

**IOWA DEPARTMENT OF ADMINISTRATIVE SERVICES ▼**  
**HUMAN RESOURCES ENTERPRISE**  
**PERFORMANCE RESULTS FACILITATOR**

---

---

**DEFINITION**

Located in the Department of Management only, promotes/facilitates implementation of an enterprise-wide or statewide performance management and improvement program. Program encompasses one of the following performance results initiatives – Organizational Development, Planning and Deployment, Performance Measurement and Reporting, Performance Auditing, Empowerment, or Risk Management; facilitates/develops performance management and improvement activities and provides training and development; or manages a statewide Empowerment program; performs related work as required.

**The Work Examples and Competencies listed are for illustrative purposes only and not intended to be the primary basis for position classification decisions.**

**WORK EXAMPLES**

Coordinates/plans/implements/facilitates performance results program by implementing process improvement activities (e.g., project selection, organizational development, planning and deployment, implementation, sustainability, performance measurement and reporting, performance auditing, capacity building or risk management; facilitates/develops performance/process management and improvement activities, training and development).

Promotes process improvement programs and assists in the identification of projects/opportunities for improvement; plans breakthrough events, coordinates ongoing continuous improvement projects, mentors department program facilitators and enterprise practitioners, and conducts follow-up audits to insure process improvement exercises are completed and results are realized.

Plans/manages breakthrough events; drives the department's continuous improvement methodologies, breakthrough strategies, promotes process improvement programs.

Manages/facilitates department Lean Six Sigma or Kaizen activities and establishes project priorities/objectives; coordinates the selection of cross-functional department team members/leaders and provides leadership/direction to the project leaders and teams.

Assures that project progress is monitored/documented during breakthrough events; conducts formal and informal status reviews with department management assuring projects are implemented and savings are documented/audited and maintained.

Identifies enterprise performance management and improvement opportunities/projects or risk management strategies and implements long-range program goals, objectives and requirements.

Interprets state and federal legislative and governmental processes for application to process improvement initiatives.

Consults with department facilitators on problems regarding general/specific process improvement issues or projects and provides mentoring, coaching, project management advice/support/direction to achieve process completion.

Identifies, develops and implements program policies/procedures that support internal/external total customer satisfaction and ensures sound risk management principles and reasonable balance between strategic and tactical events.

Identifies social, environmental, legal, technological, financial and political factors impacting the process improvement programs, projects, and services delivered in the executive branch of state government.

Acts as an interface/change agent, tool mentor, coach, facilitator between/among organizational divisions/state departments to ensure proper communications and priorities are established; champions improvement activities and promotes/sells the benefit of these activities.

Determines method/timing/content of process improvement training with a goal of integrating continuous improvement into the enterprise culture; assists with coordination of Department of Management enterprise-wide training, including trainers and training materials from both internal/external sources.

Manages/oversees training from internal/external trainers/training materials to department team members on Lean Six Sigma or Kaizen events and other continuous improvement techniques.

Coordinates with enterprise administrators to ensure that activities are consistent with the overall continuous improvement vision; supports efforts to reduce costs and develops, monitors and continuously improves total system costs.

Benchmarks world-class business process performance improvements and establishes tangible measures of time, cost and quality throughout all divisions where feasible.

Conducts research/analysis of project operations following up on completed projects and ensuring improvements are achieved, maintained and documented. Applies quantitative and analytical applications involving statistics, MINITAB and other similar computer software to process improvement activities.

Serves as a key player in activities that involve representatives from the community, business, politics and service providers.

#### **COMPETENCIES REQUIRED**

Knowledge of the principles, theories, techniques and trends applicable to public administration (e.g., including performance management and improvement, labor relations, objective and plan development, coordination, communication, evaluation, and public relations or risk management).

Knowledge of source materials, guidelines, and methods used to resolve complex problems not covered by precedents.

Knowledge of project management applications using planning software (e.g., Microsoft Project Plan).

Ability to write business communications, (e.g., reports, memos, procedural manuals and position papers).

Ability to solve complicated program administrative and governmental services delivery problems requiring evaluation of complex information from a variety of sources with few precedents.

Ability to analyze diverse, complex data and identify trends for application to the business needs of the organization using basic math and statistics.

Ability to solve practical problems and deal with a variety of variables (e.g., written, oral, diagram, or schedule format) and recognize the various forms of waste.

Ability to operate personal computers, and use word processing, spreadsheet, power-point and database software applications.

Displays high standards of ethical conduct. Exhibits honesty and integrity. Refrains from theft-related, dishonest or unethical behavior.

Works and communicates with internal and external clients and customers to meet their needs in a polite, courteous, and cooperative manner. Committed to quality service.

Displays a high level of initiative, effort and commitment towards completing assignments efficiently. Works with minimal supervision. Demonstrates responsible behavior and attention to detail.

Responds appropriately to supervision. Follows policy and cooperates with supervisors.

Aligns behavior with the needs, priorities and goals of the organization.

Encourages/facilitates cooperation, pride, trust, and group identity. Fosters commitment and team spirit.

Expresses information to individuals or groups effectively, taking into account the audience and nature of the information. Listens to others and responds appropriately.

**EDUCATION, EXPERIENCE, AND SPECIAL REQUIREMENTS**

Graduation from an accredited college or university with a bachelor's degree and experience equal to four years of progressively responsible, performance management, process improvement or risk management work;

OR

an equivalent combination of education and experience substituting 30 semester hours of graduate level coursework from an accredited college or university oriented toward performance management, process improvement or risk management for each year of the required experience to a maximum substitution of two years;

OR

completion of an accredited performance management, process improvement or risk management certificate program may be substituted for one year of the required experience;

OR

employees with current continuous experience in the state executive branch that includes experience equal to twelve months of full-time work as a performance results practitioner.

Effective Date:   09/08   SH