

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

**Position Code**

1. DEPTALTAM72Y

## 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> 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> Departmental Analyst-A	<b>10. Division</b> Innovation Division
<b>5. Working Title (What the agency calls the position)</b> Continuous Improvement Analyst	<b>11. Section</b> Continuous Improvement and Engagement
<b>6. Name and Position Code Description of Direct Supervisor</b> FISHER, JACQUELYN A; STATE ADMINISTRATIVE MANAGER-1	<b>12. Unit</b>
<b>7. Name and Position Code Description of Second Level Supervisor</b> KEEL, SARA; STATE DIVISION ADMINISTRATOR	<b>13. Work Location (City and Address)/Hours of Work</b> 7285 PARSONS RD; DIMONDALE, MI 48821 / Monday - Friday 8-5

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

The Lean Innovation and Improvement Bureau, Continuous Improvement and Engagement section is responsible for providing continuous improvement (CI), employee engagement, and scorecard and metric support to staff at the Michigan Department of Treasury. The Continuous Improvement and Engagement Department Analyst(s) utilizes advanced CI methodology expertise to improve the efficiency of programs and services, thus improving customer service. This position(s) is responsible for optimizing the use of business area scorecards and metrics to help drive strategy, increase focus, make informed decisions, improve process function, and to drive and communicate performance. The Continuous Improvement and Engagement Department Analyst(s) is also responsible for implementing department-wide strategies to make Treasury a great place to work by improving employee engagement. This includes promoting Treasury's mission/vision/values/foundation, positive organizational culture, job satisfaction, sense of belonging and purpose, appreciation, feeling encouraged, recognition, being an attractive employer, and retention.

**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: 45**

Responsible for implementing Continuous Improvement (CI) methodology and utilizing CI to improve the efficiency of programs and services. Improves customer service and supports an inclusive CI culture.

**Individual tasks related to the duty:**

- Facilitates LPIB4IT projects that have IT elements and implementation costs greater than \$2 million. Implementation will impact multiple processes across multiple business areas with financial and/or legal process changes involved.
- Develops customized methodologies to address agency CI issues that may not have a precedent approach to rely on.
- Serve as a mentor for LPI certification candidates.
- Present on Continuous Improvement topics and lead CI trainings both internally and externally to promote relationship building/outreach with our business areas and building strategic cross agency partnerships.

**Duty 2**

**General Summary:**

**Percentage: 25**

Optimize the use of scorecards and metrics to help drive strategy, increase focus, make informed decisions, improve process function, and to drive and communicate performance.

**Individual tasks related to the duty:**

- Plans and leads the facilitation of metric workshops to align with strategic plans, leads the larger and/or more complex business areas in identifying metrics that are aligned to strategic agency initiatives and highlight business area performance. Provides support to less experienced peers by acting as the lead facilitator in metric workshops.
- Monitors all business area scorecards in comparison to their monthly performance reports and identifies areas of strength and opportunity as it relates to their metrics.
- Analyzes division project metrics and provides recommendations to further enhance success metrics and implementation tracking measures.
- Provides a global agency analysis of the multiple work area metrics to identify cross over performance measures. Identifies potential CI opportunities from this analysis and/or Agency wins to highlight.
- Launch new performance management trainings to large audiences that are tied to the agency's strategies and performance measures.
- Create and maintain instructional metric management templates and procedures for internal protocols to include learning/delivery methods for metric analysis, pre-meeting/workshop activities, and post workshop/meeting activities.

**Duty 3**

**General Summary:**

**Percentage: 15**

Recommend, develop, implement, and measure department-wide strategies to help make Treasury a great place to work by improving employee engagement.

**Individual tasks related to the duty:**

- Measure the effectiveness of existing engagement programs and reoccurring engagement activities and provide recommendations for enhancements.
- Provide an analysis of the yearly Agency engagement themes, initiatives, strategies, and other engagement activities (ERG events, DEI events/celebrations, etc.) and provide a planned yearly approach to coordinate activities. Provide a calendar of Agency engagement activities that is strategically coordinated with other key initiatives.
- Create and maintain instructional engagement management templates and procedures for internal protocols to include learning/delivery methods for engagement analysis, pre-work activities, and post work activities.
- Propose and launch new engagement activities that have agency wide impact.
- Analyze CI and Organizational Change Management projects to propose stakeholder engagement strategies.
- Lead the planning, promotion, and analysis activities for the Employee Engagement Survey. Provide customized reports as requested. Lead the coordination and promotion for action planning activities.

**Duty 4**

**General Summary:**

**Percentage: 15**

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 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.

**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 in 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.**

**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?**

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 area with Continuous Improvement consulting services (e.g., facilitated discussions, process mapping, root cause analysis, gap analysis, and problem solving); 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.**

Employee is performing the most complex Departmental Analyst assignments.as defined in the attached approved senior standards.

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

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**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 12**

Three years of professional experience, including one year of experience equivalent to the experienced (P11) 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:**

None

**CERTIFICATES, LICENSES,  
REGISTRATIONS:**

N/A

*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.*

SONYA CARTER

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

9/4/2024

\_\_\_\_\_  
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