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Specification for the Class:

DOCUMENTS PROCESSING OPERATIONS MANAGER  
(DOCUMENTS PROCESSING OPTNS MGR)

**DISTINGUISHING CHARACTERISTICS:**

This class reflects responsibility for planning, organizing and directing, through subordinate supervisors, operations for the control of tax documents, payments and other materials received by the agency, their screening and preparation for subsequent review and audit or other operations by the securing of missing information, and the timely input and updating of information into a computer system for distribution and availability to the department. The function involves control activities such as mail receipt, sorting and distribution, continual logging to track document flow; document review for completeness and follow-up to obtain missing information in preparation for subsequent office, field review and audit or computer input; receiving, recording and depositing cash and other negotiable instruments; computer information input and updating; document filing and security; and, in addition, other general clerical support to the department.

The position in the class is a branch chief, reports to the head of the Tax Services and Processing Division and is responsible for the formulation of operational goals, objectives, policies and procedures and the timely and adequate provision of services to other components of the department. No authoritative interpretations of laws, rules and regulations are involved, since technical interpretations are made elsewhere, but the position must effectively deal with the other components of the department such as audit, review, assessment and delinquent collections, to identify the nature of new information and other changes in procedures required to provide appropriate support services such as information bases for ongoing technical work in accordance with changes in laws, rules, regulations, policies, etc. It also, independently, identifies means by which existing support services may be improved such as through amendments to data reports, changes in workflow and procedures or review and screening services and works with departmental technical data processing, management services staff and users of the system to evaluate and effect changes.

**Examples of Duties:** *(Positions may not be assigned all of the duties listed, nor do the examples necessarily include all of the duties that may be assigned. This does not preclude the assignment of duties that are not listed. The scope and level of complexity of assigned duties are commensurate with the scope and level of complexity of work reflected in each class.)*

## DOCUMENTS PROCESSING OPERATIONS MANAGER

1. Plans, organizes and directs the control of documents, their preparation for further audit, review or data input through the resolution of problems such as lack of proper completeness of information, the input and updating of information into a computer and general clerical services;
2. Oversees smooth operations through subordinate supervisory positions in charge of receiving and sorting documents, screening documents, cashiering, data entry, etc.;
3. Formulates operational goals and objectives;
4. Evaluates operations and develops or amends policies and procedures;
5. Coordinates activities of the branch with users of the documents and information to ensure a smooth flow of documents;
6. Meets with other components of the department to discuss problems encountered to ensure appropriate services are provided;
7. Identifies problems within existing procedures and methods and identifies means to implement improvements to services and information provided;
8. Works with appropriate data processing or other staff as needed to effect changes;
9. Evaluates new legislation, rules and regulations, and departmental policies to determine their impact in terms of operational requirement changes, manpower needs and operational problems;
10. Evaluates new equipment and technology to determine their usability, and the financial feasibility of securing such services;
11. Prepares the operating budget and justification for the assigned function;
12. Supervises the work of subordinate supervisors: plans, schedules, assigns, reviews and evaluates their work; approves/disapproves leave requests and personnel actions; provides guidance, counseling and discipline as necessary;
13. Holds staff meetings;
14. Participates as part of a team in studies for major operational changes such as a major new computer system;

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- 15. Prepares correspondence and reports; and
- 16. Interviews and recommends selection of new employees; provides orientation and staff development.

**COMPETENCIES REQUIRED:** *(The competencies required to effectively perform the key duties of these classes are indicated in the following table. The degree of each competency required is commensurate with the scope and level of complexity of the duties and responsibilities that are reflected in each class.)*

*“P” indicates a prerequisite competency, which must be brought to the job.  
“A” indicates a competency that is required for full performance that may be acquired on the job, within the probationary period.*

COMPETENCIES	Prerequisite/ Acquired
READING: Understand and interpret complex written material, including laws, rules, regulations and policies.	P
WRITING: Use correct English grammar, punctuation and spelling; communicate information in a succinct and organized manner; produce written information that is appropriate for the intended audience.	P
ORAL COMMUNICATION: Express information to individuals and groups effectively, taking into account the audience and nature of the information.	P
DECISION MAKING: Make sound, well-informed and objective decisions; perceive the impact and implications of decisions.	P
PROBLEM SOLVING: Identify problems; analyze problems logically and systematically; determine accuracy and relevance of information; use sound judgment to generate and evaluate alternatives and to make recommendations. Exercise ingenuity in devising solutions to problems.	P
REASONING: Identify rules, principles or relationships that explain facts, data or other information; analyze information, make correct inferences and draw accurate conclusions.	P
INFORMATION MANAGEMENT: Identify a need for and gather information from appropriate sources; organize information to facilitate analysis and decision making.	P

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COMPETENCIES	Prerequisite/ Acquired
INTERPERSONAL SKILLS: Deal effectively with others; establish and maintain effective working relationships with others; treat others with courtesy and tact.	P
TECHNICAL COMPETENCE: Devise effective and efficient document processing operations that will facilitate the functions, procedures and requirements of the organizational entities served, including consideration of staffing, equipment and space requirements, work distribution, workflow, work methods and procedures, time and cost.	P
ORGANIZATIONAL AWARENESS: Understand the functions, procedures and requirements of the organizational entities served; understand and apply pertinent laws, rules, policies and procedures.	A
SUPERVISORY SKILLS: Plan, assign, direct, and evaluate the work of others; provide counseling and discipline as necessary.	P

**MINIMUM QUALIFICATION REQUIREMENTS**

**Basic Education Requirement:**

Graduation from an accredited four (4) year college or university with a bachelor's degree.

Excess work experience as described under the General or Specialized Experience Requirements, below, or any other responsible administrative, professional or analytical work experience that provided knowledge, skills and abilities comparable to those acquired in four (4) years of successful study while completing a college or university curriculum leading to a baccalaureate degree may be substituted on a year-for-year basis. To be acceptable, the experience must have been of such scope, level and quality as to assure the possession of comparable knowledge, skills and abilities.

The education or experience background must also demonstrate the ability to write clear and comprehensive reports and other documents; read and interpret complex written material; and solve complex problems logically and systematically.

**Experience Requirements:** Except for the substitutions provided for in this specification, applicants must have had responsible experience of the kind, quality and

quantity described in the statements below, or any equivalent combination of training and experience:

**General Experience:** One (1) year of responsible administrative, professional, analytical or other responsible work experience which required a high degree of analytical skill. Such experience must have involved reading, comprehending, interpreting, and evaluating technical subjects, analysis or proposals, and applying problem solving methods and techniques, such as defining and analyzing problems, calculating alternative courses of action, and recommending a course of action.

**Specialized Experience:** Two and one-half (2-1/2) years of professional work experience which involved analyzing and evaluating program activities and solving operational problems that required the consideration of processes and the relationships between various programs. Such experience must have demonstrated the ability to study and analyze programs, projects and/or services to assess effectiveness, adherence to program directives, achievement of goals and objectives, resource needs, cost and benefit factors and other essential management concerns, and recommend alternative courses of action to resolve problems and increase the effectiveness and efficiency of operations.

**Electronic Data Processing Experience:** Six (6) months of experience which provided the applicant with a familiarity with Electronic Data Processing (EDP) systems. The work experience need not have involved direct "hands on" work with electronic data processing equipment, software or techniques (i.e., does not require knowledge of data processing systems analysis or computer programming). However, the work must have demonstrated that the applicant has a working knowledge of the advantages, capabilities and potentials of EDP systems in expediting production work, a knowledge of requirements for implementing and maintaining an EDP system from an operational or production point of view and an awareness of limiting features of such systems (e.g., flexibility/inflexibility). Such experience may have been gained concurrently with the professional experience specified above.

**Supervisory Experience:** One (1) year of supervisory work experience which included: 1) planning, organizing, scheduling, and directing the work of others; 2) assigning and reviewing their work; 3) advising them on difficult work problems; 4) training and developing subordinates; and 5) evaluating their work performance, and disciplining them when necessary.

**Substitutions Allowed:**

1. Possession of an advanced degree from an accredited university may be substituted for one (1) year of General Experience.

2. Excess Specialized Experience may be substituted for General Experience on a month for month basis.
3. Possession of a degree from an accredited university with a major in computer science may be substituted for the Electronic Data Processing experience.

**Quality of Experience:**

Possession of the required number of years of experience will not in itself be accepted as proof of qualification for a position. The applicant's overall experience must have been of such scope and level of responsibility as to conclusively demonstrate that he/she has the ability to perform the duties of the position for which he/she is being considered.

**Selective Certification:**

Specialized knowledge, skills and abilities may be required to perform the duties of some positions. For such positions, Selective Certification Requirements may be established and certification may be restricted to eligibles who possess the pertinent experience and/or training required to perform the duties of the position.

Agencies requesting selective certification must show the connection between the kind of training and/or experience on which they wish to base selective certification and the duties of the position to be filled.

**Tests:**

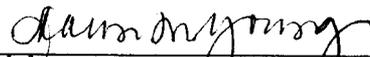
Applicants may be required to qualify on an appropriate examination.

**Physical and Medical Requirements:**

Applicants must be able to perform the essential duties and responsibilities of the position effectively and safely, with or without reasonable accommodation.

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This is an amendment to the class specification and minimum qualification requirements that were approved on November 25, 1981.

DATE APPROVED: 7/2/09

  
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MARIE C. LADERTA  
Director of Human Resources Development