

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

Position Code 1. DEPTALTAN40Y

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 TREASURY CENTRAL PAYROLL
3. Employee Identification Number	9. Bureau (Institution, Board, or Commission) Operational Excellence Bureau
4. Civil Service Position Code Description Departmental Analyst-A	10. Division Innovation Division
5. Working Title (What the agency calls the position) Departmental Analyst	11. Section Change Management
6. Name and Position Code Description of Direct Supervisor BURKETT, JOANNE; STATE ADMINISTRATIVE MANAGER-1	12. Unit
7. Name and Position Code Description of Second Level Supervisor KEEL, SARA; STATE DIVISION ADMINISTRATOR	13. Work Location (City and Address)/Hours of Work 7285 PARSONS RD; DIMONDALE, MI 48821 / Monday - Friday 8-5

14. General Summary of Function/Purpose of Position

The Senior Analyst 12 within the Lean Innovation and Improvement Bureau's Organizational Change Management (OCM) Section will undertake highly complex organizational change management projects and assignments for Treasury. The analyst will be responsible for consulting with project stakeholders to proactively identify projects or initiatives that require OCM involvement. This role is accountable for independently conducting in-depth analyses of project needs and risks, crafting and executing comprehensive and multifaceted project plans, evaluating and interpreting change readiness, and formally closing and reporting on project outcomes. The analyst will act as the principal OCM liaison with Treasury leadership and other key stakeholders, including the Department of Management, Technology, and Budget (DTMB) Enterprise Portfolio Management Office (EPMO), Treasury's Budget, Security, and Technology Bureau, and Treasury Communications. Additionally, the role involves developing and maintaining administrative policies and procedures for the OCM section, creating, and delivering customized Change Management training and presentations, and providing assistance on various OCM assignments as needed.

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

Plan, arrange, support, facilitate, consult on, and monitor Treasury change management services and activities department wide. 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:

- Design, arrange, and facilitate change management activities on Organizational Change Management projects that have significant departmental impact (over 500 impacted users and/or with overall project costs greater than \$2 million). Implementation will impact multiple processes across multiple business areas with IT, organizational structure, or cultural changes involved.
- Develops customized methodologies to address agency Change Management issues that may not have a precedent approach to rely on.
- Independently develop presentations or training for project stakeholders and teams.
- Independently arrange and facilitate cross-functional teams to design and execute comprehensive and multifaceted change management project plans. This may include training, communications, Change Champions, and employee engagement.
- Utilize project feedback and readiness assessments to independently identify project risks and formulate and execute comprehensive risk management initiatives across project plans.
- Serve as a trusted partner and change management coach to agency leaders and external stakeholders.

Duty 2

General Summary:

Percentage: 25

Provide analysis of performance data on projects and initiatives assigned.

Individual tasks related to the duty:

- Develop and implement a comprehensive change management strategy that aligns with the organization's strategic objectives, ensuring that change efforts contribute to long-term goals.
- Implement measures to ensure the sustainability of change initiatives beyond their initial implementation, including ongoing monitoring and support mechanisms.
- Employ advanced risk management techniques to anticipate and mitigate potential obstacles and resistance to change, ensuring smoother transitions.
- Provide high-level executive reporting that offers strategic insights, forecasts, and recommendations to senior leadership, helping them make informed decisions regarding change initiatives.
- Craft and execute department wide communication strategies to engage and mobilize stakeholders at all levels, ensuring transparency and alignment throughout change initiatives.
- Develop metrics and KPIs to monitor the performance of a change and long-term impacts.

Duty 3

General Summary:

Percentage: 15

Other Duties as assigned

Individual tasks related to the duty:

- Serve as a consultant on Continuous Improvement projects to proactively identify project OCM needs and involvement.
- Conduct end user research to increase customer awareness and adoption of changes.
- Supports the development and improvement of current change management methodologies, tools, and trainings.
- Develops new or improves current change management methodologies, tools and tracings.
- Maintain the Division's intranet page on The Vault as the go-to resource for employees learning about Treasury Change Management projects, initiatives, concepts, and resources.

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 Organizational Change Management methodology.

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):

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

New position - Senior Standards approved

23. What are the essential functions of this position?

Developing and implementing a comprehensive change management strategy for change management projects that aligns with organizational goals, ensuring sustainability through ongoing monitoring and support. The role involves advanced risk management, executive reporting, and creating communication strategies to engage stakeholders. Key responsibilities also include developing metrics to track change performance, leading high-impact projects, facilitating cross-functional teams, and providing tailored methodologies for unique challenges. Additionally, the role serves as a trusted partner and coach to agency leaders, guiding them through the change process.

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

The employee is satisfactorily performing the duties outlined per the Senior Standard and meets the qualifications.

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

The Organizational Change Management (OCM) section helps Treasury leaders and employees navigate transitions by assessing the impact of changes, engaging stakeholders, and developing tailored strategies for smooth implementation. It ensures effective communication, provides training and support, manages resistance, and monitors progress to ensure successful adoption of new processes, technologies, or strategies. This position will be responsible for leading complex OCM projects and strategies, developing and managing project plans, and guiding teams and agency leaders through change.

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:

Ability to communicate effectively both orally and in writing. Ability to form good working relationships with personnel in and out of the department. Knowledge of Organizational Change Management methodologies and project management capabilities.

CERTIFICATES, LICENSES, REGISTRATIONS:

None

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

11/14/2024

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