

*****This is only a preview of the examination questions. To take the actual examination, go back to the official bulletin, and click the examination link at the bottom.*****

Data Processing Manager III & IV (1 – 46)

Data Processing Manager IV (47 – 51)

Training and Experience Evaluation

Rating criteria and candidate instructions

Instructions: Please rate each task using the scales and instructions provided below.

Years of experience:

More than 5 years experience performing this task
3 to 5 years experience performing this task
1 to 3 years experience performing this task
Under 1 year experience performing this task
No Experience/Training performing this task

Level at which the task was performed:

Supervised and/or trained others on task
Performed task as a lead or as an expert
Worked independently on task
Worked under direction on or assisted with task (e.g. managers, leads, instructors)
Not performed

Verification:

Indicate where you have performed the task by inserting the reference number from the Reference Table from the previous page. (e.g., if task 1 was performed during your time at the organization listed in R1, then select "R1" as the option). If the task was performed at more than one organization, then select all references that apply. (e.g., R1, R2 should be checked if the task was performed at both organizations).

[Questions 1-46 for all candidates \(DPM III and IV\)](#)

[Questions 47-51 for DPM IV candidates ONLY](#)

Workload Operations:

1	Assessing product and/or service offerings to determine continued viability based on customer needs, costs, available skill-sets, client base, and industry standards.
2	Establishing and maintaining operational procedures in compliance with applicable policies, guidelines, and Information Technology (IT) industry standards.
3	Directing and overseeing the initiation, planning, analysis, design, development, testing, and implementation of products and services in accordance with industry best practices.
4	Resolving conflicting priority requests for services and products.
5	Identifying and mitigating risks that adversely impact the delivery of services.
6	Estimating costs for services based on cost components, cost recovery, and projected client base.
7	Managing projects using established industry standards, methodologies and best practices to meet customer business needs.
8	Prioritizing and managing project activities and resources to ensure alignment with organizational goals and objectives.

Project and Portfolio Management:

9	Conducting feasibility studies for projects by researching and evaluating technologies and/or process improvements to solve business problems.
10	Developing risk mitigation and contingency strategies to manage project(s) risks and issues.

Strategy and Consulting:

11	Directing the development and implementation of organizational processes and procedures using industry standards and best practices and subordinate managers and staff recommendations to assist in achieving the organization's goals and objectives.
12	Providing IT consulting services to aid customers in the development of their business solutions and plans to align with relevant strategic plans or respond to legislative mandates.

Procurement:

13	Developing statements of work containing technical requirements, business requirements, tasks, performance standards, deliverables, and evaluation criteria to meet service needs.
14	Purchasing IT goods and services in compliance with relevant procurement policies and procurement plans.
15	Developing procurement plans to ensure a sound approach to conducting procurements.
16	Monitoring vendor performance, including the work being performed and technical deliverables to ensure contract agreements are met.

Communication:

17	Preparing and presenting presentations to various audiences to provide information, status, training, or influence decisions.
18	Serving as liaison between client and vendor executives to coordinate services.
19	Conducting and facilitating stakeholder meetings to improve workflow processes, coordinate changes, facilitate regular information sharing, communicate priorities, and provide direction to staff.
20	Developing and managing customer expectations in collaboration with staff and customers.

Supervision and Personnel:

21	Setting clear and achievable expectations and providing developmental opportunities.
22	Providing guidance and direction to subordinate supervisors, managers and staff to meet organizational goals.
23	Recruiting, interviewing, selecting, hiring, and promoting staff for the organization using approval authority, budget allotment, etc. to maintain staffing levels.
24	Developing and executing IT succession planning activities including skills assessment, gap analysis, and workforce planning.
25	Complying with organizational personnel regulations and collective bargaining agreements to ensure fair and equitable treatment of employees.
26	Administering provisions of Equal Employment Opportunity (EEO) and Americans with Disabilities Act (ADA) to ensure compliance in the course of supervising employees.
27	Facilitate resolution of grievances, interpersonal conflicts, and performance issues.

Administrative:

28	Developing budget and resource management plans.
29	Approving budget expenditures, including invoice approvals, in accordance with budget and resource management plans.
30	Ensuring compliance to IT policies, standards, laws, and guidelines.
31	Knowledge of principles, practices, and trends of organizational management.
32	Directing and establishing appropriate administrative procedures to improve processes within the organization.
33	Knowledge of cost/benefit analysis principles and concepts to assess the fiscal impact of programs, policies, and/or procedures.
34	Ability to monitor the work of subordinate employees to ensure that it meets quality, quantity and timeliness standards.
35	Ability to resolve performance problems by planning and implementing measures to improve performance.

36	Ability to motivate, develop and direct people in the performance of their work.
37	Ability to lead organizational change with staff and supervisors.
38	Knowledge of customer relationship management principles and processes.
39	Knowledge of project management methods and techniques to effectively oversee projects to successful conclusion.
40	Knowledge of IT service management best practices.
41	Knowledge of the System Development Life Cycle (SDLC) principles and best practices.
42	Ability to apply the principles of information security as they relate to the protection of IT assets.
43	Knowledge of business continuity and disaster recovery processes.
44	Ability to assess the feasibility of adopting new technologies and services from business, technical, operational, and economic perspectives.
45	Knowledge of IT governance, principles and guidelines.
46	Ability to develop approaches to improve the organization and introduce innovation.

	DPM IV ONLY (Back to original distractor choices matching (questions 1-30))
*47	Coordinating project and service delivery activities with stakeholders to ensure efficient and timely delivery of services.
*48	Overseeing the development, administration, and execution of Disaster Recovery Plans.
*49	Providing project leadership and oversight to IT and business workgroups to ensure successful project delivery.
*50	Developing operational plans and performance metrics in line with organizational strategic plans.
*51	Developing funding requests to acquire necessary resources.