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COMPTROLLER

# Commonwealth of Massachusetts

## OFFICE OF THE COMPTROLLER

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### OFFICE of the COMPTROLLER (CTR)

#### BEST Organizational Change Management Lead (OCM)

#### BEST Team FY 23-008

##### About the Office of the Comptroller

The Office of the Comptroller of the Commonwealth of Massachusetts (CTR) is an independent and apolitical agency charged with overseeing the Commonwealth's financial systems, preparing the annual financial reporting, and managing the external single audit process. In fiscal year 2021 CTR oversaw approximately \$95 billion in spending. In addition, CTR oversees the Commonwealth's General Ledger, payroll and vendor management, trains state employees on risk mitigation and operates the Commonwealth's financial system.

As stewards of the public trust, CTR aspires 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 that will support a wide range of business functions used by all state agencies. The initial scope of the project is to implement functionality that supports Financial Management of the Commonwealth by replacing its core financial and accounting system, currently known as MMARS, which is used by 150+ state agencies. It is envisioned that the new solution will also include additional modules that support a full software suite capable of addressing government business needs including Human Capital Management, Payroll and other capabilities that will provide the Commonwealth with the capacity to migrate other applications to a single solution platform over time should it elect to do so.

The BEST Program will begin with Phase 1 implementation of a new Financial Management and General Ledger solution over an 18–24-month period beginning in the first quarter of calendar year 2023.

It is the Commonwealth's intent that the ERP solution will be delivered as a SaaS (cloud) solution that will replace the Commonwealth's current heavy investment in highly customized software housed "on premise" on virtual or physical servers.

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

More information can be found at [www.mabest.org](http://www.mabest.org).

## **Position Summary**

The **BEST Organizational Change Management Lead (OCM)** must have proven, successful experience and a solid understanding of organizational change management principles, processes, methodologies, and tools; strong organizational, analytical and communication skills; the ability to motivate and supervise others; and build trusted relationships with stakeholders, agency leaders and employees, and program team members. Extensive knowledge of and experience within the Commonwealth's state agencies, or similar complex public entity, is an important factor that would support a candidate's ability to bring credibility to change management for the BEST Program.

The OCM Lead will be a member of the BEST Program Management Office (PMO) and will oversee tasks of four (4) teams comprised of Commonwealth agency, software vendor, and systems integrator vendor staff assigned full time and part time to the project.

The teams are:

- **Training Team** – responsible for end user training plan, training materials and job aids, and delivery of training to ~4000 Financial system users in 150+ Commonwealth state agencies.
- **Communications Team** – responsible for developing strategy and materials to share information and gather feedback from the user and stakeholder communities, prepare users for the new solution and support significant business process change in certain areas of financial management.
- **User Readiness and Adoption Team** – responsible for preparing users and agencies for rollout of the new solution, assessing readiness, and supporting agencies in adopting new business processes. The team will include readiness/adoption coordinators that will work directly with agencies; and
- **User Support Team** – responsible for assisting in designing the user support model that will be implemented with the new solution and integrating that model with existing support services.

## **Specific Duties**

- Apply a structured methodology to manage and coordinate organization change management, communications, training, readiness, and post go live support activities.
- Utilize business process maps and workflows to achieve an in-depth understanding of new business processes to inform agencies and users about changes to current practice and prepare them for change.
- Work closely with agencies to understand their unique needs, analyze business requirements, and map internal processes consistent with the new enterprise-wide business model in areas where the new financial solution provides an opportunity to migrate users from in-house solutions to the enterprise model.
- Create and administer change readiness assessments to gauge agency readiness. Ensure change readiness activities are integrated into the project plan and deployment strategies.
- Oversee the tasks of the Readiness/Adoption Team to ensure that tasks are assigned and actively tracked; provide weekly reports to program leadership on Readiness Team activities and tasks.
- Oversee the tasks of the Communications Team. Work with the BEST Project Management Office (PMO) to develop and implement an on-going communications plan to support project, user and stakeholder needs for information. Communication will foster excitement for the new solution and willingness on the part of agency leaders and staff to adapt to new business

processes and to welcome the new solution. Communication strategies will also include ways to solicit input and feedback from users and stakeholders.

- Oversee the tasks of the Training Team to develop the training strategy and plan; update standard training materials with specific detail on changes to current business practices; recommend training methodologies such as classroom, hands on lab, webinar, video and train the trainer approaches; work with agencies to coordinate the set-up and delivery of training sessions including the use of learning management system tools to post courses, enable user enrollment and record attendance; and conduct post training assessments by users as to the effectiveness of training measures.
- Work with support desks currently providing support to end users to recommend the optimal support structure for the new solution. The user support function may include a Tier 1 call/email center and Tier 2 and Tier 3 support to be provided by knowledgeable business and technical staff and/or the software vendor for more complex functional and technical/systems issues. The support function will be ready for go live to provide users with post-implementation support, identify issues and mitigate risks.
- Work collaboratively and collectively with the BEST System Integrator (SI) to develop approaches, tasks, and deliverables for the OCM effort and help ensure the project timeline, communications, agency support, training plans, and deliverables stay on track.
- Assess, identify and flag potential risks and create, coordinate and implement mitigation strategies.
- Participate in System Test and User Acceptance Test activities.
- Support various project activities as requested; responsibilities vary according to the needs of the project and may include tasks and activities that are not included on this list.

### **Required Skills**

- Comprehensive understanding of and experience in applying Change Management principles and processes with a demonstrated ability to select or apply effective and appropriate methodologies and tools.)
- Strong business acumen and understanding of organizational issues and challenges.
- Experience with Business Analysis in a systems design and development environment.
- Well-developed communication skills (both oral and written).
- Highly organized with strong analytical, problem solving and root cause identification skills.
- Strong presentation skills capable of clearly articulating a message to various audiences.
- Experienced manager with the ability to direct, coach and motivate others and provide timely and effective feedback to achieve and sustain desired levels of performance.
- Active listener with the ability to influence others toward a common vision or goal.
- Capable of building trusted relationships with stakeholders, senior managers, front-line leaders and employees at all levels.
- Strategic thinker, with ability to quickly assess and summarize information and effectively identify issues or risks and potential resolutions.

- Travel to different state agencies across the Commonwealth may be required.

### **Preferred Qualifications:**

- Change management leadership experience in implementations of one or more solutions related to Financial Management, Human Capital Management or Payroll and preferably in one or more large public sector organizations, or experience in similar implementations in related areas.
- Experience in leading, planning and implementing large scale training programs and with e-learning applications.

### **Minimum Entrance Requirements**

Bachelor's degree in organizational development, change management or a related field with 5-7 years of experience managing and coordinating change initiatives across large organizations with a diverse, geographically distributed workforce. Extensive knowledge of and experience within the Commonwealth's state agencies (or similarly complex public entity) in one or more managerial positions may be substituted for direct experience with leading a change management engagement.

Comprehensive understanding of and experience in applying change management principles and processes with a demonstrated ability to select or apply effective and appropriate methodologies and tools.

**Salary Range:**                   **\$120,000-\$140,000**

This is a management level VIII position.

Annual compensation will be negotiated with the candidate based on years of experience.

### **Benefits Package**

CTR is pleased to offer a comprehensive benefits package for its employees and managers. 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.

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. Details of the various plans and the cost split between employer and employee may be reviewed by looking at the Group Insurance website, <https://www.mass.gov/orgs/group-insurance-commission> and/or as part of the interview process.

CTR employees also participate in the Commonwealth's State Retirement Plan, which may 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 began operating its hybrid work model on November 1, 2021. 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.

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.

### **Hours**

Hours of work are Monday through Friday, except for holidays, on a full-time basis, with a compensated workday of 7.5 hours per day (37.5 hours per week). A selected candidate's exact schedule may be set with the direct supervisor. Overtime, night, and weekend work schedules will be set with the position's direct supervisor.

### **COVID-19 Vaccination Requirement**

The successful applicant will be required to have received the full required regimen of vaccine doses of a COVID-19 vaccine (two doses of the Pfizer/Moderna vaccine or one dose of the Johnson & Johnson vaccine) prior to their start date, and may be required to demonstrate that they continue to maintain COVID-19 vaccination boosters in accordance with updated public health recommendations or policies that may be adopted by the Office of the Comptroller (e.g., staff shall obtain all recommended boosters.) Applicants who request to be exempt from the requirement for COVID-19 vaccination due to a documented medical condition that makes vaccination medically contraindicated or based on a sincerely held religious beliefs must obtain approval for such an exemption from the Office of the Comptroller before their start date.

Details relating to how to comply with this requirement which includes weekly testing may be discussed with CTR's Chief Human Resources Officer during the selection process.

### **Commitment to Diversity**

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

CTR IS AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER.

### **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 **email** no later than 5:00 pm, on **December 13, 2022**.

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.

Your application package should be submitted to:

[CTR-HR@mass.gov](mailto: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 are reviewed at the discretion of CTR.

Please include position title and position number in the subject line of your submission.

BEST Organizational Change Management Lead (OCM), FY23-008

**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,
- Federal IRS and
- 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://www.mabest.org/> .

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