

## 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> TRANSPORTATION CENTRAL OFFICE
<b>3. Employee Identification Number</b>	<b>9. Bureau (Institution, Board, or Commission)</b> Executive
<b>4. Civil Service Position Code Description</b> Departmental Specialist-2	<b>10. Division</b> Enterprise Information Management
<b>5. Working Title (What the agency calls the position)</b> Organizational Change Management Specialist	<b>11. Section</b>
<b>6. Name and Position Code Description of Direct Supervisor</b> ESCH, ANDREW P; SENIOR POLICY EXECUTIVE	<b>12. Unit</b>
<b>7. Name and Position Code Description of Second Level Supervisor</b> MCDONALD, PAUL J; SENIOR DEPUTY DIRECTOR	<b>13. Work Location (City and Address)/Hours of Work</b> 425 W. Ottawa Street, Lansing, MI 48933 / M-F, 8:00am-5:00pm (hours may vary)

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

The Organizational Change Management (OCM) Specialist supports the successful adoption of technology initiatives across the Michigan Department of Transportation (MDOT) in partnership with the Michigan Department of Technology, Management, and Budget (DTMB). This role leads the development and implementation of change management strategies to prepare employees, stakeholders, and partners for new systems, processes, and policies. The OCM Specialist works closely with project teams, business units, communications staff, and executive leadership to ensure project outcomes are understood, accepted, and sustained.

This position promotes, supports, and facilitates change management activities department wide. The Office of Enterprise Information Management (OEIM) serves agency leaders, business areas, employees, and external customers. The office main focusses are Information Technology (IT) Administration, Security, Information Governance and Data Analytics. This position is embedded within OEIM and collaborates across MDOT along with DTMB Agency Services to support enterprise-wide change initiatives. While the primary focus of the position is the successful change adoption as it relates to IT projects and emerging technology areas, this position is called on to support change management and drive change leadership in all MDOT business areas.

This position specifically leverages change management methodology to facilitate discussions, identify and set goals, document achievements, and track successes on assigned projects. The position interacts with other agencies engaged in change management activities to leverage and share best practices.

**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**

Change Management Planning & Strategy - Develop and execute comprehensive change management/leadership plans, including stakeholder engagement, readiness assessments, communication strategies, and training approaches. Identify potential change impacts and risks, and design mitigation strategies to increase adoption and reduce disruption.

Provide business and work areas with change management consulting services (e.g., facilitated discussions, assessments for change readiness, recommendations, monitoring for effectiveness of activities, metric identification for monitoring of activities, etc.) and other related coaching as requested.

**Individual tasks related to the duty:**

- Arrange and facilitate executive scoping sessions with agency leaders to assist with change management support services on projects. For IT projects, work closely with DTMB Agency Services to coordinate technology projects related work.
- Plan, facilitate, coordinate, and oversee change management activities and change leadership services across IT projects using approved methodologies (e.g., Prosci Awareness, Desire, Knowledge, Ability, Reinforcement (ADKAR), Kotter, etc.). Ensure alignment with project goals, timelines, and agency-wide digital transformation initiatives.
- Develop change impact assessments and stakeholder maps.
- Develop and lead execution of change management plans and guide teams towards achieving their expected activities, goals, and actions.
- Apply structured change management methodologies (e.g., Prosci ADKAR, Kotter) to support the IT project implementation and ensure consistent practices.
- Provide coaching and consultation to IT project teams, IT Steering Committee sponsors, and other stakeholders regarding change management tools and approaches in collaboration with DTMB Agency Services.
- Make effective, tactful presentations to both individuals and project teams. Examples include, but are not limited to, change overview/change story presentation, stakeholder analysis and engagement plans, communications plans, training strategy and overview, readiness assessments, resistance management strategy, etc.
- Communicate clearly and effectively utilizing multiple formats with internal and external stakeholders including agency stakeholders, sponsors, partners, and end-users. Build and maintain strong relationships to foster collaboration and trust.
- Participate in management subcommittees (e.g., communication, training, engagement and outreach, and planning/tracking) when needed.
- Facilitate change management or other special project engagements as needed.
- Document and track change management activities, meetings, and actions.

**Duty 2**

**General Summary:**

**Percentage: 30**

Provide stakeholder engagement, communication, training, education, and support for all change management initiatives.

**Individual tasks related to the duty:**

- Conduct stakeholder analysis to understand how IT projects change roles, responsibilities, workflows, and organizational culture.
- Develop change impact assessment, build communication plan, create training strategy, build leadership and sponsor engagement tools, development resistance management plans, etc.
- Develop feedback mechanisms to gather stakeholder input and adjust strategies accordingly.
- Identify resistance and barriers to change related to new technologies and collaborate with leadership and teams to address them.
- Create and deliver clear and consistent messaging to internal and external audiences.
- Provide guidance to business project teams on effective change approaches and stakeholder engagement.
- Assess training needs and develop learning content, job aids, quick reference guides, and onboarding materials.
- Coordinate and facilitate end-user training sessions and agency business staff workshops for new IT systems, ensuring knowledge transfer and hands-on experience prior to go-live date.
- Support end-users during go-live and stabilization periods to reinforce adoption and communication.
- Identify, manage, and track change management data (e.g., adoption metrics, feedback, resistance points) on assigned IT projects for measuring results and progress.
- Update and monitor project change management plans and progress towards goals.
- Analyze the causes and reasons for change failure. Detect and/or design intervention strategies.
- Provide reports to management and leadership on project progress.
- Create and manage success stories on change management projects.

### Duty 3

**General Summary:**

**Percentage: 10**

Perform special projects and miscellaneous functions as needed to contribute to the overall operation and objectives of MDOT's OEIM.

**Individual tasks related to the duty:**

- Attend Office and Section staff meetings and contribute as necessary.
- Investigate or lead special projects assigned by the OEIM Director or Section Managers.
- Stay abreast of new technology and advanced concepts through conferences, meetings, training, reading magazines, internet, periodicals, and books.
- Develop standards, procedures, and templates for MDOT customers to promote change leadership.
- Serve on assigned task forces, special committees, and/or research groups.
- Evaluate impact of new tools, processes, and State of Michigan (SOM) standards.
- Other duties as assigned.

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

- Establishing work priorities
- Adjusting work schedules according to priorities and needs
- Collaborating with MDOT business areas, partners leadership, and employees
- Guiding and directing implementation of approved change management goals and activities
- Decisions involving understanding stakeholder expectations.
- Understanding the purpose and steps for change management, measurement, and assessment tools
- The creation of appropriate products and services, the policies, practices, and culture such products are to support.
- Decisions involving the application of change management and continuous improvement
- Decisions in planning, staffing, controlling, directing, and reporting that do not alter the scope of the assigned projects; this affects IT project timings and sequencing as well as IT project and program stakeholders, OEIM, DTMB Agency Services, and Project Management Office (PMO)
- Decisions leading to the proposition of alternatives and recommendations that do not alter the scope of the assigned projects but may impact other areas or business units. This affects project and program mitigation and remediation path selection as well as everyone at MDOT that are dealing with changing business and technology processes
- Decisions involving change management activities, including some which may result in business process changes; this could affect project scope and program stakeholders and resources who make use of the IT system to be implemented.

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

- Initiating program changes that would result in a MDOT or OEIM policy change
- Deviation from the State Unified Information Technology Environment (SUITE) methodology or MDOT standards
- Decisions that may impact project or portfolio budgetary thresholds
- Decision that may impact the agency's IT portfolio
- Decisions that may impact enterprise-wide change strategy or require executive sponsorship
- Issues that are politically sensitive, complex, or when deviating from standards/practice
- When testing new materials, methodologies, and approaches

**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.**

- The position operates in a normal office environment, performing duties within the assigned workspace
- Tasks can be completed routinely remaining in a stationary position for extended periods of time, visiting end users in their work locations, and in the context of meetings and meeting rooms
- Work requires extensive use of personal computers including keyboards and monitors
- This position is subject to stress and pressure to resolve problems quickly and effectively
- There are frequent deadlines that are imposed by external forces; heavy workloads are possible
- In-state and out of state travel required, including overnight stays
- Duties may involve moving 25 pounds or less

- Position may require availability outside normal working hours based on operational needs

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"/> N | Complete and sign service ratings. | <input type="checkbox"/> N | Assign work.                      |
| <input type="checkbox"/> N | Provide formal written counseling. | <input type="checkbox"/> N | Approve work.                     |
| <input type="checkbox"/> N | Approve leave requests.            | <input type="checkbox"/> N | Review work.                      |
| <input type="checkbox"/> N | Approve time and attendance.       | <input type="checkbox"/> N | Provide guidance on work methods. |
| <input type="checkbox"/> N | Orally reprimand.                  | <input type="checkbox"/> N | 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 OCM Specialist supports the successful adoption of technology initiatives across the MDOT in partnership with the DTMB. This role leads the development and implementation of change management strategies to prepare employees, stakeholders, and partners for new systems, processes, and policies. The OCM Specialist works closely with project teams, business units, communications staff, and executive leadership to ensure project outcomes are understood, accepted, and sustained.

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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?

OEIM runs IT Operations, Security and Data Governance Programs for MDOT, ensuring the execution of IT System development, security and information governance initiatives, all of which cause change within the organization. MDOT is facing large disruptive change in its technology portfolio including new emerging technologies and changes to business process, enterprise data governance, cloud adoption, and cybersecurity initiatives. This position supports the successful adoption of new IT solutions and related business process changes across the department by directing and administering a variety of change management/leadership functions including, but not limited to, planning, developing, and implementing new processes to better engage with the ever-changing transportation environment.

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.

Possession of a bachelor's degree in business administration, communications, public administration, organizational development, information systems, or related field is preferred.

**EXPERIENCE:**

**Departmental Specialist 13**

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:**

Knowledge of:

- Change management principles, concepts, and practices
- IT project methodologies and the ability to align change management activities with technical implementation phases
- The principles and techniques of communication, planning, organization, and reporting

Skill in:

- Communicating effectively utilizing a variety of formats
- Creating and delivering presentations in front of groups
- Communicating technical concepts to non-technical audiences
- Communicating the needs of others effectively
- Working with a diverse range of individuals to sustain partnerships and forge new collaborations with agency leaders and staff

Ability to:

- Build consensus, facilitate working sessions, and negotiate solutions and alternatives
- Evaluate the organizational impact of IT system changes and translate technical changes into business impacts
- Work in a team environment involving matrix organizations
- Resolve conflicting high-priority requirements
- Gather and analyze facts, draw conclusions, define problems, and suggest solutions
- Create and conduct training and informational sessions
- Collaborate with DTMB technical IT resources and project managers to ensure change management is embedded in technical delivery
- Maintain favorable public relations and perform problem/issue resolution
- Work with minimal supervision while exercising a high degree of initiative, discretion, independent judgment and follow-through in daily responsibilities

**CERTIFICATES, LICENSES, REGISTRATIONS:**

- Certifications in the following are preferred:
  - Prosci
  - Association of Change Management Professionals (ACMP) - Certified Change Management Professional (CCMP)
  - Society for Human Resource Management (SHRM)
  - Related change management or workforce development discipline

**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.

None

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

KELSEA COLE

4/29/2026

\_\_\_\_\_  
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