

Position Code

1.

**State of Michigan**  
**Civil Service Commission**  
Capitol Commons Center, P.O. Box 30002  
Lansing, MI 48909  
**POSITION DESCRIPTION**

This position description serves as the official classification document of record for this position. Please complete this form 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>                                                  |
|                                                                        | Treasury Central Payroll                                                    |
| <b>3.Employee Identification Number</b>                                | <b>9.Bureau (Institution, Board, or Commission)</b>                         |
|                                                                        | Operational Excellence Bureau                                               |
| <b>4.Civil Service Position Code Description</b>                       | <b>10.Division</b>                                                          |
| Departmental Analyst 9-11                                              | Innovation Division                                                         |
| <b>5.Working Title (What the agency calls the position)</b>            | <b>11.Section</b>                                                           |
| Continuous Improvement Analyst                                         | Continuous Improvement and Engagement Section                               |
| <b>6.Name and Position Code Description of Direct Supervisor</b>       | <b>12.Unit</b>                                                              |
| Fisher, Jacquelyn; SAM-15                                              |                                                                             |
| <b>7.Name and Position Code Description of Second Level Supervisor</b> | <b>13.Work Location (City and Address)/Hours of Work</b>                    |
| Keel, Sara; State Division ADM                                         | State of Michigan Operations Center 7285 Parsons Dr.<br>Dimondale, MI 48821 |

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

The Continuous Improvement and Engagement Section (CIE) is Treasury's lead resource in promoting, supporting and facilitating Continuous Improvement (CI) activities department-wide. CIE serves agency leaders, business areas, employees, and external customers.

This position will: plan, arrange, support and facilitate Treasury Continuous Improvement (CI) and Lean Process Improvement (LPI) projects, and monitor implementation plans; provide business and work areas with Continuous Improvement consulting services (e.g., facilitated discussions, process mapping, root cause analysis, gap analysis, and problem solving); co-coordinate and maintain Treasury scorecards and metrics, and related data collection; support employee engagement activities; and, assist with other Bureau initiatives

**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 of Duty 1**                      % of Time 45

With senior level support, plan, arrange, support, facilitate and monitor Treasury Continuous Improvement (CI) and Lean Process Improvement (LPI) projects and activities department-wide. Provide business and work areas with Continuous Improvement consulting services (e.g., facilitated discussions, process mapping, root cause analysis, gap analysis, and problem solving), and other related coaching as requested.

**Individual tasks related to the duty.**

• Arrange and co-facilitate executive scoping sessions with agency leaders for proposed CI and LPI projects. Arrange, co-facilitate and support sponsor-approved CI and LPI project teams, using approved methodologies. Review and analyze performance needs and gaps, between the current state of a process and the desired future state. Establish metrics for measuring project results and progress.  
Develop effective implementation plans, and guide teams towards achieving their sponsor-expected goals and outcomes. Provide support and follow up services to teams and their sponsors.  
Collect and analyze the resulting data throughout implementation.  
Maintain detailed documentation regarding team findings, recommendations and implementation action plans. Provide recurring and informative updates to Sponsors and leadership on team progress and status.  
Assist leadership in planning and organizing other more focused Continuous Improvement activities, utilizing Lean and other specialized Continuous Improvement tools.  
Attend business unit meetings across Treasury, for purposes of discussing Continuous Improvement concepts, methods and tools, and current Treasury projects.  
Provide consulting and coaching services, and assist in employee training, on such subjects as Lean, Continuous Improvement, and Team

Duty 2

**General Summary of Duty 2**                      % of Time 25

With senior level support, maintain and support Treasury's performance management efforts through the utilization of metrics, scorecards and data collection.

**Individual tasks related to the duty.**

• Serve as one of Treasury's Department-Level Scorecard Administrators. Manage and report on metrics entered into the adopted scorecard reporting tool.  
Coordinate Treasury scorecard and metric reporting with Scorecard Administrators department-wide.  
Serve as a subject matter resource for Treasury leadership and employees, providing consulting and coaching services on effective metric development and utilization.  
Assist in employee training on such subjects as State of Michigan dashboards and scorecards, measuring for improvement, metric development, data collection, and using reported data to monitor trends, make data driven decisions and maximize performance.  
Research and collect data on organizational trends and process metrics. Conduct data analysis, and generate reports on findings.

Duty 3

**General Summary of Duty 3**

**% of Time** 15

Promote and support employee engagement opportunities for Treasury employees.

**Individual tasks related to the duty.**

- ◆ Maintain the section's intranet page on The Vault as the go-to resource for employees in learning about Treasury Continuous Improvement activities, projects and opportunities, as well as information regarding Continuous Improvement concepts, methods, tool, and resources.
- Collaborate with Treasury's Communications Office in developing messaging about department-wide Continuous Improvement activities and success stories.
- Assist in planning for Treasury's involvement in statewide Employee Engagement Surveys, collaborate with leadership in promoting employee participation, monitor real-time participation rates, assist leadership in communicating survey results, and monitor business area development of local action plans to address survey results, once available.
- Support leadership in implementing other employee engagement efforts.

Duty 4

**General Summary of Duty 4**

**% of Time** 15

Other duties as assigned.

**Individual tasks related to the duty.**

- ◆ Create and present effective, tactful, and professional presentations and training content to individuals, project teams, business areas, and leadership.
- Coordinate trainings, workshops, conferences and/or other events.
- Assist in agency strategic planning.
- Maintain calendars, reserve meeting space, and order materials and supplies as needed. Maintain records, prepare data, and review and respond to correspondence.
- Perform other duties and special projects, as assigned.

Duty 5

**General Summary of Duty 5**

**% of Time** \_\_\_\_\_

**Individual tasks related to the duty.**

- 

Duty 6

**General Summary of Duty 6**

**% of Time** \_\_\_\_\_

**Individual tasks related to the duty.**

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

Decisions made independently include establishing work priorities; adjusting work schedules according to priorities and needs; collaborating with Treasury business areas, sponsors and employees, and guiding and directing implementation of approved initiatives and recommendations which do not have department wide or budget impacts.

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

Initiating program changes that would result in a Treasury or Bureau policy change, or which have a budgetary impact. Making changes to Treasury's Continuous Improvement methodology. Approving major changes to business area scorecards and metrics, including any that effect Treasury's overall scorecard

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

Typical office environment e.g., desk work, standing for presentations, walking around areas at other work locations and site visits, etc. Transporting light materials to and from offsite for workshops. Attendance at offsite meetings and conferences.

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. (If more than 10, list only classification titles and the number of employees in each classification.)

| <u>NAME</u> | <u>CLASS TITLE</u> | <u>NAME</u> | <u>CLASS TITLE</u> |
|-------------|--------------------|-------------|--------------------|
|             |                    |             |                    |
|             |                    |             |                    |
|             |                    |             |                    |
|             |                    |             |                    |
|             |                    |             |                    |

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?**

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

This position will: plan, arrange, support and facilitate Treasury Continuous Improvement (CI) and Lean Process Improvement (LPI) projects, and monitor implementation plans; provide business and work areas with Continuous Improvement consulting services (e.g., facilitated discussions, process mapping, root cause analysis, gap analysis, and problem solving); co-coordinate and maintain Treasury scorecards and metrics, and related data collection; support employee engagement activities; cultivate and promote Treasury's Mentoring Program; and, assist with other bureau 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?**

This position will: plan, arrange, support and facilitate Treasury Continuous Improvement (CI) and Lean Process Improvement (LPI) projects, and monitor implementation plans; provide business and work areas with Continuous Improvement consulting services (e.g., facilitated discussions, process mapping, root cause analysis, gap analysis, and problem solving); co-coordinate and maintain Treasury scorecards and metrics, and related data collection; support employee engagement activities; and, assist with other Bureau initiatives.

**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 Analyst 9: No specific type or amount is required.

Departmental Analyst 10: One year of professional experience.

Departmental Analyst P11: Two years of professional experience, including one year of experience equivalent to the intermediate (10) level in state service

**KNOWLEDGE, SKILLS, AND ABILITIES:**

Ability to establish and maintain collaborative, strategic working relationships, and trust with a wide variety of internal and external customers, including Treasury leaders, to achieve business goals.

Ability to participate as a member of team and move the team toward the completion of its goals.

**CERTIFICATES, LICENSES, REGISTRATIONS:**

None

***NOTE: Civil Service approval of this position does not constitute agreement with or acceptance of the desirable qualifications for 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's Signature

\_\_\_\_\_  
Date

**TO BE FILLED OUT BY APPOINTING AUTHORITY**

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

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

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

\_\_\_\_\_  
Date

**TO BE FILLED OUT BY EMPLOYEE**

***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's Signature

\_\_\_\_\_  
Date

**NOTE: Make a copy of this form for your records.**