



City of Irving Job Description

Chief Innovation and Performance Officer

FLSA Status:	EXEMPT	Job Department:	City Manager's Office
Job Code:	Y151	Reports To (Job Title):	Senior Strategic Services Manager

PURPOSE

To plan, oversee, organize and manage the activities of the Office of Innovation and Performance. Responsible for performing complex and diverse activities involving organizational-level initiatives, systems and performance. Provide the tools and knowledge to help leaders at all levels of the City increase innovation, productivity, and cut costs while maintaining the quality of their service; additionally, provide quality control input on the final document for the City's annual operating budget.

This role will ensure a high level of alignment and coordination between two equal and complementary areas. (1) Strategic Performance, which includes strategic and business plan development, monitoring, and implementation; performance measurement and improvement; customer research; and process improvement. (2) Innovative Leadership and Management, which is tasked with developing and sustaining innovative practices within the City; managing Irving's civic innovation program and system; and, driving broad civic innovation programs and projects through external relationships.

ESSENTIAL DUTIES AND RESPONSIBILITIES

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily.*

Strategic Performance Duties and Responsibilities:

- Manage and oversee the citywide strategic planning cycle and reporting of the citywide strategic plan including the alignment and reporting of citywide KPI/performance measure program.
- Manage and oversee the internal consulting services provided to city departments in the areas of performance audits, operational reviews and customer surveys.
- Coordinate strategic plan updates with Budget staff and create presentations for annual strategic plan and budget retreats.
- Oversee annual plan documents and reports for city management and council.
- Provide support to departments with the identification and tracking of performance measures.
- Researching and promoting performance management/measurement practices and methodologies; Designing, developing, and implementing continuous improvement systems, processes, and practices; Aligning organizational practices and systems with nationally recognized performance criteria such as Malcolm Baldrige; and, build internal capacity within departments for performance management.
- Serve as system administrator for performance management software; provide training to users city-wide, as well as technical assistance including but not limited to troubleshooting errors, testing, and implementation of new or upgraded software.
- Manage, lead, and execute the citywide process improvement program (LSS) providing coaching, facilitation and training to teams, green belts, black belts, yellow belts, and city staff.

- Plan and coordinate the use of a standard, systematic process management approach (Lean Six Sigma) throughout the organization, which includes actively leading and coaching cross-functional teams in the application of Lean Six Sigma. Support project team in LSS activities by facilitating, educating, coaching, mentoring others on process improvement philosophy, tools and application.
- Partner with, and act as a resource for, business units in identifying and prioritizing process improvement projects.
- Prioritize the citywide LSS portfolio of projects to improve operational processes; review submission from departments; assist with project charter development.
- Oversee development and reporting of resident and employee surveys; analysis of data through statistical methods to quantify customer requirements; assessment of performance and presentation of results to city council, management and employees.

Innovation Leadership and Management Responsibilities and Duties:

- With the City Manager, Executive Team, and Leadership Team, develop strategies to create an organizational culture and ecosystem that supports, embraces, and values innovative entrepreneurship.
- Create strategies, systems and policies that result in the continued development and implementation of innovative practices and projects within the City of Irving organization.
- Develop, with other City departments, innovative models or projects to achieve strategic improvements in operations and service provision.
- Move innovative ideas to the experiment and implementation phase. Work with internal and external stakeholders to design, manage, and report on the piloting or full implementation of innovative practices, programs, products, or services.
- Create, train, manage, and coordinate any cross-functional teams charged with implementing an innovative idea or addressing an opportunity to apply an innovative solution. Facilitate the deployment of a successful innovation across a department or the City organization.
- Ensure a constant and steady stream of innovative projects with a diverse mix of risk levels and impact potential.
- Promote and facilitate the establishment and cultivation of collaborative working relationships with non-city entities, including local universities, corporations, foundations, and nonprofits, to seek means of leveraging city assets toward broad-based civic innovations benefitting the Irving community; advocate for and promote innovative programs and projects with key stakeholders at the local, regional, state and federal levels.
- Coordinate and oversee any processes involved in implementing innovative ideas including grant writing, managing the procurement process, drafting of contracts and other agreements, and managing a project budget.
- Using the City’s communications and engagement resources, create inventive strategies and materials for promoting the value and components of the Irving’s innovation efforts.

OTHER DUTIES AND RESPONSIBILITIES

- As requested: Assist with development of city-wide operating and capital budgets, providing quality control for annual documents, ensuring accuracy and completeness as to both format and content; Assist with review of line item financial detail, staffing levels, performance measures, etc. as they relate to the budget in its entirety; Review the Budget Division’s work product, recommend corrective action where needed, and review final documents prior to publication and submission to the Government Finance Officers Association of Texas (GFOAT).
- Prepares annual budget and monitors expenditures for area of responsibility (department division).
- Oversee the Innovations Team and promote the use of innovative thinking to resolve problems and increase organizational efficiency and effectiveness.

- Assist with the preparation of various award applications (Baldrige, GFOA, etc.)
- Serve as a TAPE Examiner.

SUPERVISORY RESPONSIBILITIES

Functional and Technical Supervision - Regular responsibility for giving direction and guidance to employees as a lead worker, project manager or internal advisor. As an ongoing part of the position, the employee can expect to supervise various employee cross functional teams and department coordinators assisting with performance measures.

Organizational Supervision - Applies to full personnel management responsibilities including selection, discipline, grievances and formal performance evaluations for a position's direct reports plus all employees reporting up through subordinates, which will include approximately 2 employees.

FINANCIAL / BUDGETARY RESPONSIBILITY

Responsible for providing assistance in ensuring the accuracy and completion on the city's annual \$458 million operating and capital budgets for all city funds, departments, and programs; Organizational Budget: \$500K annually; Purchase Order Approval.

QUALIFICATIONS:

The requirements listed below are representative of the knowledge, skill, and/or ability required.*

EDUCATION

- Equivalent to a Master's Degree in Business, Accounting, or Public Administration.

EXPERIENCE

- Minimum of five (5) years of related experience.
- Experience in managing strategy, innovation, and performance improvement programs is highly desirable.

CERTIFICATES, LICENSES, REGISTRATIONS

- Malcolm Baldrige Examiner and Lean Six Sigma Green Belt is highly desirable.

KNOWLEDGE OF

- Administration and Management: Principles and processes involved in business and organizational planning, coordination, and execution. This includes strategic planning, resource allocation, manpower modeling, leadership techniques, and production methods.
- The organizational structure, purpose, and functional responsibilities of City departments.
- Accounting: Principles and practices including general ledger, accounts payable, and accounts receivable.

- Baldrige Criteria for Performance Excellence.
- Innovation systems and emerging practices pertaining to innovation systems.
- Innovation related support organizations and resources, particularly those for municipal and civic organizations
- Organizational and municipal strategic needs and related opportunities for application of innovative solutions; Organizational effectiveness methodology, concepts, and practices.
- Basic familiarity with external stakeholders across institutions including community/civic organizations, universities, nonprofit entities, and businesses.
- Grants: Process experience including resourcing, managing and writing grant applications.
- How to employ effective project management techniques; performance auditing practices.
- Assessment, curriculum development, policy writing, and program development.
- Lean Six Sigma / Kaizen methodology & techniques and other analytical problem solving methodologies.
- Statistical Principles: Principles and processes dealing with the collection, analysis, interpretation, and presentation of quantitative data. This includes survey design and sampling protocols and techniques, and market/customer satisfaction research methods.
- Advanced Math: Mathematical calculations and statistics; and applied math concepts such as fractions, percentages, ratios, proportions
- Business Software: Utilizing a variety of PC applications, computer systems and various relevant business intelligence application programs; understanding of relational databases
- Office Software: Current word processing, presentation, spreadsheet, and database programs used by the City, as well as Excel and Access at the “power user” level.
- Supervision: Personnel motivation, interviewing, hiring, oversight, evaluation, and discipline.
- English language and grammar at a college level of comprehension and usage.

SKILLS AND ABILITIES IN

- Vision: Articulating a vision, setting goals, and developing strategies to reach those goals.
- Research, Reporting, and Problem Analysis: Synthesizing complex information into clear and concise proposals, which includes preparing clear, concise, and accurate written documents and reports using proper business English, sentence structure, grammar, and punctuation. Also, analyzing & summarizing data, and interpreting & presenting results.
- Broad-based Collaboration: Establishing cooperative working relationships with all levels of employees; effectively building consensus and results with a diverse range of people, profession, industries, and interests. Also, facilitating small and large groups.
- Tailored Presentation: Effectively communicating clearly, concisely, and convincingly in front of small and large groups; presenting information to a wide variety of audiences with a varied understanding and comprehension of performance concepts including management, council, city employees, civic organizations and the general public.
- Self-Managed, System Leadership & Analysis: Exercising initiative and independent judgment to analyze complex customer search data and draw conclusions that are meaningful. This includes making decisions and recommendations that are useful and actionable for management, and working effectively with groups of employees and departments throughout the organization to implement various management systems, tools, and philosophies.
- Accuracy: Paying attention to detail in dealing with numbers, words, documents, and ideas.
- Adaptability: Creatively adapting to a rapidly changing work environment.
- Project System Ability: Managing multiple complex projects while working with a variety of software packages, tasks, and projects at the same time.
- Judgment & Decision-Making: Weighing the relative costs / benefits of a potential action.

- Management of Material Resources: Obtaining and seeing to the appropriate use of equipment, facilities, and materials needed to do certain work.
- Long-Range Analysis & Complex Problem Solving: Identifying problems and reviewing related information to develop and evaluate options and implement solutions; utilizing strong analytical skills and producing cost-effective solutions to business problems that demonstrate endurance; investigating with regard to system design and development.
- Education and Training: Utilizing instructional methods and training techniques, including curriculum design principles, learning theory, group and individual teaching techniques, design of individual development plans, and test design principles.
- Teaching: Conveying new concepts and confirming comprehension by listener.
- Deductive Reasoning: Applying general rules to specific problems to come up with logical answers. This involves deciding if an answer makes sense or provides a logical explanation for why a series of seemingly unrelated events occur together.
- Inductive Reasoning: Combining separate pieces of information or specific answers to problems to form general rules or conclusions. This includes coming up with a logical explanation for why a series of seemingly unrelated events occur together.
- Critical Thinking: Using logic and analysis to identify the strengths and weaknesses of different approaches.
- Operational Assessment and Problem Mapping: Evaluating existing and potential processes for effectiveness and efficiency, and recognizing and diagnosing activities that inhibit productivity and high performance; Conducting special studies as required.
- Written Expression: Communicating ideas and information in writing so that others can understand. This includes routine reports and correspondence, detailed analytical reports, and articles for public information.
- Customer Service Orientation: Actively seeking ways to help people & improve processes.

GUIDANCE RECEIVED

Priorities and Policies

Organizational priorities and policies, along with professional standards and best practices, guide decisions and direction or advice given to others. Typically makes recommendations to superiors after considering various alternatives. Proactively addresses needed changes to policies, methods and procedures and obtains approval.

CONTACTS

This position has a wide variety of contacts, including City Council, residents, various consultants and advisors, peers in other local governments, state organizations, state legislative representatives and committees, civic groups, nonprofit entities, local, regional and national businesses as well as a variety of other public and private entities.

EQUIPMENT AND PROPERTY

Standard office equipment.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job.*

The employee constantly is required to listen, see, and/or sit. Frequently, s/he is required to grasp, handle, feel, reach, and/or talk. Occasionally, s/he is required to drive a vehicle.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job.*

The noise level in the work environment is usually low.

* Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Note: A class specification is a general listing of duties, responsibilities, knowledge, skills, and abilities required of an incumbent assigned to a particular class of work. There may be one or multiple positions assigned to a single classification; therefore, the class specification lists those work attributes that are common to every incumbent in the class.