



Office of Human Resources  
Continuous Improvement Specialist III - CA3108  
THIS IS A PUBLIC DOCUMENT

### General Statement of Duties

Performs full performance level professional work with teams to prepare and conduct process improvement training and events including developing, preparing materials for use in training and events, coordinating with department/agency management and participants, leading instruction on the use of process improvement tools, facilitating team decisions, managing team work, resolving team conflict, assisting in the development of implementation action plans, analyzing and reporting on data, and conducting follow-up.

### Distinguishing Characteristics

There are three classes in the continuous improvement analyst series; however, this is not a progressive series.

The Continuous Improvement Specialist III is distinguished from the Continuous Improvement Specialist II that performs intermediate level professional work in improvement projects related to process and continuous improvement in the areas of quality, operations, productivity and cost using process improvement methodologies, data, and tools.

The Continuous Improvement Specialist III is distinguished from the Continuous Improvement Specialist IV that performs specialized, professional, complex and multi-dimensional work with teams to prepare, conduct, consult, facilitates, and manages continuous improvement training and events. Provides leadwork and/or supervisory duties to the Continuous Improvement team.

#### Definition of Continuous Improvement:

The continuous improvement analyst plays a lead role in continuous improvement projects by teaching and facilitating groups and teams, managing projects, monitoring for sustainability, presenting results and recommendations, and developing metrics and measurement tools to improve operating processes toward greater efficiency and effectiveness. Able to mentor staff in the development and utilization of continuous improvement methodologies and tools. Plays a key role in the development of a continuous improvement culture throughout the City and County of Denver.

### Essential Duties

Plans and conducts work with teams to prepare and conduct process improvement training and events including developing, preparing materials for use in training and events, coordinating with department/agency management and participants, leading instruction on the use of process improvement tools, facilitating team decisions, managing team work, resolving team conflict, assisting in the development of implementation action plans, analyzing and reporting on data, and conducting follow-up

Presents, facilitates and leads assigned continuous improvement effort (workshops, training & coaching) using methods of appropriate team building, team energizing, data gathering and analysis, problem solving, project management and professional presentation skills.

Seeks and evaluates continuous improvement information, materials, and methods to match specific organizational needs as outlined by management, and adapts them to use in the execution of process improvement events.

Coordinates the development of event charters including identifying stakeholders, data analyst, and organizational readiness along with logistics for the event. Works with departmental management to assure appropriate participation and support. Assists in locating and reserving meeting locations and coordinating the delivery of services and materials necessary for a successful event.

Provides event follow-up to monitor the progress of planned improvement implementation to assure timely action, appropriate management support, and achievement of expected benefits. Uses appropriate measurement, analysis and evaluation methods to accurately identify and document continuous improvements. Partners with client group to build capability for data collection, tracking, and analysis to ensure stability.

Develops reports of overall continuous improvement activities including accomplishments, participation, projected activities, and anticipated needs.

Develops course content for continuous improvement training and course delivery methods, plans, and evaluation tools using the principles of adult learning theory.

Educate business partners/client groups regarding processes, roles and capabilities. Conducts leadership coaching on innovation management and best practices.

Coordinates with related departments/agencies and functions to assure appropriate information flow and understanding of overall continuous improvement direction.

Prepares purchase information for departmental/agency management review to identify materials, software and other resources required for effective implementation of continuous improvement.

Performs other related duties as assigned or requested.

Any one position may not include all of the duties listed. However, the allocation of positions will be determined by the amount of time spent in performing the essential duties listed above.

## Competencies

**Coaching and Consulting for Leadership** - Works with leadership to create strategic plans, key performance indicators, operational standards and overall best practices in organizational management. This includes one-on-one coaching, training, support with data and employee management, and facilitation support across agencies.

**Data and Analysis** - Collects, evaluates, tracks, and reports data for frontline staff and executive leadership. Helps agencies establish baselines and key performance indicators, assists in the collection and clean-up of the data, and works with the team to create and report data through data visualization.

**Decision Making** – Specifies goals and obstacles to achieving those goals, generates alternatives, considers risks, and evaluates and chooses the best alternative in order to make a determination, draw conclusions, or solve a problem.

**Influencing/Negotiating** – Persuades others to accept recommendations, cooperate, or change their behavior; works with others towards an agreement; negotiates to find mutually acceptable solutions.

**Interpersonal Skills** – Shows understanding, friendliness, courtesy, tact, empathy, cooperation, concern, and politeness to others and relates well to different people from varied backgrounds and different situations.

**Oral Communication** – Expresses information to individuals or groups effectively; taking into account the audience and nature of the information; makes clear and convincing oral presentations; listens to others, attends to nonverbal cues and responds appropriately.

Project Management – Manages all aspects of one or multiple projects through initiating, planning, executing, monitoring, and closing project, complying with established control systems and rules. Monitors processes, progress, and results. Determines objectives, sets priorities, delegates work, and provides others with a clear direction. Works with others towards an agreement that may involve exchanging specific resources or resolving differences.

Written Communication – Composes, reviews, edits, and issues written materials for diverse audiences and communicates purpose in a succinct and organized manner that is appropriate for context, time, and place.

### **Knowledge & Skills**

Knowledge of continuous improvement principles and methods, team development and team leadership techniques, and project management methods.

Ability to plan, coordinate, schedule, lead, evaluate, and complete assignments.

Ability to analyze and solve problems.

Ability to manage and interact effectively with diverse groups.

Ability to conduct analysis, interpret data and facilitate projects with minimal supervision.

### **Level of Supervision Exercised**

By position, may performs project or operational leadwork.

### **Education Requirement**

Bachelor's Degree in Business Administration, Public Administration, Industrial Engineering or a related field.

### **Experience Requirement**

Three (3) years of professional level experience consulting with management providing expertise in process improvement techniques to achieve department/agency objectives. Applying organization and business knowledge to market and communicate the benefits of Continuous Improvement and operates with substantial latitude for independent action or decision.

### **Education & Experience Equivalency**

One (1) year of the appropriate type and level of experience may be substituted for each required year of post-high school education.

Additional appropriate education may be substituted for the minimum experience requirements.

### **Licensure & Certification**

None

### **Working Environment**

Subject to varying and unpredictable situations.

Maybe Potential exposure to hazardous chemicals.

Subject to many interruptions.

Subject to pressure for multiple calls, inquiries, and interruptions.

**Level of Physical Demand**

2-Light (10-20 lbs.)

**Physical Demands**

(Physical Demands are a general guide and specific positions will vary based on working conditions, locations, and agency/department needs.):

Agility: Ability to move quickly and easily.

Carrying: Transporting or moving an object.

Color vision: Ability to distinguish and identify different colors.

Crawling: Moving about in a low or crouched position.

Crouching: Positioning body downward and forward.

Eye/Hand/Foot Coordination: Performing work through using two or more body parts or other devices.

Fine Dexterity: Sufficient coordination to operate a vehicle and manipulate objects.

Fingering: Picking and pinching, through use of fingers or otherwise.

Handling: Seizing, holding, grasping, through use of hands, fingers, or other means.

Hearing/Talking: Perceiving and comprehending the nature and direction of sounds/ability to communicate ideas.

Hearing: Perceiving and comprehending the nature and direction of sounds.

Kneeling: Assuming a lowered position.

Lifting: Moving objects weighing no more than 20 pounds from one level to another.

Oral Comprehension: Ability to discern the meaning of oral speech.

Pulling: Exerting force upon an object so that it is moving to the person.

Pushing: Exerting force upon an object so that it moves away from the person.

Reaching: Extending the hands and arms or other device in any direction.

Repetitive motions: Making frequent or continuous movements.

Sitting: Remaining in a stationary position.

Standing: Remaining in a stationary position.

Stooping: Positioning oneself low to the ground.

Talking: Communicating ideas or exchanging information.

Vision Far Acuity: Ability to perceive or detect objects clearly at 20 feet or more.

Vision Near Acuity: Ability to perceive or detect objects at 20 inches or less.

Vision: Ability to perceive animal behavior, comprehend signs, and detect color.

Walking: Ability to move or traverse from one location to another.

Written Comprehension: Ability to discern the meaning of written words.

**Background Check Requirement**

Criminal Check

Education Check

Employment Verification

By position, Motor Vehicle Record

**Assessment Requirement**

None

**Probation Period**

Six (6) months.

**Class Detail**

**Pay Grade: A-811**

**FLSA Code: Y**

**Established Date: 2/24/2019**

**Established By: GT**

**Revised Date:**

**Revised By:**

**Class History:**