

**State of Michigan
Civil Service Commission**

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

Position Code

1. STDIVADMG88N

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) Collection Services Bureau
4. Civil Service Position Code Description STATE DIVISION ADMINISTRATOR	10. Division Customer Contact Division
5. Working Title (What the agency calls the position) Administrator	11. Section
6. Name and Position Code Description of Direct Supervisor CLARK, MATTHEW R; STATE BUREAU ADMINISTRATOR	12. Unit
7. Name and Position Code Description of Second Level Supervisor KALE, KAVITA; SENIOR DEPUTY DIRECTOR	13. Work Location (City and Address)/Hours of Work Operations Center, 7285 Parsons Drive, Dimondale MI 8:00 -5:00 M-F

14. General Summary of Function/Purpose of Position

This position serves as the Division Administrator of the Information Processing Division within the Collection Services Bureau and provides professional resources in a complex work area to improve collection of delinquent tax and non-tax debts. This position directs the operations of the Call Center section and of the Field Services section. Under executive direction, this position develops and implements new approaches to departmental services. This position plans, organizes, directs and controls division activities to ensure the uniformity, mission, and accuracy of collection programs, including field operations and bureau call centers. The position directs, supervises and oversees performance of personnel, provides guidance and solves problems, both technical and administrative; and promotes and maintains an environment conducive to continuous improvement, high performance, communication and teamwork. This position functions as an Administrator of professional resources in a complex work area.

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: 70

Plans, organizes, directs, and controls field office, and phone center activities to efficiently and effectively resolve accounts for collecting delinquent taxes and state agency debt. Provides specific support to the bureau through the Field Services units and Collections Information Services units. Monitors the activities of the managers and their subordinates to ensure timely collection actions and adherence with policies, procedures, standards, and guidelines. Provides long-range strategic planning for field and central office in coordination with the overall goals and objectives and other administrative functions of the Bureau.

Individual tasks related to the duty:

- Responsible for developing, directing and continuously adapting collection strategies to optimize performance, respond to changing economic and business conditions and ensure compliance with relevant policies and regulations.
- Responsible for developing, maintaining and continuously reviewing performance metrics to ensure both production targets and service quality standards are met and aligned with organizational goals.
- Plans, organizes, directs and controls Collection activities and strategies through subordinate managers; evaluates and resolves Collection accounts and directs field activities through subordinate managers.
- Defines work objectives and sets priorities for the Division.
- Directs and supervises the activities of the Division through subordinate supervisors to assure proper functioning of the division.
- Formulates divisional policy, programs (current and long-range) and procedures based on information of a conceptual nature from varied and complex sources.
- Reviews, plans, and coordinate work of the Division to assure that division programs are effective and efficient with the successful end result of program goals achieved.
- Ensure that established policies are consistently applied.
- Provides oversight, consultation and problem resolution in the subject matters of; coordinating delinquent tax and state agency debt account resolution, enforcing actions, tax education, triage and route incoming calls, setting up installment agreements, educating debtors to resolve collection matters, requesting legal action, facilitating resolution of levy calls, and handling escalated accounts.
- Directs the revision of rules, regulations and procedures to meet changes in law or policies relative to Collections' standards and Bureau or Department directives.
- Maintains records, prepares reports and conducts correspondence relative to the functions of the division.
- Makes recommendations to the Bureau Director for improvements of division operations and coordinate activities with other divisions within bureau to ensure consistent policy and resource application.
- Recommends changes of policies, procedures and standards to facilitate standardization and overall quality of operations to the Bureau Director.

Duty 2

General Summary:

Percentage: 10

Efficiently plans, organizes, directs and controls Collection resources assigned by Bureau Director to supervise and oversee the performance of personnel in the Division. Appraises the effectiveness of existing controls and operational structures and recommends improvements and alternatives to Bureau Director. Formulates and analyzes reporting from a variety of financial, inventory control, risk assessment, operating and other information technology systems.

Individual tasks related to the duty:

- Monitors performance reporting and takes appropriate actions to maximize effectiveness and efficiency of Collection resources through subordinate managers.
- Continuously examines technological efficiency of subordinate managers and recommends alternatives to Bureau Director.
- Selects and assigns staff.
- Assures equal employment in hiring and promotion.
- Ensures that proper labor relations and conditions of employment are maintained.
- Approves leave, performs service ratings, counsels employees and participates in the hiring, suspension, dismissal and grievance procedures.
- Assists in planning, developing and implementing in-service training programs for staff development.
- Conducts staff meetings and conferences to allow dissemination of information on operating problems, personnel matters, technical problems and the status of programs and projects.

Duty 3

General Summary:

Percentage: 10

Directs, manages and controls debtor intervention to continuously improve stakeholder satisfaction and organizational effectiveness. Promotes positive debtor relations in intervention activities. Plans, directs and organizes collection and enforcement procedures and makes recommendations for improvements to Bureau Director. Maintains an environment of continuous improvement, consistently high performance and effective communication with internal and external stakeholders.

Individual tasks related to the duty:

- Directs and organizes debtor intervention and takes appropriate actions to resolve stakeholder issues effectively; maintains records, prepares reports and composes correspondence relative to the intervention; communicates with the Bureau Director on collection account issues including seizures, sensitive issues, and taxpayer complaints.
- Implements interim progress reviews at all levels to measure individual performance related to established performance measures.
- Identifies staff development and training needs and makes recommendations to Bureau Director to improve organizational effectiveness.
- Ensures proper labor relations and conditions of employment are maintained.
- Recruits and selects staff in accordance with procedures established by the Department; ensures equal employment opportunity in hiring and promotion.

Duty 4

General Summary:

Percentage: 10

Performs other related essential functions as may be appropriate and non-essential functions as may be required and/or assigned by the Bureau Director.

Individual tasks related to the duty:

- Plans, organizes, directs and controls requested leaves of absence for subordinates.
- Represents the Bureau and/or Department in cross-functional user forums.
- Plans, organizes, directs and controls budgetary functions as assigned by Bureau Director.
- Assists with meetings, litigation and special projects as assigned by Bureau Director.
- Regularly communicates with Bureau Director regarding operations, personnel matters and Collection account issues, including seizures, sensitive issues and taxpayer complaints.
- 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.

- Determine the methods and resources used to accomplish assignments that have a significant impact on Division operations.
- Determine methodologies used to develop multi-disciplinary programs that impact non-divisional personnel and make sound recommendations to the Bureau Director.
- Determine performance objectives for subordinate managers.
- Determine division reporting in regard to topic, format, content and cycle for subordinate managers.
- Approve division operational reports submitted to Bureau Director.

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

- Decisions which result in a major policy change.
- Decisions which impact all Bureau personnel.
- Decisions which have a major budgetary impact.
- Bureau response for litigation or informal conference issues.
- Represent the Bureau and/or Department in cross-functional user forums.
- Approval to fill vacancies or transfer of staff.

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 of computer and related equipment.
- High level of urgency.
- High exposure to advanced technology.
- Daily contact with executive management, Division and Bureau employees and other Department personnel that maybe considered stressful.
- Some travel 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.

<u>NAME</u>	<u>CLASS TITLE</u>	<u>NAME</u>	<u>CLASS TITLE</u>
SCHAUB, STEVEN H	STATE ADMINISTRATIVE MANAGER-1 15	VACANT	STATE ADMINISTRATIVE MANAGER-1 15

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?

Act as the administrative head of the Information Processing Division and is responsible for the overall direction of the multi-disciplinary division programs which provide specific support to the bureau through the Field Services unit, and Call Center Operations unit. Assure the division assignments are carried out effectively and efficiently. Report divisional operations and any problems to the Bureau Director. Coordinate and oversee divisional staff activities. All functions listed in duty one through four are considered essential.

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

No update.

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

The function of the Information Processing Division is to operate as a complex work area administering the daily functions of the Field Services section and Call Center Operations section providing delinquent tax and debt account resolution, enforcing actions, and tax education. The Division administers the daily functions of multiple units, providing triage and routing of incoming calls, setting up installment agreements, and educating debtors to resolve collection matters. The division oversees daily collection activities, including initiating legal action requests, resolving levy-related inquiries and managing escalated accounts. The overall function of the Information Processing Division is to support the Collections bureau program through the field operations and enforcement process and through call center operations.

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.

Concentration in accounting, auditing and business management is highly desired.

EXPERIENCE:

State Division Administrator 17

Two years of experience as a professional manager or program/staff specialist, or equivalent experience.

Alternate Education and Experience**State Division Administrator 17**

Education level typically acquired through completion of high school and three years of safety and regulatory or law enforcement experience at the 14 level; or, two years of safety and regulatory or law enforcement experience at the 15 level, may be substituted for the education and experience requirements.

Concentration in accounting, auditing and business management is highly desired.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Superior communication skills.
- Extensive knowledge of state and federal laws and legislative processes related to the work.
- Extensive knowledge of federal, state, and local relationships that impact the operations of a department.
- Extensive knowledge of training and supervisory techniques.
- Extensive knowledge of employee policies and procedures.
- Thorough knowledge of state government organization and functions.
- Thorough knowledge of the principles and techniques of administrative management including organization, planning, staffing, training, budgeting, and reporting.
- Thorough knowledge of methods of planning, developing, and administering programs.
- Thorough knowledge of fiscal planning and management.
- Thorough knowledge of staffing requirements as to type, number, and training necessary for the accomplishment of program goals.
- Thorough knowledge of labor relations and equal employment opportunity policies and procedures.
- Thorough knowledge of public relations techniques.
- Ability to instruct, direct, and evaluate employees.
- Ability to plan, direct, and coordinate program and administrative activities of a complex, interrelated and interdependent nature, where unknowns and numerous contingency factors are involved.
- Ability to analyze and appraise facts and precedents in making administrative decisions.
- Ability to formulate policies and procedures based on information of a conceptual nature from varied and complex sources.
- Ability to establish and maintain effective relationships with government officials, private industry officials, professional personnel, and others.
- Ability to communicate effectively and exercise diplomacy.

CERTIFICATES, LICENSES, REGISTRATIONS:

This position has a FTINPRINT 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