

<b>Position Code</b> 1.
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## 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> TRANSPORTATION CENTRAL OFFICE
<b>3. Employee Identification Number</b>	<b>9. Bureau (Institution, Board, or Commission)</b> Office of Organizational Development
<b>4. Civil Service Position Code Description</b> DEPARTMENTAL ANALYST-A	<b>10. Division</b>
<b>5. Working Title (What the agency calls the position)</b> Senior Performance Analyst	<b>11. Section</b> Organizational Development Section
<b>6. Name and Position Code Description of Direct Supervisor</b> ULBRICH, DEBRA J; STATE ADMINISTRATIVE MANAGER-1	<b>12. Unit</b> Organizational Effectiveness Unit
<b>7. Name and Position Code Description of Second Level Supervisor</b> THELEN, AMBER Y; SENIOR POLICY EXECUTIVE	<b>13. Work Location (City and Address)/Hours of Work</b> 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 functions as a Senior Performance Analyst responsible for leading projects, stakeholder relations, problem resolution responsibilities, developing emerging technologies solutions, analyzing organizational trends, formulating recommendations, and presenting to department leadership. This position coaches and mentors' junior facilitators. The position consistently carries out a range of duties to analyze and lead the delivery of the most complex or difficult duties associated with process improvement/reengineering, Talent Review, knowledge management, customized facilitation, team effectiveness, DiSC and change management, strategic planning efforts, and MDOT initiative implementation. Complex projects include, but are not limited to:

- Political and/or sensitive matters
- Department-wide implications
- Significant financial investment
- Complex human interactions affecting the business environment
- Multi-agency perspectives-including outside agencies, industry, multiple MDOT work areas with competing viewpoints and/or initiatives within the department
- High-risk
- Breaking new ground-introducing technologies and initiatives that are brand new to the department

This position provides other specialized services, including project implementation and project management for projects that are complex or highly sensitive in nature. 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**

Lead facilitations and instruct teams in Lean Process Improvement activities and facilitate the development of partnerships between MDOT and other state/non-state entities, these projects are the most complex (e.g., have department-wide implications, significant financial investment, multi-agency perspectives, etc.) or of a highly sensitive nature.

**Individual tasks related to the duty:**

- Design, plan, arrange, lead, and conduct process improvement workshops for projects that are the most complex or highly sensitive by using the State of Michigan Lean Process Improvement methodology or other approved processes. Complex projects require extensive knowledge of department divisions of responsibility and authority. Determine when issues require involvement from other areas of the department and bring in department leadership as appropriate.
- Design and facilitate methods to align department leadership visions and scopes of projects when conflicting viewpoints are present to ensure project success.
- Determine next steps and provide recommendations based on results of gap analysis. The gaps may include, but are not limited to, work areas that need to be involved in the project, undeclared impacts to processes, customers or work areas, the need for clarification of laws, regulations and requirements, or recognition of the need for changes in project leadership to make the project successful and gain leadership support to remove barriers. Anticipate issues and evaluate risk to determine the best course of action.
- Lead implementation teams through the implementation process, seeking solutions to barriers encountered and developing recommendations for project sponsors comprised of department leadership. Solutions may include additional facilitation to resolve issues and team building activities to build trust within team members.
- Facilitate 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 and design recommendations for emerging technologies for visual management and continuous process improvement.
- Complete project close-out process including the analysis of key trends and reoccurring issues within process improvement workshops, formulate department recommendations to present to department leadership.
- Create reports on project-based metrics to illustrate department efficiencies, improved customer service, risk mitigation, and enhanced outcomes. Track and monitor metrics and present results to department leadership and for inclusion within state of Michigan.
- Serve as a coach and mentor for junior facilitators in carrying out this duty.

**Duty 2**

**General Summary:**

**Percentage: 25**

Lead facilitations and instruct teams in services such as teambuilding, strategic planning, and customized facilitations, that are the most complex or of a highly sensitive nature.

**Individual tasks related to the duty:**

- Lead the facilitation team in determining the performance needs and gap between existing and desired goals for projects that are the most complex or highly sensitive. Complex projects may include those with department-wide implications such as employee engagement or organizational development and change management, high level strategic planning, executive-level facilitation, partnering sessions between MDOT and other state agencies, the industry, or external customers, and issue resolution.
- Analyze the causes/reasons for the performance gap(s). This includes facilitating the alignment of department leadership visions and scopes of projects when conflicting viewpoints are present. Other gaps may include recognition of the need for changes in project leadership to make the project successful and gaining leadership support to remove barriers, and lack of focused goals or strategic direction and plan for achievement, as well as team disfunction.
- Determine next steps and provide recommendations based on results of gap analysis. Anticipate issues and evaluate risk to lead the team to a determination of the best course of action.
- Select, design, and implement customized intervention strategies for the most complex or highly sensitive projects starting with the end goal and formulating an actionable plan of activities to strategically address the issues.
- Design an implementation plan and lead implementation teams through the implementation process, seeking solutions to barriers encountered, and developing recommendations for project sponsors comprised of department leadership. For complex teambuilding projects, collaboration may be required with Office of Human Resources,

personnel liaisons, and department leadership. In complex strategic planning and customized facilitation projects, collaboration may be required with Office of Commission Audit, Attorney General, and Department of Technology, Management and Budget (DTMB).

- Complete project close-out process including the analysis of key trends and reoccurring issues within teambuilding, strategic planning, and customized facilitations to present to department leadership.
- Create reports on project-based metrics. Track and monitor metrics and present results to department leadership.
- Design and implement emerging technologies and trends to address complex issues in the department for all facilitation services. Communicate information and potential impact to team members, management, and stakeholders. Develop strategic solutions for complex projects and issues that satisfy stakeholders with divergent goals. An example includes DiSC certification and designing MDOT specific DiSC training that assists teams with workplace behavior understanding and improved team effectiveness. Other examples are Change Management and MDOT's department-wide Talent Review Process (TRP) sessions.
- Serve as a coach and mentor for junior facilitators in carrying out this duty.

**Duty 3**

**General Summary:**

**Percentage: 25**

Serve as a lead responsible for designing, developing, and delivering in-person and virtual training and informational sessions.

**Individual tasks related to the duty:**

- 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 the Office of Organizational Development's (OODs) professional development services and programs.
- Serve as a coach and mentor for junior facilitators in carrying out this duty.

**Duty 4**

**General Summary:**

**Percentage: 15**

Perform duties for the OOD to assist MDOT with Strategic Initiatives.

**Individual tasks related to the duty:**

- Promote and recommend Organizational Development standards which help leadership members meet state of Michigan and MDOT-wide strategic initiatives.
- Deliver effective, tactful presentations to both individuals and project teams using PowerPoint, Visio, and other presentation tools/technologies.
- Perform research and analysis on department performance and organizational development needs and develop recommendations for new department services to address the gaps.
- Facilitate stakeholder meetings and deliver presentations to ensure communication, foster strategic relationships, and provide work solutions and direction at the department, statewide, national, and international level, such as the American Association of State Highway Transportation Officials (AASHTO), Michigan Lean Consortium, and international Transportation Lean Forum.
- Lead continuous improvement activities of the Organizational Effectiveness Unit using workshop evaluations and customer feedback.
- Maintain and continuously improve the visual management tools to assist with project management and strategy.
- Coach, train, and develop guidance documents and checklists to ensure consistency and for succession planning including knowledge transfer.
- Develop a change management program including training MDOT employees and methodologies that OOD can utilize to facilitate MDOT work areas through change.
- Serve as a coach and mentor for junior facilitators in carrying out this duty.

**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):**

<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 functions as a Senior Performance Analyst responsible for leading projects, stakeholder relations, problem resolution responsibilities, developing emerging technologies solutions, analyzing organizational trends, formulating recommendations, and presenting to department leadership. This position coaches and mentors' junior facilitators. The position consistently carries out a range of duties to analyze and lead the delivery of the most complex or difficult duties associated with process improvement/reengineering, Talent Review, knowledge management, customized facilitation, team effectiveness, DiSC and change management, strategic planning efforts, and MDOT initiative implementation. Complex projects include, but are not limited to:

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**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 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:**

Knowledge of:

- Complex facilitation concepts and principles.
- Process improvement and reengineering principles and concepts.
- Group dynamics.
- Organizational development principles, practices, and concepts.
- Department divisions of responsibility and authority.

Ability to:

- Facilitate complex meetings and large work groups.
- Complete organizational assessments, intervention design and delivery, and measurements.
- Plan, direct, manage, and coordinate complex, highly sensitive projects.
- Communicate effectively.
- Develop and deliver presentations.
- Utilize Microsoft Office applications.

**CERTIFICATES, LICENSES, REGISTRATIONS:**

- Certification as a State of Michigan's Lean Process Improvement Methodology Facilitator is required.
- Possession of a valid driver's license 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.***

\_\_\_\_\_  
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