

THE CITY OF LOS ANGELES



CIVIL SERVICE COMMISSION

**CLASS SPECIFICATION****09-25-2025****DIRECTOR OF CONTINUOUS IMPROVEMENT, 9603**

**Summary of Duties:** A Director of Continuous Improvement is a senior role focused on heading and sustaining organizational excellence through process optimization and strategic improvement initiatives. In this role, the Director of Continuous Improvement is a critical driver of operational efficiency, quality improvement, and long-term sustainability. This position requires strong strategic thinking, direction, and an ability to engage and influence teams at all levels to achieve a culture of continuous improvement. Heads and implements Lean Six Sigma methodologies to improve operational efficiency, reduce waste, and enhance service delivery. Oversees the mentors for each LADWP System on the Continuous Improvement Team in the Corporate Performance Division, ensuring the performance management and process optimization goals and methods are proceeding according to plans set by executive management and the Assistant General Manager over Corporate Performance, to whom this position reports.

**Distinguishing Features:** The Director of Continuous Improvement requires impartial judgment and discretion in executing projects, influencing agency-wide policies, and training staff. They apply Lean Six Sigma and other process improvement methodologies, direct and monitor implementation of such initiatives, and gauge acceptance and consistency; design overarching process improvement performance milestones and indicators; and report progress to the Assistant General Manager over Corporate Performance, as well as brief executive management upon request. The Director is responsible for integrating continuous improvement into LADWP strategic plans, operations, and financial goals.

**Example of Duties:** The Director of Continuous Improvement:

**Strategic Leadership, Vision, & Project Execution**

- Develops and communicates a vision for continuous improvement aligned with organizational goals;
- Collaborates with executive management to establish long-term goals for performance, efficiency, and quality improvement;
- Identifies and prioritizes improvement opportunities that will have the greatest impact on the organization's goals;
- Heads high impact Lean Six Sigma projects and Kaizen events, focusing on efficiency, cost reduction, and improved service delivery;
- Applies DMAIC (Define, Measure, Analyze, Improve, Control) and Lean methodologies to optimize processes;
- Provides expertise in data-driven decision-making and advanced statistical evaluation;
- Provides technical direction and mentorship to Green Belts and process improvement teams;

**Policy & Program Implementation**

- Collaborates with senior management to align process improvement initiatives with organizational goals;
- Develops policies, procedures, and performance measures to institutionalize a culture of continuous improvement;
- Ensures compliance with federal, state, and local regulations in process enhancements;

**Coaching, Training & Change Management**

- Serves as a subject matter expert in Six Sigma and Lean methodologies for agency-wide initiatives;
- Mentors, coaches, and certifies Green Belts and process improvement practitioners;
- Facilitates Kaizen events, workshops, and executive-level briefings to drive change adoption;
- Designs and delivers customized training programs to prepare staff on continuous improvement;

**Stakeholder Engagement & Communication**

- Acts as a liaison between departments to identify opportunities for process improvement;
- Performs stakeholder evaluations to identify gaps and inefficiencies with key managers and staff;
- Designs and executes continuous improvement plans according to Lean Six Sigma methodologies aligned with department goals, as well as System and division initiatives;
- Presents project results and strategic recommendations to executive management and governing bodies;
- Heads cross-functional teams to implement enterprise-wide efficiency strategies;

May occasionally be assigned to other duties for training purposes or to meet technological changes or emergencies.

**Minimum Requirements:**

1. Graduation from an accredited four-year college or university with a Bachelor's degree in Industrial Engineering, Public Administration, Business Administration, Operations Management, or a related field; **and**
2. Eight years of full-time paid professional experience in process improvement, operational excellence, or performance management; **and**
3. A Six Sigma Black Belt Certification [American Society for Quality (ASQ), International Association for Six Sigma Certification (IASSC), or equivalent].

Master's degree is preferred but not required.

Master Black Belt certification, Project Management Professional (PMP), or Agile/Scrum certification is preferred, but not required.

Persons with disabilities may be able to perform the essential duties of this class with reasonable accommodation. Reasonable accommodation will be evaluated on an individual basis and depend, in part, on the specific requirements for the job, the limitations related to the disability, and the ability of the hiring department to accommodate the limitation.

**As provided in Civil Service Commission Rule 2.5 and Section 4.55 of the Administrative Code, this specification is descriptive, explanatory and not restrictive. It is not intended to declare what all of the duties, responsibilities, and required qualifications of any position shall be.**