

**Senior Navy Human
Performance Consultant Job Profile
May 10, 2002**

Role description:

Performance consultants define and align the performance of the people with the goals of the organization. The consultant provides the framework for describing what people in an organization must do, know, possess, and produce to achieve mission results. Performance consultants systematically observe and quantify inadequate performance. They apply a methodology to determine the appropriate solution intervention(s) that allow people to perform optimally and eliminate deficiencies, implement solutions and measure their results. The performance consultant serves as a change agent in improving organizational and individual performance.

Duties/Tasks:

1. Partner with the client to identify, build, and maintain a strong client relationship
 - a. Scope the issue facing the customer
 - b. Set expectations with the customer
 - c. Establish role as leader
 - d. Agree to goals for the project
 - e. Identify administrative project issues (i.e., travel, billing, etc.)
 - f. Build rapport with the customer
 - g. Develop a project plan
 - h. Develop customer satisfaction measures
 - i. Work with customer to clearly define problem or symptoms
 - j. Identify how customer will know problem is solved (define MOEs/MOPs)
2. Gather and examine data to assess performance
 - a. Validate performance issues and hypotheses
 - b. Identify data sources required to provide information on issues/hypos
 - c. Review existing data
 - d. Prepare data gathering tools, e.g. interview/focus group guides
 - e. Conduct data gathering strategies, e.g., interviews, focus groups, surveys
3. Analyze and diagnose data for patterns, connections, causes, & solutions
 - a. Determine root causes of performance problems
 - b. Perform gap analysis
 - c. Categorize data for analysis
 - d. Prioritize data causes
 - e. Identify findings, conclusions, and potential solutions
 - f. Collaborate with client to identify impact on mission goals
4. Build solution recommendations
 - a. Create recommendations based on causes and potential solutions
 - b. Develop cost estimates
 - c. Prioritize recommendations
5. Develop Performance Improvement report
 - a. Determine report format
 - b. Utilize software for report generation
 - c. Create report
6. Deliver report
 - a. Identify stakeholders to receive report
 - b. Establish method to deliver report
 - c. Present report

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7. Manage solution development and implementation
 - a. Oversee solution design
 - b. Create development plan
 - c. Pilot and test solution

8. Measure project success and client satisfaction
 - a. Develop Measures of Effectiveness (MOEs) & Measures of Performance (MOPs)
 - b. Measure performance and report on progress
 - c. Confirm measures with client
 - d. Conduct client sat process

9. Project manage client engagement
 - a. Develop project plan
 - b. Manage plan
 - c. Communicate project changes
 - d. Provide status reports

10. Serve as lead consultant on less complex engagements
 - a. Represent Navy consulting team on the engagement
 - b. Deploy resources on consulting engagement as needed
 - c. Serve as focal point for customer issues and concerns
 - d. Resolve customer service issues

11. Contribute to intellectual capital development
 - a. Develop intellectual capital that can be reused.
 - b. Submit developed assets for inclusion in Navy intellectual capital.

12. Take responsibility for own professional development
 - a. Participate in approved development activities.
 - b. Develop job aids and tools that contribute to the development of the consulting team.

Characteristics of Outstanding Performance Consultants:

- Results driven
- Investigative
- Set/maintain standards
- Cooperative/Collaborative
- Flexible
- Willing/able to add value
- Proactive /displays initiative

Skills (Definitions include knowledge and ability)

0 = Skill not Required for Job

1 = Familiar with some Basic Concepts; Little or No Training or Experience

2 = Some Training or Experience; Able to Perform Routine Tasks with some Help

3 = Can Apply Most of the Basic Principles without Assistance

4 = Can Handle Difficult or Complex Tasks; Has Lots of Practical Experience

5 = Has Comprehensive Knowledge, Extensive and Varied Experience

Skill	Definition	Required Skill Level
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Skill	Definition	Required Skill Level
Manage client relationships	<ul style="list-style-type: none"> • Develop, maintain, and manage client relationships • Build consultative partnerships • Gain client respect • Develop credibility and rapport • Achieve client satisfaction 	4
Use Human Performance System Model (HPSM)	<ul style="list-style-type: none"> • Use HPSM approaches, tools • Demonstrate understanding and knowledge of key areas: <ul style="list-style-type: none"> ○ organizational performance analysis, ○ performance improvement techniques, ○ Job Task Analysis procedures, ○ adult learning theory, ○ performance improvement solution alternatives (requires familiarity with available tools and technologies), ○ learning solution design ○ measurement • Reuse intellectual capital • Perform client needs assessment 	4
Manage projects	<ul style="list-style-type: none"> • Develop project plan • Manage the plan (deliver on time on budget, use resources effectively) • Develop measurements to achieve project milestones • Communicate project changes • Prioritize problems, causes and solutions 	3
Demonstrate effective communication	<ul style="list-style-type: none"> • Communicate effectively and frequently with stakeholders • Gather feedback to determine effectiveness of communication • Establish trust by sharing information candidly, honestly, and accurately • Encourage open two-way communication • Effectively facilitate meetings 	4
Demonstrate leadership and enable teamwork	<ul style="list-style-type: none"> • Create a collaborative environment that encourages participation from diverse groups • Lead the transition from the current to the desired state • Mentor and coach others • Articulate the vision • Demonstrate team building skills • Demonstrate Change Management Skills • Inspire the team • Demonstrate negotiation skills • Demonstrate Conflict Resolution Skills 	3
Develop knowledge of	<ul style="list-style-type: none"> • Develop knowledge of Navy infrastructure, 	4

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Skill	Definition	Required Skill Level
the Navy organization and environment	tools, and facilities to perform job related responsibilities <ul style="list-style-type: none"> • Understand the client’s business/mission • Understand the client’s management structure, processes, and formal and informal organization • Identify potential client issues and opportunities 	
Demonstrate ability to analyze (data collection, analysis, interpretation)	<ul style="list-style-type: none"> • Demonstrate ability to examine client requirements • Demonstrate questioning skills • Identify data that need to be collected. • Use various data collection methodologies based on customer needs and the customer environment. • Analyze data using appropriate data analytic techniques: <ul style="list-style-type: none"> ○ Organizational analysis ○ Job Task Analysis ○ Cost Benefit Analysis (not ROI) ○ Root Cause Analysis ○ Gap Analysis ○ Statistical Analysis ○ Process Analysis • Synthesize & convert data into useful information by interpreting results. • Identify appropriate solutions based on available data 	4
Design results oriented / practical client solutions	<ul style="list-style-type: none"> • Design solutions to align with mission critical requirements • Develop and present the pros and cons of multiple solution options • Provide tangible recommended action steps • Gain client acceptance and implementation of solution • Demonstrate commitment to high quality client deliverables 	3
Demonstrate creative skills	<ul style="list-style-type: none"> • Take unstructured data and create value added solutions • Contribute to the creation of intellectual capital • Demonstrate “out of box” thinking • Develop innovative solutions 	3
Demonstrate thought leadership	<ul style="list-style-type: none"> • Develop conceptual vision to enhance performance • Ability to integrate new data into project vision • Contribute to intellectual capital • Demonstrate critical thinking skills • Create value added recommendations 	3

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Skill	Definition	Required Skill Level
Demonstrate report writing skills	<ul style="list-style-type: none"> • Apply storyline development to report creation • Write clearly, concisely, and persuasively • Use data and examples to support findings and conclusions • Use a report writing style appropriate to the audience 	4
Demonstrate report presentation skills	<ul style="list-style-type: none"> • Develop effective presentation • Demonstrate effective speaking ability • Articulate sound logic in presenting report • Contribute to report presentation in timely effective manner • Demonstrate confidence in presenting to stakeholders 	3
Apply measurement methods to determine project effectiveness	<ul style="list-style-type: none"> • Identify Measures of Performance (MOP) and Measures of Effectiveness (MOE) • Develop measurement tools • Apply measurement methodology to determine results of solution intervention 	3
Demonstrates personal effectiveness skills	<ul style="list-style-type: none"> • Demonstrate initiative and drive • Demonstrate organizational skills • Demonstrate intellectual honesty • Demonstrate active listening skills • Demonstrate ability to negotiate win/win situations • Demonstrate conflict resolution skills 	4

Note: Navy Skill scale does not provide the degree of differentiation required to pinpoint skill requirements. Question becomes whether this scale must be used or if we can go with recommended scale above

Navy Skill Level

1 = Limited Competence

2 = Competent

3 = Highly proficient

Definitions of Job Role Elements

- **Job** consists of duties and task that a worker performs
- **Duty** is a set of operationally related tasks within a given job; A duty has the following attributes:
 - One of the major subdivisions of the work performed by an individual
 - Occupies a major part of the worker's time
 - Occurs often in the work week
 - Involves a group of closely related tasks
 - Must be observable and measurable
- **Task** is a single unit of specific work behavior. A task statement contains a verb and an object. A task is:
 - Directly observable and measurable
 - Discrete
 - Has a beginning and end

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- Is performed independently (is not dependent on other tasks)
- **Skills** demonstrate an observable competence to perform. Skills are described to include knowledge and abilities. **Knowledge** demonstrates a body of information that is usually factual or procedural in nature. **Ability** is a more enduring trait or capability that an individual possesses.