

# ACCOUNTS RECEIVABLE AND COLLECTIONS BUREAU UNIT MANAGER ROLE

## Role Summary

The Accounts Receivable and Collections (ARC) Unit Manager Role consists of one grade level (15). The ARC Unit Manager is responsible for managing day-to-day collection activities of the bureau. The incumbent assists the bureau chief in determining short and long-range goals and objectives associated with bureau activities. The Unit Manager is responsible for ensuring that work assignments are distributed efficiently and effectively among revenue enforcement agents and are clearly understood by those involved in the work effort. Primary contacts are the bureau chief, administrator, team members, and internal and external customers.

## Working Conditions

Considerable mental stress and pressure because of the challenging nature of contacts and the significance of decisions made. Must be able to maintain numerous projects at one time and determine priorities on a daily basis.

## Education and Experience

- Grade 15: competencies and degree of proficiency are typically acquired through a combination of education and experience equivalent to a bachelor's degree in business, public administration, or closely related field, three years of collection experience including using tax and/or data management systems, and one year of supervisory experience. Other combinations of education and experience will be evaluated on an individual basis.

## Department Core Competencies

In addition to the role specific competencies, there are four, department core competencies that all employees are expected to successfully achieve. These are:

- *Interpersonal Skills:* Builds constructive and effective relationships with internal and external customers and is committed to meeting customer needs in a timely and accurate manner. Listens actively and attentively and demonstrates an appreciation of other perspectives. Builds the appropriate rapport required to do business. Openly demonstrates an understanding of and respect for the value of co-workers' contributions to the department mission.
- *Decision-Making and Accountability:* Considers the department's vision, mission, and values in making decisions and taking actions. Identifies and considers possible alternatives before making decisions. Bases decisions on achieving desired outcomes pursuant to the departmental business plan or management direction. Uses a combination of analysis, experience, and sound judgment that results in fairness and consistency, while being accountable for actions. When serious ethical issues are at stake, takes all necessary actions.
- *Commitment to Continuous Improvement:* Ability and willingness to continually seek greater efficiency in agency programs, is results driven, and meets changing requirements in work or direction. Adapts to changing conditions and work responsibilities. Accepts constructive criticism and suggestions and uses them to improve performance.

- *Personal and Work Ethics*: Creates own measures of excellence, and practices what he/she promotes. Sets goals that provide challenges and measures goal attainment regularly. Displays a contagious optimism about the work to be done. Goes beyond traditional ways to address issues despite obstacles or resistance. Is able to generate ideas, fresh perspectives, and original approaches and engages in open-minded thinking. Employs strategies to promote ideas and proposals to increase probability of acceptance. Mentors others to improve the performance necessary to achieve success. Reflects a belief that the results achieved are a direct result of his/her personal decisions and actions.

## **Grade Levels**

Each grade level lists the essential duties that describe work performed 50 percent or more of the time (predominant work). Established work plans identify day-to-day tasks.

### **Grade 15**

#### Predominant/Essential Duties

- Assist bureau chief in the development of short and long-range goals and objectives associated with day-to-day activities of the bureau.
- Develop and implement strategies and process and procedural changes of the bureau.
- Define and establish work priorities for the bureau.
- Supervise the development, implementation, and maintenance of process flow maps, procedures, guidelines, and desktop instructions associated with bureau activities.
- Establish and supervise performance measures for key work activities to help ensure that bureau responsibilities are performed as efficiently and effectively as possible.
- Supervise and monitor bureau activities and assigned duties of revenue enforcement agents to ensure work plans are accomplished and tasks are completed timely and accurately.
- Develop reports necessary to identify and illustrate work progress, performance, and collection activities of the bureau and revenue enforcement agents and analyze data to identify areas of strengths/weaknesses and provide recommendations to the bureau chief.
- Develop and maintain training plans, curriculums, materials and manuals associated with on-the-job (OJT) training efforts to ensure revenue enforcement agents are adequately trained on an ongoing basis.
- Coordinate performance appraisal activities of the bureau and conduct performance evaluations for subordinate staff.
- Provide guidance, direction, support, and mentor subordinate staff.
- Make and enforce decisions dealing with hiring, discipline, individual performance, and leave or flextime of subordinate staff.

## **Competencies and Degrees of Proficiency**

The Competency/Proficiency Chart identifies the role specific competencies, degrees of proficiency, and guidance required for each grade level. Role specific competencies describe the knowledge, skills, and abilities required to perform the essential duties. The degrees of proficiency indicate the difficulty and/or complexity level of the tasks and assignments.

## Competency/Proficiency Chart – Accounts Receivable and Collections Bureau Unit Manager Role

Competencies	Grade 15 Minimal Guidance
Demonstrated ability to provide timely and effective written, oral, and interpersonal communication.	C
Demonstrated knowledge of concepts and practices of personnel management and supervision.	C
Demonstrated skill and ability to build long-term internal and external relationships with customers critical to organizational success.	C
Demonstrated ability to understand the value, objectives, and political structure of the organization.	C
Demonstrated ability to think creatively and recommend innovative solutions.	C
Proactively focus efforts and energy on successfully attaining goals and objectives, assuming accountability for decisions, actions, and results. Follow issues through to completion.	C
Demonstrated knowledge and ability in conflict resolution techniques relative to the role.	C
Demonstrated skill and ability to make decisions based on less than complete information.	C
Demonstrated skill and ability to identify and allocate resources.	C
Demonstrated knowledge and effective application of federal/state statutes, administrative rules, and state policies and procedures as related to role.	D
Demonstrated ability to analyze operations and apply theoretical knowledge of management principles.	B
Demonstrated technical expertise related to the work.	C

**Degree of Proficiency**

**A:** A degree of knowledge, skill, or ability commensurate with elementary-level tasks and assignments.

**B:** A degree of knowledge, skill, or ability commensurate with intermediate-level tasks and assignments.

**C:** A degree of knowledge, skill, or ability commensurate with advanced-level tasks and assignments.

**D:** An advanced degree of knowledge, skill, or ability commensurate with considerable experience and the application of the competency to non-standard tasks and assignments.

**E:** The most advanced degree of knowledge, skill, or ability evidencing complete mastery and understanding of the subject.