



TRINITY HEALTH POSITION DESCRIPTION

| | | | |
|------------------|------------|---------------------|---|
| Job Code: | T2490 | Title: | Manager, Performance Management Services |
| Date: | July, 2020 | Department: | Organization Design & Development |
| FLSA: | Exempt | Reports To: | Director, Organization Design & Development |
| Grade: | 16 | Approved By: | SVP, Organization Effectiveness |

POSITION PURPOSE

Directs and leads the Organization Design & Development (ODD) Performance Management (PM) services and oversees aligned staff in providing PM services at the system level. Provides professional services supporting the achievement of Trinity Health strategic priorities through performance management consulting, methodologies, processes, and service partner and leader capability development.

ESSENTIAL FUNCTIONS

1. Knows, understands, incorporates, and demonstrates the Trinity Health Mission, Vision, and Values in behaviors, practices, and decisions.
2. Serves on Organization Design & Development (ODD) leadership team. Leads ODD Performance Management (PM) services with system level scope. Establishes, oversees and executes PM goals in collaboration and alignment with Organization Effectiveness COE (Center of Expertise) goals and supporting Trinity Health strategic priorities.
3. Leads PM services for system level performance management strategy design and development in alignment with Trinity Health strategic priorities and measures. Provides expertise and advisory with executive leadership in multi-year PM strategy.
4. Provides expertise, advisory and service partner enablement to integrate PM architecture from the Board to the front line to advance Trinity Health strategic priorities and organizational performance; from process and systems, to people and culture, to rewards and metrics. Leads PM services for translatable and practical application to PM frontline practices. Leads team collaboration with service partners on PM plan development and execution.
5. Manages PM services and staff responsible for establishing and sustaining system level PM methodologies, processes, tools and their accessibility, application and continuous improvement with service partners and business leaders. Manages or leads team in management and execution of small to large-scale projects, programs and initiatives at system level.
6. Applies measurement, analytics and visualization tools to inform PM strategy design, and to measure and track PM impact and drive service recommendations in collaboration ODD leadership team.
7. Navigates complex and matrixed organizations and relationships. Uses influence skills, tailored communication, and political savvy to establish and strengthen strategic relationships and partnerships,

and accelerate and extend PM service impact. Works across multiple business line disciplines and builds knowledge and credibility quickly with service partners and leaders.

8. Provides leadership and advisory on how to improve ODD services, operations and efficiencies across multiple ODD areas of expertise, services and consulting pillars. May serve as leader and consultant across service pillars, when needed, and proactively supports a collaborative and high performing ODD leadership team through personal leadership style and behaviors.
9. Contributes to ODD practice development, and serves as PM expert, advisor, thought leader and consultant to build service partner and leader PM competency. Keeps abreast of ODD industry best practices and trends with emphasis on PM.
10. Develops and manages PM budget and oversees PM staff expenditures.
11. Other duties as needed and assigned by the manager.
12. Maintains a working knowledge of applicable Federal, State, and local laws and regulations, Trinity Health's Organizational Integrity Program, Standards of Conduct, as well as other policies and procedures in order to ensure adherence in a manner that reflects honest, ethical, and professional behavior.

MINIMUM QUALIFICATIONS

1. Bachelor's degree required. Must possess a comprehensive knowledge of Human Resources Management, Organization Development or related field including enterprise performance management and change management, as normally obtained through a Bachelor's degree in education, human resources, organization psychology, business administration or a related area of study. Graduate degree preferred.
2. Ten (10) or more years of progressively more responsible consulting and organization development/effectiveness experience in a multi-unit business and/or health care system.
3. Previous management consultant experience preferred.
4. At least 2 years direct management experience including budget and direct report oversight.
5. Knowledge and experience in performance management strategy design and implementation at an enterprise, system level.
6. Understanding of corporate culture, organizations as systems, matrixed relationships and dynamics and leading change.
7. At least 6 years of experience developing project or operational measurements, executive stakeholder engagement, and change plans for system initiatives.
8. Certifications and/or related professional credentials in organization development and/or change management. Certificates or other professional development in performance management desired.
9. Managerial and supervisory experience required.
10. Ability to operate in an ambiguous and highly matrix organizational structure. Ability to operate in a highly autonomous self-directed manner under frequently changing structures and requirements and work priorities.

11. Excellent oral and written communication, persuasion, and negotiation skills necessary in order to facilitate communication between diverse groups; to effectively identify, assess and facilitate improvements and resolutions, and to present advisory, persuasive and authoritative recommendations to all levels of the organization.
12. Strong consulting, management and execution skills. Considerable experience in planning, formulating, and executing work plans. Ability to define program or process goals or actions to achieve department strategy, goals and performance measures.
13. Strong interpersonal, consultative, relationship building and conflict management skills in order to initiate and develop productive, collaborative partnership with all levels of leadership across the organization. Ability to foster relationships built on sustainable trust in order to provide long-lasting, comprehensive advice and service on HR-related issues. Ability to effectively influence results, garner support, and tactfully manage complex relationships within and across the organization. Extremely high level of diplomacy and tact are required. Ability to read the subtle nuance of situation and react/plan accordingly.
14. Advanced understanding of organizational structures, business operations, and financial impact/analysis-bottom line understanding.
15. Proven ability to effectively lead direct report(s) in ongoing HR operations against targeted performance indicators and budget. Proven ability to manage projects independently and effectively lead team members by leveraging their contributions to accomplish project success.
16. Ability to be the front-line change leadership agent to enable and deliver long-lasting and sustainable organizational changes while minimizing disruption to the patients, associates, and business. Seeks innovative ways to deliver higher value programs and services more efficiently and effectively.
17. Ability to continuously review programs and processes by utilizing quality and process design improvement tools and techniques to seek new, innovative ways to deliver higher value services more efficiently and effectively.
18. Must be comfortable operating in a collaborative, shared leadership environment.
19. Must possess a personal presence that is characterized by a sense of honesty, integrity, and caring with the ability to inspire and motivate others to promote the philosophy, mission, vision, goals, and values of Trinity Health

PHYSICAL AND MENTAL REQUIREMENTS AND WORKING CONDITIONS

1. Operates in a typical office environment. The area is well-lit, temperature controlled and free from hazards.
2. Communicates frequently, in person and over the phone, with people in all locations on product support issues. Hearing needed for extensive telephone and in person communication. Manual dexterity needed in order to operate a computer keyboard.
3. Must be able to adapt to frequently changing work priorities, and be able to prioritize and balance the requirements of working with the System Office and Regional Health Ministries (RHMs).

4. Must be able to work concurrently on a variety of tasks/projects in an environment with individuals having diverse personalities and work styles. Ability to concentrate, meet deadlines, work on several projects simultaneously and adapt to interruptions. Must be able to set and organize own work priorities, and adapt to them as they change frequently.
5. Must be able to travel to the various Trinity Health sites as needed. [Up to 25% - May vary pending base location and assignments]
6. Must possess the ability to comply with Trinity Health policies and procedures.