

**State of Michigan  
Civil Service Commission**

Capitol Commons Center, P.O. Box 30002  
Lansing, MI 48909

**Position Code**

1. DEPSPL2

## POSITION DESCRIPTION

This position description serves as the official classification document of record for this position. Please complete the information as accurately as you can as the position description is used to determine the proper classification of the position.

<b>2. Employee's Name (Last, First, M.I.)</b>	<b>8. Department/Agency</b> TECH, MGMT AND BUDGET - MB
<b>3. Employee Identification Number</b>	<b>9. Bureau (Institution, Board, or Commission)</b> Office of Continuous Improvement
<b>4. Civil Service Position Code Description</b> Departmental Specialist-2	<b>10. Division</b>
<b>5. Working Title (What the agency calls the position)</b> Lean Tech Process Improvement Specialist	<b>11. Section</b> Lean Tech Team
<b>6. Name and Position Code Description of Direct Supervisor</b> HALFMAN, ANDREW R; STATE ADMINISTRATIVE MANAGER-1	<b>12. Unit</b>
<b>7. Name and Position Code Description of Second Level Supervisor</b> WILLEMS, JAMES; STATE OFFICE ADMINISTRATOR	<b>13. Work Location (City and Address)/Hours of Work</b> 111 S. Capitol Ave., Lansing, MI / Monday - Friday, 8:00 a.m. - 5:00 p.m.

**14. General Summary of Function/Purpose of Position**

This position functions as a professional specialist with responsibility for executing Lean Process Improvement (LPI) projects, and special projects statewide. The position will serve as an expert on the development and advancement of lean tools, methodologies and practices that improve process performance for better technology adoption and on high profile process improvement projects efforts that have considerable impact within the department and impact agencies statewide.

This position will serve as a liaison statewide to all Agencies and to DTMB Agency Services to assist in implementation and adoption of technology. Conduct on-going research of leading LPI practices integrating into tools, methodologies and practices. This position will also support the Agencies and DTMB Agency Services in incorporating Human Centered Design methodologies into LPI projects.

Additionally, serving as liaison with state agencies to assist in monitoring Clarity Ideas (projects) and annual Call for Projects assessing the need for an LPI initiative to ensure compliance to State Administrative Policy 1352 and 1355.

**15. Please describe the assigned duties, percent of time spent performing each duty, and what is done to complete each duty.**

List the duties from most important to least important. The total percentage of all duties performed must equal 100 percent.

**Duty 1****General Summary:****Percentage: 60**

This position serves as lead for process improvement research and development for DTMB with emphasis on improving process performance for better technology adoption across the State of Michigan. Serves as the liaison with client agencies and internal resources in DTMB for tools, methodologies and practices that enable better IT adoption to improve the customer experience and provide a more efficient, consistent method to automate ineffective processes.

**Individual tasks related to the duty:**

- Liaison with state agencies to ensure consistency of LPIB4IT in support of State Administrative Policy 1352 and 1355.
- Conducts research and development of LPI tools, methodologies and practices making changes to advance programs and elicit new ideas or opportunities to improve adoption of technology to business processes and functionality.
- Identify and execute Lean Tech engagement projects and to promote the adoption of Lean Technology in all SOM agencies.
- Liaison with Agencies and DTMB Agency Services to educate and support the alignment of Human Centered Design into LPI projects by conducting user research that will provide for more intuitive and user-friendly processes.
- Develops new methodologies to meet the needs of customers that are transitioning from improvement efforts to DTMB IT resources and Agency Services. Deliverables will inform business decisions on their IT solution, business requirements, and/or user stories, customer profiling and improve technology adoption.
- Keeps the Lean Technology Manager informed and advised of issues, concerns, and problems which would impact successful implementation of LPI and Lean Technology outcomes.
- Assist in training and outreach initiatives to plan, implement and improve statewide knowledge of the Office of Continuous Improvement (OCI) core methodologies, including, Lean Process Improvement (LPI), Human Centered Design (HCD) and Change Management.

**Duty 2****General Summary:****Percentage: 30**

Execute and guide implementation of process improvements on high profile initiatives statewide that have a high impact with client agencies and have additional complexity.

**Individual tasks related to the duty:**

- Plan, direct, and coordinate high profile process improvement projects, potentially large in scope and with a high degree of risk/complexity.
- Develop solid project scope, design a project-specific approach, modify methodologies according to need.
- Execute meetings and workshops, guide agency project teams in the development of recommendations/outcomes, development of action plans, and solid project management throughout implementation.
- Incorporate emerging process improvement technologies into daily operations.
- Develop customized approaches, plans, and workshops to help address Business Area problems and issues.
- Implement corrective action on program portfolio projects.
- Plan, direct, and guide the improvement of project plans that have on-going impact and changing service levels.
- Communicate resulting information, including the potential impact, to appropriate team members, management and stakeholders.
- Present findings to Project Sponsors/Department Directors/Deputy Directors to ensure project goals and sponsor expectations are met.
- Lead the development of processes to continuously monitor data collection for measurement at the program or service area level.
- Serve as liaison with senior Leadership with assigned departments on change management processes and Process Improvement opportunities based on observation and research.
- Devise strategies for corrective actions on project plan, if needed.

**Duty 3****General Summary:****Percentage: 10**

LPI strategic planning with emerging lean agencies, coaching, mentoring, and miscellaneous duties as assigned.

**Individual tasks related to the duty:**

- Liaison with emerging lean agencies
- Assist emerging lean agencies in developing and executing LPI strategic plans.
- Perform mentoring and knowledge sharing/skill transfer of LPI Methodology to other employees within the State of Michigan.
- Serve as coach and mentor for junior analysts.
- Perform miscellaneous duties as assigned.

**16. Describe the types of decisions made independently in this position and tell who or what is affected by those decisions.**

- Exercises independent judgment and decisions when guidelines or instructions are not available, provided they support state and department values, mission, and policies.
- Decisions around the sensitive nature of data and data ownership and the political realities surrounding high profile process improvements.

**17. Describe the types of decisions that require the supervisor's review.**

Project scope documents, initialization of policies, procedures, processes, programs, and communications around sensitive issues.

**18. What kind of physical effort is used to perform this job? What environmental conditions in this position physically exposed to on the job? Indicate the amount of time and intensity of each activity and condition. Refer to instructions.**

Standard Office Environment

**19. List the names and position code descriptions of each classified employee whom this position immediately supervises or oversees on a full-time, on-going basis.**

Additional Subordinates

**20. This position's responsibilities for the above-listed employees includes the following (check as many as apply):**

- |   |  |
|---|--|
| <input type="checkbox"/> Complete and sign service ratings. | <input type="checkbox"/> Assign work.                      |
| <input type="checkbox"/> Provide formal written counseling. | <input type="checkbox"/> Approve work.                     |
| <input type="checkbox"/> Approve leave requests.            | <input type="checkbox"/> Review work.                      |
| <input type="checkbox"/> Approve time and attendance.       | <input type="checkbox"/> Provide guidance on work methods. |
| <input type="checkbox"/> Orally reprimand.                  | <input type="checkbox"/> Train employees in the work.      |

**22. Do you agree with the responses for items 1 through 20? If not, which items do you disagree with and why?**

Yes

**23. What are the essential functions of this position?**

Execute and guide implementation of process improvements on high profile initiatives for assigned state agencies that have a high impact with client agencies.

Identify and execute Lean Tech engagement projects and to promote the adoption of Lean Technology in all SOM agencies. Serve as a project manager for special projects related to the Office of Continuous Improvement or executive initiatives.

**24. Indicate specifically how the position's duties and responsibilities have changed since the position was last reviewed.**

**25. What is the function of the work area and how does this position fit into that function?**

The Office of Continuous Improvement is responsible for the development and delivery of process improvement projects for all State agencies, statewide training of all State employees on lean principles and tools, and design of the State of Michigan's Lean Process Improvement methodology. This position serves as an expert on process improvement efforts that result in statewide impact and departmentwide impact for assigned agencies.

**26. What are the minimum education and experience qualifications needed to perform the essential functions of this position.**

**EDUCATION:**

Possession of a bachelor's degree in any major.

**EXPERIENCE:**

**Departmental Specialist 13 - 15**

Four years of professional experience, including two years equivalent to the experienced (P11) level or one year equivalent to the advanced (12) level.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

- Full certification and expertise utilizing SOM Lean Process Improvement Methodology
- Well established project portfolio, including multiple projects with a high degree of complexity and risk
- Expert analytical skills
- Expert at managing conflict, including identify conflicts before they materialize and resolving conflict at multiple organizational levels.
- Fully developed project management skills
- Ability to plan, direct, and coordinate business process improvements from a systems point of view and recognize how individual business processes are interdependent.
- Strategic understanding of State Government operations at the program level, department level, and statewide.
- Fully developed sensitivity and understanding of potential political implications and ability to successfully navigate political risk on high profile and/or complex improvement projects
- Expert mediation skills that helps guide parties with conflicting interests toward mutually beneficial resolution.
- Ability to interact and communicate with leadership at the executive level in order to provide recommendations and approaches for project prioritization and success
- Expert written and oral communication skills
- Thorough understanding of critical business relationships within the State of Michigan, from operational to executive level
- Ability to effectively coach and mentor junior analysts and execute knowledge sharing on the LPI methodology/tools within the Major Projects Section and external State agencies

**CERTIFICATES, LICENSES, REGISTRATIONS:**

Full certification and expertise utilizing SOM Lean Process Improvement Methodology.

**NOTE: Civil Service approval does not constitute agreement with or acceptance of the desired qualifications of this position.**

***I certify that the information presented in this position description provides a complete and accurate depiction of the duties and responsibilities assigned to this position.***

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

**TO BE FILLED OUT BY APPOINTING AUTHORITY**

Indicate any exceptions or additions to the statements of employee or supervisors.

N/A

***I certify that the entries on these pages are accurate and complete.***

AMY MILLER

7/21/2023

\_\_\_\_\_  
Appointing Authority

\_\_\_\_\_  
Date

***I certify that the information presented in this position description provides a complete and accurate depiction of the duties and responsibilities assigned to this position.***

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Date