, supervisory, or managerial experience in: Business administration, business management, public administration, public management, clinical administration or clinical management of which (B) at least two (2) years must have been in a supervisory or managerial capacity or (C) any equivalent combination of the required experience and substitutions below.

Substitutions:

- I. A certificate in a relevant or related field may be substituted for one (1) year of the required (A) experience.
- II. A Bachelor's degree in a related field may be substituted for two (2) years of the required (A) experience.
- III. A Graduate degree or higher in a related field may be substituted for three (3) years of the required (A) experience.
- IV. A Doctorate degree in (B) any equivalent of the required experience and substitutions below.

Salary Range: \$ 130,000 - \$140,000

This is a management position. The posted salary range is fixed and not subject to negotiation. The selected candidate will be offered a salary within this range, commensurate with their relative experience.

Comprehensive Benefits Package:

When you embark on a career with the Commonwealth, you are offered an outstanding suite of employee benefits that add to the overall value of your compensation package. We take pride in providing a work experience that supports you, your loved ones, and your future.

CTR is pleased to offer a comprehensive benefits package to its employees. The specific components and eligibility may vary based upon position classification, hours worked per week and other variables. Therefore, specific benefits for this position may be discussed as part of the interview and offer process.

This is a management position. The successful candidate will be an employee at will. This position is non-civil service and not covered by a collective bargaining agreement. This position is an exempt position.

The overall benefits available include paid vacation, sick and personal leave time, health, dental and vision insurance through the Commonwealth's Group Insurance, and optional pre-tax Health Savings Account plans.

CTR employees also participate in the Commonwealth's State Retirement Plan, which can become a defined benefit plan for those that both vest and subsequently retire from State service. Follow this link for additional retirement information: <http://www.mass.gov/treasury/retirement/state-board-of-retire/>

In addition, CTR provides employees the opportunity to elect life insurance, long term disability insurance, deferred compensation savings, tuition remission, pre-tax commuter account plans, along with other programs. This position may be eligible for the federal Public Service Loan Forgiveness (PSLF) program administered by the Federal Government.

CTR Hybrid-Work Model

CTR operates under a Hybrid work model. Under this policy, employees are currently required to work a minimum of four business days per month (two set by management and two set by the employee) on-site at CTR's Boston office and may work remotely the remainder of the time at a location approved by their supervisor, so long as they comply with the requirements of the telework policy. Under this policy, all employees must be able to report to the Boston office with little or no notice, even including the same workday should an exigent circumstance arise. Therefore, a reasonable proximity to the office is necessary. CTR does not reimburse for employees to travel to the office.

On-site work is an essential function of this position.

In addition, the successful candidate may be required to work primarily on site in Boston during the initial training and orientation period and/or for certain positions a primarily on-site role may be necessary.

Commitment to Diversity:

CTR is committed to building a diverse staff at all levels across its entire agency.

The Commonwealth is an Equal Opportunity Employer and does not discriminate on the basis of race, religion, color, sex, gender identity or expression, sexual orientation, age, disability, national origin, veteran status, or any other basis covered by appropriate law.

CTR is an Equal Opportunity Employer. Females, minorities, veterans, and persons with disabilities are strongly encouraged to apply.

Application Process:

The Office of the Comptroller encourages interested candidates that meet the minimum entrance requirements and qualifications to apply for this position.

Interested candidates must submit their materials electronically, by **E-mail** no later than 5:00 pm, on **June 13, 2025**.

Submissions should include the following:

- a letter of intent,
- resume,

- a list of relevant data and change management initiatives led by the candidate,
- two business writing samples, and
- three professional references.

Please include position title and posting number (**FY25-030**) in the subject line of your submission. Your application package should be submitted to:

CTR-HR@mass.gov

Applicant packets will be reviewed and considered on a rolling basis so interested applicants are encouraged to apply as soon as possible. Late submissions may be considered solely at the discretion of CTR.

Required Background Check – Including Tax Compliance:

CTR requires a background check on all prospective employees as a condition of employment.

Candidates should know that the background check is not initiated until:

1. A candidate is invited to a second or subsequent interview and
2. The candidate has signed the Background Check Authorization Form and related releases.

This background check includes:

- a Criminal Offender Record Information (CORI) check,
- Commonwealth Department of Revenue state tax compliance.

Candidates with advanced degrees and professional licenses may have these credentials verified.

Individuals other than those references provided by a candidate may be contacted in the course of completing a full background and qualification check.

Further Information:

To learn more about the BEST Program, please visit the Program web site at: <https://best.macomptroller.org>.

Please visit <https://www.macomptroller.org> for more information about the Office of the Comptroller.