

Position Description

May 2015

Under the general direction of the section chief, this position manages and provides direct leadership of two programs in the Department of Administration: Document Sales and Mail Transportation Services. The position is responsible for the administration of each program across the statewide enterprise.

Document Sales is authorized by § 35 Wis. Stat., Subchapter II as the official distributor of legislative publications including state statutes, administrative code and register and the Blue Book. This unit also sells and distributes approximately 500 other state agency publications and materials utilizing an order management and fulfillment application. This position has the primary responsibility for the successful management of this program and the supervision of associated staff.

As authorized by §16.84 (14) Wis. Stat., Mail Transportation Services facilitates state government mail operations on behalf of the United States Postal Service and state agencies. The Mail Transportation Services unit provides services to state agencies, Boards, Commissions, Offices, the University of Wisconsin System Administration, University of Wisconsin-Madison and the Wisconsin Technical Colleges System. The unit distributes one million pieces of incoming United States Postal Service mail, maintains a separate inter-departmental mail system which handles an estimated 250,000 units per year and collects outgoing mail from state agencies for metering and processing before delivery to the United States Postal Service. To perform this work this position develops and manages five (5) separate mail delivery and pickup routes comprised of 20 runs, delivering and picking up mail over 100 times daily to/from state, university and technical college customers to ensure efficient mail service in state-owned and leased facilities in the Madison area. This position is also responsible for the signature and receipt of all registered and certified letters and packages sent to the state. As such the individual serves as the primary contact between the United States Post Services and state agency, university and technical college mailroom operations. This position has the primary responsibility for the successful management of this program and the supervision of associated staff.

This position manages an annual operating budget of approximately \$1 million reflecting multiple and complex fee schedules, supervises nine (9) permanent staff and may supervise a pool of limited-term employees. This position also supervises contractors and manages multiple contracts

Goals and Activities:

35% A. Manage and take direct responsibility for the development and administration of two enterprise programs: the Document Sales and Mail Transportation Services Units. The reach of these programs serve private citizens and public sector customers in state agencies, boards, commissions and offices as well as the University of Wisconsin System Administration, University of Wisconsin-Madison and Wisconsin Technical Colleges System comprising over 30,000 state employees.

A1. Develop and administer annual operating budgets for two enterprise programs to include cost recovery of overhead, equipment, personnel and other operating costs associated with the successful operation of these two programs.

A2. Establish and administer rates and fee schedules resulting in a positive operating program. Create and maintain robust product catalogues. Distribute catalogues, rates and fee schedules to customers and post in central locations for easy access by customers.

A3. Regularly monitor program revenues and expenditures to maintain a positive program position. Annually review rates and fee schedules and modify as necessary to maintain successful programs.

A4. Oversee all phases of the purchasing process for both programs including the processing of requisitions, purchase orders, blanket orders, accounts payable and purchasing card activities. Initiate purchase orders and simplified bids as necessary. Ensure expenditures are posted to the proper work order.

A5. Develop statewide policies and procedures which emphasize exceptional customer care and quality delivery. Communicate and implement policies and revisions. Ensure existing policies and procedures are being followed by agencies and their employees.

A6. Oversee production of official state documents on an ongoing basis. Continually seek to streamline operations to save the state money and improve efficiencies. Make changes to the product line, procedures and services to increase efficiency and improve customer satisfaction.

A7. Monitor inventory levels to maintain uninterrupted product deliveries while also working to consolidate, reduce or eliminate little used products and services. Utilize just-in-time delivery strategies with vendors to limit use of state facility space for storage of materials and products.

A8. Continually evaluate customer service and technical operations to ensure customer service levels are met. Design, implement and evaluate improvements in customer service as necessary.

A9. Initiate program awareness and education through outreach efforts to state agencies. Help agencies improve their work and cost efficiencies by integrating existing or new agency-specific materials into the Document Sales operation.

A10. Stay abreast of new federal or state legislation impacting the Document Sales or Mail Transportation Services units. Inform section chief of pending actions and provide timelines and recommendations accordingly.

A11. Sit on standards committees, participate in vendor sessions and attend bid openings to ensure appropriate specifications are written into all vehicle procurements for the Mail Transportation Services unit. Upon delivery, work with Central Fleet to perform quality control checks on newly delivered vehicles to assure the procurement expectation has been met. Stay abreast of warranty issues and industry recalls. If necessary, work with Central Fleet for quick resolution of issues from the dealership or manufacturer. Oversee the acquisition and installation of new signage for vehicles as necessary.

A12. Secure, train and provide oversight on Purchasing Cards for staff who are authorized to purchase fuel, maintenance, truck washes, etc., for the delivery trucks. Review all staff purchases on a continual, weekly basis to ensure only appropriate expenditures are made.

A13. Communicate with customers, contractors and vendors as necessary using written and oral communication skills to answer questions and resolve complaints. Track customer issues and perform trend analyses to determine core reasons for issues and implement permanent solutions

A14. Work to ensure the safety of the workplace and our employees by developing and/or maintaining a safety plan to address office, warehouse, mailroom, loading dock and vehicle work areas. Work with the Bureau of State Risk Management to stay abreast of current safety requirements. Implement and train employees on the safety plan and its components providing refresher training on at least an annual basis to ensure all operations are performed with the utmost regard for the health and safety of all personnel involved. Continue to provide the safeguards and resources required to ensure a healthy and safe workplace on an ongoing basis.

A15. Determine staffing needs of the units and work to maintain agreed upon levels with quality employees. Serve as the primary contact with Human Resources to recruit staff as necessary. Update position descriptions and develop recruitment materials including job postings, questionnaires, exams, interview questions and reference check documents. Organize qualified interview panels, interviews applicants and hire employees. Process all necessary paperwork with the employee and Human Resources.

A16. Serve as the facilities coordinator for both units. Work with building maintenance on all issues and concerns. Regularly meet with the building supervisor and maintenance staff on issues which may impact the facilities.

A17. Evaluate, recommend and coordinate all capital purchases for both units.

A18. Support and backup staff in program areas as necessary including but not limited to managing inventory, customer service, order fulfillment and driving a truck.

20% B. Direct staff and manage business needs of Mail Transportation Services Unit

B1. Direct the on-time delivery and pickup of inter-departmental and United States Postal Service Mail. Continually work with staff and customers to streamline the routes to maximize efficiencies to meet customer service expectations.

B2. Monitor and update delivery schedules as needed to accommodate state agency relocations or adjustments as they occur, ensuring all mail is processed to acceptable

standards. Provide leadership to agency representatives and drivers to manage the changes to ensure new schedules meet customer needs. Provide change management expertise to ensure proper and effective communication occurs within the impacted agency well before the change is implemented.

B3. Add new routes as necessary. Review customer requirements and update route schedules for all zones on an ongoing basis to meet the needs of the respective state agency customers.

B4. Proactively stay abreast of weather, road and traffic conditions in addition to truck breakdowns and staff shortages which impact the Mail Transportation Services unit. Keep employees informed of potential impacts as they develop. As appropriate, inform drivers of alternate routes and/or schedule adjustments. Inform impacted customers of schedule adjustments. Ensure the delivery of mail as possible while not compromising employee safety. Keep section chief informed of developments as needed.

B5. Stay abreast of changes impacting the state's mail transportation unit due to internal or external policy and program changes. Stay alert to United States Postal Service and third party courier changes to proactively make adjustments to the state's mail transportation unit as needed to maintain efficiencies.

B6. Ensure the accurate and timely processing of registered, certified and other business reply mail. Oversee the signature for such mail, documenting its receipt for tracking purposes should a mail delivery failure occur.

B7. Remain a subject matter expert on suspicious substance protocols by proactively interfacing with the United States Postal Service and Capitol Police on new procedures. Maintain train-the-trainer expertise to instruct and/or coordinate suspicious substance training for mailroom operations supervisors in state agencies to reduce the potential consequences from threatening mail.

B8. Develop and implement training modules on mailroom operations for staff. Regularly train new and existing staff on recognizing suspicious packages and the emergency actions steps to proactively initiate if a package or envelope is viewed as a possible threat.

B9. Develop and maintain a continuity of operations (COOP) plan for the Mail Transportation Services unit to ensure services can be resumed within 48 hours should an event render the main operations site uninhabitable. Ensure an alternate site is identified and readied for use should the COOP plan be activated. Serve as the COOP Plan Lead to execute the plan should it be activated.

B10. Ensure all United States Postal Service mail, third party courier packages, inter-departmental mail and product inventory in the state's care is adequately secured. Proactively restrict access to mail and products to only essential staff. Take immediate action to modify access requirements when employees leave or when there are concerns regarding an employee's access.

B11. As provided by Code of Federal Regulations, Title 39: Postal Service, Part 310.3, ensure only authorized staff handle and process inter-departmental mail.

B12. Work with Central Fleet and/or outside vendors on regular vehicle maintenance and repair. Contact Automotive Resources International (ARI) or other contracted fleet management vendor

to report vehicle breakdowns and provide direction on emergency repairs and towing. Procure and store supplies and parts on-site as needed to maintain vehicles. Secure parts as needed in emergency situations.

B13. Proactively work with facility managers in state-owned or leased facilities to ensure loading dock levelers and other equipment are fully operational and meet industry standards. Work to ensure loading docks are always immediately accessible to our drivers. Work with facility managers to resolve all issues and potential issues to a satisfactory conclusion.

5% C. Maintain expertise in all software and applications utilized by program areas.

C1. Maintain expertise in software utilized in program areas. Oversee the training of new personnel on all program-specific technology. Cross train staff within each program area to assure functional knowledge of the technology allowing the performance of all tasks in a co-workers absence.

C2. Stay abreast of new technology developments in the mail transportation and order fulfillment areas, such as, mail tracking, online ordering, etc., to meet customer demands more efficiently. Make recommendations to section chief on technology advances.

C3. Serve as the point of contact with the Division of Enterprise Technology (DET) should new technology be developed internally or procured externally for either program. Work with DET and/or an outside provider to fully scope system requirements, test the technology in a dual operating system and implement the technology including staff training.

C4. Serve as the main point of contact with software vendors for both units. Negotiate contract costs and inclusions. Oversee contract renewals and all payments. Oversee the installation of upgrades to the system including isolating customer impacts, timelines and training.

C5. Train staff to troubleshoot computer system problems, reporting issues as appropriate until resolved while keeping supervisor informed.

30% D. Supervise staff in Document Sales and Mail Transportation Program Units.

D1. Provide leadership, supervision, clear direction and assignments to all permanent staff associated with each program area. Organize permanent staff and assign clear responsibilities and authority for each employee. Be available to employees on work and personal issues impacting the employee's availability or ability to work. Communicate regularly with employees via email and scheduled staff meetings. Stay abreast of employee needs to help each achieve success.

D2. Supervise and provide leadership to a limited-term employee pool of mail transportation services drivers to assure customer expectations can be met during scheduled and unscheduled time off of permanent staff.

D3. Proactively work with employees to establish achievable and measureable performance standards. Perform formal evaluations with employees on at least an annual basis. Provide appropriate training opportunities for employees to improve performance or enhance career development.

D4. Work to continually develop and improve employee core competencies: communicator; team player; innovator; learner; role model; and work ethic.

D5. Train employees on their duties and responsibilities ensuring each employee is familiar with what is expected of them. Develop a plan to cross train staff to optimize efficiencies and ensure uninterrupted service to customers.

D6. Ensure new employees participate in agency new-hire training within 60 days of hiring.

D7. Develop training plans for each employee to help each achieve a goal of providing excellent customer service. Training shall be ongoing so that all employees are current with technology capabilities and future trends in their respective areas of responsibilities. Provide all employees with ongoing professional training opportunities to enhance their career development.

D8. Recommend and initiate personnel actions, such as employee reclassifications and/or competitive promotions as appropriate.

D9. Administer interim performance evaluations on an as-needed basis. Conduct investigatory interviews and disciplinary actions as necessary. Introduce work plans to raise employee performance levels as necessary.

D10. Monitor employee productivity reports. Analyze results to develop and implement needed changes to optimize staff productivity while maintaining quality services and high customer satisfaction.

D11. Coordinate random drug and alcohol tests for employees holding a State of Wisconsin Commercial Drivers License (CDL) in accordance with the statutes and rules outlined by the Federal Motor Carrier Safety Administration (FMCSA). Work with the vendor to schedule tests and provide work coverage as necessary allowing the employee to be tested during work hours. Review all results and provide the results to Human Resources. Work with Human Resources and the section chief to develop plans of action should an employee's test results not meet the requirements of state employment.

D12. Ensure employees secure and maintain their State of Wisconsin Commercial Driver's License (CDL) if it is a requirement of their job. Work with Human Resources and the section chief to develop plans of action should an employee not be able to secure a CDL, has their CDL cancelled or loses the ability to have it renewed.

5% E. Maintain leadership and professional skills which best represent the Department of Administration and the State of Wisconsin.

E1. Strive to develop and continually improve leadership skills that encompass the Department of Administration's leadership core competencies: communicator; coach; change agent; mentor; role model; and, shield.

E2. Participate in Section, Bureau, Division and Department organizational reengineering and other development efforts related to Lean Government or similar.

E3. Attend professional and career development sessions; Lean Government training and development; industry training, user groups meetings, conferences and vendor presentations on hardware/software for electronic commerce; document management and distribution; mail distribution, safety and security; leadership and general management to best serve program employees, customers and the Department of Administration.

5% F. Perform other duties as assigned.

Knowledge, Skills and Abilities:

- Excellent leadership and supervisory skills
- Ability to develop, implement and manage statewide policies and procedures.
- Strong strategic planning and tactical implementation skills.
- Ability to exercise sound judgment and discretion when managing complex and sensitive issues.
- Applied knowledge of the statewide business organization, financial and contract management.
- Highly effective inter-personal skills.
- Creative problem solving skills.
- Strong analytical skills.
- Strong process improvement skills.
- Strong ability to communicate, verbally and in writing, with a wide range of public and private agencies and individuals including large and small audiences.
- Ability to stay abreast of federal and state legislation as it relates to program services and functions.
- Knowledge of principles and experience in effective project management or Lean Government initiatives, including task identification and analysis, risk identification and mitigation, project scheduling, time management, team leadership and facilitation skills.

Special Requirements:

- Maintain a current State of Wisconsin Commercial Driver's License (CDL) with air brakes
- Comply with random drug and alcohol testing
- Meet DOA Fleet driving standards
- Ability to utilize pallet jacks, carts and ladders or similar throughout the day
- Ability to lift and carry up to 50 pounds; bend, stoop, twist, pull and push; climb up and down ladders; and reach overhead to pull and place boxes weighing up to 50 pounds, with or without accommodation