

Iowa Department of Administrative Services – Human Resources Enterprise
Job Classification Description

Performance Results Practitioner

Definition

Within the Department of Management, promotes/facilitates implementation of an enterprise-wide or statewide performance management and improvement program. Programs encompass one of the following enterprise-wide or statewide performance results initiatives – organizational development, planning and deployment, performance measurement and reporting, performance auditing, or risk management; provides training/facilitation and technical assistance; performs related work as required.

The work examples and competencies listed below are for illustrative purposes only and not intended to be the primary basis for position classification decisions.

Work Examples

Facilitates implementation of performance results programs using Lean Six Sigma or Kaizen and other continuous improvement methodologies; establishes project priorities/objectives and selects cross-functional team members/leaders; provides leadership and direction to the project leaders/teams and participates in project teams engaged in developing and implementing specific business operational changes throughout state government.

Facilitates enterprise-wide or statewide performance management activities and initiatives to achieve results; establishes project priorities and objectives with department heads/representatives, selects cross-functional team members/leaders and provides leadership/direction to the project leaders and teams.

Acts as an interface between/among state agencies to ensure proper communications and priorities are established; champions performance management and improvement activities to achieve results and promotes/sells the benefit of these activities.

Recommends/develops/coordinates/provides training to department team leaders and members on continuous process improvement techniques; determines the method, timing, and content of the training integrating continuous improvement into the enterprise culture; assists with coordination of Department of Management enterprise-wide training, using materials from both internal/external sources.

Monitors/documents project progress including breakthrough events during performance management and improvement initiatives, including ongoing status reviews and formal reviews with agency management, ensuring projects are implemented and results/savings are achieved and documented.

Writes business communications (e.g., reports, letters, memos, and position papers); makes oral presentations.

Identifies and analyzes practical problems, situations, or human relations issues with multiple variables/perspectives that promote opportunities for new or innovative business need solutions.

Acts as an interface between different organizational segments to ensure proper communications and priorities are established.

Competencies Required

Knowledge:

- Customer and Personal Service – Principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Law and Government – Laws, legal codes, court procedures, precedents, government regulations, executive orders, agency rules, and the democratic political process.
- English Language – The structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar.
- Basic Arithmetic – Addition, subtraction, multiplication, and division.
- Clerical Procedures – Word processing, managing files and records, designing forms, and other office procedures and terminology.
- Administration and Management – Business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Computers and Electronics – Circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

Abilities:

- Law and Government – Understand and adhere to applicable laws, legal codes, administrative rules, and regulations.
- Clerical – Maintain complex clerical records.
- Written Expression – Communicate information and ideas in writing so others will understand.
- Written Comprehension – Read and understand information and ideas presented in writing.
- Speech Clarity – Speak clearly so others can understand.
- Speech Recognition – Identify and understand the speech of another person.
- Oral Expression – Communicate information and ideas in speaking so others will understand.
- Oral Comprehension – Listen to and understand information and ideas presented through spoken words and sentences.
- Deductive Reasoning – Apply general rules to specific problems to produce answers that make sense.
- Inductive Reasoning – Combine pieces of information to form general rules or conclusions.
- Information Ordering – Arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).
- Fluency of Ideas – Come up with a number of ideas about a topic (the number of ideas is important, not their quality, correctness, or creativity).
- Problem Sensitivity – Tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

Skills:

- Active Listening – Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Critical Thinking – Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Reading Comprehension – Understanding written sentences and paragraphs in work related documents.
- Speaking – Talking to others to convey information effectively.
- Writing – Communicating effectively in writing as appropriate for the needs of the audience.
- Negotiation – Bringing others together and trying to reconcile differences.
- Active Learning – Understanding the implications of new information for both current and future problem-solving and decision-making.
- Judgment and Decision Making – Considering the relative costs and benefits of potential actions to choose the most appropriate one.
- Service Orientation – Actively looking for ways to help people.
- Complex Problem Solving – Identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- Operations Analysis – Analyzing needs and product requirements to create a design.
- Systems Analysis – Determining how a system should work and how changes in conditions, operations, and the environment will affect outcomes.

Minimum Qualification Requirements

Applicants must meet at least one of the following minimum requirements to qualify for positions in this job classification:

- 1) Graduation from an accredited four-year college or university with a degree in any field, and experience equal to two years of full-time work in performance management, management-oriented process improvement, or risk management.
- 2) All of the following (a and b):
 - a. A total of four years of education and/or full-time experience in performance management, management-oriented process improvement, or risk management work, where thirty semester hours of accredited college or university coursework in any field equals one year of full-time experience; and
 - b. A total of two years of graduate-level education and/or full-time experience (as described in part a), where twenty-four semester hours of accredited graduate college or university coursework in any field equals one year of full-time experience.
- 3) All of the following (a, b, and c):
 - a. Completion of an accredited performance management, process improvement, or risk management certificate program; and
 - b. A total of four years of education and/or full-time experience in performance management, management-oriented process improvement, or risk management work,

where thirty semester hours of accredited college or university coursework in any field equals one year of full-time experience; and

- c. A total of one year of graduate-level education and/or full-time experience (as described in part b), where twenty-four semester hours of accredited graduate college or university coursework in any field equals one year of full-time experience.

Effective date: 11/25 SA