



Peggy Steeno
Finance Director
Finance Department
414.302.8252
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MEMORANDUM

TO: Honorable Mayor and Members of the Common Council

FROM: Peggy Steeno, Finance Director

DATE: September 14, 2017

RE: Finance Department Re-Organization / Adjustment of Positions

Please find attached the details of the request I originally submitted to and discussed with both the City Administrator and the Human Resources Director.

Please let me know if you have questions in advance of the Meeting on Tuesday, May 15th; otherwise, I looking forward to discussing this item with you then.



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MEMORANDUM

TO: Audrey Key, Human Resources Director

FROM: Peggy Steeno, Finance Director

DATE: May 9, 2018

RE: Finance Department Re-Organization / Adjustment of Positions

BACKGROUND

With the recent departure of Nicole O'Connor, a Sr. Accountant who has been with the City for approximately ten years, and the re-defining of roles and goals process that the Finance Department completed earlier this year, I took the opportunity to review the overall departmental staffing and am making a recommendation to adjust the table of organization for the Finance Department, leaving the overall number of positions unchanged. ***The recommended changes include: (1) the elimination of one Senior Accountant Position, (2) the elimination of one Accounting Specialist Position, and (3) the addition of two Accountant Positions.***

ANALYSIS

In evaluating overall staffing needs, the following items were considered:

- The current needs of the department in regard to workload, current areas of weakness, current and future initiatives, and skills needed;
- The current make-up of the Finance staff, including education, experience, and performance, and
- The current positions authorized in the City's pay schedule, which include the Accountant Position that is being recommended.

As part of the analysis, dating back to my arrival about a year and a half ago, two existing staff members stand out as employees that are looking for new challenges and have the education, skills and abilities to be successful in the Accountant Position. Both employees, Justine Jilla and Ally Murphy, have Bachelor's Degrees in Accounting as well as previous municipal experience in addition to their approximately eighteen months of service with the City.

In regard to cost, this reorganization is a net positive, i.e. reduction in overall pay, for the City as the two positions requested to be eliminated are valued higher than the positions requested to be added per the details below:

- Annual cost, at the control point in the pay schedule, for the Senior Accountant Position and the Accounting Specialist Position = \$119,620.80,
- Annual cost, at the control point in the pay schedule, for the two Accountant Positions = \$114,857.60,
- Total reduction of \$4,763.20 annually.

Please note that the actual savings in the first couple years after implementation would be even higher since the employees will be moving through the step system based on their progress and performance, while the analysis above assumes both new positions at the control point.

In regard to recruitment, if this new structure is approved, I will be recruiting for an Accounting Specialist rather than a Senior Accountant.

FISCAL IMPACT

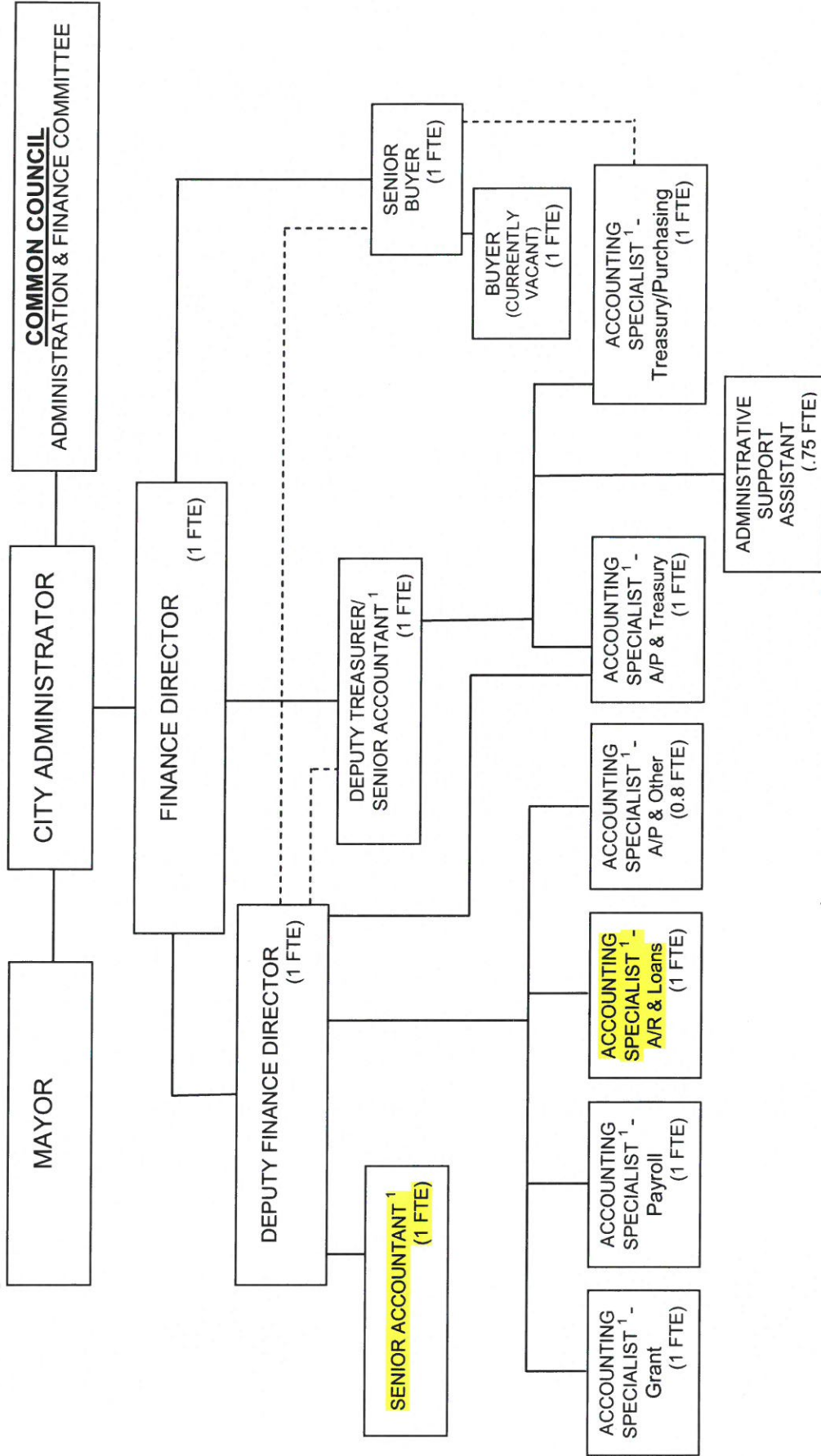
There is a positive fiscal impact, i.e. cost savings, of making the changes requested; however, even with the savings, the restructuring will enable the department to be more successful.

RECOMMENDATION

Staff recommends approval of a Finance Department reorganization including the addition of two Accountant Positions, along with the elimination of a Senior Accountant Position and an Accounting Specialist Position. This recommendation is based on the increased functionality for the department, as well as the reduced costs related to the implementation.

In addition to re-organization, I am requesting authority to proceed with promoting Justine Jilla and Ally Murphy to the Accountant Positions and the recruitment/hiring of one Accounting Specialist Position.

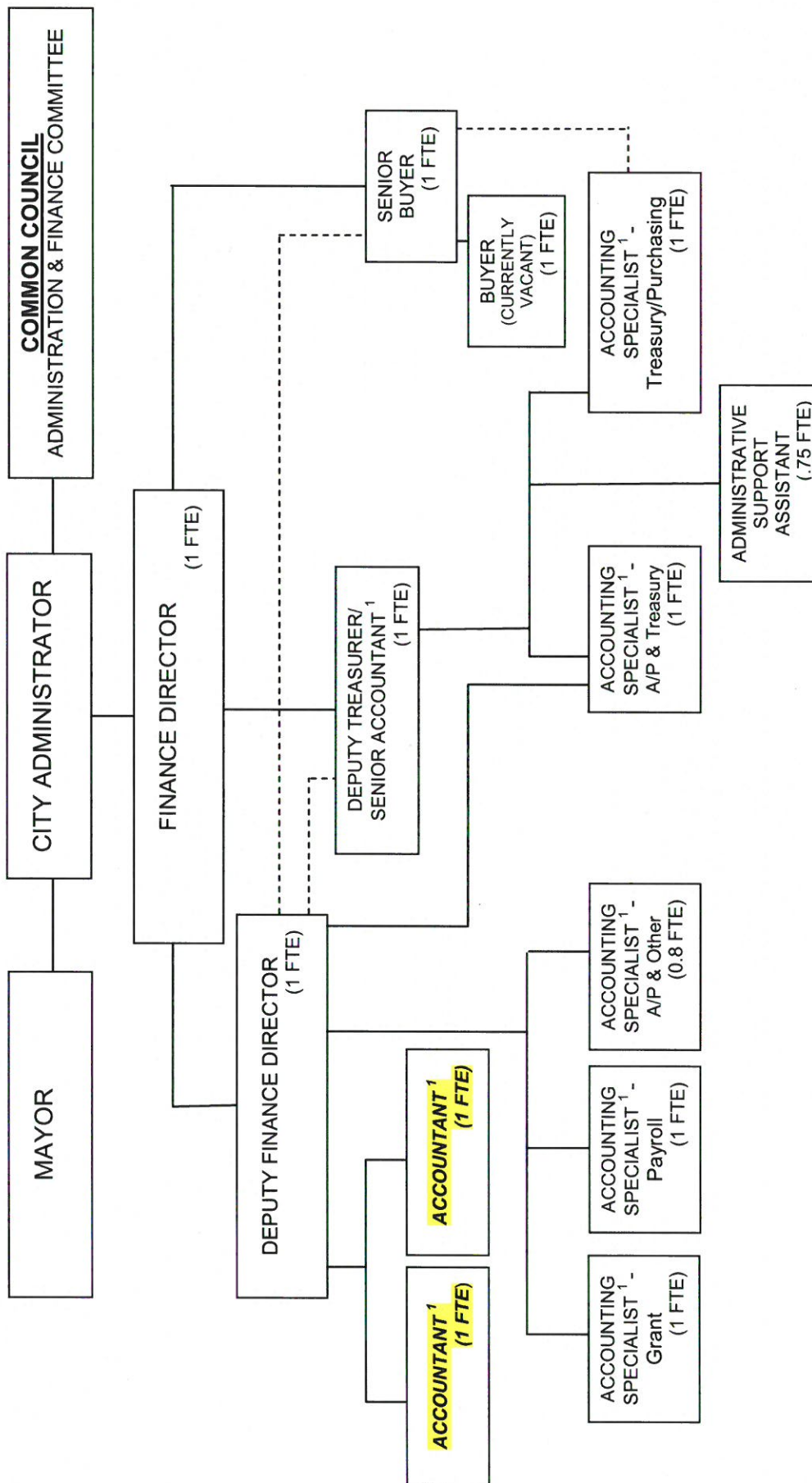
EXISTING
ORGANIZATIONAL CHART
FINANCE DEPARTMENT



P¹ Positions supported by various funding sources (e.g., various grants and utility funds; water, sewer, storm, solid waste; fund portions of the noted positions).

CITY FUNDED FTEs: 8.82
GRANTS FTEs: .90
UTILITY FTEs: 2.83

DRAFT
ORGANIZATIONAL CHART
FINANCE DEPARTMENT



¹ Positions supported by various funding sources (e.g., various grants and utility funds; water, sewer, storm, solid waste; fund portions of the noted positions).

CITY FUNDED FTEs: 8.82
 GRANTS FTEs: .90
 UTILITY FTEs: 2.83



Request to Fill Position

Submit this form, a memorandum and current position description to the City Administrator for review and submittal to the Administration and Finance Committee. To ensure adequate time for review, submit the Friday prior to the Council Agenda Deadline day.

Department/Division: Finance

Position Title: Accounting Specialist

Reason for Request: ☐ New Position OR ☒ Replacement to Staff - Date of Vacancy: 5/4/2018-Reorg.

Person Replaced: Nicole O'Connor

Position Status: ☒ Full-time ☐ Part-time AND ☐ Regular ☐ Temporary ☐ Provisional ☐ Special ☐ Other

If other than Full-time or Regular, indicate work schedule (hours per week, days to be worked, etc.) and anticipated duration of employment: _____

Funding Source: ☒ Operating ☐ Grant ☐ Other: _____

Anticipated Date for Filling Position: ASAP

Is the position required for fiduciary, legal or compliance requirements? ☐ No ☒ Yes, describe: *This position is responsible for daily Finance related work including accounts payable, treasury activities, accounts receivable, customer service, reconciliations, reporting, account analysis, and other comparable duties as assigned.*

Why is it necessary that this position be filled? What operational needs does this position fulfill? *It is necessary that this position be filled as soon as possible to ensure continuity and accountability in the in the Treasurer's Office as well as other required accounting and finance activities.*

What will be the impacts on service functions to the public if the position is not filled? *While other staff can step in and assist with duties on a short term basis, all accounting and finance tasks cannot be completed timely and accurately without this position being filled as it not a choice to delay the services provided by this position. Another issue with not filling the position timely is that internal controls and proper separation of duties, established to protect City Assets, will be extremely hard to adhere to.*

What will be the impacts on service to city staff if the position is not filled? *There will be a delay in customer service to citizens, paying the City's vendors, collecting monies from the Cities customers, and completing accounting duties.*

What reorganization possibilities have been considered, such as elimination of the position or combining duties with other existing positions? (If none, provide rationale.) *This request to fill is the result of a requested reorganization to better equip the Finance Department to be successful in prudently completing its duties. Reducing staffing would create a shortage of qualified staff to complete the necessary functions as well as open the City up to additional risk in critical areas.*

How has this vacancy/need been covered so far? *The vacancy started less than one week ago. Staff is doing its best to keep up with all of the duties in the short term, however some items will need to wait until the replacement is hired and training can be completed.*

How many other similar positions exist in this department? *Four similar positions exist, however each staff member is responsible for different duties.*

Requestor Information

Please Print: Peggy Steeno, Finance Director, Department of Finance

Signature/Date: *Peggy Steeno* 05/10/2018

Attached: ☒ Memorandum ☒ Current JDQ

Job Description Questionnaire

The purpose of the Job Description Questionnaire (JDQ) is to provide the information necessary to evaluate jobs for salary placement, classify jobs for various legal requirements, and to compile appropriate job descriptions.

Please read this JDQ carefully before answering any of the questions and then complete it as accurately, completely, and briefly as possible. While it is not necessary to describe each duty in great detail, it is important to provide sufficient information so the job can be accurately evaluated and classified. Keep in mind that *the purpose of the JDQ is to collect information about the job and is not designed to evaluate employee performance.*

Consider the typical responsibilities of the job; even those that might only occur cyclically (e.g. annually, quarterly, etc.). The responses should be based on duties and responsibilities that are part of the job under typical conditions, not special projects or temporary assignments. Further, unless specifically directed by management, describe the job as it is today, not as you believe it should be or what it might be in the future.

SECTION 1			DEMOGRAPHIC INFORMATION	
Employee Name	Vacant	Employer Name	City of West Allis	
Job Title	Accounting Specialist	Work Location	City Hall	
Department	Administration and Finance	Division	Finance	
Full-Time / Part-Time	Full-Time	Part-Time (Hrs per Wk)		
Supervisor Name	Kris Moen/Corinne Zurad	Supervisor Title	Deputy Finance Director	

SECTION 2

DESCRIPTION OF ESSENTIAL DUTIES & RESPONSIBILITIES

Identify the essential duties / responsibilities of your job, which should be the most important aspects of the job. This section is focused on WHAT is done rather than HOW it is done. Use wording that will provide as clear an understanding as possible for someone not familiar with your work. Avoid terminology or acronyms that are not widely known outside of your line of work. Please list those duties that you feel are most important at the top of the list, and list the estimated percentage of the total annual time that each item takes. (*Remember, as a rule-of-thumb, that 10% equates to roughly 200 hours of a work year.*) To the extent possible, try to identify those duties and responsibilities that account for as close to 100% of your work time as possible. While catch-all categories are acceptable (e.g. misc. duties, other duties as assigned, etc.), those sections will likely NOT be evaluated.

Frequency Codes: Daily [D] / Weekly [W] / Bi-Weekly [B] / Monthly [M] / Quarterly [Q] / Annually [A] / As Needed [N]

Primary Duties	Frequency	% of Annual Total Time
Process accounts payable, including review and processing of invoices to for payment, review and process travel and mileage reimbursement for employees, print checks and mail payments. Maintain vendor data required for 1099's and electronic payments. Assemble, scan, and archive supporting documentation for all payments.	D	25
Responsible for accounts receivable billings for various city services, annual contracts, property compliance issues, accidents, etc. Reconcile outstanding accounts to general ledger. Account for revenues billed. Analyze revenue balances to ensure accurate and complete billings. Negotiate payment plans as needed	D	15
Handle cash receipting and payment processing for property taxes, utility bills, and all other payments accepted at City Hall Treasurer's counter. Set up and balance cash drawers, enter daily transactions, close and post cash receipt batches	D	25
Entering and balancing of adjusting journal entries to record various revenues and expenses in general ledger accounting system	M	10
Answering department phone calls and answer questions of walk-in customers/citizens/employees	N	5
Prepare monthly financial summaries of revenues and expenses for budget analysis and financial projections.	M	10
Assist with preparation of budget schedules during annual budget process	M	5
Account reconciliation for various balance sheet accounts on a monthly basis	M	5
Liaison to user departments on financial policies for getting invoices paid, p-card use, budget variance analysis, financial reports, etc. Serve as budget analyst to prepare and send monthly reports and provide other financial information to departments as needed.	N	5

SECTION 3**TOOLS AND TECHNOLOGY**

Identify any software, technology, equipment or machinery utilized on a regular basis in order to perform the functions of the job:

Computer, calculator, copier, fax, scanner, Excel, Word, Outlook, Legistar, Novatime, Qrep, H.T.E (ERP system-Accounting, A/P, A/R, Cash Receipting, Financial Reporting), Fortis Imaging system, Kofax scanning system

SECTION 4**JUDGMENTS / DECISION-MAKING**

Identify at least five of the most typical judgments/decisions that you make in performing your job as well as the solutions to these problem. Please also describe the resource, input or guidance others provide in arriving at your decision and who reviews, if anyone.

Typical Problems/Challenges	Possible Solution(s) to Problem/Challenge	Resources Available and/or Used	Job Title of Who Reviews
Departments have questions regarding available funds in their budget, what account number to charge an expense to, misc. budget/acctg. questions	Provide regular financial reports to departments so they can track their budget and expenses. Train users on policies, account numbers, etc.	Policies, Accounting system, reporting tools	Deputy Finance Director or other Accounting Staff
Department needs Last Minute Check Cut	Cut special check or find another way to make the payment	Coworkers/Bank, G/L software	Accounting Specialist-AP Lead, Deputy Finance Director, if needed
A/R Billings-citizen disputes charges	Research the incident; provide supporting documentation and additional explanation to citizen. Negotiate payment plan	City policies, Work Orders, Police Reports, departmental documentation, Senior Accountant, City Attorneys	Senior Accountant, if needed
Departments Submitting wrong or missing documentation for a payment/travel reimbursement	Contact department to ask for correct information or more information. Look online for conference or travel details.	Coworkers/Internet, City Policies	Accounting Specialist-AP Lead, Deputy Finance Director, if needed
Vendors Payment Questions/Payments Returned from Bank or in the Mail	Look into if payments were made, when, and where payments were sent to. Call vendor or bank and find out where payment belongs (new bank account, new bank, new address)	HTE, Bank	Accounting Specialist-AP Lead, Deputy Finance Director, if needed

SECTION 5**WORKING RELATIONSHIPS / INTERACTIONS / CONTACTS**

Please identify your typical work relationships with other persons inside or outside of your own organization.

Title of Individuals With Whom You Typically Interact	Describe the Interaction	Why Was It Necessary?
Deputy Finance Director	Daily Operations	Ask for direction, clarification or opinion
Accountants	Daily Operations	Ask for direction, clarification or opinion
Accounting Specialists	Daily Operations	Coordinate duties
Other Employees	Payment questions, assistance	Help make payments, work with accounts, work with accounts
Vendors	Arrange payments, set-up bank information for payments, look into payments made	To assure timely and correct payments

SECTION 6**SUPERVISION / MANAGEMENT**

Please indicate the type of responsibility you have as it pertains to leading others.

Area of Action / Responsibility	Yes	No	Provides Input
Screen / Interview Applicants		X	
Hire / Promote Employees		X	
Provide Written/Verbal Warnings		X	
Suspend Employees		X	
Terminate Employees		X	
Prepare Work Schedules For Others		X	
Project Management		X	
Provide Work Direction For Others		X	
Evaluate Performance Of Others		X	
Counsel Employees		X	
Train Employees (As Part Of The Normal Duties Of The Job)	X		

Approve Overtime				X	
Approve Time Off Request For Others				X	
Develop / Implement Policies				X	
Do you <u>directly</u> supervise any employees? <i>If yes, please list the number of FTEs and job titles of those employees below:</i>					n/a
Job Title				# of FTEs	

SECTION 7 WORK ENVIRONMENT / PHYSICAL REQUIREMENTS					
Please indicate the amount of time typically spent in the following categories.					
Physical Requirements	[Place an "X" in the appropriate cells]				
	N/A	Rarely	Occasionally	Frequently	
Carrying/Lifting 10 - 40 Pounds			X		
Carrying/Lifting > 40 Pounds		X			
Sitting				X	
Standing / Walking / Climbing		X			
Squatting/Crouching/Kneeling/Bending		X			
Pushing / Pulling / Reaching Above Shoulder		X			
Work Environment	N/A	Rarely	Occasionally	Frequently	
Indoor/Office Work Environment				X	
Noise >85dB (e.g. mower, heavy traffic, milling machine, etc.)	X				
Extreme Hot/Cold Temperatures (>90 degrees / <40 degrees)	X				
Outdoor Weather Conditions	X				
Hazardous Fumes or Odors / Toxic Chemicals	X				

Confined Spaces (as identified by OSHA)	X			
Close Proximity to Moving Machinery / Equipment	X			
Bodily Fluids / Communicable Diseases	X			
Working Alongside Moving Traffic on Roads	X			
Electrical Hazards	X			

SECTION 8

ADDITIONAL EMPLOYEE COMMENTS

Please identify any other information that would help someone else understand your job more clearly:

These positions are responsible for handling the day-to-day transactions in the Finance department, but also have an accounting background in order to provide assistance with financial reporting, budgeting, financial analysis and projections. Approximately 50% of their time is spent handling daily transaction-based duties of accounts payable or accounts receivable or cash handling/payment processing. They are cross-trained to handle these critical core functions and may shift from one area to another at peak times (tax collection for example) and as workload demands it. Approximately 40% of their time will be spent accounting (journal entries, reconciliations, etc.) and preparing financial summaries, monthly financial reports and budget projections, etc. to provide financial information to Council and department managers.

TO BE COMPLETED BY THE EMPLOYEE'S SUPERVISOR

SECTION 9			SUPERVISOR INFORMATION	
Supervisor Name	Kris Moen	Supervisor Title	Deputy Finance Director	

SECTION 10		EDUCATION REQUIRED FOR HIRE
	Level of Education (Select one with an "X")	Field(s) of Study
	Less than High School Education	
	High School Education (or Equivalent)	
	One Year Certificate (or Equivalent)	
X	Associate's Degree (or Equivalent)	Accounting
	Bachelor's Degree	
	Master's Degree	
	Professional Degree (Law, Medicine, etc.)	
	PhD w/ Dissertation	
	Other:	
Provide Any Additional Information Regarding the Required Education (e.g. preferred vs. required, specific coursework, etc.):		
Minimum Associates' Degree required, Bachelor's Degree a plus		

SECTION 11						TOTAL EXPERIENCE REQUIRED UPON HIRE
[Place an "X" in the appropriate cells]						
No Experience	< 2 yr.	2 to 3 yrs.	4 to 5 yrs.	6 to 7 yrs.	8 to 9 yrs.	10 to 11 yrs. ≥ 12 yrs.
	X					
Describe Specific Experience Required for Hiring (e.g. 5 total years of customer service experience 2 of which were in a supervisory capacity):						
1-2 years' experience in accounting, bookkeeping required. Expect these employees to have a basic background in accounting						

SECTION 12

CERTIFICATION / LICENSURE / TRAINING TO PERFORM JOB

[illegible]

Describe any current practices as it relates to licensure or certification (e.g. extra pay for certification, employer payment for obtaining or renewing, etc.):

SECTION 13

SUPERVISOR'S COMMENTS / CORRECTIONS / ADDITIONS

In lieu of altering an employee's JDQ, please provide any corrections, clarifications, or additional information in the space provided below.

[illegible]

TO BE COMPLETED BY ADMINISTRATIVE DESIGNEE

SECTION 14

SUPERVISOR INFORMATION

Administrative Designee Name

Administrative Designee Title

SECTION 15

ADMINISTRATIVE COMMENTS / CORRECTIONS / ADDITIONS

In lieu of altering an employee's JDQ, please provide any corrections, clarifications, or additional information in the space provided below.

JDQ Section

Comment / Clarification / Addition

