

## 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> TREASURY CENTRAL PAYROLL
<b>3. Employee Identification Number</b>	<b>9. Bureau (Institution, Board, or Commission)</b> CITY INCOME TAX BUREAU
<b>4. Civil Service Position Code Description</b> DEPARTMENTAL MANAGER-3	<b>10. Division</b> Customer Services and Processing Division
<b>5. Working Title (What the agency calls the position)</b> Departmental Manager 14	<b>11. Section</b>
<b>6. Name and Position Code Description of Direct Supervisor</b> BURTON, LAWRENCE; STATE DIVISION ADMINISTRATOR	<b>12. Unit</b>
<b>7. Name and Position Code Description of Second Level Supervisor</b> CRAM, ANNE; STATE BUREAU ADMINISTRATOR	<b>13. Work Location (City and Address)/Hours of Work</b> Operations Center, Dimondale, MI Monday - Friday, 8:00 AM to 5:00 PM

**14. General Summary of Function/Purpose of Position**

This position serves as the first-line manager for a complex work area within the City Income Bureau. Primary responsibilities of this position include overseeing Bureau-wide quality assurance activities, centralized training coordination, procedural governance, and the development and maintenance of Bureau procedures, training materials, and related web content. The position is responsible for ensuring consistency, accuracy, and standardization across Bureau operations through the administration of centralized quality review and training programs that support all operational areas within the Bureau, including processing, customer service, compliance, collections, and other City tax administration functions. This position coordinates and oversees Bureau-wide training initiatives related to City tax return processing, taxpayer inquiries, system functionality, and operational procedures; develops and maintains training materials, reference guides, procedural documentation, and frequently asked questions (FAQs); delivers internal training and knowledge transfer activities; and collaborates with DTMB and business stakeholders regarding system processes, enhancements, and operational impacts. The position also oversees updates to City tax forms, instructional content, and related website materials to ensure information remains accurate, current, and aligned with Bureau operations and policy.

In addition, this position supports communication and coordination efforts with cities administered by the Bureau, including assisting with onboarding activities for new city partnerships and helping ensure stakeholders, taxpayers, and city representatives have access to clear, accurate, and consistent guidance materials and FAQs related to City tax administration processes and services.

The employee in this position is responsible for a variety of supervisory and administrative duties including hiring, directing work assignments, establishing priorities, training staff, and conducting performance evaluations. This position is also responsible for program administration, quality evaluation, reporting, metric development and monitoring, and maintaining adequate internal controls to ensure operational quality, consistency, and productivity across the Bureau. In carrying out these responsibilities, the position fosters a culture of continuous improvement, collaboration, accountability, respect, open communication, and teamwork.

**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: 30**

Serve as the Training Manager, directing staff in the development, implementation, and maintenance of Bureau training programs.

**Individual tasks related to the duty:**

- Direct and control activities for training sessions both in-person and electronic forums.
- Lead cross-Bureau teams to develop and conduct training.
- Oversee training sessions for staff to enhance the effectiveness of the Bureau processes.
- Direct and control the development, implementation, and maintenance of Bureau wide training programs and timelines.
- Develop and oversee training materials including but not limited to curriculums, modules, interactive and multimedia presentations, print publications, uploads to internal training library and content of the learner portal site.
- Work cross-functionally with other training workgroups to develop the most effective materials.
- Direct and control the creation and implementation of standardized training documents, forms, and correspondence.
- Develop, implement, and oversee Training curriculum.
- Evaluate the training needs of the Bureau through surveys, meetings, and interviews with stakeholders. Develop key learning for training and feedback.
- Evaluate cost analysis for proposed training solutions.
- Ensure compliance with training requirements set forth by the Department or Bureau.
- Interpret laws, rules, and regulations for training plans specific to the City Income Tax Act and Treasury systems.
- Identify and resolve problems both technical and program specific; ensuring that established policies are consistently applied.
- Ensure that changes of rules, regulations and procedures in tax law standards or policies relative to general audit standards, Bureau or Department directives are incorporated into the Training Program.
- Review quality documentation and create reports for management by collecting, analyzing & summarizing information and trends.
- Updates job knowledge by studying trends and developments in the training professional sector. Participates in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations.

**Duty 2**

**General Summary:**

**Percentage: 30**

Serve as the Bureau's Quality Assurance manager, directing and overseeing the development, implementation, and continuous improvement of a quality assurance evaluation process for staff handling telephone inquiries, written correspondence, and returns processing. Research, analyze and formulate sound recommendations for communications and training regarding a variety of matters, such as proposed legislation, and other City processes.

**Individual tasks related to the duty:**

- Direct the research, analysis and development of standards defining the quality of processing activities and customer interactions by City Bureau staff.
- Develop scorecards to be used by supervisors and other staff involved in the QA process when evaluating the quality of processed tax returns and customer service interactions, with specific emphasis on customer excellence, policy, procedure, law, and accuracy.
- Establish policies and procedures for the evaluation of processing and customer interactions (telephone, email, web service requests and written correspondence).
- Ensure evaluations align with all requirements of the City Agreement, as amended, and promote consistency, accuracy, and compliance in customer service interactions.
- Conduct research and analysis to identify improvements and recommend quality improvements strategies for Bureau staff.
- Direct the research and development of customer surveys to measure satisfaction with monitoring and coaching and recommend improvements based on analysis of these surveys.
- Recommend changes in policy and procedures based on analysis of customer surveys. Direct/oversee the preparation of production/proficiency reporting.

**Duty 3**

**General Summary:**

**Percentage: 15**

Direct and coordinate the development, review, and ongoing maintenance of the Bureau's policies and procedures, ensuring they are informed by identified training needs and quality assurance results to promote operational effectiveness and continuous improvement.

**Individual tasks related to the duty:**

- Analyze training feedback and quality assurance evaluation data to identify gaps or inconsistencies in existing policies and procedures.
- Draft new policies and procedures or revise existing ones to address identified training or quality issues.
- Collaborate with subject matter experts, supervisors, and training staff to validate updates to procedures and ensure operational accuracy.
- Coordinate regular review cycles (e.g., quarterly or annually) to assess and update policies and procedures based on system changes, regulatory updates, or process improvements.
- Maintain a centralized repository for all current policies, procedures, and supporting documents to ensure staff have access to the most up-to-date information.
- Communicate changes and updates clearly and effectively to staff through training sessions, bulletins, or team meetings.
- Monitor the implementation and effectiveness of new or revised policies and procedures, adjusting as needed based on employee feedback, operational performance, or additional QA findings.

#### Duty 4

##### 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 promotion. Ensure that proper labor relations and conditions of employment are maintained.

##### Individual tasks related to the duty:

- Conduct regular staff meetings to review and discuss program/project status.
- Conduct 1:1 direct report meetings and skip-level meetings to assign and monitor work, address personnel matters, conduct performance evaluations, and ensure staff well-being.
- Coordinate activities by scheduling work assignments, setting priorities, and directing the work of staff.
- Assign, coordinates, and outlines the work methods of staff.
- Evaluate and verify employee performance through the review of completed work assignments and work techniques.
- Conduct performance evaluations including counseling or disciplinary actions in a timely manner.
- Identify staff development and training needs in alignment with State of Michigan, Treasury, and Bureau expectations.
- Provide staff with development opportunities including coaching, mentoring, and appropriate training.
- Perform routine managerial and supervisory functions including approval and coordination of leave, scheduling, etc.
- May occasionally perform any task assigned to subordinate staff, consistent with any security, licensing, or certification requirements.
- Ensure internal controls are maintained and monitored.

#### Duty 5

##### General Summary:

Percentage: 10

Manage the development, implementation, and maintenance of enhancements to Treasury's web site for the City Bureau and the internal SharePoint site including subject/content pages, forms availability and e-service functionality.

##### Individual tasks related to the duty:

- Ensure that appropriate approvals have been obtained prior to posting information on the website and Bureau SharePoint site. This can include review by other Division administrators, managers, as well as the Bureau director depending on the topic.
- Identify and obtain assignment of appropriate staff resources from other Divisions/units/offices for development of web content, review and forms availability and testing.
- Work with internal and external stakeholders (communications division, cities, etc.) to ensure that information needs of customers have been clearly identified and are incorporated into website self-service options and content, and the SharePoint site in a timely manner.

#### Duty 6

##### General Summary:

Percentage: 5

Other duties as assigned.

##### Individual tasks related to the duty:

- Special projects as assigned by supervisor.
- Participate in work groups or on teams as assigned.
- Perform essential functions and non-essential functions as assigned by management.

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

Exercises considerable independent and expert judgment in selecting the proper course of action in developing, implementing, and maintaining the programs, systems, and staff of the unit

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

- Decisions which result in a major policy change.
- Decisions which have a major budgetary impact.
- Items of potential political, security, safety, etc. sensitivity and/or concern.
- Participation and representation in activities assigned outside the Bureau and/or Department.

#### 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.

- Extensive use IT Systems and hardware.
- Office Setting.

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>
	DEPARTMENTAL ANALYST TRAINEE-E 9		DEPARTMENTAL ANALYST TRAINEE-E 9
	DEPARTMENTAL TECHNICIAN-E E9		DEPARTMENTAL TECHNICIAN-E E9

Additional Subordinates

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.      |

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 serves as the first-line manager for a complex work area within the City Income Bureau. Primary responsibilities of this position include overseeing Bureau-wide quality assurance activities, centralized training coordination, procedural governance, and the development and maintenance of Bureau procedures, training materials, and related web content. The position is responsible for ensuring consistency, accuracy, and standardization across Bureau operations through the administration of centralized quality review and training programs that support all operational areas within the Bureau, including processing, customer service, compliance, collections, and other City tax administration functions.

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All items listed in Duties 1-3 are considered essential.

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

Since the position was last reviewed, the scope of the position has expanded from supporting a single division to serving the broader operational needs of the entire City Income Tax Bureau. When the position was originally established, it was intended to focus primarily on quality assurance, training, and procedures for one division. Through operational experience, it was determined that these functions required centralized coordination and oversight across the Bureau to ensure consistency in training, procedures, quality standards, taxpayer guidance, and communications.

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

Primary responsibilities of this position include overseeing Bureau-wide quality assurance activities, centralized training coordination, procedural governance, and the development and maintenance of Bureau procedures, training materials, and related web content. The position is responsible for ensuring consistency, accuracy, and standardization across Bureau operations through the administration of centralized quality review and training programs that support all operational areas within the Bureau, including processing, customer service, compliance, collections, and other City tax administration functions.

**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:**

The employee must be self-motivated, possess leadership abilities, be team-oriented and possess analytical and problem-solving skills. The employee should also have a thorough understanding of the techniques needed for effective delegation of authority and responsibility.

**CERTIFICATES, LICENSES, REGISTRATIONS:**

This position has a FTIFNPRINT sub-class code. The sub-class code indicates 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