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UNIVERSITY OF  
**CALGARY**

## **OPPORTUNITY PROFILE**

**Associate Director,  
Process Excellence and Transformation**





## About University of Calgary

<https://ucalgary.ca/>

The University of Calgary is a global intellectual hub founded in 1966 with origins in the early 1900s. In this spirited, high-quality learning environment, students thrive in undergraduate and graduate programs made rich by research, hands-on experiences and entrepreneurial thinking. The University of Calgary’s remarkable trajectory reflects audacious growth and entrepreneurial spirit that have built a bold university in less than 60 years. The University is among Calgary’s largest employers with 1,800+ academic staff actively engaged in research, scholarship and teaching, and 2,900+ non-academic staff focused on operating the institution.

In June 2023, the General Faculties Council and Board of Governors approved the University of Calgary’s ***Ahead of Tomorrow*** strategic plan for 2023–2030. The plan articulates a vision out to 2030 that reflects an ambition to increase access to future-focused education, to maximize the impact of our research and innovation, to put the community at the centre of all that we do, and to make operational processes clearer, simpler and better than any other university.

To deliver on this vision, the University has drafted more detailed work plans that cover shorter time periods. These three-year implementation plans expand on how the University will deliver approved initiatives and meet set goals.



The Operations Plan addresses the operations strategy in Ahead of Tomorrow. Activities and initiatives in this Operations Plan are integrated with approaches described in the Academic Plan, Research and Innovation Plan, and Community Plan. As established by Ahead of Tomorrow, a goal of the University of Calgary is to make it simpler and faster to set ideas in motion here than at any other University.

Three Operations objectives have been set for 2030 in Ahead of Tomorrow:

- A. #1 in U15, ease, speed, and availability of services and supports.
- B. #1 in U15, in investment in professional development for postdocs, faculty and staff.
- C. 90% of students, postdocs, faculty, and staff agree they have the tools and services necessary to manage their education or accomplish tasks.

## **The Opportunity: Associate Director, Process and Transformation**

This Process Excellence and Transformation Team is focused on *Strategy 4-Make our Processes Clearer, Simpler and Better* and will contribute to the implementation of the three-year Operations Plan. Reporting to the Executive Director, Process Excellence and Transformation, the Associate Director, Process and Transformation, works in a highly complex environment overseeing the planning and execution of process improvement and transformation projects across the university. Working under the pressure of constant deadlines in a results-driven area, this role ensures accuracy in the execution of processes, meeting and striving to exceed defined service level agreements (SLA).

This position is a senior management role in a high volume, highly specialized, complex, unionized, academic environment, requiring thorough oversight and accountability. Working with the Executive Director, the AD helps define business priorities in terms of process improvement and transformation opportunities, and leads the execution of those priorities, while adapting and changing as required.

This role is highly collaborative and requires the ability to effectively communicate with leaders across the university to resolve complex process and operational issues. This position requires the ability to facilitate resolutions to problems working with clients to resolve issues and/or identify opportunities to improve customer experience for faculty, staff and students. The AD also provides analytical and functional guidance and direction to staff on complex issues, using professional judgment and expertise on workforce related issues.

## **Accountabilities:**

### **Lean and Continuous Improvement:**

Support the analysis, planning, design, implementation and evaluation of key projects to help areas within the university achieve their goals. Using Lean methodology and analytics, they accomplish measurable business process improvements.

Collaborating with and leading cross-functional teams in adapting to and understanding improvement processes and overseeing process improvement projects. The SM/AD will need to interpret customer

needs and requirements and translate concepts into practice, identify process improvement opportunities, and **quantify results and trends**.

Within area of responsibility analyse current work practices to identify areas for improvement and lead activities to improve business processes. Devise and test solutions and roll out new ways of working:

- Leverage Lean methodology to lead projects aimed at streamlining processes within an area of responsibility. This will initially focus on processes within the central functions at the university but will also potentially branch out into other faculties and units.
- Process mapping, value stream mapping, identifying sources of waste and inefficiencies in productivity.
- Recommend changes that can cut waste from operating procedures.
- Deploy appropriate methodologies to problem solving and support teams to solve problems.
- Ensure the escalation process for problem solving is effective.
- Support the university business or academic unit in establishing “best practice”.
- Undertake continuous training and development.
- Perform root cause analysis and resolve problems.
- Monitor the completion of tasks and ensure good performance and record on appropriate systems.
- Consistently promote high standards through personal example and roll out through the team so that each member of the team understands the standards and behaviours expected of them.
- Conduct risk assessments of processes and tasks in the department.
- Relationship Management.
- Liaise and communicate with other departments, customers, suppliers and other service providers.
- Work as part of the team to share ideas and improve operation, recommending, supporting and implementing continuous improvement activities and carry out process and procedure improvements to optimize results and improve quality of service delivery.
- Ensure an effective interface with other departmental staff is maintained.

### **Project Management:**

- Lead projects from requirements definition through deployment, identifying schedules, scopes, budget estimations, and implementation plans, including risk mitigation.
- Coordinate internal and external resources to ensure that projects adhere to scope, schedule, and budget.
- Analyze project status and, when necessary, revise the scope, schedule, or budget to ensure that project requirements can be met.
- Establish and maintain relationships with relevant client stakeholders, providing day-to-day contact on project status and changes.
- Establish and maintain processes for managing scope during the project lifecycle, setting quality and performance standards and assessing risks.
- Assign and monitor resources to ensure project efficiency and maximize deliverables.

- Report project outcomes and/or risks to the appropriate management channels and escalate issues, as necessary, according to project work plan.

### **Change Management:**

- Apply a structured methodology and lead change management activities.
- Leverage a change management methodology, process and tools to create a strategy to support adoption of the changes required by a project or initiative.
- Support communication efforts.
- Enable the design, development, delivery and management of key communications.
- Assess the change impact.
- Conduct impact analyses, assess change readiness, and identify key stakeholders.
- Support training efforts.
- Provide input, document requirements, and support the design and delivery of training programs (if applicable).
- Complete change management assessments.
- Identify, analyze and prepare risk mitigation tactics.
- Identify and manage anticipated and persistent resistance.
- Consult and coach project teams.
- Create actionable deliverables for the core change management plans: Sponsor Plan, People Manager Plan, Communications Plan, and Training Plans.
- Coach people managers and supervisors.
- Support organizational design and definition of roles and responsibilities.
- Integrate change management activities into the project plan.
- Evaluate and ensure user readiness.
- Track and report issues.
- Define and measure success metrics and monitor change progress.
- Support change management at the organizational level; manage the change portfolio.

### **The Person**

- Undergraduate degree and/or equivalent experience
- Professional Certification(s) in fields such as Lean and Six Sigma + Project Management, Change Management experience (4+ years) and a professional designation in either or both of those domains
- Proven success working with all levels of leadership
- Exceptional written and verbal communication skills
- Excellent presentation skills
- Highly collaborative
- Excellent active listening skills
- Problem solving and root-cause identification skills

- Acute business acumen and understanding of organizational issues and challenges
- Experience with large-scale organizational transformation efforts would be an asset
- Advising and influencing skills
- Coaching, mentoring and conflict management skills.
- Promotes inclusiveness and diversity.

**Core Competencies**

- Envision the Future
- Foster Innovation
- Engage and Support Others
- Focus on Results
- Acting with Integrity

As an equitable and inclusive employer, the University of Calgary recognizes that a diverse staff/faculty benefits and enriches the work, learning and research experiences of the entire campus and greater community. UCalgary is committed to removing barriers that have been historically encountered by some people in our society. UCalgary strives to recruit individuals who will further enhance diversity and will support their academic and professional success while they are here. In particular, UCalgary encourages members of the designated groups (women, Indigenous peoples, persons with disabilities, members of visible/racialized minorities, and diverse sexual orientation and gender identities) to apply.

**Express Your Enthusiasm**

Email a cover letter and resume indicating the job title in the subject line of the email to **Shalini Bhatt**y or **Chelsey Howarth** at [Calgary@leadersinternational.com](mailto:Calgary@leadersinternational.com).

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