

**State of Michigan
Civil Service Commission**

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

Position Code

1. STDDADM1O40N

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.

2. Employee's Name (Last, First, M.I.)	8. Department/Agency TECH, MGMT AND BUDGET - MB
3. Employee Identification Number	9. Bureau (Institution, Board, or Commission) Performance, Audit, and Communications Services (PACS)
4. Civil Service Position Code Description STATE ADMINISTRATIVE MANAGER-1	10. Division Office of Performance Management (OPM)
5. Working Title (What the agency calls the position) Continuous Improvement Manager	11. Section Continuous Improvement
6. Name and Position Code Description of Direct Supervisor HENGESBACH, CAITLIN J; STATE DIVISION ADMINISTRATOR	12. Unit
7. Name and Position Code Description of Second Level Supervisor MANNING, KELLY A; SENIOR MANAGEMENT EXECUTIVE	13. Work Location (City and Address)/Hours of Work Elliott-Larsen Building, 2nd Floor, Lansing, MI 48913 / 8:00AM – 5:00 PM

14. General Summary of Function/Purpose of Position

This position functions as an administrative manager within the Office of Performance Management (OPM). As a leader with expertise in continuous improvement, the administrative manager leading the process improvement work area is responsible for carrying out management duties for assigned staff, including employee evaluation, coaching, counseling, selection, provision of technical and policy guidance, training and mentoring. The manager is responsible for providing direction and control of continuous improvement functions and activities in the work area including establishing priorities, allocating staff, and handling administrative and planning functions. This position requires a high degree of subject matter expertise, adaptability, and the ability to work well with a diverse range of individuals. This position also requires strong leadership and decision-making skills, and excellent time management. Considerable knowledge of the principles and techniques of administrative management, supervision, communication, planning, organization, and reporting are also required,

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

Manage the activities of staff.

Individual tasks related to the duty:

- Provide policy guidance, performance expectations, and leadership to staff.
- Handle administrative and planning functions, and provide communication with assigned staff.
- Maintain, record, prepare reports, and compose correspondences related to work.
- Select and assign staff ensuring equal opportunity employment opportunity in hiring and promotion.
- Conduct staff meetings and conferences with staff to discuss progress on assignments or projects and stay informed.
- Provide direction and support for employee development and cross training.
- Responsible for performance management of direct reports, including the instruction, direction, and evaluation of employee performance.
- Ensure departmental continuous improvement needs, including lean process improvement (LPI), human centered design, and other facilitated engagements, are met through the leveraging and prioritization of resources.
- Assist staff as needed with scoping, designing, coordinating, and conducting workshops or other customized facilitations to meet client needs using approved methodologies and processes.
- Provide coaching of management in client areas concerning the role of sponsorship and team leadership for process improvement activities.
- Review and edit staff documentation related to consulting engagements by utilizing strong written and verbal communication skills.
- Provide consultation services related to process improvement/reengineering, performance analysis, and strong facilitation skills.
- Support and oversee staff activities for the development, execution, and reporting of DTMB's strategic plan as requested by and in alignment with senior leadership.

Duty 2

General Summary:

Percentage: 30

Provide overall direction and control of the functions and activities being performed in the work area.

Individual tasks related to the duty:

- Approve staff allocation to ensure adequate resources are available to carry out projects designated for the work area.
- Utilization of program planning, development, and evaluation methods to guide the strategic direction of the program area.
- Utilizing a high degree of discretion, work with top level management to develop work priorities, establish time schedules and personnel needs, and conduct interviews with management team in alignment with organizational strategic direction.
- Utilizing the ability to form and maintain strategic relationships, act as the liaison between top level management and customers.
- Ensure appropriate actions are taken to maintain or secure vendor contracts related to program services.
- Support a positive work environment in high pressure situations.
- Review customer requests and develop work plans for projects to meet objectives.
- Ensure scoped deliverables on projects are met timely.
- Responsible for continual improvements of business processes, including researching and developing best practices and strategies.
- Ensure technical guidance and support is available as needed.

Duty 3

General Summary:

Percentage: 10

Other duties as assigned.

Individual tasks related to the duty:

- Special projects as defined by leadership.
- Facilitate Lean engagements as needed.
- Maintain OPM's business continuity plan, ensuring it stays up to date per requirements.
- Representation of OPM as necessary within DTMB, with client agencies, and with the Office of Continuous Improvement.
- Serve as a member of LPI council.

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

Independent decisions include the selection of the proper course of action when developing DTMB internal processes to ensure compliance with appropriate state and federal rules and regulations, evaluating the performance of employees, and setting and maintaining work area priorities in accordance with the needs of the department.

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

- New initiatives and policies that impact DTMB and organizational strategic goals.
- Decisions that would significantly impact major programs within DTMB or have political sensitivity.

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.

Typically office type work: standing, typing, filing, walking. Must be able to travel, move equipment and materials, and present information using a variety of media. Requires occasional twisting, bending and stooping.

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.

<u>NAME</u>	<u>CLASS TITLE</u>	<u>NAME</u>	<u>CLASS TITLE</u>
CILLETTE, FRANK A	DEPARTMENTAL SPECIALIST-2 13	HERNANDEZ, JAMIE L	DEPARTMENTAL SPECIALIST-2 13
HELM, ADAM B	DEPARTMENTAL SPECIALIST-3 14	MANCILLAS-FINNERTY, TRESTIN T	DEPARTMENTAL ANALYST-A 12

Additional Subordinates

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

- | | |
|--|---|
| ☒ Complete and sign service ratings. | ☒ Assign work. |
| ☒ Provide formal written counseling. | ☒ Approve work. |
| ☒ Approve leave requests. | ☒ Review work. |
| ☒ Approve time and attendance. | ☒ Provide guidance on work methods. |
| ☒ Orally reprimand. | ☒ 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?

The essential duties for this position include but are not limited to directing management of staff as well as ensuring the overall direction and control of the functions and activities being performed in the work area.

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

Updated terminology and scope of services offered in the work area, such as incorporating human centered design, strategic plan support, and vendor contract management activities.

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

OPM works to enhance DTMB performance through a variety of services, including process improvement, metrics consulting, employee engagement, customer satisfaction, administration of policies and forms, IT governance, and other strategic initiatives. This position will manage all aspects related to continuous improvement.

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:

State Administrative Manager 15

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

Alternate Education and Experience**State Administrative Manager 15**

Education level typically acquired through completion of high school and two years of safety and regulatory or law enforcement experience at the 14 level; or, one year of safety and regulatory or law enforcement experience at the 15 level, may be substituted for the education and experience requirements.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Expertise in continuous improvement methodologies, including lean process improvement, human centered design, strategic planning, and others.
- Strong leadership, facilitation, and decision-making skills.
- Ability to:
 - form and maintain strategic relationships.
 - think strategically.
 - instruct, direct, and evaluate employees.
 - support a positive work environment in high pressure situations.
 - work well with a diverse range of individuals.
- Considerable knowledge of:
 - principles and techniques of management, supervision, communication, planning, organization, and reporting.
 - program planning, development, and evaluation methods.
- Strong communication skills, both verbally and in writing.
- High degree of discretion and adaptability.
- Excellent time management and coaching skills.

CERTIFICATES, LICENSES, REGISTRATIONS:

Certification in Lean Process Improvement strongly desired.

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.

STACI ERICKSON

7/24/2026

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