



SENIOR MANAGER OF PERFORMANCE & INNOVATION

JC: 000177
PB: 10

BU: 95 (Non-Rep)
FLSA: Exempt

Class specifications are intended to present a descriptive list of the range of duties performed by employees in the class. Specifications are not intended to reflect all duties performed within the job.

DEFINITION

Under general direction, plans, directs and manages the activities and operations of the Performance & Innovation division, which is responsible for the development, implementation, and evaluation of activities and projects necessary to ensure the continuous improvement of business processes and performance across District departments; oversees and manages staff responsible for maturity and performance assessments and performance management programs; leads the design, implementation and administration of agency transformation programs, coordinates department activities and assists departments with implementing internal audit recommendations; provides highly responsible and complex staff assistance to the Director of Performance & Audit; and performs related duties as assigned.

CLASS CHARACTERISTICS

This is the single position full-scope senior-level manager classification responsible and fully accountable for managing and overseeing the District's performance and innovation function and coordinating the activities of Internal audit. The incumbent is responsible for the continuous improvement and change management function, the goal of which is to establish processes that enable departments to effectively measure organizational performance, as well as to provide actionable insights that allow for the continuous improvement of business performance. The incumbent is responsible for directing change management planning and execution support to a wide variety of stakeholders. The Senior Division Manager of Performance & Innovation is distinguished from the Director of Performance and Audit in that the latter is the department manager-level position responsible for the overall management of the District's internal audit function in addition to business performance and innovation.

REPORTS TO

Director of Performance and Audit

EXAMPLES OF DUTIES - *Duties may include, but are not limited to, the following:*

1. Assumes full management responsibility for the Performance & Innovation division, which manages the development, implementation, and on-going execution of formal Districtwide performance management programs, including risk management, change management, development of key performance indicators, and alignment with the strategic plan, asset

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management and budget; manages the development and implementation of departmental goals, objectives, policies and priorities.

2. Evaluates performance and uses risk management and other means to prioritize proposed analyses and initiatives; translates stated or implied client needs into researchable management analyses; implements and monitors performance management best practices and coordinates with ISO 19011 standards.
3. Identifies opportunities to strengthen internal controls and conveys those findings to Internal Audit for review; assists departments with implementing recommendations identified during internal audits.
4. Manages transformation improvement initiatives and conducts related training and advisory services; develops training curricula for continuous improvement, including Lean processes, and develops and manages knowledge base of continuous improvement tools, including lessons learned from transformation projects and initiatives.
5. Manages and develops approach for transformation and process improvement initiatives; defines related scope, goals and objectives; manages project plans, timelines and monitoring tools; utilizes change management tools and techniques to facilitate buy-in from project stakeholders; determines, allocates and monitors project resources; reports and regularly reviews project status with management.
6. Determines analytic approach, oversees analysis and articulates analytic needs; develops sophisticated plans to analyze and test performance; manages available resources for conducting analyses given data and resource availability, time, and other constraints; interprets analytical findings and recommends appropriate solutions.
7. Manages the design and implementation of data collection efforts as needed, including designing surveys and questionnaires; developing sampling methodologies; and overseeing resulting data collection.
8. Researches, plans and implements large scale organizational change efforts; assists in systematizing/institutionalizing the role of performance management analytics throughout the District, transforming performance analytics from providing support functions to providing decision guidance and direction.
9. Establishes and maintains well-organized, efficient, and standardized work processes for work intake, prioritization, resource allocation, quality control/assurance, and release of findings.
10. Partners across the organization to offer input and perspective on scalability or use of analytic solutions, including instituting one-time or ongoing data collection efforts, defining performance metrics, and validating analytic inputs to scenarios, models, and processes.
11. Manages a variety of organizational, operational and analytical studies and investigations; recommends to executive staff modifications to existing programs, policies and procedures,

some of which may be sensitive in nature; plans, prepares and coordinates a variety of formal reports; makes recommendations and presentations to executive staff and the Board of Directors.

12. Serves as a liaison for the Performance & Audit department to other departments, elected officials and outside agencies; coordinates assigned activities with those of other departments and outside agencies and organizations.
13. Establishes partnerships and relationships with internal and external customers, stakeholders and peers to ensure results are achieved; attends and participates in professional group meetings; stays abreast of new trends, legislation and innovations in the field of performance and innovation.
14. Selects, trains, motivates and evaluates assigned personnel; provides or coordinates staff training; works with employees to correct deficiencies; implements discipline and termination procedures.
15. Oversees and participates in the development and administration of the departmental budget; approves the forecast of funds needed for staffing, equipment, materials and supplies; approves expenditures and implements budgetary adjustments as appropriate and necessary.

QUALIFICATIONS

Knowledge of:

- Principles of performance management, performance improvement and management analysis
- Continuous improvement, including practices and concepts of process management systems and Lean methodology
- Methods and techniques of change management, strategic planning, enterprise risk management and transit strategic asset management; translating stated or implied needs into researchable management analyses and initiatives
- Development and application of key performance indicators
- Principles of strategic planning
- Fundamentals of strategic asset management
- Methods and techniques of risk evaluation, analysis, and management
- Principles and practices of policy development and administration
- Principles and practices of business systems applications
- Principles and practices of operational analysis
- Methods and techniques of advanced data analysis
- Methods and techniques of project development and management
- Principles and practices of general, fund, and government accounting
- Principles and practices of budget preparation and administration
- Principles of supervision, training and performance evaluation
- Funding policies of various government entities and commissions
- Related Federal, State and local laws, codes and regulations
- ISO 19011 Standards

Skill in:

- Managing a comprehensive performance management program, including risk management and change management
- Leading the implementation of goals and objectives for performance management, transformation initiatives, and continuous improvement programs
- Leading and supporting transformation initiatives, and utilizing Lean process improvement and change management concepts and implementation
- Identifying process inefficiencies and formulating cost-effective solutions
- Applying lifecycle costing and return on investment best practices
- Identifying and responding to sensitive community and organizational issues, concerns and needs
- Developing and administering departmental goals, objectives and procedures
- Analyzing and assessing policies and operational needs and making appropriate adjustments
- Overseeing and conducting comprehensive research and analysis of business processes and operational systems
- Evaluating effectiveness of process changes
- Planning, organizing, directing and coordinating the work of lower level staff
- Delegating authority and responsibility
- Selecting, supervising, training and evaluating staff
- Researching, analyzing and evaluating new central service delivery methods and techniques
- Preparing clear and concise administrative, performance, and financial reports
- Managing a complex portfolio of projects to success
- Interpreting and applying applicable Federal, State and local policies, laws and regulations
- Communicating clearly and concisely, both orally and in writing
- Establishing and maintaining effective working relationships with internal and external stakeholders, including executive management and the Board of Directors

MINIMUM QUALIFICATIONS

Education:

A Bachelor's degree in business administration, public administration, accounting, finance, statistics, data analytics or a closely related field from an accredited college or university. A master's degree in a similar field is preferred.

Experience:

Five (5) years of (full-time equivalent) verifiable professional business, operational or financial performance management, organizational development, Lean process improvement, change management, policy or data analysis experience, which must have included at least two (2) years of project management responsibility.

Other Requirements:

Possession of a valid certificate as a Project Management Professional (PMP) is desirable.

Substitution:

Additional professional experience as outlined above may be substituted for the education on a year-for-year basis. A college degree is preferred.

WORKING CONDITIONS

Environmental Conditions:

Office environment; field environment; construction site environment; exposure to computer screens; exposure to heat, cold, moving vehicle, electrical energy and inclement weather conditions.

Physical Conditions:

Requires maintaining physical condition necessary for walking, standing or sitting for prolonged periods of time.

BART EEO-1 Job Group: 0500 – Executives/Managers
Census Code: 0430 – Miscellaneous Managers
Safety Sensitive: No

CLASSIFICATION HISTORY

Created: September 2018
Revised: November 2021
Updated: