

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

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| Position Code 1. STDDADM1W06N |
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POSITION DESCRIPTION

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| 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 TRANSPORTATION CENTRAL OFFICE |
| 3. Employee Identification Number | 9. Bureau (Institution, Board, or Commission) Executive |
| 4. Civil Service Position Code Description State Administrative Manager-1 | 10. Division |
| 5. Working Title (What the agency calls the position) Strategic Impact Officer | 11. Section |
| 6. Name and Position Code Description of Direct Supervisor SLAUGHTER, TERRI D; SENIOR DEPUTY DIRECTOR | 12. Unit |
| 7. Name and Position Code Description of Second Level Supervisor WIEFERICH, BRADLEY C; DIRECTOR | 13. Work Location (City and Address)/Hours of Work 425 W. Ottawa St., Lansing, MI 48933 / M-F, 7:30am-4:30pm (hours may vary) |
| 14. General Summary of Function/Purpose of Position This position serves as the Strategic Impact Officer and leads the development and execution of integrated strategies and programs that strengthen the Michigan Department of Transportation's (MDOT's) workforce by advancing MDOT's community building efforts, ensuring internal compliance with federal and state civil rights laws and Equal Employment Opportunity (EEO) programs, and advising on community engagement frameworks that ensure comprehensive community involvement overseeing unhoused and human trafficking initiatives. This position works closely with MDOT's leadership team and provides subject-matter expertise, consultation, and coaching on policies and practices across MDOT's programs, projects, and operations that shape decision-making and outcomes on communities across Michigan. | |

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: 35

Leads the development and execution of integrated strategies and programs (e.g., EEO, Equity and Inclusion, unhoused, human trafficking, etc.) that strengthen MDOT's workforce by advancing MDOT's community building efforts consistent with federal and state laws regulations, and organizational standards.

Individual tasks related to the duty:

- Serve as a trusted advisor by providing guidance rooted in organizational values, legal requirements, equitable practices, and community building efforts.
- Ensure that program decisions, recommendations, and actions align with the principles of doing what is right for the organization, its employees, and the public it serves.
- Proactively research innovative methods to increase community building efforts.
- Prepare reports evaluating the impact, efficiency, and effectiveness of related programs.
- Consult with other state agencies as they develop their plans.
- Research workplace culture consultants and make recommendations to executive leadership.
- Attend various leadership meetings to share information and gather input regarding workplace culture matters.
- Maintain detailed documents regarding findings, recommendations, and implementation steps based on successful, evidence-based best practices. Stay up to date on emerging trends related to workplace culture and establish benchmarks.
- Coordinate with internal stakeholders, legal advisors, and leadership to ensure all policy updates reflect ethical standards, promote transparent practices, and support consistent application across the organization.
- Champion a culture of accountability and ethical conduct by providing training, communication, and guidance on updated policies and expected behaviors.
- Identify trends and patterns through analysis of metrics, survey data, and concerns raised by staff. Recognize available resources to minimize occurrence of the concerns, understand gaps and make recommendations that mitigate risks associated with discriminatory harassment and otherwise compromise workforce productivity and effectiveness.
- Communicate results of programs and services to the leadership team. Make recommendations to ensure compliance with state and federal law and policy that holds fairness and equality as key principles of all related strategic efforts.
- Advise leadership and recommend notable practices on the importance and challenges of fair representation and belonging across the organization's structure.
- Attend all state-required Equity and Inclusion Officer (EIO) meetings held by the Governor's Office Chief Compliance Officer or any other representative with designation of authority.
- Complete all state-required EIO duties in accordance with Executive Directives 2019-09 and 2019-10.
- Answer questions and inquiries from across the department on state-required EIO initiatives.
- In coordination with the Office of Organizational Development (OOD) and Office of Human Resources (OHR) staff, develop and administer department processes for recruiting, promoting, and retaining talent at all levels (entry level, mid-career, and senior executive service) to meet the needs of the workforce and needs of the customers MDOT serves.
- Assist department leadership in determining and articulating the importance and challenges of creating and maintaining a civil and healthy workforce culture in every level of the organization.

Duty 2

General Summary:

Percentage: 25

Ensures internal compliance with federal and state civil rights laws, EEO programs, including Americans with Disabilities Act (ADA) requirements, Limited English Proficiency (LEP) mandates, and the Language Efficiency Program. Champion policies and practices that uphold civil rights in compliance with state and federal mandates. Integrate EEO considerations into programs, legislation, and business processes, while advising leadership and stakeholders on strategies that protect and advance the rights of Michigan's diverse communities.

Individual tasks related to the duty:

- Serve as back-up to EEO Officer when necessary.
- Participate in the design, implementation, and evaluation of internal civil rights, ADA, LEP, and EEO programs as assigned by the Chief Strategic Impact Officer.
- Prepare reports evaluating the impact, efficiency, and effectiveness of assigned programs; develop criteria and measures of success; recommend program changes to enhance accessibility and EEO practices.

- Monitor program operations; identify and report potential or actual problem areas to the Chief Strategic Impact Officer.
- Review drafted legislation, federal guidelines, newspapers, periodicals, and other pertinent sources to stay abreast of emerging issues and general developments affecting civil rights, ADA, LEP, and EEO programs.
- Regularly assess existing policies and procedures to determine needed updates based on legislative changes, audit findings, organizational priorities, and emerging workforce needs.
- Coordinate with external agencies and associations including, but not limited to, the Michigan Civil Service Commission, Office of the State Employer, Civil Rights Commission, Federal Highway Administration (FHWA), United States Department of Transportation (USDOT), and peer agencies to align MDOT's programs with industry best practices.
- Partner with the Office of Communications to integrate federal and state required civil rights, ADA, LEP, and EEO messaging into external and internal communications, maintaining transparency and encouraging public participation.
- Support community engagement and economic development strategies that embed civil rights, ADA, LEP, and EEO considerations into transportation policies, investment decisions, grant programs, and infrastructure projects.

Duty 3

General Summary:

Percentage: 25

Provides input to ensure MDOT's integrated strategies center fairness and strengthen representation of Michigan communities, foster economic opportunities, and improve statewide mobility. Advises on community engagement frameworks that ensure comprehensive community involvement overseeing unhoused and sex trafficking initiatives in transportation planning and policy and collaborating with local, regional, state, and federal partners.

Individual tasks related to the duty:

- Provide input on embedding fairness and representation into community impact priorities, ensuring engagement strategies, policies, and grant decisions reflect perspectives and needs of communities and families.
- Advise on planning and facilitation of committee and advisory council meetings to center underrepresented voices and translate stakeholder feedback into equitable proposals.
- Consult with external partners including, but not limited to, FHWA, American Association of State Highway and Transportation Officials (AASHTO), USDOT, tribal leaders, Michigan Department of Health and Human Services (MDHHS), community based organizations, and internal partners to ensure outreach approaches incorporate best practices reflective of MDOT's mission, vision, and values.
- Provide guidance and training to MDOT employees regarding topics including, but not limited to, unhoused and human trafficking initiatives.
- Recommend ways to integrate fairness and representation into MDOT's mobility frameworks, ensuring accessible, sustainable solutions for all travel modes.

Duty 4

General Summary:

Percentage: 10

As the Manager, oversee daily operations, guide team performance, and ensure organizational goals are met.

Individual tasks related to the duty:

- Assign staff to successfully complete investigations, executive reports/summaries, training, etc.
- 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 rules/regulations and consistently reference in decision making to ensure compliance with contracts and rules. Contact the Office of Human Resources, 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, etc.) was recorded properly, and ensure timesheet compliance with Civil Service rules/regulations, collective bargaining agreements, and 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 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.

Duty 5

General Summary:

Percentage: 5

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.

Setting own work priorities, working with MDOT offices and other internal/external entities to research community building efforts, making decisions based on existing procedures and practices, and generating ideas and deciding what to pursue to best meet the needs of the department within the discretion of the position.

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

Position keeps the Chief Strategic Impact Officer apprised of highly sensitive issues, and new or expanded existing policies and guidelines to address any situation not covered by existing standard practices. General executive direction and final approval of special projects.

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 including remaining in a stationary position for extended periods of time. Occasional travel for meetings and conferences, transporting light materials to and from offsite meetings. 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.

| <u>NAME</u> | <u>CLASS TITLE</u> | <u>NAME</u> | <u>CLASS TITLE</u> |
|--------------------------------|------------------------------|-----------------|-------------------------------|
| BLACK, HAILEY | DEPARTMENTAL SPECIALIST-2 13 | FORTINO, MARY E | VETERANS INTERNSHIP PROGRAM A |
| Additional Subordinates | | | |
| Dept Analyst-E | | | |

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| 20. This position's responsibilities for the above-listed employees includes the following (check as many as apply): | | | |
| <input checked="" type="checkbox"/> | Complete and sign service ratings. | <input checked="" type="checkbox"/> | Assign work. |
| <input checked="" type="checkbox"/> | Provide formal written counseling. | <input checked="" type="checkbox"/> | Approve work. |
| <input checked="" type="checkbox"/> | Approve leave requests. | <input checked="" type="checkbox"/> | Review work. |
| <input checked="" type="checkbox"/> | Approve time and attendance. | <input checked="" type="checkbox"/> | Provide guidance on work methods. |
| <input checked="" type="checkbox"/> | Orally reprimand. | <input checked="" type="checkbox"/> | Train employees in the work. |

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| 22. Do you agree with the responses for items 1 through 20? If not, which items do you disagree with and why? |
| Yes. |

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| 23. What are the essential functions of this position? |
| This position serves as the Strategic Impact Officer and leads the development and execution of integrated strategies and programs that strengthen the MDOT's workforce by advancing MDOT's community building efforts, ensuring internal compliance with federal and state civil rights laws and EEO programs, and advising on community engagement frameworks that ensure comprehensive community involvement overseeing unhoused and human trafficking initiatives. This position works closely with MDOT's leadership team and provides subject-matter expertise, consultation, and coaching on policies and practices across MDOT's programs, projects, and operations that shape decision-making and outcomes on communities across Michigan. |

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| 24. Indicate specifically how the position's duties and responsibilities have changed since the position was last reviewed. |
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| 25. What is the function of the work area and how does this position fit into that function? |
| This position reports to the Chief Strategic Impact Officer. This position aligns and facilitates advancement of efforts to increase fairness, inclusion, and Civil Rights into the department's programs and services. |

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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. |
| Possession of a master's degree in a social science, education, psychology, human development, counseling, social work, or other related academic area is preferred. |
| EXPERIENCE: |
| State Administrative Manager 15 |
| Four years of professional experience, including two years equivalent to the experienced (P11) level or one year equivalent to the advanced (12) level. |
| Alternate Education and Experience |
| State Administrative Manager 15 |
| Education level typically acquired through completion of high school and two years of safety and regulatory or law enforcement experience at the 14 level; or, one year of safety and regulatory or law enforcement experience at the 15 level, may be substituted for the education and experience requirements. |
| KNOWLEDGE, SKILLS, AND ABILITIES: |

Knowledge of:

- The assigned program specialty.
- Education and/or curriculum development.
- Principles and practices of research and analysis.

Skill in:

- Developing and implementing organizational plans to improve fairness, belonging, and culture.
- Training and facilitation.
- Strong attention to detail, quality, and accuracy.

Ability to:

- Establish and maintain effective relationships with a wide variety of internal and external customers.
- Communicate effectively with others.
- Present information effectively.

**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.

KELSEA COLE

5/12/2026

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