

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 TRANSPORTATION CENTRAL OFFICE
3. Employee Identification Number	9. Bureau (Institution, Board, or Commission) Office of Organizational Development
4. Civil Service Position Code Description DEPARTMENTAL ANALYST-E	10. Division
5. Working Title (What the agency calls the position) Performance Analyst	11. Section Organizational Development Section
6. Name and Position Code Description of Direct Supervisor ULBRICH, DEBRA J; STATE ADMINISTRATIVE MANAGER-1	12. Unit Organizational Effectiveness Unit
7. Name and Position Code Description of Second Level Supervisor THELEN, AMBER Y; SENIOR POLICY EXECUTIVE	13. Work Location (City and Address)/Hours of Work 425 W. Ottawa Street, Lansing, MI 48933 / M-F, 7:30am-4:30pm (hours may vary)
14. General Summary of Function/Purpose of Position This position analyzes and facilitates the delivery of lean process improvement/re-engineering activities, process mapping, customized meeting facilitation, team building, and strategic planning efforts. This position is also responsible for providing support for projects, project management, stakeholder relations, and problem-resolution responsibilities. Virtual and in-person training and informational session design, development, and delivery are also part of this position.	

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: 25

Provide support in facilitating and instructing teams in Lean Process Improvement activities and the development of partnerships between MDOT and other state/non-state entities.

Individual tasks related to the duty:

- Provide support in designing, planning, arranging, and conducting process improvement workshops for projects by using the State of Michigan Lean Process Improvement methodology or other approved processes.
- Analyze performance needs and gap between existing and desired results.
- Provide support to implementation teams through the implementation process, seeking solutions to barriers encountered.
- Provide support and guide teams in mapping (flowcharting) existing business processes and developing improved processes including additional complexities which require the development of solutions such as transition plan mapping.
- Provide coaching and consulting to teams using process improvement/quality improvement tools (e.g., Gantt Charts, Histograms, etc.) and lean methodologies. Research recommendations for continuous process improvement.
- Complete project close-out process including the analysis of key trends and reoccurring issues within process improvement workshops.

Duty 2

General Summary:

Percentage: 25

Provide support in facilitating and instructing teams in services such as teambuilding, strategic planning, and customized facilitations.

Individual tasks related to the duty:

- Analyze performance needs and gap between existing and desired goals.
- Analyze the causes/reasons for the performance gap(s).
- Research and provide analysis for determining the next steps based on results of gap analysis.
- Select, design, and implement customized intervention strategies.
- Provide support in designing an implementation plan and assist implementation teams through the implementation process, including follow-up services, and seeking solutions to barriers encountered.
- Maintain records, create reports and prepare and review correspondence. Track and monitor metrics.
- Detect and/or determine intervention strategies for standard projects (e.g., projects with low to moderate risk to the department, projects affecting a single work area or bureau, etc.).
- Enhance team-building initiatives, strategic planning efforts, and customized facilitations by incorporating improvements informed by customer feedback survey results.

Duty 3

General Summary:

Percentage: 25

Provide support in designing, developing, and delivering in-person, and virtual training and informational sessions.

Individual tasks related to the duty:

- Deliver department-wide trainings (e.g., DiSC).
- Research content topic and design training curriculum.
- Collaborate with team and subject matter experts to develop training curriculum.
- Utilize Adult Learning Theory in training development.
- Develop training for audiences using inclusive/differences approach.
- Enhance trainings by incorporating improvements informed by customer feedback survey results.
- Develop and deliver informational sessions regarding OODs professional development services and programs.

Duty 4

General Summary:

Percentage: 15

Perform duties to assist MDOT with Strategic Initiatives.

Individual tasks related to the duty:

- Promote organizational standards to meet State of Michigan and Department-wide strategic initiatives. Develop a change management program including training MDOT employees and methodologies that the Office of Organizational Development (OOD) can utilize to facilitate MDOT work areas through change.
- Develop a change management program, including training resources and standardized methodologies, to support OOD in guiding MDOT work areas and employees through organizational change.
- Create effective, tactful presentations for both individuals and project teams using PowerPoint, Visio, and other presentation tools/technologies.
- Perform research and analysis on department performance and organizational development needs.
- Maintain continuous improvement of the visual management tools to assist with project management and strategy.
- Assist with preparation on day-of OOD events.
- Continue professional development and certifications to build services offered to MDOT employees.

Duty 5

General Summary:

Percentage: 10

Other duties as assigned.

Individual tasks related to the duty:

- 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.

Decisions involve understanding customer expectations and the purpose of lean process improvement, learning and development opportunities, strategic planning, teambuilding and measurement and assessment tools, the creation of appropriate products and services, the policies, practices, and culture such products are to support. Also, decisions involve the application of continuous improvement, organization development, measurement, and strategic planning principles and practices.

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

When addressing politically sensitive or complex issues; when deviating from standards/ practice; or 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.

Ability to travel to MDOT locations throughout Michigan is required, with occasional overnight stays. Ability to transport equipment and materials, and present information using a variety of media. Ability to move tables and chairs for training set up and breakdown. Requires remaining in a stationary position for extended periods of time. 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):

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

This position analyzes and facilitates the delivery of lean process improvement/re-engineering activities, process mapping, customized meeting facilitation, team building, and strategic planning efforts. This position is also responsible for providing support for projects, project management, stakeholder relations, and problem-resolution responsibilities. Virtual and in-person training and informational session design, development, and delivery are also part of this position.

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 OOD is responsible for the development and delivery of process improvement workshops, customized facilitation, strategic planning, process mapping, teambuilding, and other specialized services department-wide. The purpose of the Section is to support and enhance MDOT employees' and managers' performance in order to achieve the MDOT Business Plan and Strategic Objectives.

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.

Alternate Education and Experience

Departmental Analyst 9 - 12

Educational level typically acquired through completion of high school and the equivalent of at least two years of full-time active-duty experience at or above the E-6 level in the uniformed services may be substituted for the education requirement.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Knowledge of:
 - facilitation concepts and principles.
 - training design and development.
 - process improvement and reengineering principles and concepts.
 - group dynamics and organizational development principles, practices, and concepts.
 - department divisions of responsibility and authority.

- Ability to:
 - deliver virtual and in-person trainings and informational sessions.
 - complete organizational assessment, intervention design and delivery, and measurements.
 - facilitate meetings and large work groups.
 - plan, direct, and coordinate work projects.
 - manage multiple projects.
 - communicate effectively.
 - utilize computers and Microsoft Office applications.

**CERTIFICATES, LICENSES,
REGISTRATIONS:**

- Possession of a valid driver's license is preferred.
- Possession of Certification as a Certified Facilitator in the State of Michigan's Lean Process Improvement Methodology is preferred.

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

4/8/2026

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