State of Michigan
Civil Service Commission

Capitol Commons Center, P.O. Box 30002
Lansing, MI 48909

Position Code
1. DEPTMGR3J22N

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)** Tax Administration Services Bureau
4. Civil Service Position Code Description Departmental Manager-3	**10. Division** Special Taxes Division
5. Working Title (What the agency calls the position) Departmental Manager 14	**11. Section**
6. Name and Position Code Description of Direct Supervisor STEELE, PAMELA; STATE ADMINISTRATIVE MANAGER	**12. Unit**
7. Name and Position Code Description of Second Level Supervisor LITTLEJOHN, ANGELA; STATE DIVISION ADMINISTRATOR	**13. Work Location (City and Address)/Hours of Work** 7285 PARSONS DRIVE, DIMONDALE,MI 48821 Monday-Friday 8:00am to 5:00pm

14. General Summary of Function/Purpose of Position

This position is responsible for planning, directing, and managing the operations of the Special Taxes Section, a complex work area within the Tax Administration Services Bureau. This position ensures the proper and consistent application of the Michigan statutes governing the assigned taxes. Functions include:

1. Oversee analyst staff in identifying system issues/changes, researching and testing needed to resolve issues to maintain operations.

2. Oversee the development and updating of training materials, procedures and job aids.

3. Assign, coordinate and outline the work methods of the staff that review, and process taxpayer returns.

4. Oversee operations of the area while maintaining a focus on the customer experience and overall satisfaction with services provided.

5. Oversee the analysts work by setting work priorities, determining staffing skills, forecasting, and scheduling work for the section while maintaining goals and metrics.

Oversees quality assurance and identifies staff development, performance, and training needs to promote an environment conducive to continuous improvement in a teamwork setting.

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**

Serve as the primary contact regarding complex issues involving accounts assigned to Special Taxes. Work closely with the Special Taxes Assistant Administrator to resolve issues on taxpayer accounts. Work in partnership with Special Taxes Division Management Team, the Training and Quality Assurance Team, and all other areas of the Bureau to resolve taxpayer issues and identify problems that may result in customer dissatisfaction. Directs the development of long-range plans and goals for the section. Research, analyze and formulate sound recommendations regarding a variety of matters, such as issues involving the processing of special taxes returns and forms, computer programs, or potential issues with deadlines that will result in customer dissatisfaction.

Individual tasks related to the duty:

- Evaluates the impact of the employee's areas of responsibility in the overall Tax process and make recommendations for efficiencies and enhancements.
- Directs the work of the Analysts and Departmental Supervisor supporting the electronic work routing system and the workflow for the Section.
- Provides managerial support to staff responsible for reviewing returns and forms.
- Advise and participate in matters related to the Special Taxes program.
- Develop and maintain methods for tracking and measuring the quality and performance of staff.
- Directs and participates in recommendations regarding policy, process and systems changes for efficiency and effectiveness.
- Direct the development and implementation of new approaches Special Taxes. • Review and validate reports.
- Communicate effectively both verbally and in writing with Department staff, other departments, outside agencies, and taxpayers and their representatives.
- Provide problem resolution on complex issues involving accounts assigned to Special Taxes.
- Participates in the review and answering questions in updating of procedures and documentation.
- Participates in the development and implementation of work area performance standards.
- Proactively communicates and collaborates with internal and external stakeholders.
- Coordinates and conducts special projects around the processing of work items.
- Ensures equal employment opportunity in hiring and promotion in positions selected by individual in this position and selection of staff and recommendations for promotion made by supervisors reporting to this position.

Duty 2

General Summary: **Percentage: 25**

Direct the overall activities of Special Taxes Sections. Coordinate and assign the daily activities; provide guidance; and ensure adherence with policies, procedures, quality assurance standards and guidelines. Activities include, in part, the coordination of work assigned to the Section; review of the procedures and processes used in answering customer inquiries and processing work items; ensures systems accurately process work items within specified business rules.

Individual tasks related to the duty:

- Direct the work of subordinate staff. Coordinate and assign daily activities and provide guidance.
- Prepare documentation and reports detailing activities under employee's responsibility.
- Communicate effectively both verbally and in writing with Department staff, other departments, outside agencies, and taxpayers and their representatives.
- Serves as a liaison with the Tax Administration Training Unit.
- Monitor backlogs in accordance with Division and Department policies, procedures and guidelines. Identify issues and resolution without negative impact on customers or employee morale.
- Inform the Special Taxes Assistant Administrator on a timely basis of sensitive issues, taxpayer complaints, and potential employee integrity or performance concerns.
- Coordinates and conducts special projects around the processing of work items after they have completed processing; looking for compliance and opportunities for increased efficiencies.
- Conducts career planning and growth conversations with direct reports and ensures supervisors are doing the same with their respective teams.
- Provide staff with development opportunities; including coaching/mentoring and provide adequate training opportunities.
- Outlines, assigns and coordinates the performance of tasks.
- Perform routine managerial and supervisory functions, including approval of leave, coordination of vacations, and utilization of overtime.
- Monitor performance appraisal process; working with supervisors to ensure performance problems are addressed timely and appropriately, and that performance reviews are completed timely.
- Assists direct report supervisors in evaluating employees for strengths and weaknesses and establishing coaching to fit the employees' needs.
- Monitor various production reports and discuss with supervisors as appropriate; ensure supervisors are addressing with staff as appropriate.
- Ensures that established practices and procedures are being followed by first and second-line supervisors.
- Monitors the most complex work items and the work that is of a most sensitive nature. Provides authorization for transactions that, in accord with good internal control, require signatures of supervisor and managers.
- Directs the activities, sets completion goals and monitors the completion of the various work items, keeping administration alerted when projected deadlines will not be met. Identifies problems; and ways in which to improve productivity without significant negative impacts on customer satisfaction.
- Ensures the Analyst and Departmental Supervisor carry out assignment of work priorities and skills.
- Conducts employee performance appraisals.

Duty 3

General Summary: **Percentage:** **10**

Provide direction and supervision to staff under employee's responsibility. Select and assign staff assuring equal employment opportunity in hiring and promotions. Identify staff development and training needs. Ensure that proper labor relations and conditions of employment are maintained. Conduct staff meetings to discuss operating problems, organization, personnel matters, technical problems and the status of programs and projects. Ensure internal controls are maintained and monitored.

Individual tasks related to the duty:

- Select and assign staff, ensuring equal employment opportunity in hiring and promotion.
- Coordinates hiring efforts and serves on interview panels; ensuring consistent and fair hiring practices are followed.
- Monitor work standards and ensure they are being met by all staff.
- Assign, coordinate, and monitor activities, including setting priorities and goals.
- Conduct performance evaluations, including counseling or disciplinary actions, in a timely manner.
- Provide staff with development opportunities, including coaching/mentoring.
- Perform routine managerial and supervisory functions, including approval of leave, coordination of vacations, and scheduling of overtime.
- Oversee training and supervision of staff in all job-related functions.
- Assign tasks, develop schedules and supervise day to day activities.
- Assures staff responses, verbal and written comply with the Department's policy on disclosure.
- Reviews work assignments, problems or questions as identified by supervisors. Reviews evaluations made by supervisors in their review of staff work and performance; ensuring performance evaluations are completed appropriately.

Duty 4

General Summary: **Percentage:** **5**

Other duties as assigned.

Individual tasks related to the duty:

- Leads project teams as assigned.
- Participates in project teams as assigned.
- Completes various assignments as requested by Assistant Administrator, Administrator, or Bureau Director.
- Miscellaneous duties as assigned.

16. Describe the types of decisions made independently in this position and tell who or what is affected by those decisions.

Responsible for determining the methods used to accomplish day-to-day work priorities, staffing and assigned projects, thereby affecting the Section. Makes independent decisions regarding the approach taken towards complex tasks and in determining alternative methods to resolve complex issues. Makes independent decisions regarding research methodologies used to compile reports and make sound recommendations to management.

Employee makes independent decisions regarding setting work priorities impacting staff, staff development needs, and ensuring that employee's areas of responsibility achieve overall goals and objectives.

Approves returns within pre-set dollar levels.

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

If the employee suspected a staff member of violating internal control procedures in an attempt to defraud the State, the next level of supervision would be immediately informed, and a course of action determined. Decisions which result in a major policy change or have a major budgetary impact. New or revised policies and procedures. Approval to fill vacancies, transfer staff or alter office hours. Advise and consult with the Special Taxes Assistant Administrator of personnel actions/problems, and sensitive issues on a timely basis.

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.

Must be multi-task oriented due to experiencing frequent interruptions. Must work independently. Must be flexible in communication techniques to effectively manage and develop individuals with varied levels of knowledge, ability and classifications. Attend conferences, workshops, and seminars regarding new methods and technologies related to tax administration. The individual must work at a desk for long periods of time with extensive work on a personal computer. Some travel and presentation of information to group audiences may be required.

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.

NAME	CLASS TITLE	NAME	CLASS TITLE
	DEPARTMENTAL SUPERVISOR 12		DEPARTMENTAL ANALYST TRAINEE-E 9
	DEPARTMENTAL SUPERVISOR 12		DEPARTMENTAL TECHNICIAN

Additional Subordinates

20. This position's responsibilities for the above-listed employees includes the following (check as many as apply):

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

Yes.

23. What are the essential functions of this position?

This position directs the work of Special Taxes Sections by setting work priorities, and monitoring accountability and productivity performance to ensure Division and Department goals are met. This employee serves as a primary contact regarding complex issues involving the Special Taxes Sections. This employee ensures that staff reviews returns and forms in a consistent and accurate manner in accordance with policies and procedures, meets objectives for quality and provides complete responses to all inquiries.

The essential duties include all requirements identified in Section 18 of this position description.

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

No changes.

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

The function of the work area is to administer the tax and fee processing responsibilities, licensing responsibilities and any other responsibilities of the Special Taxes division. Additional responsibilities include to administer the individual and specialty taxes of the Revenue Act, and data management.

The function of this position is to serve as an assistant administrator. Assist in the direction of divisional programs with specific responsibility for planning, directing, organizing and controlling processing and review of individual and specialty taxes for the division.

This position serves in the Special Taxes division as a first and second-line manager for directing, planning, scheduling, and monitoring staffing activities, development, and training needs. This position directs the work of the Analyst and Departmental Supervisor the workflow for the Section. This position is the primary contact regarding complex issues. This employee assists the Special Taxes Assistant Administrator in resolving complex issues on accounts; in developing and maintaining quality assurance standards and procedures applied to staff; in ensuring accounts are appropriately assigned; and in tracking and analyzing performance. In addition, this individual works closely with the Special Taxes Division Management team to evaluate and formulate long range plans and goals for the Section.

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 Manager 14
Four years of professional experience, including two years equivalent to the experienced (P11) level or one year equivalent to the advanced (12) level.

KNOWLEDGE, SKILLS, AND ABILITIES:

• Knowledge of Individual Income Tax is desired.

• Knowledge and ability to execute principles and techniques of administrative management including organization, planning, staffing, training, budgeting and reporting.

• Ability to work under pressure and calmly deal with a variety of complex processing, staffing and reporting issues.

• Ability to evaluate operations, establish and implement program procedures, policies and goals.

• Ability to organize and coordinate the work projects and work within a team environment.

• Knowledge of state and federal laws related to tax administration.

• Ability to interpret laws, rules and regulations relative to the work.

• Demonstrated ability to conduct research, compile and analyze information and prepare well written reports and documentation.

• Ability to create and work within a team environment, and mentor and motivate others is essential.

• Excellent written and verbal communication skills; communicating in a professional manner.

• Ability to assess, evaluate and analyze programs and processes, compile information, and articulate succinctly.

• Ability to manage multiple assignments simultaneously and meet deadlines.

• Ability to establish and maintain effective relationships.

• Ability to create and work within a team environment.

• Analytical and problem-solving skills.

CERTIFICATES, LICENSES, REGISTRATIONS:

FTINPRINT sub-class code. The position has access to Federal Tax Information (FTI).

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**