# Position Summary

This summary describes the organization, duties, and requirements of a State of Michigan vacancy. The official position description for this position is available from the HR office for the agency.

**Position Code:** ENGLMGR3C28N

**Civil Service Class and Level:** Engineer Manager Licensed-3

**Working Title (What the agency calls the position):** Resource Unit Manager

**Name and Position Code Description of Direct Supervisor:** SILER, JAMES; ENGINEER MANAGER LICENSED-4

**Department/Agency:** TRANSPORTATION CENTRAL OFFICE

**Work Area:** Office of Major Projects

**Work Location/Hours of Work:** 425 W. Ottawa Street, Lansing, MI 48933 / M-F, 7:30 a.m.–4:30 p.m. (or as approved)

**General Summary of Function/Purpose of Position:** This position functions as a first-line professional manager of professional positions in a complex work area serving as the Resource Unit Manager within the Office of Major Projects (OMP). Responsibilities include planning, assigning, and overseeing administrative, analytical, financial, and project-delivery support for major and alternative-delivery project teams, including coordinating staff activities that interface with innovative contracting processes when needed. The position manages staff workload, ensures timely and accurate project reporting, financial plan coordination, and documentation support, and integrates data from multiple sources into OMP's reporting tools to support leadership decision-making. This role applies engineering knowledge, project delivery understanding, and management skills to align Resource Unit activities with project needs, maintain compliance with federal requirements, support OMP operations, and ensure consistent, high-quality support across all project teams.

**Assigned duties and tasks for each duty.**

**Duty 1** **Percentage: 40**

Plan, assign, and manage Resource Unit staffing and workload including administrative support personnel, program analysts, financial specialists, and innovative contracting specialists to ensure timely, accurate support for OMP project teams. Participate in project review meetings and apply engineering knowledge to interpret technical, financial, environmental, and contracting requirements to align staff resources with project needs.

- Participate in project meetings to understand engineering progress, design milestones, construction readiness, environmental timelines, financial plan requirements, innovative contracting needs, and technical constraints across major and innovative delivery projects.
- Interpret technical updates and determine resource implications and required staffing adjustments.
- Assign Resource Unit staff including administrative support, program analysts, the Financial Specialist, and the Alternate Pavement Bid/Fixed Price Variable Scope/Value Engineering (APB/FPVS/VE) Specialist based on project priorities, skill sets, workload demands and federally required deadlines.
- Coordinate administrative support tasks including document compilation, meeting coordination, presentation preparation, record maintenance, and correspondence support.
- Coordinate analytical assignments including data collection, performance metric development, dashboard template creation, dashboard updates, and research tied to major and innovative delivery processes.
- Coordinate support activities including assistance with scheduling, documentation, data compilation, and tracking deliverables tied to Major Project Financial Plans and Single Financial Plans required under Title 23 United States Code. §§106(h) and 106(i).
- Coordinate support activities for the APB/FPVS/VE specialist, ensuring administrative and analytical support for alternate pavement bidding evaluations, fixed price/variable scope analyses, and value engineering reviews.
- Maintain workload dashboards, staffing matrices, assignment logs, and project support tracking tools.
- Adjust assignments proactively when project scopes shift, deliverable priorities change, or new technical or financial needs emerge.
- Ensure consistent administrative, analytical, financial, and innovative contracting support coverage across all Senior Project Managers (PMs) and Innovative Contracting Unit (ICU) project managers.
- Review technical and financial deliverable schedules including National Environmental Policy Act (NEPA) milestones, risk analysis events, APB/FPVS/VE reviews, and federally required financial plan deadlines to anticipate support needs.
- Document staffing decisions, workload assessments, and resource allocation outcomes and make required adjustments to optimize support staff assignments and ensure efficient project delivery for all project managers.

**Duty 2** **Percentage: 30**

Manage the Resource Unit.

- Provide direction and oversight of staff activities and practices, determine best practices and ensure sharing of these best practices across the state.
- Delegate work assignments and coordinate the workload of subordinates.
- Hold team members accountable by setting clear expectations, monitoring performance, providing timely feedback, and implementing corrective actions when necessary. This includes establishing performance expectations, completing performance evaluations, and ensuring the effective use of the performance management system.
- Review union contracts and Civil Service (CS) rules/regulations and consistently reference in decision making to ensure compliance with contracts and rules. Contact the Office of Human Resources (OHR), Labor Relations Section for guidance or questions.
- Approve timesheets timely to ensure all hours worked are recorded properly, any time away from work (e.g., annual leave, school leave, sick leave/time, lost time, union leave, Family Medical Leave Act (FMLA), etc.) was recorded properly, and ensure timesheet compliance with CS rules/regulations, collective bargaining agreements, and Michigan Department of Transportation (MDOT) policies/procedures.
- Manage employee relations including addressing employee issues and conflicts, overseeing the filling of vacant positions, recommending reclassifications/job changes, coordinating and conducting staff meetings, and handling labor relations activities. Ensure compliance with equal employment opportunity (EEO) requirements.
- Mentor staff and facilitate knowledge management. Proactively work with staff to understand their professional goals and to identify professional development opportunities to help them achieve those goals.
- Create and implement a process for monitoring and annually documenting the validity of licensures and certifications required by the position description of direct reports.
- Assume responsibility for the Section Manager in their absence.

**Duty 3** **Percentage: 25**

Develop, maintain, and improve OMP's project reporting systems and dashboards to provide clear, accurate project information for OMP leadership, Senior project managers (PMs), ICU, MDOT bureaus, and external stakeholders. Integrate analytical, administrative, financial, and innovative contracting data into OMP reporting tools.

- Develop and refine reporting formats covering project scope, schedule, budget, risk indicators, deliverables, financial milestones, alternative delivery metrics, and workload trends.
- Develop and maintain dashboards showing project status, performance trends, innovative contracting metrics (e.g., Progressive Design Build, Contractor Manager General Contractor), APB/FPVS/VE outputs, administrative workload, and federal financial plan timelines.
- Integrate analytical outputs produced by the Departmental Analyst including monthly performance reports, trend analyses, and data extracted from MDOT project and financial software systems into OMP dashboards and reporting systems.
- Integrate financial plan data including Major Project Financial Plans, Single Financial Plans, funding structures, and financial modeling into OMP reports and dashboards.
- Incorporate APB/FPVS/VE analysis results and recommendations into OMP reporting tools to support project evaluation and leadership decision making.
- Coordinate document control and reporting input preparation performed by technical support staff, ensuring information is complete, accurate, organized, and properly archived.
- Prepare recurring project reporting packages and dashboards for the Engineer Manager Licensed (EML) 15, OMP Administrator, MDOT leadership, and other internal stakeholders.
- Improve visualization tools, reporting methodologies, update frequency, and content based on evolving project complexity or leadership needs.
- Train Resource Unit staff on reporting frameworks, dashboard updates, and data management practices.
- Ensure all reporting accurately reflects project technical, schedule, financial, and innovative contracting progress.

**Duty 4** **Percentage: 5**

Perform additional managerial, operational, and communication-related functions necessary to support the Resource Unit, its specialized staff, and OMP project delivery and other duties as assigned.

- Assist OMP leadership with special assignments or operational improvement initiatives.
- Support project startup activities, staffing transitions, or temporary coverage needs.
- Contribute to workflow and process enhancement discussions involving program analysts, technical support staff, the Financial Specialist, and the APB/FPVS/VE specialist.
- Participate in workshops, internal development sessions, and training opportunities to maintain organizational readiness.
- Prepare and deliver presentations, briefings, or summary reports regarding Resource Unit activities, project reporting outcomes, analytical findings, innovative contracting support, or resource planning operations for OMP leadership, MDOT bureaus, Senior PM teams, or other internal audiences.
- Support Resource Unit staff in developing presentation materials by ensuring accuracy, clarity, and alignment with OMP messaging and quality standards.
- Represent the Resource Unit in cross-bureau discussions or project team meetings where administrative, analytical, reporting, or resource coordination must be communicated clearly.
- Other duties as assigned.

**Types of decisions made independently and whom or what those decisions affect:** The Resource Unit Manager independently makes decisions regarding daily operational management of the Resource Unit, including assigning and adjusting staff workloads, interpreting technical and financial project updates to determine resource needs, establishing and maintaining reporting formats and dashboards, prioritizing tasks to ensure timely completion of federally required and internal deliverables, coordinating administrative and analytical support activities, resolving routine staffing or workflow issues, and organizing and maintaining Resource Unit documentation systems. These decisions directly impact OMP leadership, Senior Project Managers, the Innovative Contracting Unit, and other MDOT bureaus that rely on accurate reporting, consistent support coverage, and timely project information.

**Types of decisions that require the supervisor's review:** Decisions that require the supervisor’s review include those involving significant staffing changes such as creating, reclassifying, or filling positions; substantial adjustments to Resource Unit structure or long-term workload distribution; major modifications to OMP reporting systems or formats used by MDOT leadership; approval of project support commitments that affect budgets, schedules, or statewide resource allocation; and any decisions with potential labor-relations, disciplinary, or contractual implications. The supervisor also reviews decisions related to new policies or processes, high-visibility project communications, and matters that may impact federal compliance, departmental standards, or cross-bureau coordination.

**Physical effort used to perform this job and environmental conditions of this position:** This position is performed primarily in an office environment and involves prolonged periods of remaining in a stationary position, computer use, document review, and participation in in-person or virtual meetings. Travel to other locations around the state may be required for meetings or training. The role is generally low-intensity physically and not routinely exposed to hazardous conditions, though occasional visits to project sites or operational facilities may occur and require adherence to standard safety practices. Position may require availability outside normal working hours based on operational needs.

**Names and classes and levels of employees whom this position immediately supervises:**

| | |
|---|---|
| BARNES, MATTHEW K | TRANSPORTATION ENG LIC SPL 2 13 |
| WYMAN, JOHN P | FINANCIAL SPECIALIST-2 13 |
| VACANT | DEPARTMENTAL SPECIALIST-2 |
| BATES, CARRIE J | DEPARTMENTAL ANALYST-A 12 |
| VILLARREAL, ELAINE C | DEPARTMENTAL TECHNICIAN-E E9 |
| TARAZI, DINA M | TRANSPORTATION ENG LIC SPL 2 13 |

**Essential functions of this position:** This position serves as the Resource Unit Manager within the OMP and is responsible for planning, assigning, and overseeing administrative, analytical, financial, and project-delivery support for major and alternative-delivery project teams, including coordinating staff activities that interface with innovative contracting processes when needed. The position manages staff workload, ensures timely and accurate project reporting, financial plan coordination, and documentation support, and integrates data from multiple sources into OMP's reporting tools to support leadership decision-making. This role applies engineering knowledge, project delivery understanding, and management skills to align Resource Unit activities with project needs, maintain compliance with federal requirements, support OMP operations, and ensure consistent, high-quality support across all project teams.

**Function of the work area:** The Office of Major Projects is responsible for delivering MDOT's most complex, high-value, and high-visibility transportation projects, including major capital improvements and alternative-delivery projects. OMP provides statewide leadership in project development, engineering coordination, financial plan compliance, reporting, and collaboration with bureaus and external partners. The Resource Unit supports this mission by providing consistent administrative, analytical, financial, and reporting coordination across all OMP project teams. This position manages the Resource Unit and ensures project managers receive timely, accurate, and well-organized support, enabling them to focus on technical project delivery, federal requirements, and strategic decision-making. By overseeing resource alignment, reporting systems, documentation processes, and staff workload, this position plays a critical role in maintaining efficient project operations and ensuring OMP's ability to deliver major projects successfully.

**Education, experience, and credentials typically needed to perform the position's essential functions [Equivalent combinations of education and experience can also be evaluated on an individual basis for applications providing sufficiently detailed descriptions of the other experience.]:**

**EDUCATION:**

Possession of a bachelor of science degree in engineering.

Possession of a bachelor's degree in civil engineering is preferred.

**EXPERIENCE:**

**Engineer Manager-Licensed 14**
Five years of professional experience equivalent to an Engineer, including three years equivalent to an Engineer P11; two years equivalent to an Engineer 12, Engineer Manager 12, or Engineer Manager-Licensed 12; or, one year equivalent to an Engineer Manager 13, Engineer Manager-Licensed 13, Engineering Specialist 13, or Engineering Specialist-Licensed 13.

**KNOWLEDGE, SKILLS, AND ABILITIES:**

Knowledge of:

- MDOT project development processes, federal reporting and financial plan requirements, and supporting functions across engineering, administrative, and analytical areas.
- Principles and practices of project management, resource coordination, and methods used to organize, track, and analyze project information.

Ability to:

- Clearly communicate policies, expectations, and project information to staff, leadership, and other stakeholders.
- Manage multiple complex tasks and priorities efficiently while maintaining accuracy and meeting deadlines.
- Identify and resolve technically complex or time-sensitive issues using sound judgment and collaborative problem-solving.
- Work effectively across bureaus, contribute to consensus-building, and function as part of a diverse leadership team.
- Guide staff performance, support professional development, and maintain an organized, productive work environment.

**CERTIFICATES, LICENSES, REGISTRATIONS:**

Possession of a registered professional engineering license as required by the State of Michigan and must maintain throughout the appointment of this position.