

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

Position Code

1. DEPTALTEQ85Y

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-E	10. Division Innovation Division
5. Working Title (What the agency calls the position) Organizational Change Management Analyst (9-11)	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 Austin Building, 430 W. Allegan St. Lansing, MI 48933 / 8:00am – 5:00pm Monday through Friday

14. General Summary of Function/Purpose of Position

The Organizational Change Management Section is Treasury's lead resource in promoting, supporting, and facilitating Change Management activities department wide. The Organizational Change Management work area serves agency leaders, business areas, employees, and external customers. This position will: plan, arrange, support, facilitate, consult on, and monitor organizational change management activities department wide. This position is responsible for analyzing and assisting with the delivery of change management, IT readiness, human centered design, and meeting facilitation efforts. The position will work with staff and leaders across all Bureaus and with the Office of Communications as a change management consultant in Treasury. Within the Lean Innovation and Improvement Bureau, this position will work closely with the Continuous Improvement and Engagement work unit to provide assessments related to the impact of change, analyze strategies to prepare and implement change with stakeholders (internal and external), and assist with change management on communications. Additionally, this position will identify, analyze, and monitor change metrics on projects within the Department. This position specifically will leverage change management methodology to facilitate discussions, identify and set goals, document achievements, and track successes on assigned projects. The position will interact with other agencies engaged in change management activities to leverage and share best practices. This position will require a high degree of adaptability, and the ability to work well with a diverse range of individuals to sustain partnerships and forge new collaborations with agency leaders and staff. This position also requires strong communication (written and verbal), and decision-making skills. Considerable knowledge of the principles and techniques of communication, planning, organization, and reporting are also required.

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 by using approved methodologies.
- Provide project implementation support and change management services.
- Provide coaching and consulting to teams regarding change management tools and approaches.
- Make effective, tactful presentations to both individuals and project teams.
- Arrange and facilitate sessions with agency leaders to assist with change management support services on projects.
- Assess, identify, review, and analyze change management needs and gaps for stakeholders.
- Provide recommendations and lead change management teams to successful implementation of change activities.
- Develop and lead execution of change management plans, and guide teams towards achieving their expected activities, goals, and actions.
- Document change management team activities, meetings, and actions.
- Maintain the change management policies and procedures.
- Assist on change management subcommittees (communication, training, engagement and outreach, and planning/tracking) when needed.
- Assist with resourcing change management team members to ensure effective implementation on projects.
- Facilitate change management or other special project engagements as needed.
- Communicate effectively both verbally and in writing with internal and external stakeholders. Sustain partnerships and forge new collaborations with agency leaders.

Duty 2

General Summary:

Percentage: 30

Provide analysis of performance data on projects and initiatives assigned.

Individual tasks related to the duty:

- Identify, Manage, and Track change management data on assigned projects for measuring results and progress.
- Update and monitor project change management plans to reflect the change management team's activities and progress towards goals.
- Manage assigned project documents. Ensure changes are incorporated into the appropriate project documents.
- Analyze the causes and reasons for change failure. Detect and or design intervention strategies.
- Design change management implementation plans.
- Assist with evaluating cost structures and budgetary impact of proposed changes.
- Report to management and leadership on project progress.
- Create and manage success stories on change management projects.

Duty 3

General Summary:

Percentage: 10

Other duties as assigned.

Individual tasks related to the duty:

- Performs other duties and special projects as assigned.
- Support, partner, and assist the Lean Innovation and Improvement Bureau as assigned.
- Participate in research and planning to meet the goals and mission of the department.

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, leadership, and employees, and 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, human centered design, IT readiness, continuous improvement, organization development, measurement and strategic planning principles

and practices.

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

Initiating program changes that would result in a Treasury or Division policy change, or which have a budgetary impact. Making changes to Treasury's Change Management methodology. Approving major changes to business area change management plans. Supervisory review is necessary for issues that are politically sensitive, or complex; 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.

Standard office environment. In-state and out of state travel required, including overnight stays.

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?

The essential duties of this position are to lead change management for the department. This position will: plan, arrange, support, facilitate, consult on, and monitor organizational change management activities departmentwide. This position will collaborate with department leaders and other stakeholders to evaluate specific business area change management needs. The position will develop and facilitate change management activities and related trainings.

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

This is a new position

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

The work area is within the Lean Innovation and Improvement Bureau which will focus on Continuous Improvement, Change Management, Recruitment/Retention, Training, and Employee Development. This position will manage assigned change management projects and activities.

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:

Required:

Knowledge of and experience in change management activities.

Knowledge of and experience in facilitation and facilitating teams and groups.

Knowledge of and experience in project management.

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.

Ability to adapt to changes in work tasks or the work environment, and work effectively within new structures, processes, requirements, or cultures.

Ability to demonstrate strong written and verbal communication skills through a variety of media which engages individuals or groups and helps them understand and retain the message.

Ability to plan, coordinate, and expedite courses of action in a fast-paced environment for self and others to ensure work is completed efficiently.

Ability to initiate action beyond what is required, proactively, to accomplish goals and objectives.

Ability to develop and sustain productive custom relationships, making their needs a primary focus of one's action.

Preferred but not required:

Knowledge of and experience in continuous and lean process improvement techniques.

**CERTIFICATES, LICENSES,
REGISTRATIONS:**

Certification in change management is strongly desired.

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.

SONYA CARTER

4/17/2023

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