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| Service and job specific context statement |
| **Directorate:** | Central Services |
| **Service:** | Technology and Change |
| **Post title:** | Business Change Analyst Level 2 |
| **Grade:** | M |
| **Responsible to:** | Senior Business Change Analyst |
| **Staff managed:** | None |
| **Date of issue:** | December 2018 |
| **Job family:** | **P&T - Professional & Technical**  |

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| Job context |
| The Business Change Team is part of the change function within Technology and Change. The team work closely with all directorates and other experts as required to identify options for change to achieve service improvements and deliver savings. This includes changes to organisational structures, business processes, digital, technology, culture and ways of working for both back office and frontline staff. Changes will have significant budget implications, and will have an impact on hundreds of staff across the council as well as customers/service users and partner organisations. The post holder undertakes business analysis, requirements definition, organisational design and business process improvement activities working closely with other staff across the Technology and Change service and service experts across the council. The post is based at County Hall, Northallerton.  |

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| Structure |
| AD Technology and ChangeOperational managers and staff and other internal and external stakeholdersHead of Business ChangeOther T&C staff including Programme and Project Managers, Business Partners and Solutions AnalystsSenior Business Change AnalystProjects and Change OfficersBusiness Change AnalystBusiness Change Analysts Level 2 |
| Job Description |
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| Job purpose | The core focus of this role is to work across all NYCC services to undertake business analysis, requirements definition, organisational design and business process improvement activities to identify opportunities to improve services or deliver efficiencies. The post holder will have an in depth understanding and experience of using the key business change tools and methodologies such as lean, systems thinking, rapid process improvement, BPR, business analysis and requirements elicitation. |
| Operational management | Business analysis (SFIA Level 5)* Take responsibility for investigative work to determine business requirements and specify effective business processes, through improvements in information systems, information management, practices, procedures, and organisation change.
* Apply and monitor the use of modelling and analysis tools, methods and standards, giving special consideration to business perspectives.
* Collaborate with stakeholders at all levels, in the conduct of investigations for strategy studies, business requirements specifications and feasibility studies.
* Prepare business cases which define potential benefits, options for achieving these benefits through development of new or changed processes, and associated business risks.
* Plan and undertake post implementation reviews to assess whether benefits have been realised.

Organisation design and implementation (SFIA Level 5)* Conduct business impact assessment to identify how the changes from the "as-is" processes, systems, and structures to the "to-be" processes, systems and structures impact specific services and roles.
* Outline how the organisation structure, jobs, teams, roles and staff development need to change to enable the future business processes.
* Work with HR teams to review the impact of new processes on existing jobs/organisational structures.

Requirements definition and management (SFIA Level 4)* Facilitate scoping and business priority-setting for change initiatives of medium size and complexity.
* Contribute to selection of the most appropriate means of representing business requirements in the context of a specific change initiative, ensuring traceability back to original source of requirements
* Identify and analyse requirements for fitness for purpose as well as adherence to business objectives and consistency, challenging positively as appropriate.
* Obtain formal agreement by stakeholders and recipients to the scope and requirements identified and establish a base-line on which delivery of a solution can start.
* Manage requests for and the application of changes to base-lined requirements.
* Identify the impact on business requirements of interim (e.g. migration) scenarios as well as the required end position.

Business process improvement (SFIA Level 5)* Analyse business processes; identify alternative solutions, assess feasibility, and recommend new approaches.
* Contribute to evaluating the factors which must be addressed in the change programme.
* Help establish requirements for the implementation of changes in the business process.

Business process testing (SFIA Level 5)* Design and manage tests of new/updated processes.
* Specify test environment for whole life-cycle testing (e.g. using model office concept).
* Manage selection/creation of relevant scenarios for testing and ensure that tests reflect realistic operational business conditions.
* Ensure tests and results are documented, reported to stakeholders and are available for specification of user instructions.
* Highlight issues and risks identified during testing to business stakeholders.
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| Communications | * Ensure good working relationships and communications with colleagues, customers and senior managers, being open, honest and inviting involvement and participation.
* Present findings from business change activities and other associated work to the relevant groups/committees as required including customer/communities representatives
* Prepare and present reports to senior managers relating to business change activities as required.
* Facilitate structured and unstructured meetings, workshops and other change events for a range of audiences including senior managers, service managers and their teams, internal and external stakeholders and customer/community representatives.
* Provide advice and guidance on how to implement changes identified.
* Provide briefing sessions to NYCC staff and partners on change methodologies as required.
* Provide advice and guidance on change management.
* Identify and advise on possible skills development to support new service models and new ways of working.
* Be committed to a CPD approach to developing own knowledge and skills through research, training and practical application of new skills.
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| Partnership / corporate working | * Work with senior managers and staff in operational and corporate services to identify opportunities for changes which will improve services, improve the customer experience or increase efficiency
* Work with senior managers and staff in partner organisations to design new models of service delivery and ways of working.
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| Resource management | * Provide mentoring and training for less experienced members of the team
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| Systems and information  | * Use appropriate ICT tools including Microsoft Office, Visio, Sharepoint and other specialist tools such as Project Vision. Identify functional and non-functional requirements for technical solutions to support business change.
* Maintain a good conceptual knowledge of technology in order to recognise how it could be used to improve service delivery and/or efficiency.
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| Person Specification |
| Essential upon appointment | **Desirable on appointment** |
| Knowledge* Good understanding of business change methodologies such as process mapping, Lean, Rapid Process Improvement, BPR, and human-centred design
* Good knowledge and understanding of requirements elicitation and UX analysis techniques, e.g. user stories, customer journey mapping
* Understanding of programme and project management methodologies
* Good knowledge and understanding of what constitutes a robust business case including performance and financial information
* Knowledge and understanding of HR implications relating to organisational change
* Good functional understanding of key technologies (e.g. business intelligence, CRM, mobile computing, data integration, cloud computing) to support transformation.
 | * Knowledge of change management theory
* Knowledge and understanding of Organisational Development
* Awareness of local authority policies, procedures and relevant legislation
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| Experience* Experience of leading business analysis activities to identify operational problems and opportunities on medium to large projects, e.g. where savings in excess of £100,000 pa are anticipated.
* Experience of running workshops with a range of stakeholders, including customer and/or community representatives, following a business change methodology such as Lean or BPR
* Experience of writing and presenting proposals to senior staff including directors.
* Experience of preparing business cases for change including supporting financial and performance data
* Experience of providing customer facing presentations, negotiations, meeting facilitation, and conducting interviews with service area staff including senior managers
* Evidence of working with service experts and customers to devise creative solutions to service-based issues
* Demonstrable experience as a business analyst / change analyst / in a customer/client facing environment
 | * Experience of partnership working
* A successful track record of undertaking business analysis activity in a public sector services environment
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| Occupational Skills* Ability to plan and manage work required to undertake business change work
* Ability to confidently use persuasion, influencing and/or negotiation techniques to influence others in difficult situations.
* Ability to exhibit a flexible, understanding and diplomatic approach to working with colleagues
* Ability to communicate effectively with a wide range of stakeholders, both internal and external to the Authority, including senior managers and external customers
* Ability to encourage creativity and innovation to generate solutions for difficult issues.
* Ability to identify possible causes of problems and implement solutions to minimise future occurrence.
* Ability to confidently work through complex business problems that cut across multiple teams and service areas.
* Ability to break information into component parts to identify trends and projections and pinpoint key information from large amounts of complex data to influence well-reasoned conclusions.
* Ability to use tools from standard methodologies to conduct analysis
* Ability to analyse and use financial and performance data to inform business cases
* Ability to meet deadlines and prioritise workload
* Ability to act calmly during difficult circumstances and recover quickly from setbacks
* Ability to present high level, complex information in an appropriate format.
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| Professional Qualifications/Training/Registrations required by law, and/or essential for the performance of the role* Educated to degree level or equivalent experience.
* Evidence of on-going commitment to CPD
* Relevant qualification, e.g. BCS business analysis diploma or equivalent experience
 | * Project management qualification (PRINCE2, APM or similar)
* Relevant business change methodology accreditation e.g. Lean, BPR, Six Sigma).
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| Other Requirements* Ability to travel for work purposes.
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| Behaviours  | [Link](http://www.northyorks.gov.uk/article/23524/What-you-should-know-before-applying-for-a-job) |

NB – Assessment criteria for recruitment will be notified separately.
Optional - Statement for recruitment purposes: You should use this information to make the best of your application by identifying some specific pieces of work you may have undertaken in any of these areas. You will be tested in some or all of the skill specific areas over the course of the selection process.