

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: November 20, 2012

SUBJECT: Account Clerk 3 – Library (Lehnherr)

At the request of the Library Director, Gregory Mickells, and Library Business Operations Manager, Susan Lee, I studied the position (#0419) of Account Clerk 3 (CG32, Range 6) currently occupied by Ms. Deb Lehnherr. Ms. Lee is recommending movement to a higher classification based on the fact that Ms. Lehnherr's work requires complex budget analysis and management, in addition to extensive tracking and reporting function for multiple program areas within the library system. However, this is complicated by the fact that the Library Unit represented by Local 60 only has one salary range higher than Range 6, so a new classification would involve creating additional salary ranges. After reviewing the attached position description, and conversations with several key supervisors and colleagues including: Ms. Lee; Mark Benno, Administrative Services Manager; Deb Simon, Budget/Audit Manager; Brook Digregorio, Accountant 2; as well as the incumbent, I have determined that Ms. Lehnherr should be moved to the level of Accounting Technician 3 for the reasons outlined in this memo. This will involve the City adding additional salary ranges to the Library Unit contract to provide comparability with the Local 60 General Unit. The Accounting Technician 3 will be placed in Range 11, and we also intend to create the parallel classifications of Accounting Technician 1 in Range 8, and Accounting Technician 2 in Range 9 to provide future flexibility.

The class specification defines an Account Clerk 3 as

... **advanced-level accounting clerical work** in the preparation and/or processing of various accounting or financial records. ... This work is characterized by **significant judgment and discretion** in completing assigned tasks or special projects with a **high degree of independence**. [emphasis added]

The class specification defines an Accounting Technician 3 as

... **advanced-level paraprofessional accounting work** in the development and reconciliation of complex accounting records/reports, and/or providing leadership in the administration of accounting-related programs. ...employees **exercise considerable judgment and discretion** in meeting established objectives. This class is distinguished by responsibility for the administration of a **technically complex accounting-related program** and/or a significant leadership role. [emphasis added]

Examples of duties and responsibilities found at the Accounting Technician 3 level include

Independently prepare and submit technical financial reports within established guidelines.

Oversee and/or prepare and maintain account balances of grants or similar fiscal appropriations requiring a high level of skill in establishing and monitoring controls.

Provide accounting-related program expertise. Respond to questions/issues concerning programmatic responsibilities.

Identify accounting system problems; assist in the development and/or maintenance of complex computerized accounting systems.

Conduct internal and external audits within technical parameters with a high degree of independence. Gather and review pertinent data, and prepare standardized reports containing financial and operational information. Submit reports and conduct follow-up as indicated.

Ms. Lehnherr has worked as an Account Clerk 3 with the City since she was hired in July 1986. In 1992, the Business Services Manager delegated a main finance portion of work to Ms. Lehnherr. Since that time, Ms. Lehnherr has taken on increasing responsibility for paraprofessional accounting work at the Library. For example, she is the primary point of contact and financial liaison for the entire Library's budget process both within the Library and with the Finance Department. Ms. Lee and Mr. Benno work closely with Ms. Lehnherr and rely heavily on her to perform her work independently and with a high degree of discretion, although Ms. Lee and Mr. Benno retain ultimate responsibility for the Library finances. There are no other Library staff members who are as intricately involved in the budget process, nor possess the necessary accounting experience to carry out these functions. Ms. Lehnherr maintains a complex and exhaustive salary tracking system for all library staff. She provides the management team with various manipulations of the budget based on any given situation they may be considering for the following budget year. By forecasting patterns/changes in annual expenses and revenues, Ms. Lehnherr builds the budgets based on the management teams' projections and a range of possible scenarios. The team is able to fully see the financial impact of various staffing and program strategies for the library. While Ms. Lehnherr's responsibility for budget preparations comprises 15% of her duties, this function is intricately involved for about three (3) months of the year. Although staff in other City agencies perform budget projections, the Library budget is complicated by the fact that the Library has multiple locations, with varied hours, and varied staffing levels. Staff at the Library work a variety of FTEs and keeping straight the hours per staff person is challenging. Other departments with similar complexity, such as Parks or Engineering, have professionals who, as part of their responsibility, perform these budget projections.

Ms. Lehnherr is also responsible for preparing all year-end budget reports, grant expenditure reports and tracking, and monthly financial statements to the Library Board. The Library Board statements are different than those required by the City Finance Department which adds to Ms. Lehnherr's work. Ms. Lehnherr's various accounting responsibilities comprise roughly 60% of her position description. These duties include monthly financial and accounting transaction tracking, monthly and annual financial reporting, and capital projects budget tracking. Additionally, she oversees several other programmatic areas including supplies purchases, other purchased services contracts, and facilities maintenance coordination. Ms. Lehnherr is solely responsible for tracking and reporting anywhere from 50 to 100 individual grants per year for the library. She also independently prepares and submits a variety of technical financial reports, monthly and/or annually, to various agencies including the Library Board, City Finance, and the Department of Public Instruction. Ms. Lehnherr is also appointed to the Finance department implementation team for the new MUNIS software system. Participation on this team allows

her to identify accounting system problems and assist in the development and/or maintenance of complex computerized accounting systems. All of these duties are consistent with an Accounting Technician 3's distinctive responsibilities. From my discussions, it is apparent the Library's management team is extremely reliant on Ms. Lehnherr's expertise, and if she were to leave, the Library would have to hire a similarly qualified individual to perform this work.

In order to ascertain the breadth of Ms. Lehnherr's duties, I met with two key Finance Department staff, Budget and Audit Manager Deb Simon and Accountant 2 Brook Digregorio, who both have direct working relationships with Ms. Lehnherr. Ms. Simon and Ms. Digregorio both agree that the level of work that Ms. Lehnherr performs at the Library is consistent with that performed by Accounting Technicians 3 in the Finance Department, especially as it relates to the size and complexity of the budgets she monitors as well as her capital assets/debt service management work. Ms. Lehnherr provides an extremely high quality of information, fully understands the depth of her work and how it encompasses the scope of a project, and performs her duties with a high level of autonomy and independence. This is consistent with the "...considerable judgment and discretion..." expected of the Accounting Technician 3.

Reclassification of Ms. Lehnherr to the level of Accounting Technician 3 is appropriate. I have assessed whether the changes in Ms. Lehnherr's responsibilities took place logically and gradually over the course of her employment with the Library. Over the last 20 years, as library service needs have become more complex; Ms. Lehnherr consistently has adapted to the standards of progress and technology. She has gradually taken on additional responsibilities for financial matters within the Library, which have been a logical outgrowth of her Account Clerk 3 position.

Based on this position study, I recommend that placement in the Accounting Technician 3 classification to be appropriate given the breadth and depth of her accounting and financial management for the entire library system, including all nine branches. Ms. Lehnherr assembling and presenting a variety of data, preparing complicated reports in a clear manner, and does so with a high level of independence and analysis. As such, I recommend that Ms. Lehnherr's position be recreated as an Accounting Technician 3 and that she be reallocated to the new position.

As noted in the introduction, because the Local 60 Library Contract does not currently contain salary ranges to accommodate creation of the Accounting Technician 3 classification on par with the Local 60 General Contract, we are creating additional salary ranges in the Library contract, and adding the classifications of Accounting Technician 1 in Range 8, Accounting Technician 2 in Range 9, and Accounting Technician 3 in Range 11.

Attachments

RANGE 06	Step 1	Step 2	Step 3	Step 4	Step 5	Max + 12% longevity
Biweekly	\$ 1,589	\$ 1,630	\$ 1,688	\$ 1,737	\$ 1,786	\$ 2,001
Annual	\$ 41,324	\$ 42,380	\$ 43,888	\$ 45,163	\$ 46,441	\$ 52,014
ACCOUNT CLERK 3 ADMINISTRATIVE CLERK 2						

RANGE 07	Step 1	Step 2	Step 3	Step 4	Step 5	Max + 12% longevity
Biweekly	\$ 1,630	\$ 1,688	\$ 1,737	\$ 1,786	\$ 1,835	\$ 2,055
Annual	\$ 42,380	\$ 43,888	\$ 45,163	\$ 46,441	\$ 47,713	\$ 53,438
LIBRARY ASSISTANT 2						

RANGE 08	Step 1	Step 2	Step 3	Step 4	Step 5	Max + 12% longevity
Biweekly	\$ 1,699	\$ 1,747	\$ 1,795	\$ 1,842	\$ 1,895	\$ 2,122
Annual	\$ 44,178	\$ 45,418	\$ 46,660	\$ 47,898	\$ 49,260	\$ 55,171
ACCOUNTING TECHNICIAN 1						

RANGE 09	Step 1	Step 2	Step 3	Step 4	Step 5	Max + 12% longevity
Biweekly	\$ 1,747	\$ 1,795	\$ 1,842	\$ 1,895	\$ 1,938	\$ 2,170
Annual	\$ 45,418	\$ 46,660	\$ 47,898	\$ 49,260	\$ 50,378	\$ 56,423
ACCOUNTING TECHNICIAN 2						

RANGE 10	Step 1	Step 2	Step 3	Step 4	Step 5	Max + 12% longevity
Biweekly	\$ 1,796	\$ 1,848	\$ 1,907	\$ 1,954	\$ 2,023	\$ 2,265
Annual	\$ 46,702	\$ 48,057	\$ 49,569	\$ 50,807	\$ 52,592	\$ 58,903
NO CLASSIFICATIONS						

RANGE 11	Step 1	Step 2	Step 3	Step 4	Step 5	Max + 12% longevity
Biweekly	\$ 1,842	\$ 1,895	\$ 1,938	\$ 2,000	\$ 2,080	\$ 2,329
Annual	\$ 47,898	\$ 49,260	\$ 50,378	\$ 51,987	\$ 54,075	\$ 60,564
ACCOUNTING TECHNICIAN 3						

*Listed salaries are effective December 9, 2012.

cc: Greg Mickells – Library Director
 Susan Lee – Librarian Business Operations Manager
 Mark Benno – Administrative Services Manager
 Deb Lehnerr – Account Clerk 3
 Greg Leifer-Employee and Labor Relations Manager