



MARICOPA COUNTY CLASSIFICATION DESCRIPTION

Title: Continuous Improvement Manager

FLSA STATUS: Exempt

OVERVIEW

To lead the County's Continuous Improvement Team that supports various departments as directed by the County Manager's Office. The Continuous Improvement Manager is responsible for leading a team of professionals focused on partnering with staff on opportunities for complex process and operational improvements to eliminate waste, gain long-term efficiencies, and enhance service delivery to customers.

DISTINGUISHING CHARACTERISTICS

This one position in the County Manager's Office identifies, analyzes, trains, drives, and measures performance improvement initiatives and projects countywide. This role provides consulting and facilitation services related to project scope including planning, goal setting, deliverables, process mapping, identification of non-value added activities, development of viable solutions, effective communication of findings and recommendations, implementation support, and evaluation of the results on several levels (cost, impact to service delivery, resource usage/allocation, etc.).

ESSENTIAL JOB TASKS

(This is not an all-inclusive list of all job duties that may be required; employees will be required to perform other related duties as assigned. List in order of importance.)

- Advises the County Manager, Board of Supervisors, and other County management on issues and concerns related to the performance improvement opportunities, capacity enhancement initiatives, and/or optimization of service delivery.
- Develops and leads a team that collaborates with department directors and staff on continuous improvement efforts and in the design or analysis of operational solutions.
- Analyzes, researches, and collaborates with subject matter experts to resolve difficult and complex process, method, operation, and/or service issues and opportunities.
- Develops effective systems and needs assessment tools to evaluate initiatives including consideration of expected benefits, goals, and deliverables with estimated resource demands.
- Documents and prepares project documentation (scope of work, project plan, timeline, goals, strategies, resources identified, deliverables, etc.) and final report(s) with recommendations on all initiatives or projects. Provides status reports and presentations as needed.
- Identifies and proactively communicates best management practices across departments.
- Engages County partners and stakeholders in processes to bolster the level of consensus for a better developed implementation phase and thereby results.
- Engages with and/or complements the services of outside contracted consultants on enterprise level projects.
- Promotes available resources and quality of services through the results delivered by the team.
- Gathers timely and relevant feedback on the work performed in the continual pursuit of exceeding customer expectations.
- Mentors, trains, guides, empowers, coaches, and recognizes direct reports in providing value-added consultation, process improvement services, and tools to various teams and departments.
- Champions the benefit of efficiency and improved service, utilizing various communications channels and methods.

POSITION QUALIFICATIONS

Minimum Education and/or Experience: Bachelor's degree in Public Administration, Business Administration, Logistics, Communication, Engineering or related field and five (5) years' of responsible work experience in leading teams, instituting and managing operational or process changes in diverse lines of business. Professional level experience may substitute for the education on a year for year basis.

Training, Certifications, and Requirements: Training in the principles of lean management

Knowledge of:

- Principles, practices, techniques, and methodologies associated with lean, Six Sigma, and/or Kaizen management models
- Human behavior and performance; individual differences in ability, personality, and interests; learning and motivation
- Maricopa County policies, practices, procedures, and processes
- Principles and processes for providing customer and personal services including customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction

Skills and Abilities to:

- Assess and prioritize multiple tasks, projects, and demands and execute on deliverables
- Identify measures or indicators of system and personnel performance and the actions needed to improve or correct system or individual performance, relative to goals, objective, and expectations
- Speak clearly, concisely, and in an organized manner
- Effectively communicate at all levels with both staff, customers, and stakeholders, including in public speaking and preparing and delivering effective presentations to individuals and groups that frame complex issues in a logical manner that fosters understanding and consensus building
- Manage personnel resources through motivating, developing, and directing people as they work, identifying the best people for the job
- Plan and implement programs while evaluating and improving upon existing programs in support of a specific department's mission and strategic objectives
- Establish and maintain effective working relationships with the general public, co-workers, elected and appointed officials, and members of diverse cultural and linguistic backgrounds regardless of personal or political characteristics or affiliations
- Listen effectively, which includes assessing others' understanding of the communications and modifying one's communication style to fit the audience or situation
- Be service orientated by actively looking for a means to assist internal and external customers
- Make decisions by considering the relative costs and benefits of potential actions and choosing the most appropriate one
- Manage frequent interruptions, time pressures, high work volumes, multiple and complicated tasks, unscheduled tasks, team-oriented activities, prompt decision-making, and interaction with government officials and the public

Preferred Education and/or Experience: N/A

Preferred Training, Certifications, and Requirements:

Working Conditions: Work primarily occurs in business office setting. Position requires concentration, accuracy, ethical behavior and a professional demeanor.

REPORTING STRUCTURE

Supervision Received: Special Assistant to the County Manager

Supervision Exercised: Professional level continuous improvement staff