

IOWA DEPARTMENT OF ADMINISTRATIVE SERVICES ▼  
HUMAN RESOURCES ENTERPRISE

**PERFORMANCE RESULTS PRACTITIONER**

---

---

**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 enterprise-wide or statewide performance results initiatives – Organizational Development, Planning and Deployment, Performance Measurement and Reporting, Performance Auditing, Empowerment or Risk Management; provides training/facilitation and technical assistance; 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**

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 assuring 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 divisions to ensure proper communications and priorities are established.

**COMPETENCIES REQUIRED**

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

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

Knowledge of the state and federal legislative and governmental processes.

Knowledge of basic math and methodologies in the development of accurate cost/benefit analyses.

Ability to learn the social, environmental, legal, technological, and political factors impacting the programs, projects, and services delivered in the executive branch of state government.

Ability to coordinate projects and other activities with limited supervisory oversight.

Ability to learn the organizational structure, functions, procedures, and applicable regulatory requirements for departments in the executive branch of state government.

Ability to effectively coach/train project team owners/members and others.

Ability to implement performance results methodology among/between state departments.

Ability to solve complicated program administrative and governmental service delivery problems requiring evaluation of complex information from a variety of sources with few precedents; build strong working relationships with employees at all levels of a multicultural organization.

Ability to analyze/solve practical problems using current data/trends and deal with a variety of variables where limited standardized solutions exist recognizing various forms of waste while working individually or in a team.

Ability to read, analyze and interpret general business periodicals, professional journals, technical procedures, or governmental regulations.

Ability to write reports, business correspondence and procedural manuals.

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 and 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 four-year college or university with a bachelor's degree and experience equal to two years of progressively responsible, performance management or process improvement work;

OR

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

OR

completion of an accredited performance management or process improvement certificate program  
maybe substituted for one year of the required experience.

Effective Date:   9/08     SH