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Compensation and Benefits Study for El Paso Chapter 13 Trustee

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Technical Report Number 2003-01

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COMPENSATION AND BENEFITS STUDY FOR THE EL PASO CHAPTER 13 TRUSTEE

Christine Thurlow Brenner, Ph.D.
Tina Manco, M.A.

INTRODUCTION

In the summer of 2002 the Chapter 13 Trustee in El Paso, Texas contacted the Institute for Policy and Economic Development (IPED) at the University of Texas at El Paso to request a formal compensation and benefits study for their organization. *The primary purpose of the study would be to determine if the compensation and benefits offered by the Trustee were appropriate for the El Paso market.* This report examines the factors that must be considered in order to perform a compensation and benefits study, the methodological process used to conduct the analysis, and suggestions and recommendations for possible realignment of compensation and benefit levels within the Chapter 13 Trustee office in El Paso, Texas.

Job analysis is a systematic process that is used in selection procedures and to determine compensation. It is an important first step in evaluating employment policies and procedures, as well as for wage and benefit determinations. It entails the identification of job duties and requirements for any given position in order to describe in detail the reason for and conditions of employment within a given firm. The job specifications and the relation of the position to other jobs in the firm are important pieces of information that, in turn, may be used to calculate the appropriate wage and benefit levels for each position, as well as to determine training needs, selection procedures, and job performance reviews. The purpose of this study, however, is limited to the comparison of wage and benefits in the financial services industry in the El Paso area and to demonstrate where those wages fall in relationship to the region and the state of Texas.

This report begins with a discussion of the overall methodological approach to the compensation and benefits study, which discusses in detail the process used to evaluate positions within the El Paso Chapter 13 Trustee office. Findings from this process are then presented. This is followed by a discussion of the financial services compensation levels in El Paso and the other major urban areas in Texas. By comparing the information with the compensation levels of the El Paso Chapter 13 office, it will be possible to determine what salary adjustments, if any, may be appropriate for the local Trustee's office. In the third section of the report the benefits offered by the Trustee will be compared with other major governmental employers in El Paso, the City and County of El Paso and the University of Texas at El Paso. Analysis of this information will assist the Trustee in planning any future changes to the benefit package offered to El Paso Chapter 13 employees. The conclusion will recommend the changes the Trustee may want to consider for the Chapter 13 office to provide a competitive and fair compensation package for its employees.

BACKGROUND

The Chapter 13 Trustee had previously had two major studies done on the El Paso office. The first, conducted by Organization Diagnostics, L.L.C., focused primarily on the effective use of employee performance appraisals in determining allocation of merit salary increases. Deloitte and Touche conducted the second study, which was completed in 1998. The major finding of this study was that 23 percent of the Chapter 13 office employees were paid below the competitive local labor market.

JOB ANALYSIS METHODOLOGY

The National Compensation Survey conducted by the U.S. Bureau of Labor Statistics (BLS), has become the standard in wage and compensation surveys performed in the United States today. Because of its reputation for high standards in data collection and analysis, the BLS has become "the principal fact-finding agency for the Federal Government in the broad field of labor economics and statistics."[1] The information collected by the BLS for the National Compensation Survey (NCS) is used to assess the Federal Government's

employment levels, benefits, and wages. Replication of the BLS methodology enables firms to compare and evaluate the wage and compensation plans they provide with others in their profession or geographical area. In this way, the NCS serves as a template through which fair and competitive compensation plans across the country may be developed.

The core of the NCS data collection and analysis process involves a technique called "Generic Leveling," which evaluates the work level required of an occupation by assigning a numeric value to nine factors integral to the success of every occupational position. These factors are rated based on their overall significance for successful job performance, and are weighted through the use of a point system. As shown in Table 1 (Appendix A, page 2), the knowledge necessary to complete a job is the most important factor, comprising 41.3 percent of the total weighting scheme, followed by supervision received and guidelines (14.5 percent each), complexity of tasks and scope and effect of the position (10 percent each). Purpose of contacts (4.9 percent), personal contacts (2.5 percent), and physical demands and work environment (1.1 percent each), while contributing to the overall weighting scheme, are much less important for overall successful job performance. Appendix B provides a detailed description of the Occupational Level Criteria.

By determining the generic occupational level for each position within a firm, it is possible to compare wages for similar jobs at the same work level using the NCS data results. Metropolitan area, work level, and major occupational group to which each position is assigned report those results. The nine major occupational groups, as defined by the BLS, are the following:

- Professional specialty and technical;
- Executive, administrative, managerial;
- Sales;
- Administrative support including clerical;
- Precision production, craft, and repair;
- Machine operators, assemblers, and inspectors;
- Transportation and material moving;
- Service occupations; and,
- Handlers, equipment cleaners, helpers, and laborers.

Thus, in conducting the wage and compensation study for the Chapter 13 office in El Paso, Texas, a national standard methodology provided by the BLS was employed to create an accessible, understandable, and comparable result. Figure 1 (Appendix A, page 1) lays out the process for data collection and analysis for this stage of the study.

Initially, the Chapter 13 Trustee provided IPED with general data regarding policies, current salary levels, job descriptions, and benefits of current employees. In addition, each employee wrote a short description of his or her primary job responsibilities. This was used to create the base from which subsequent comparisons were to be made. After evaluating this information, a data collection process was designed to elicit information regarding the job duties of the individual employees, which involved initial interviews, verification, and standardization of job descriptions to include the occupational level criteria used by the NCS. The multi-stage method was designed to provide comprehensive evaluation of positions and individual work levels, which would be used in the BLS general leveling process.

In order to ascertain the proper wage and compensation benefits for each employee, a series of face-to-face interviews was conducted to determine if the each individual existing job description accurately reflected the work responsibilities and occupational demand levels of the position. The first set of individual employee interviews conducted by IPED was designed to establish an exact description of the actual duties performed. During this interview, the employee was asked to describe all tasks performed, including those of a non-routine nature, as well as to self-evaluate the position in terms of the standard Occupational Level Criteria used in the NCS. The rating criteria worksheet is included as Appendix C. This was a critical step in the generic leveling process, not only due to the necessity of evaluating the work level per se, but also in order to create an updated job description for each position.

The results of these job analysis interviews and self-evaluations were then discussed in a second set of interviews with the Office Manager in consultation with the Trustee in

order to clarify and/or verify that the job descriptions appropriately reflected the position duties and that the self-evaluations were reflective of actual work performed in each position. Written job descriptions were then developed for each position using the federal evaluation system in addition to the actual tasks reported and verified by the Chapter 13 office staff. IPED then submitted the revised job descriptions for review by the Trustee and Office Manager. Based on their feedback, some additional revisions were made and the job position descriptions were finalized and confirmed to be accurate portrayals of the work responsibilities of each position.

Once the work responsibilities were determined, occupational level ratings for each of the BLS successful job performance criteria (i.e. knowledge, supervision required, etc.) were assigned to each position. The level ratings were then converted to factor points, as explained in Appendix B. The total factor points were used to determine the appropriate salary grade. With the general leveling process therefore completed, a wage level analysis was conducted to determine the pay for the appropriate new grade.

JOB ANALYSIS FINDINGS

Job Descriptions

The Accounting Policies and Procedures Job Description Manual provided by the Chapter 13 Trustee provided a detailed listing of the exact procedures to be followed at each stage in bankruptcy process. This included a description of the policy, purpose for the policy, scope of work, and procedures to be followed for specific titles. This manual is a helpful guide for understanding specific role responsibilities; however, because it is organized around identifiable tasks, such as debtor school, electronic document filing and retrieval, or pay orders to employer, it is difficult to understand one position in its totality. Many employees hold multiple task responsibilities, which was scattered throughout the procedures manual. The manual serves as an important guide for the Trustee's office regarding accounting policies and procedures, but it is much less effective in providing comprehensive job descriptions.

Comprehensive job descriptions are important management and human resources tools for an organization. Because it is a written statement that "describes or lists the typical or average duties, levels of responsibility, and general competencies and requirements of a job classification,"[2] the job description can be used as the basis for developing a position announcement, or for evaluating the performance of an individual holding the position by comparing his or her work with the expectations of the job.

Therefore, as a part of the compensation and benefits study, IPED has developed written job descriptions for all job positions. These job descriptions include a short overview of the purpose of the job, list essential functions and responsibilities, as well as other duties and responsibilities, including supervisory responsibilities, essential knowledge and skills required to successfully perform the job, fiscal responsibilities, extent of contact with the public, physical demands of the position and working conditions and environment. The job descriptions have been reviewed and approved by the Chapter 13 Trustee and appear in Appendix D.

Occupational Level Rating

Results of the employee self-evaluation using the BLS occupational level criteria are presented in Table 2 (Appendix A, page 3). Self-evaluation results tended to be somewhat inflated over the level rating the Trustee and the Office Manager determined was appropriate for the position. This is not an unusual finding. Individuals will sometimes attribute higher levels or knowledge, complexity or scope, and effect of their position than is actually assigned to the position. This rating level inflation is more common among employees with greater longevity with an organization, as their experience may qualify them for additional jobs that may fall outside the purview of the actual position.

Because our external analysis of the employee positions was in concurrence with the concerns of the Trustee and the office Manager, IPED asked the Trustee to review the occupational level ratings for each employee. IPED provided a list of specific rating concerns to the Trustee. Table 3 (Appendix A, page 5) shows the results of the

adjusted individual occupational level rating for all employees.

Based on the adjusted individual occupational level rating for all employees general leveling points were assigned using the BLS methodology. Table 4 (Appendix A, page 7) presents in columns 3 through 11 the points for each of the rating factors, such as knowledge, supervision received, or work environment. The general leveling points were then tallied to arrive at the total points, as shown in column 12, for each individual position. The total point value of the position was cross referenced with the pay grade work level indicated by the Bureau of Labor Statistics, thereby indicating their placement on the federal GS scale, shown in column 13.

Comparison of Current and Proposed Grade and Salary

Results of the occupational level rating process resulted in recommendations of increased pay grade work levels for 11 of the 21 employees at the Chapter 13 Trustee office in El Paso, Texas. Those positions, which are recommended for re-classification, are:

- Office Manager,
- Assistant Comptroller,
- Claims/Purchase Agent,
- Both Claims/341 positions,
- Confirmations management trainee,
- Motions/Court Settings,
- New Cases,
- Credit Research, and
- Both courier positions.

The remaining 10 positions were classified appropriately as a result of this study and there is no recommendation for increase in pay grade level. Those positions, which are recommended to stay at the current pay grade level, are:

- Administrative Assistant,
- Staff Attorney/Human Resources,
- System Manager,
- Both Accounts Receivable positions,
- TRCC and TRCC/Delinquency,
- New Cases positions, and
- Claims.

Table 5 (Appendix A, page 8) presents a comparison of the current and proposed grade and salary level for each Chapter 13 Trustee employee. The current grade and step level of each employee is listed in column 3 with the proposed grade level in column 4. The difference between the current and proposed grade/step level is seen in the grade difference, shown in column 5. Based on the compensation analysis the couriers and the office manager are recommended for an increase of three grade levels; two grade level increases are proposed for the Claims/Purchasing, Motions, fulltime Claims/341, and New Cases positions, while a one grade level increase is suggested for the Assistant Comptroller, part-time (.75 FTE) Claims/341, and Conference/Management positions.

According to the United States Office of Personnel Management, "an employee promoted to a position in a higher grade of the General Schedule is entitled to basic pay at the lowest rate of the higher grade that exceeds his or her existing rate of basic pay by not less than two step increases of the grade from which promoted (5 U.S.C. 5334(b).)." [3] Using this protocol and the FY 2003 GS COLA Increase Table provided by the Chapter 13 Trustee, an estimated proposed salary was calculated as shown in Table 5, column 7. Using the FY 2003 Payroll information provided by the Trustee, which has each employee's current Class, Step, and Status, and subtracting the current salary shown in column 6 from the proposed new salary listed in column 8, Table 5 column 9 indicates the annual salary difference for each employee. The total proposed new salaries for the Chapter 13 Trustee employees represents an increase in total salary costs of $26,596, from $504,984 in FY2002 to a proposed $531,580 for FY2003.

COMPARISON OF COMPENSATION WITH THE REGION AND STATE OF TEXAS

As a second phase of the Chapter 13 Trustee compensation study, the pay levels of the Trustee's office were compared with similar occupations in El Paso and the State of Texas. This process contributes to an overall compensation analysis by assisting the Trustee in evaluating whether the wages received by employees are fair and competitive.

Having ascertained the appropriate pay grade level of the Chapter 13 Trustee employees in phase one of this study, this information can

be used to compare the occupational wage levels between the Chapter 13 Trustee office and other areas. The occupations held by employees of the Chapter 13 Trustee office are in three major occupational classifications, based on the Bureau of Labor Statistics Occupational Classification System. They include professional specialty and technical occupations; executive, administrative, and managerial occupations; and, administrative support occupations, including clerical. Table 6 (Appendix A, page 9) shows the distribution of existing Chapter 13 Trustee job descriptions into the three occupational classifications. The systems manager and staff attorney/human relations' director are considered professional specialty and technical occupations. The assistant comptroller, office manager, and administrative assistant hold executive, administrative, and/or managerial positions. The remaining Chapter 13 employees are classified as administrative support occupations.

The U.S. Bureau of Labor Statistics conducts national compensation surveys in major metropolitan areas throughout the United States. The survey covers establishments employing 50 workers or more engaged in goods-producing or service-producing industries plus State and local government. Because the data collection methodology is consistent across geographic areas, information collected in similar time frames is comparable for given occupational categories.

During the years 2000-2001, six national compensation studies were conducted in major urban areas of Texas. Data for Houston was collected in 2000 and the remaining studies in Dallas/Fort Worth, Austin, San Antonio, Corpus Christi, and Brownsville were reported in 2001. These compensation studies serve as a basis for occupational wage data comparisons with the Chapter 13 Trustee office. Table 7 (Appendix A, page 10) shows the mean hourly earnings for full time workers in these six cities. Only the data for the occupational categories comparable with the Chapter 13 Trustee office are included (professional specialty/technical; executive/administrative and managerial; and, administrative support occupations) in Table 7.

Wage levels in various geographic locations in Texas vary. The highest wage levels among the six comparison cities are found in the Dallas/Fort Worth area, Houston and Austin, whereas south Texas cities, including Brownsville, Corpus Christi, and San Antonio represent the lower end of Texas wage levels. Table 8 (Appendix A, page 11) is imputed from Table 7 to represent the high, middle, and low end of occupational wages in Texas. By averaging the mean hourly earnings of Houston, Dallas/Fort Worth, and Austin column 1 of Table 8 represents the high end of wage continuum for the occupational levels. The average hourly earnings of all the Texas cities for which national compensation surveys were conducted are presented in column 2 as the middle point of the wage continuum. Finally, the low end of the occupational wage continuum, shown in column 3, is the average of the south Texas cities of San Antonio, Corpus Christi, and Brownsville. Similarly, the annual earnings for the occupational wage levels were calculated in columns 4, 5 and 6, based on the BLS standard of 2,080 hours for fulltime employment.

Table 9 (Appendix A, page 12) presents the high-low wage levels and wage range for each occupation and wage level from Table 8, as well as the Chapter 13 Trustee job positions shown in column 2 and the proposed grade and step for each position shown in column 3, based on the occupation level determined in phase one of the study. The proposed salaries for the Chapter 13 employees are listed in column 8 where they can be compared with the high, middle and low statewide metropolitan salary ranges for the occupation and level shown in columns 4 through 6. Neither the professional specialty/technical occupations (i.e. systems manager and attorney/HR director) nor the executive/managerial and administrative occupations (i.e. assistant comptroller, office manager and administrative assistant) proposed salary fall within the statewide salary range. Indeed, the proposed salaries are well below the statewide salary ranges. This finding indicates that over time the Trustee may need to consider additional salary increases for these five employees, who serve as the core management staff in Chapter 13 office. Failure to address the major differences in the statewide level of pay and the proposed compensation for these management personnel may place the Trustee in jeopardy of losing valuable employees.

There is a different picture when the administrative support positions are considered. Five of the Chapter 13 employees fall within the statewide salary ranges for their occupational level. This includes TRCC Clerk, Motions, Conference/management, Claims 341–II, and I. The proposed salaries for these positions are competitive on a statewide level. The remaining Chapter 13 positions fall below the statewide range for the occupational level; however, in most cases the difference is relatively small, often only $2,000 below the statewide range. This suggests that a good long-term goal for the Chapter 13 Trustee would be to bring all the administrative support position salaries into the statewide salary range.

NATIONAL COMPENSATION SURVEY VERSUS OCCUPATIONAL EMPLOYMENT SURVEY

The U.S. Bureau of Labor Statistics makes wage estimates based on two different methodologies, the National Compensation Survey and the Occupational Employment Statistics. This report has focused on the National Compensation Survey because "if you want wage estimates for pay-setting purposes, and want to set pay according to the level of work that is being performs, the NCS estimates are the better choice."[4] The wage estimate information provided by the NCS is not an occupational average; rather, it provides wage data for specific levels of work based on in-depth face-to-face interviews. The detailed interviews of Chapter 13 employees conducted in phase one of the study allowed for compensation analysis based on work level, thereby making comparisons with the NCS wage estimates possible. Unfortunately, national compensation surveys are not conducted in all metropolitan areas nor is the available data always from the time period desired.

The alternative available is to use the Occupational Employment Statistics (OES) wage estimate. The OES provides wage estimates for approximately 700 occupational classifications and is, therefore, more detailed than the NCS estimates. It provides a general wage profile for states and metropolitan areas. OES data is compiled for U.S. Census designated primary metropolitan statistical areas (PMSAs). While the NCS wage estimates are for the specific year of analysis, the OES averages wage data over a three-year period of time in order to reduce sampling error. Data for the OES wage estimates are collected through annual mail survey of non-farm establishments, as compared with the in-depth interviewing involved in the National Compensation Survey.

El Paso OES Wage Estimates

The most recent occupational employment and wage estimates for the El Paso metropolitan statistical area (MSA) are for 2000, which includes averaged data from 1998-2000. Because this is the only location-specific data available for the El Paso MSA, it provides a local comparison of wages for the Chapter 13 Trustee.

The OES wage estimates classify occupations based on the Standard Occupational Classification (SOC) System. This system provides a universal method of organizing occupational data so that public agencies and private industry, as well as workforce development specialists and students, and employees seeking career information and/or jobs can view salary and wage level information from the same perspective. Federal agencies collect occupational data using the SOC, thereby providing a means to compare occupational data across agencies. It is designed to cover all occupations in which work is performed for pay or profit reflecting the current occupational structure in the United States.[5] The SOC classifies workers at four levels of aggregation: 1) major group; 2) minor group; 3) broad occupation; and, 4) detailed occupation through the use of a six-digit code. All occupations are clustered into one of 23 major groups; however, for the purposes of this study we are only interested in three of the major groupings: management occupations (11.000); business and financial operations occupations (13.0000); and, office and administrative support occupations (43.0000).

The major groups are divided into minor groups, broad occupations, and finally, detailed occupations such that occupations with similar work tasks and skill set are grouped together. The six-digit SOC designation informs the user of the category in

which an occupational falls. The first two digits of the SOC code represent the major group; the third digit represents the minor group; the fourth and fifth digits represent the broad occupation; and, the sixth digit represents the detailed occupation. Major group codes end with 0000 (e.g., 33-0000, Protective Service Occupations), minor groups end with 000 (e.g., 33-2000, Fire Fighting Workers), and broad occupations end with 0 (e.g., 33-2020, Fire Inspectors). All residuals ("Other," "Miscellaneous," or "All Other"), whether at the detailed or broad occupation or minor group level, will contain a 9 at the level of the residual.

Each of the Chapter 13 job positions was classified to the most comparable standard occupational code shown in Table 10 (Appendix A, page 14). This cross-referencing of SOC and Chapter 13 occupations allows us to compare the SOC wage estimates with the proposed salaries developed in phase one of the study. The median hourly, mean hourly, and mean annual SOC wage estimates for each position are shown in columns 4 through 6, respectively. The Chapter 13 proposed salary, presented as full time equivalents for all positions, is shown in column 7. Column 8 represents the difference between the El Paso MSA mean annual wage estimate and the Chapter 13 proposed salary.

Based on this comparison, nine of the Chapter 13 proposed salaries is above the 2000 OES wage estimates and ten are below. The largest discrepancies appear in the management positions. Again, we see that the staff attorney, systems manager, and assistant comptroller are substantially below the market wage estimates. This suggests that the proposed salaries for these positions should be viewed as only a first step in raising the wage levels for these management positions. Long-term, the Chapter 13 Trustee may want to consider a planned program of incremental increases. While it is true that the Chapter 13 Trustee office functions more like a quasi-governmental office than a private firm, and similarly, it is true that governmental pay scales tend to be lower than the private sector in professional position, the Trustee may need to consider these pay differences in order to be competitive and hold on to valuable employees.

At the other end of the pay scale, the proposed salary increases for the administrative support employees will now place most of these occupations in a favorable position compared to the local market. The exception is the support positions that perform first-line supervision (i.e. Claims and New Case supervisors), which will still be below the local market for office and administrative supervisors. Again, the Trustee will want to evaluate the employees in these positions and if they are integral to the success of the Chapter 13 office mission, then a long-term plan to increase their pay may need to be considered.

BENEFITS

The third major task the Chapter 13 Trustee required for the completion of this study was a comparison of the benefit package offered by the Trustee with that offered by the local labor market. Benefits have increasingly become a major portion of the total compensation package employees receive. “Benefits, a trivial ‘fringe’ in most organizations before World War II, now add an average of 41 percent to the payroll, thus accounting for some 29 percent of the total employee compensation package.”[6]

Traditional employee benefit packages were designed by the employer and presented as a uniform standardized package to all employees. This approach was deemed appropriate as it emphasized equity for all employees. Increasingly, as family structures and individual needs have changed, employers have sought design benefits that will have more flexibility. These flexible plans, often referred to as “cafeteria” plans, allow the employee to select from numerous options, within dollar value range of options, to craft a benefit package that will best meet their own personal circumstances. Berman, et al. note that “such programs can resolve employer-employee conflicts, because employers no longer pay for benefits unwanted by the employees – and both can save on taxes.”[7]

Table 11 (Appendix A, page 15) presents the total compensation package received by the fulltime Chapter 13 employees.[8] The employee’s monthly salary is listed in column 1 followed by the dollar benefits received for

retirement (column 3), health (column 4), and disability (column 5). Total individual employee benefits can be found in column 6 and column 7 states the total monthly compensation value of salary and benefits. In order to understand the relationship between salary and benefits, column 11 shows total employee benefits as a percentage of total compensation (salary and benefits), while columns 8 through 10 show the percentage of total compensation attributable to retirement, health, and disability.

The average monthly compensation received by fulltime employees is $3,074.32, of which $2,088.60 is salary and $985.71 is for benefits, as shown in Table 11. Thirty-two percent of the total compensation is expended for benefits. Healthcare benefits comprise the largest portion of the benefits, representing 21.1 percent of total compensation, followed by retirement (10.2 percent), and disability (0.8 percent).

For the purpose of this study, three major local employers were chosen as benefit comparisons for the Chapter 13 Trustee office. They include the City of El Paso, El Paso County and the University of Texas at El Paso. These entities were selected because as public, governmental employers they would provide the best benchmark for the quasi-governmental Chapter 13 Trustee office. While they are substantially larger, in terms of full time employees, they, never-the-less, are the best local public organizations for comparison.

Table 12 (Appendix A, page 16) presents the compensation comparison for the city, county and university with the Chapter 13 Trustee office. The benefit to total compensation ratio for the City of El Paso is 21.7 percent, while El Paso County's is 7.2 percent, and the University of Texas at El Paso is 15.3 percent. Based on this analysis, the 32.1 percent the Chapter 13 Trustee offers its employees is considerably above the local market. The detailed comparison of the benefits offered by each entity is delineated in Table 13 (Appendix A, page 17). The primary difference between the Chapter 13 Trustee office and the local governmental institutions and the public university is in the arena of healthcare benefits. The Chapter 13 Trustee is the only employer paying 100 percent of the healthcare benefits for employees, spouses and dependents.

In the most recent National Compensation Survey conducted in 2000, "of the 52 percent private sector workers with medical care coverage, premiums were fully paid by the employer for 32 percent of those with single coverage plans and 19 percent of those with family coverage. The majority of medical plan participants were required to contribute a flat monthly amount, averaging $54.40 for single coverage and $179.75 for family coverage."[9] Clearly, access to healthcare benefits, as well as employee-required contributions varies both locally and nationally.

Given the rapid rise in healthcare costs, the Chapter 13 Trustee may want to consider requiring an employee contribution to the cost of these benefits. Several options are available to the Trustee in this regard. One option would be to continue paying the full benefits for the employee and require a flat monthly contribution towards the cost of family benefits.[10] Another option is to require a flat employee contribution for individual, as well as family coverage. A third option would be to continue full coverage for employees while requiring employees to pay for any family (spouse or child) coverage. We do not recommend the third option, as the change would be very difficult for those employees with children to accommodate given present pay levels.

If the Trustee chooses to institute an employee healthcare contribution plan, it would be optimal to link it with the annual increases in healthcare coverage costs. Table 14 (Appendix A, page 18) presents the cost per employee and annual savings that would be realized by instituting a flat rate employee contribution for healthcare costs. For example at a three percent employee contribution rate, individual monthly costs would range from $8.85 to $31.17. The annual Trustee savings in this example would be $2,487.85. This approach represents the least significant impact on employees' monthly pay and could be increased over time, if healthcare cost increases warrant.

CONCLUSIONS

Detailed job analysis of all full and part time Chapter 13 employees were conducted through extensive employee interviews in consultation with the Trustee and her executive staff. Based on these inputs new job descriptions were written for each position, including ADA requirements. The existing salary compensation schedule was then examined to determine if employees were appropriately placed on the schedule in light of the new job analyses. Increased pay and grade for the couriers, office manager, claims/purchasing, motions, full and part time claims/341 positions, new cases, assistant comptroller, and conference/management positions are all recommended.

This analysis also compared Chapter 13 employee compensation with the region, the state of Texas and United States. Major differences were discovered in the pay levels of some of the management employees, including the systems manager, attorney/HR director, assistant comptroller, office manager and administrative assistant that will need to be addressed over time if the Trustee is to keep these valuable employees. While some of the administrative support positions are compensated at levels slightly below the state levels, these employees would be easier for the Trustee to replace, should an employee seek a position with higher compensation outside the organization. However, it would be a good long-term goal for the Trustee to bring all the administrative support positions into the statewide salary range. First-line supervisory salaries are below the local market for office and administrative supervisors and will need to be evaluated if these positions are integral to the success of the Chapter 13 mission.

Finally, employee benefits were evaluated. Findings of this report indicate that the Chapter 13 Trustee provides higher levels of employee benefits than the City of El Paso, El Paso County, and the University of Texas at El Paso. This is primarily the result of the fully paid employee healthcare benefits the Trustee offers. Given the rapid increase in healthcare costs nationally, this report recommends the Trustee consider requiring some level of employee contribution to healthcare costs.

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[1] From the U.S. Bureau of Labor Statistics Mission Statement, http://www.bls.gov/bls/blsmissn.htm. Last Modified Date of Oct. 16, 2002.

[2] Berman, Evan M., James S. Bowman, Jonathan P. West and Montgomery Van Wart. (2001). *Human Resource Management in Public Service.* Thousand Oaks, CA: Sage Publications: p. 361.

[3] From the U.S. Office of Personnel Management Website, http://www.opm.gov/oca/pay/HTML/promotQA.htm; created in April, 2002

[4] U.S. Department of Labor, Bureau of Labor Statistics. Frequently asked questions. http://www.bls.gov/oes/oes_ques.htm.

[5] U.S. Department of Labor, Bureau of Labor Statistics, Standard Occupational Classification User Guide. http://www.bls.gov/soc/socguide.htm#class_prin.

[6] Berman, Evan M., James S. Bowman, Jonathan P. West and Montgomery Van Wart. (2001). *Human Resource Management in Public Service.* Thousand Oaks, CA: Sage Publications: p. 176.

[7] Ibid., p. 179.

[8] Zavala's salary and benefits, which are more than twice the compensation of the average fulltime employees, are excluded, as the monthly salary is a data outlier.

[9] Bureau of Labor Statistics, "Employee Benefits in Private Industry, 2000." Press release July 16, 2002.

[10] Family benefits include spouse only, spouse and children or children only.

APPENDIX A

Tables and Figures

Figure 1

Process Map of Compensation and Benefit Study

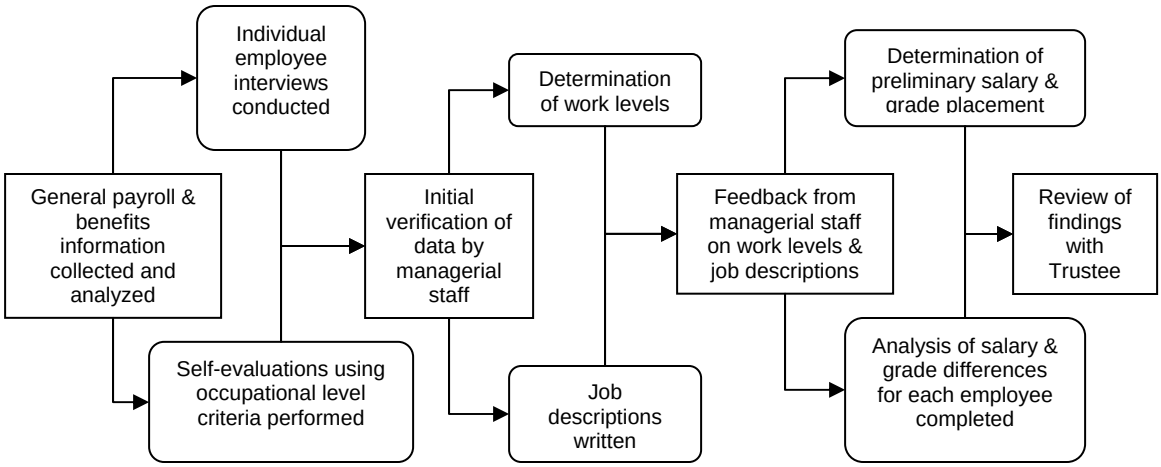

Table 1
BLS Generic Leveling Weights for Evaluation of Job Positions

Factors of Successful Job Performance	Maximum Points	Percentage of Total
Knowledge	1850	41.3%
Supervision Received	650	14.5%
Guidelines	650	14.5%
Complexity	450	10.0%
Scope & Effect	450	10.0%
Purpose of Contacts	220	4.9%
Personal Contacts	110	2.5%
Physical Demands	50	1.1%
Work Environment	50	1.1%
TOTAL	4480	100.0%*

**Number not exact due to rounding.*

Source: U.S. Bureau of Labor Statistics

Table 2
Employee Self-Evaluation of Occupational Level Rating for BLS Successful Job Performance Criteria

Name	Title	Knowledge	Supervision Received	Guidelines	Complexity	Scope and Effect	Personal Contacts	Purpose of Contacts	Physical Demands	Work Environment	Supervisory Duties
Chavez	Office Mgr	7	5	4	5	5	3	3	2	1	5
Coughenour	Admin Asst	8	5	5	5	6	3	4	2	1	5
Yudico	Asst Comp	6	4	4	5	6	3	2	1	1	2
Zavala	Atty	6	5	3	5	4	3	3	1	1	4
L. Sanchez	Conf/mgmt	5	3	3	3	3	3	3	1	1	3
Mowad	Sys Mgr	6	5	4	4	4	3	4	2	1	2
Bond	Acct Rec	5	4	3	3	3	2	1	1	1	2
Rios	Acct Rec	3	2	2	2	3	2	1	1	1	4
Wilkey	Motions	5	3	2	3	3	1	1	1	1	1
Lynch	Claims/Pur	5	4	4	3	5	3	2	1	1	2
Garcia	New Cases	3	3	2	3	3	1	1	1	1	1
Orozco	TRCC	4	3	3	3	2	3	1	1	1	1
Sosa	Claims/341	4	4	3	3	3	2	3	1	1	1
Pacheco	Claims/341	5	4	3	3	3	2	3	1	1	2
M. Sanchez	New Cases	3	3	2	3	3	1	1	1	1	1
Ronquillo	TRCC/Del	4	3	3	3	2	2	3	1	1	1
Williams	Cred Resea	3	2	3	2	2	2	1	1	1	1

Table 2 (page 2)
Employee Self-Evaluation of Occupational Level Rating for BLS Successful Job Performance Criteria

Carr	Claims	4	2	2	3	2	2	1	1	1	1
Sawyer	New Cases	4	2	3	3	2	1	1	1	1	2
Esparza	Courier	3	2	2	2	2	1	1	2	1	1
Franco	Courier	2	2	2	2	2	1	1	2	1	1

Table 3
Adjusted Individual Occupational Level Rating for BLS Successful Job Performance Criteria

1	2	3	4	5	6	7	8	9	10	11	12
Name	Title	Knowledge	Supervision Required	Guidelines	Complexity	Scope and Effect	Personal Contacts	Purpose of Contacts	Physical Demands	Work Environ-ment	Supervisory Duties
Chavez	Office Manager	6	3	2	6	4	2	2	1	1	5
Coughenour	Admin Asst	6	4	4	4	5	4	3	1	1	5
Zavala	Attorney	7	4	4	6	4	3	3	1	1	4
Mowad	System Managr	6	4	3	5	4	3	2	1	1	2
Yudico	Asst Comptroller	6	2	1	3	4	2	1	1	1	2
Lynch	Claims/Purchase	3	3	3	2	4	2	1	1	1	2
Bond	Acct Receivable	4	2	1	1	1	1	1	1	1	2
Sosa	Claims/341	4	2	2	2	1	1	1	1	1	1
Pacheco	Claims/341	4	3	2	2	4	1	1	1	1	2
L. Sanchez	Conf/mgmt	3	3	2	2	4	1	1	1	1	3
Wilkey	Motions	3	1	1	1	1	1	1	1	1	1
Orozco	TRCC	3	2	1	1	1	1	1	1	1	1
Ronquillo	TRCC/Delinquent	4	2	1	1	1	1	1	1	1	1
Sawyer	New Cases	4	2	1	3	1	1	1	1	1	2
Rios	Acct Recd Asst	4	2	1	1	1	1	1	1	1	4

Note: Scores assessed through self-evaluations with external review by Office Manager, Trustee, and IPED

Table 3 (page 2)
Adjusted Individual Occupational Level Rating for BLS Successful Job Performance Criteria

1	2	3	4	5	6	7	8	9	10	11	12
Name	**Title**	**Knowledge**	**Supervision Required**	**Guidelines**	**Complexity**	**Scope and Effect**	**Personal Contacts**	**Purpose of Contacts**	**Physical Demands**	**Work Environ-ment**	**Supervisory Duties**
Garcia	New Cases	4	2	1	1	1	1	1	1	1	1
M. Sanchez	New Cases	4	2	1	1	1	1	1	1	1	1
Williams	Credit Research	3	3	2	2	4	1	1	1	1	1
Carr	Claims	4	2	1	1	1	1	1	1	1	1
Esparza	Courier	4	2	1	1	1	1	1	1	1	1
Franco	Courier	2	2	2	2	2	1	1	2	1	1

Note: Scores assessed through self-evaluations with external review by Office Manager, Trustee, and IPED

Table 4
Individual General Leveling Points Based on Occupational Level Rating and Pay Grade Work Level

1 Name	2 Position	3 Knowledge	4 Supervision Received	5 Guidelines	6 Complexity	7 Scope & Effect	8 Personal Contacts	9 Purpose of Contacts	10 Physical Demands	11 Work Environment	12 Total Points	13 Pay Grade Work Level
Chavez	Office Manager	950	275	125	450	225	25	50	5	5	2110	10
Coughenour	Admin Asst	950	450	450	225	325	110	120	5	5	2640	11
Zavala	Attorney	1250	450	450	450	225	60	120	5	5	3015	12
Mowad	Systems Manager	950	450	275	325	225	60	50	5	5	2345	10
Yudico	Asst Comptroller	950	125	25	150	225	25	20	5	5	1530	7
Lynch	Claims/Purchasing	350	275	275	75	225	25	20	5	5	1255	6
Bond	Acct Receivable	550	125	25	25	25	10	20	5	5	790	4
Sosa	Claims/341	550	125	125	75	25	10	20	5	5	940	5
Pacheco	Claims/341	550	275	125	75	225	10	20	5	5	1290	6
L. Sanchez	Conf/mgmt	350	275	125	75	225	10	20	5	5	1090	5
Wilkey	Motions	350	25	25	25	25	10	20	5	5	490	3
Orozco	TRCC	350	125	25	25	25	10	20	5	5	590	3
Ronquillo	TRCC/Delinquent	550	125	25	25	25	10	20	5	5	790	4
Sawyer	New Cases	550	125	25	150	25	10	20	5	5	915	5
Rios	Acct Recevable Asst	550	125	25	25	25	10	20	5	5	790	4
Garcia	New Cases	550	125	25	25	25	10	20	5	5	790	4
M. Sanchez	New Cases	550	125	25	25	25	10	20	5	5	790	4
Williams	Credit Research	350	275	125	75	225	10	20	5	5	1090	5
Carr	Claims	550	125	25	25	25	10	20	5	5	790	4
Esparza	Courier	550	125	25	25	25	10	20	5	5	790	4
Franco	Courier	200	125	125	75	75	10	20	20	5	655	4

Source: U.S. Bureau of Labor Statistics

Table 5
Comparison of Current and Proposed Grade and Salary

1 Name	2 Position	3 Current Grade/Step	4 Proposed Grade Level	5 Grade Difference	6 FTE†	7 Current Salary‡	8 Proposed New FTE†	9 Proposed New Salary‡
M. Chavez	Office Manager	7/8	10/1	3	$32,435	$32,435	$39,314	$39,314
J. Coughenour (.85 FTE)	Admin Asst	11/1	11/1	0	$47,176	$40,099	$47,176	$40,099
L. Zavala	Attorney	12/2	12/2	0	$57,190	$57,190	$57,190	$57,190
A. Mowad (.675 FTE)	Systems Manager	10/4	10/4	0	$42,959	$28,997	$42,959	$28,997
R. Yudico	Asst Comptroller	6/3	7/2	1	$25,206	$25,206	$27,163	$27,163
J. Lynch	Claims/Purchasing	4/10	6/7	2	$26,387	$26,387	$28,370	$28,370
S. Bond	Acct Receivable	4/7	4/7	0	$24,148	$24,148	$24,148	$24,148
A. Sosa (.75 FTE)	Claims/341	4/12	5/12	1	$27,993	$20,994	$30,234	$22,676
T. Pacheco	Claims/341	4/14	6/11	2	$29,698	$29,698	$31,930	$31,930
L. Sanchez	Conf/mgmt	4/12	5/12	1	$27,993	$27,993	$30,234	$30,234
A. Wilkey	Motions	1/6	3/5	2	$20,100	$20,100	$21,515	$21,515
L. Orozco	TRCC	3/4	3/4	0	$20,888	$20,888	$20,888	$20,888
N. Ronquillo	TRCC/Delinquent	4/1	4/1	0	$20,223	$20,223	$20,223	$20,223
A. Sawyer (.425 FTE)	New Cases	3/9	5/7	2	$24,215	$10,291	$26,080	$11,084
S. Rios	Acct Recevable Asst	4/1	4/1	0	$20,223	$20,223	$20,223	$20,223
R. Garcia	New Cases	4/1	4/1	0	$20,223	$20,223	$20,223	$20,223
M. Sanchez	New Cases	4/1	4/1	0	$20,223	$20,223	$20,223	$20,223
T. Williams (.525 FTE)	Credit Research	1/1	5/1	3	$17,338	$9,102	$21,842	$11,467
P. Carr	Claims	4/1	4/1	0	$20,223	$20,223	$20,223	$20,223
J. Esparza	Courier	1/1	4/1	3	$17,338	$17,338	$20,223	$20,223
J. Franco (.75 FTE)	Courier	1/1	4/1	3	$17,338	$13,003	$20,223	$15,167
				Totals		**$504,984**		**$531,580**

† Using FY 2003 Data COLA Increase as current and new estimated salary base for grade/step/time provided by FY 2003 Payroll
‡Current and New Estimated Salaries reflect percentage of FTE based on Part-time status using FY2003 Data COLA Payroll information
Note: Grade 13 assumes a 15% increase between grades to estimate salary differences

Table 6

Chapter 13 Trustee Jobs by Occupational Classification

Professional Specialty and Technical Occupations	Executive, Administrative and Managerial Occupations	Administrative Support Occupations, Including Clerical
Systems Manager Staff Attorney/Human Relations Director	Assistant Comptroller Office Manager Administrative Assistant	Claims Supervisor/Purchasing Accounts Receivable I and II Claims/341 I and II Confirmations/TRCC Clerk Motions Clerk TRCC Clerk TRCC/Delinquency Clerk New Case Entry Creditor Research Claims Entry Office Courier I and II

Table 7
Mean Hourly Earnings of Full-Time Workers in Selected Texas Cities for Selected Occupations and Levels

Occupation and Level	2000 Houston	2001 DFW	2001 Austin	2001 San Antonio	2001 Corpus Christi	2001 Brownsville
Professional specialty and technical	29.89	28.40	28.04	26.89	23.47	25.01
5	18.34	16.90	n/a	n/a	n/a	n/a
6	23.64	18.88	16.76	15.91	n/a	n/a
7	27.55	23.41	24.57	23.52	24.95	23.53
8	26.76	24.59	23.69	25.89	20.10	24.22
9	27.73	27.32	25.83	26.37	25.09	26.23
10	34.29	31.44	31.59	30.58	n/a	n/a
11	37.76	34.84	29.26	32.51	33.63	n/a
12	42.20	40.42	39.08	n/a	n/a	n/a
13	55.35	43.45	51.51	n/a	n/a	n/a
Lawyers	50.87	36.17	n/a	n/a	n/a	n/a
Executive/Administrative and Managerial	32.86	30.90	24.99	31.30	26.35	23.73
5	19.49	15.11	n/a	n/a	n/a	n/a
6	20.04	18.50	n/a	n/a	n/a	n/a
7	23.42	18.26	18.85	16.63	18.46	17.94
8	23.82	21.97	19.23	20.66	18.54	
9	29.36	28.19	25.11	22.44	26.84	21.71
10	36.86	27.29	26.83	28.80	n/a	n/a
11	35.52	34.49	31.41	35.96	n/a	n/a
12	47.09	39.33	37.50	38.64	n/a	n/a
13	49.20	54.46	n/a	n/a	n/a	n/a
14	70.63	n/a	n/a	n/a	n/a	n/a
Administrative Support, including clerical	13.23	14.28	12.93	12.64	10.14	10.92
1	8.92	8.12	n/a	n/a	n/a	n/a
2	10.08	10.18	10.03	8.96	8.42	9.08
3	10.40	11.37	10.71	11.25	9.07	8.85
4	13.09	13.03	12.30	12.20	10.38	9.61
5	14.63	15.10	13.92	16.07	10.87	n/a
6	16.61	18.23	14.39	17.64	12.90	n/a
7	20.23	19.78	16.92	n/a	n/a	n/a
8	19.33	23.52	n/a	n/a	n/a	n/a

Note: Private industry and state and local government combined for earnings calculations
Source: U.S. Department of Labor, Bureau of Labor Statistics, National Compensation Surveys

Table 8
Average Mean Hourly and Annual Earnings of Full-Time Workers
in Selected Geographic Areas of Texas for Selected Occupations and Levels

Occupation and Level	1 H-DFW-A[1] average	2 Texas[2] average	3 S. Texas[3] average	4 H-DFW-A Annual	5 TX annual	6 S. Texas annual
Professional specialty and technical	28.78	26.95	25.12	59,855	56,056	52,257
5	17.62	17.62		36,650	36,650	-
6	19.76	18.80		41,101	39,099	-
7	25.18	24.59	24.00	52,367	51,144	49,920
8	25.01	24.21	23.40	52,028	50,353	48,679
9	26.96	26.43	25.90	56,077	54,971	53,865
10	32.44	31.98	30.58	67,475	66,508	63,606
11	33.95	33.60	33.07	70,623	69,888	68,786
12	40.57	40.57		84,379	84,379	-
13	50.10	50.10		104,215	104,215	-
Lawyers	43.52	43.52		90,522	90,522	-
				-	-	-
Executive/Administrative and Managerial	29.58	28.36	27.13	61,533	58,978	56,423
5	17.30	17.30		35,984	35,984	-
6	19.27	19.27		40,082	40,082	-
7	20.18	18.93	17.68	41,967	39,367	36,767
8	21.67	20.84	19.60	45,081	43,356	40,768
9	27.55	25.61	23.66	57,311	53,265	49,220
10	30.33	29.95	28.80	63,079	62,286	59,904
11	33.81	34.35	35.96	70,318	71,438	74,797
12	41.31	40.64	38.64	85,918	84,531	80,371
13	51.83	51.83		107,806	107,806	-
14	70.63	70.63		146,910	146,910	-
				-	-	-
Administrative Support, including clerical	13.48	12.36	11.23	28,038	25,702	23,365
1	8.52	8.52		17,722	17,722	-
2	10.10	9.46	8.82	21,001	19,673	18,346
3	10.83	10.28	9.72	22,519	21,372	20,225
4	12.81	11.77	10.73	26,638	24,478	22,318
5	14.55	14.12	13.47	30,264	29,365	28,018
6	16.41	15.95	15.27	34,133	33,184	31,762
7	18.98	18.98		39,471	39,471	-
8	21.43	21.43		44,564	44,564	-

Note: Private industry and state and local government combined for earnings calculations

[1] Represents high end of Texas earnings scale. Averages data from Houston, Dallas/Ft. Worth and Austin.

[2] Represents statewide earnings. Averages data from all Texas cities with National Compensation Survey data in 2000 and 2001.

[3] Represents low end of Texas earnings scale. Averages data from San Antonio, Corpus Christi and Brownsville.

Source: U.S. Department of Labor, Bureau of Labor Statistics, National Compensation Surveys

Table 9
Chapter 13 Positions and Average Mean Hourly and Annual Earnings of Full-Time Workers in Selected Geographic Areas of Texas for Selected Occupations and Levels

1	2	3	4	5	6	7	8	9
Occupation and Level	**Chapter 13 Position**	**Proposed Level.Step**	**H-DFW-A annual[1]**	**TX annual[2]**	**S. Texas annual[3]**	**Hi-Low Wage Range**	**Proposed Salary**	**Salary w/in Range?**
Professional specialty and technical			**59,855**	**56,056**	**52,257**			
5			36,650	36,650	-			
6			41,101	39,099	-			
7			52,367	51,144	49,920			
8			52,028	50,353	48,679			
9			56,077	54,971	53,865			
10	*System Manager*	*10.4*	67,475	66,508	63,606	3,869	28,997	No - below
11			70,623	69,888	68,786			
12	*Attorney/HR Director*	*12.2*	84,379	84,379	-	0	57,190	No - below
13			104,215	104,215	-			
Lawyers			90,522	90,522	-			
			-	-	-			
Executive/Administrative and Managerial			**61,533**	**58,978**	**56,423**			
5			35,984	35,984	-			
6			40,082	40,082	-			
7	*Assistant Comptroller*	*7.2*	41,967	39,367	36,767	5,200	27,163	No - below
8			45,081	43,356	40,768			
9			57,311	53,265	49,220			
10	*Office Manager*	*10.1*	63,079	62,286	59,904	3,175	39,314	No - below
11	*Administrative Assistant*	*11.1*	70,318	71,438	74,797	4,479	40,099	No - below
12			85,918	84,531	80,371			
13			107,806	107,806	-			
14			146,910	146,910	-			

Note: Private industry and state and local government combined for earnings calculations
1 Represents high end of Texas earnings scale. Averages data from Houston, Dallas/Ft. Worth and Austin.
2 Represents statewide earnings. Averages data from all Texas cities with National Compensation Survey data in 2000 and 2001.
3 Represents low end of Texas earnings scale. Averages data from San Antonio, Corpus Christi and Brownsville.
Source: U.S. Department of Labor, Bureau of Labor Statistics, National Compensation Surveys

Table 9 (page 2)
Chapter 13 Positions and Average Mean Hourly and Annual Earnings of Full-Time Workers in Selected Geographic Areas of Texas for Selected Occupations and Levels

Occupation and Level	Chapter 13 Position		4 H-DFW-A annual[1]	5 TX annual[2]	6 S. Texas annual[3]	7 Hi-Low Wage Range	8 Proposed Salary	9 Salary w/in Range?
Administrative Support, including clerical			**28,038**	**25,702**	**23,365**			
1			17,722	17,722	-			
2			21,001	19,673	18,346			
3	*TRCC Clerk*	*3.4*	22,519	21,372	20,225	2,295	20,888	Yes
	Motions	*3.5*					21,515	Yes
4	*Courier I*	*4.1*	26,638	24,478	22,318	4,319	20,223	No - below
	Courier II	*4.1*					20,223	No - below
	TRCC/Delinquent	*4.1*					20,223	No - below
	Claims Entry	*4.1*					20,223	No - below
	New Case	*4.1*					20,223	No - below
	Accounts Receivable I	*4.1*					20,223	No - below
	Accounts Receivable II	*4.7*					24,148	Yes
5	*Conference/management*	*5.12*	30,264	29,365	28,018	2,246	30,234	Yes
	New Case Supervisor	*5.7*					26,080	No - below
	Claims/341-I	*5.12*					30,234	Yes
	Credit Research	*5.1*					21,842	No - below
6	*Claims/341-II*	*6.11*	34,133	33,184	31,762	2,371	31,930	Yes
	Claims Supervisor/Purchsing	*6.7*					28,370	No - below
7			39,471	39,471	-			
8			44,564	44,564	-			

Note: Private industry and state and local government combined for earnings calculations
1 Represents high end of Texas earnings scale. Averages data from Houston, Dallas/Ft. Worth and Austin.
2 Represents statewide earnings. Averages data from all Texas cities with National Compensation Survey data in 2000 and 2001.
3 Represents low end of Texas earnings scale. Averages data from San Antonio, Corpus Christi and Brownsville.
Source: U.S. Department of Labor, Bureau of Labor Statistics, National Compensation Surveys

Table 10
2000 Wage Estimates for Selected Occupations in El Paso, TX MSA

1 **SOC Code**	2 **Occupational Title**	3 **Chapter 13 Position**	4 **Median Hourly**	5 **Mean Hourly**	6 **Mean Annual**	7 **Proposed Salary**	8 **Difference**
23.1011	Lawyers	Staff Attorney	47.00	49.97	99,780	57,190	42,590
11.0000	Administrative Services Mgr.	Administrative Asst	16.74	18.46	38,390	40,099	(1,709)
15.1051	Information Systems Mgr.	Systems Manager	20.55	23.61	49,110	28,997	20,113
11.3011	Administrative Services Mgr.	Office Manager	16.74	18.46	38,390	39,314	(924)
13.2011	Accountants and Auditors	Asst. Comptroller	17.92	20.68	43,020	27,163	15,857
43.1011	supervisors/mgr of office and administrative	Claims Supervisor/Purch.	13.01	15.55	32,350	28,370	3,980
		New Case Super.			32,350	26,080	6,270
43.6011	Exec. Secty & Admin. Asst.	Claims/341-II;	11.76	15.64	32,530	31,930	600
		Confirmation/TRCC			32,350	30,234	2,116
43.9041	Ins. Claims & Policy Processing clerks	Claims/341-I	11.24	13.58	28,240	30,234	(1,994)
43.9021	Data Entry	New Case Entry	7.70	8.29	17,250	20,223	(2,973)
		Claims Entry			17,250	20,223	(2,973)
43.4041	Credit authorizer, checker & clerks	Creditor Research	12.15	13.33	27,730	21,842	5,888
43.3031	Bookkeeping, Accouting & Audting Clerks	Accounts Receivable II	9.96	10.14	21,100	24,148	(3,048)
		Accounts Receivable I			21,000	20,223	777
43.9061	Office clerk	TRCC/Delinquency	7.76	8.14	16,940	20,223	(3,283)
		TRCC Clerk			19,940	20,223	(283)
43.5021	Couriers & messengers	Courier I & II	6.97	8.02	16,670	20,223	(3,553)
43.4031	Court, Municiapl & License clerk	Motions clerk	10.08	10.54	21,930	21,515	415

Table 11
Benefits as Percentage of Total Compensation

1	2	3	4	5	6	7	8	9	10	11
FTE Employees*	**Monthly Salary**	**Retirement**	**Health**	**Disability**	**Tot benefits**	**Salary + Benefits**	**Ret % totcomp**	**Health % totcomp**	**Dis % totcomp**	**Benefits %**
Ronquillo, N	$1,560.64	$230.54	$295.11	$26.74	$552.39	$2,113.03	10.9	14.0	1.3	26.1
Rios, S	$1,636.16	$247.58	$341.28	$24.29	$613.15	$2,249.31	11.0	15.2	1.1	27.3
Wilkey, A	$1,841.58	$276.24	$735.31	$20.23	$1,031.78	$2,873.36	9.6	25.6	0.7	35.9
Bond, S	$1,976.00	$296.40	$1,039.13	$25.27	$1,360.80	$3,336.80	8.9	31.1	0.8	40.8
Yudico, R	$2,090.24	$313.54	$352.58	$25.27	$691.39	$2,781.63	11.3	12.7	0.9	24.9
Lynch, J	$2,163.50	$324.53	$642.39	$23.58	$990.50	$3,154.00	10.3	20.4	0.7	31.4
Orozco, L	$2,230.82	$334.62	$1,018.23	$27.47	$1,380.32	$3,611.14	9.3	28.2	0.8	38.2
Pacheco, T	$2,360.16	$354.02	$919.39	$22.08	$1,295.49	$3,655.65	9.7	25.1	0.6	35.4
Sanchez, E	$2,402.76	$360.41	$341.28	$21.88	$723.57	$3,126.33	11.5	10.9	0.7	23.1
Chavez, M	$2,624.16	$393.62	$798.86	$25.27	$1,217.75	$3,841.91	10.2	20.8	0.7	31.7
Total	$20,886.02	$3,131.50	$6,483.56	$242.08	$9,857.14	$30,743.16				
FTE Avg. monthly	$2,088.60	$313.15	$648.36	$24.21	$985.71	$3,074.32	10.2	21.1	0.8	32.1
FTE Avg. annual	$25,063.22	$3,757.80	$7,780.27	$290.50	$11,828.57	$36,891.79	10.2	21.1	0.8	32.1

*Zavala excluded from calculations as the monthly salary, $4626.92, is a data outlier. If benefits/total compensation is calculated including this salary the percentage decreases to 30.2 percent.

Table 12
Comparisons of Benefits for Average FTE Employee

Employer	Annual Salary	Annual Benefits	Total Compensation	Benefits/Total Compensation
Chapter 13	$25,063.00	$11,828.57	$36,891.57	32.1%
City of El Paso	$32,324.88	$8,958.88	$41,283.76	21.7%
El Paso County	$29,000.00	$2,265.90	$31,265.90	7.2%
UTEP	$30,000.00	$5,430.00	$35,430.00	15.3%

Table 13
Detailed Comparisons of Benefits for Chapter 13 Trustee, City of El Paso, El Paso County and UTEP

Type of Benefit	Chapter 13 Trustee	City of El Paso (Non-uniformed)	El Paso County	UTEP
Health Benefits Major Medical	100% paid; no employee contribution; after 90 days continuous service	$43.50/mo. employee only; $93.50/mo. Employee & spouse; $103.50/mo. Employee & dependents; $111.00 employee & family	100% paid by county for employees; dependent and spouse covered 80% county, 20% employee	80% state; 20% employee 80% state, 20% employee
Prescription	n/a	$10 generic; $20 brand	$8 generic; $16 brand	$25 generic; $50 brand
Dental & Vision	100% paid; no employee contribution; after 90 days continuous service	Ranges from $3.08 to $9.17/mo. For employee depending on coverage; family rates $8.00 to $34.88/mo.	Dental included in health benefits; Supplemental vision paid 100% by employee	Dental and Vision – paid by state; spouse/dependents paid by employee
Medical Flexible Spending Account Plan	Not available	Not available	Yes; paid by employee	Yes; paid by employee
Insurance Life and accidental	100% paid; no employee contribution; after 90 days continuous service	$15,000 all employees, $2000 spouse, $1,000 each dependent, no employee contribution	$10,000 premium coverage paid by county; Supplemental up to $100,000 paid by employee at staggered rate based on salary	$10,000 premium coverage paid by state Yes
Disability; short and long term	100% paid; no employee contribution; after 90 days continuous service		Begin s 2/1/03; 100% paid by employee	
Retirement	401K profit sharing, vesting is 100% upon entering plan; up to 15% per year of annual base pay; employee contribution up to 10% of pre-tax income		Mandated Texas County 7%, vested after 8 yrs., 2 to 1 guaranteed rate of return; Supplemental retirement (457 plan) option 100% paid by employees	Mandated by state, matched with 6%; voluntary supplemental plans (TSA/Deferred plan) paid by employee only

Table 14
Optional Levels of Flat Rate Employee Contributions to Healthcare Benefits and Potential Savings Based on Current Coverage

FTE Employees*	Monthly Salary	Health	3% employee contribution	5% employee contribution	7% employee contribution	10% employee contribution	12% employee contribution	15% employee contribution
Ronquillo, N	$1,560.64	$295.11	$8.85	$14.76	$20.66	$29.51	$35.41	$44.27
Rios, S	$1,636.16	$341.28	$10.24	$17.06	$23.89	$34.13	$40.95	$51.19
Wilkey, A	$1,841.58	$735.31	$22.06	$36.77	$51.47	$73.53	$88.24	$110.30
Bond, S	$1,976.00	$1,039.13	$31.17	$51.96	$72.74	$103.91	$124.70	$155.87
Yudico, R	$2,090.24	$352.58	$10.58	$17.63	$24.68	$35.26	$42.31	$52.89
Lynch, J	$2,163.50	$642.39	$19.27	$32.12	$44.97	$64.24	$77.09	$96.36
Orozco, L	$2,230.82	$1,018.23	$30.55	$50.91	$71.28	$101.82	$122.19	$152.73
Pacheco, T	$2,360.16	$919.39	$27.58	$45.97	$64.36	$91.94	$110.33	$137.91
Sanchez, E	$2,402.76	$341.28	$10.24	$17.06	$23.89	$34.13	$40.95	$51.19
Chavez, M	$2,624.16	$798.86	$23.97	$39.94	$55.92	$79.89	$95.86	$119.83
Zavala, L	$4,626.92	$427.14	$12.81	$21.36	$29.90	$42.71	$51.26	$64.07
Total monthly savings			$207.32	$345.54	$483.75	$691.07	$829.28	$1,036.61
Total annual savings			$2,487.85	$4,146.42	$5,804.99	$8,292.84	$9,951.41	$12,439.26

APPENDIX B

Bureau of Labor Statistics (BLS) Occupational Level Criteria

APPENDIX C

BLS Occupational Level Criteria Rating Worksheet

OCCUPATIONAL LEVEL CRITERIA WORKSHEET

KNOWLEDGE

1	Simple, routine or repetitive tasks that typically follow step-by-step instructions *Requires little or no previous training*
2	Knowledge of basic or commonly-used rules, procedures or operations *Requires some previous training or experience*
3	Knowledge of a body of standardized rules, procedures, operations, goods, tools, service or equipment *Requires considerable training and experience to perform full range of standard clerical assignments and resolve recurring problems*
4	Knowledge of an extensive body of rules, procedures, operations, products or services *Requires extended training and experience to perform a wide variety of interrelated or nonstandard procedural assignments and resolve a wide range of problems*
5	Knowledge of basic principles, concepts, and methodology of a professional or administrative occupation and skill in applying this knowledge in carrying out elementary assignments, operations or procedures *Bachelors degree or equivalent experience, training or independent study*
6	Knowledge of the principles, concepts and methodology of a professional or administrative occupation as described in Level 5; Skill in carrying out assignments, operations and procedures in the occupation that are significantly more difficult and complex than those covered by Level 5 *(a) Supplemented by skill gained through job experience to permit independent performance of recurring assignments OR* *b) Supplemented by expanded professional or administrative knowledge gained through relevant graduate study or experience,*
7	Knowledge of a wide range of concepts, principles and practices in a professional or administrative occupations with difficult and complex work assignments *Extended graduate study OR Experience and skill in applying this knowledge*
8	Mastery of a professional or administrative field to apply experimental theories and new developments to problems not susceptible to treatment by accepted methods OR Makes decisions or recommendations significantly changing, interpreting or developing important policies or programs
9	Mastery of a professional field to generate and develop new hypotheses and theories

SUPERVISION RECEIVED

1	For both one-of-a-kind and repetitive tasks the supervisor makes specific assignments that are accompanied by clear, detailed, and specific instructions Employ works as instructed and consults with the supervisor as needed on all matters not specifically covered in the original instructions or guidelines For all positions, work is closely controlled. Fro some positions, the control are through the structured nature of the work itself; for others, it may be controlled by the circumstances in which it is performed. In some situations, the supervisor maintains control through review of the work, which may include checking progress or reviewing the work completed for accuracy, adequacy, and adherence to instructions and established procedures.
2	Supervisor provides continuing or individual assignments by indicating generally what is to be done, limitations, quality and quantity expected, deadlines, and priority of assignments. Supervisor provides additional, specific instructions for new, difficult, or unusual assignments including suggested work methods or advice on source material available. Employee uses imitative in carrying out recurring assignments independently without specific instruction, but refers deviations, problems, and unfamiliar situations not covered by instructions to the supervisor for decision or help Supervisor assures that finished work and methods used are technically accurate and in compliance with instructions or established procedures. Review of the work increases with more difficult assignments if the employee has not previously performed similar assignments.
3	Supervisor makes assignments by defining objectives, priorities, and deadlines; and assists employee with unusual situations that do not have clear precedents. Employee plans and carries out the successive steps and handles problems and deviations in the work assignment in accordance with instructions, policies, previous training or accepted practices in the occupation. Completed work usually is evaluated for technical soundness, appropriateness, and conformity to policy and requirements. The methods used in arriving at the end results are not usually reviewed in detail.
4	Supervisor sets overall objectives and resources available. The employee and supervisor, in consultation, develop the deadlines, projects, and work to be done. At this level, the employee, having developed expertise in the line of work, is responsible for planning and carrying out the assignment; resolving most of the conflicts that arise; coordinating the work with others as necessary; and interpreting policy on own initiative in terms of establishing objectives. In some assignments, the employee also determines the approach to be taken and the methodology to be used. The employee keeps the supervisor informed of progress, potentially controversial matters, or far-reaching implications. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility with other work, or effectiveness in meeting requirements or expected results.
5	Supervisor provides administrative direction with assignments in terms of broadly defined missions, or functions. Employee has responsibility for planning, designing and carrying out programs, projects, studies, or

	other work independently. Results of the work are considered technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence on the overall program, or the contribution to the advancement of new technology. Recommendations for new projects and alteration of objectives usually are evaluated for such consideration as availability of funds and other resources, broad Program goals or priorities.

GUIDELINES

1	Specific, detailed guidelines covering all-important aspects of the assignment are provided to the employee. The employee works in strict adherence to the guidelines; deviations must be authorized by the supervisor.
2	Procedures for doing the work have been established and a number of specific guidelines are available. The number and similarity of guidelines and work situations requires the employee to use judgment in locating and selecting the most appropriate guidelines, references, and procedures for application, and in making minor deviations to adapt the guidelines in specific cases. At this level, the employee may also determine which of several established alternatives to use. Situations to which the existing guidelines cannot be applied or significant proposed deviations from the guidelines are referred to the supervisor.
3	Guidelines are available, but are not completely applicable to the work or have gaps in specificity. The employee uses judgment in interpreting and adapting guidelines such as policies, regulations, precedents, and work directions for application to specific cases or problems. The employees analyze results and recommends changes.
4	Administrative policies and precedents are applicable but are stated in general terms. Guidelines for performing the work are scare or of limited use. The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.
5	Guidelines are broadly stated and nonspecific, e.g., broad policy statements and basic legislation that require extensive interpretation. The employee must use judgment and ingenuity in interpreting the intent of the guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.

COMPLEXITY

1	The work consists of tasks that are clear-cut and directly related. There is little or no choice to be made in deciding what needs to be done. Actions to be taken or responses to be made are readily discernible. The work is quickly mastered.
2	The work consists of duties that involve related steps, processes, or methods.

	The decision regarding what needs to be done involves various choices requiring the employee to recognize the existence of and differences among a few easily recognizable situations. Actions to be taken or responses to be made differ in such things as the source of information, the kind of transactions or entries, or other differences of a factual nature.
3	The work includes various duties involving different unrelated processes and methods. The decision regarding what needs to be done depends upon the analysis of the subject, phase, or issues involved in each assignment, and the chosen course of action may have to be selected from many alternatives. The work involves conditions and elements that must be identified and analyzed to discern interrelationships.
4	The work typically includes varied duties requiring many different and unrelated processes and methods such as those relating to well-established aspects of an administrative or professional field. Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach, and incomplete or conflicting data. The work requires making many decisions concerning such things as the interpreting of considerable data, planning of the work, or refining the methods and techniques to be used.
5	The work includes varied duties requiring many different and unrelated processes and methods applied to a broad range of activities or substantial depth of analysis, typically for an administrative or professional field. Decisions regarding what needs to be done include major areas of uncertainty in approach, methodology, or interpretation and evaluation processes resulting from such elements as continuing changes in program, technological developments, unknown phenomena, or conflicting requirements The work requires originating new techniques, establishing criteria, or developing new information.

SCOPE AND EFFECT

1	The work involves the performance of specific, routine operations that include a few separate tasks or procedures. The work product or service is required to facilitate the work of others; however it has little impact beyond the immediate organizational unit or beyond the timely provision of limited services to others.
2	The work involves the execution of specific rules, regulations, or procedures and typically comprises a complete segment of an assignment or project of broader scope. The work product or service affects the accuracy, reliability, or acceptability of further processes or services.
	The work involves treating a variety of conventional problems, questions, or situations in conformance with established criteria.

3	The work product or service affects the design or operations of systems, programs, or equipment; the adequacy of such activities as field investigations, testing operations, or research conclusions; or the social, physical, and economic well being of persons.
4	The work involves establishing criteria; formulating projects; assessing program effectiveness; or investigating or analyzing variety of unusual conditions, problems, or questions. The work product or service affects a wide range of establishment activities, major activities of industrial concerns, or the operation of other organizations.
5	The work involves isolating and defining unknown conditions, resolving critical problems, or developing new theories. The work product or service affects the work of other experts, the development of major aspects of administrative or scientific programs or missions, or the well being of substantial numbers of people.
6	The work involves planning, developing, and carrying out vital administrative or scientific programs. The programs are essential to the missions of the overall organization or affect large numbers of people on a long-term or continuing basis.

PERSONAL CONTACTS

1	The personal contacts are with employees within the immediate organization, office, project, or work unit, and in related or support units; The contacts are with members of the general public in very highly structured situations (e.g. the purpose of the contact and the question of with who to deal are relatively clear). Typical contacts at this level are purchases of admission tickets at a ticket window.
2	The personal contacts are with employees win the same overall organization, but outside the immediate organization. People contacted generally are engaged in different functions, missions, and kinds of work, e.g. representatives from various levels within the overall organizations such as headquarters, district offices, or local offices, plants, stores, or other operating units in the immediate installation. The contacts are with members of the general public, as individuals or groups, in a moderately structured setting (e.g. the contacts are generally established on a routine basis, usually at the employee's work place; the exact purpose of the contact may be unclear at first to one or more of the parties; and one or more of the parties may be uniformed concerning the role and authority of other participants).
3	The personal contacts are with individuals or groups from outside the employing establishment in a moderately unstructured setting (e.g. the contacts are not established on a routines basis; the purpose and extent of each contact is different and the role and authority of each party is identified and developed during the course of the contact). Typical contacts at this level are those with persons in their capacities as attorneys; contractors; or representatives of professional organizations; the news media or public action groups.
	The personal contacts are with high-ranking officials from out=side the employing establishment art national or international levels in highly unstructured settings (e.g. contacts are characterized

4	by problems such as: the officials may be relatively inaccessible; arrangements may have to be made for accompanying staff members; appointments may have to made well in advance; each party may be very unclear as to the role and authority of the other; and each contact may be conducted under different ground rules). Typical of contacts at this level are those with presidents of large national or international firms, nationally recognized representatives of the news media, leading representatives of foreign governments, presidents of national unions, members of Congress, State governors, or mayors of large cities.

PURPOSE OF CONTACTS

1	The purpose is to obtain, clarify, or give facts or information regardless of the nature of those facts, i.e. the facts or information may range from easily understood or highly technical.
2	The purpose if to plan, coordinate, or advise on work efforts or to resolve operating problems by influencing or motivating individuals or groups who are working toward mutual goals and who have basically cooperative attitudes.
3	The purpose is to influence, motivate, convince, or question persons or groups. Those contacted may be hesitant or skeptical, so the employees must be skillful in approaching the individual or group in order to obtain the desired response. The purpose is to interrogate or control persons or groups who may be fearful, uncooperative, or dangerous. Therefore, the employee must be skillful in approaching the individual or group in order to obtain the desired effect, such as, gaining compliance with established policies and regulations by persuasion or negotiation, or gaining information by establishing rapport with a suspicious informant.
4	The purpose is to justify, defend, negotiate, or settle matters involving significant or controversial issues. Work at this level usually involves active participation in conferences, meetings, hearing, or presentations involving problems of issues of considerable consequence or importance. The persons contacted typically have diverse viewpoints, goals or objectives requiring the employee to achieve a common understanding of the problem and a satisfactory solution by convincing them, arriving at a compromise, or developing suitable alternatives.

PHYSICAL DEMANDS

1	The Work is sedentary. Typically, the employee may sit comfortably to do work. However, there may be some walking; standing; bending; carrying light items such as papers, books, driving an automobile. No special physical demands are requi4red to perform the work.
2	The work requires some physical exertion such as long periods of standing; walking over rough, uneven or rocky surfaces; recurring bending, crouching, stooping, stretching, reaching, or similar activities.
3	The work requires considerable and strenuous physical exertion such as frequent climbing tall ladders, lifting heavy objects over 50 pounds, crouching or crawling in restricted areas, and defending oneself or others against physical attack.

WORK ENVIRONMENT

1	The work environment involves everyday risks or discomforts that require normal safety precautions typical of such places as offices, meeting and training rooms, libraries, and residences or commercial vehicles, e.g. use of safe work practices with office equipment, avoidance of trips or falls, observance of fire regulations and traffic signals, etc. The work area is adequately lighted, heated and ventilated.
2	The work involves moderate risks or discomforts that require special safety precautions, e.g. working around moving parts, carts, or machines; with contagious diseases or irritant chemicals; etc. Employees may be required to use protective clothing or gear such as masks, gowns, coats, boots, goggles, gloves or shields.
3	The work environment involves high risks with exposure to potentially dangerous situations or unusual environmental stress that require a range of safety and other precautions, e.g., working at great heights under extreme outdoor weather conditions, subject to possible physical attack or mob conditions, or similar situations where conditions cannot be controlled.

SUPERVISORY DUTIES

1	No supervisory responsibility.
2	A non-supervisory position. Incumbent sets the pace of work for the group and shows other workers in the group how to perform assigned tasks. Commonly performs the same work as the group, in addition to lead activities. Can also be called group leader, team leader, or lead worker.
3	Directs staff through face-to-face meetings. Organizations structure is not complex and internal and administrative procedures are simple. Performing the same work as subordinated is not the principle duty. Typically, this is the first supervisory level.
4	Directs staff through intermediate supervisors. Internal procedures and administrative controls are formal. Organizational structure is complex and is divided into sub-ordinate groups that may differ from each other as to subject matter and function.
5	Directs staff through 2 or more subordinate supervisory levels with several subdivisions at each level. Programs are usually inter-locked on a direct and continuing basis with other organizational segments, requiring constant attention to extensive formal coordination, clearance, and procedural controls.

Source: U.S. Bureau of Labor Statistics, National Compensation Survey

APPENDIX D

Chapter 13 Trustee Employee Job Descriptions

ACCOUNTS RECEIVABLE I
JOB DESCRIPTION

I. Purpose of the Job

The Accounts Receivable position maintains the accounting and auditing records for the Chapter 13 cases. This includes computing, classifying, and recording numerical data to keep financial records complete.

II. Essential Functions & Responsibilities

- Posts payments to debtor cases
- Researches payments with no identifying information, tracks payments through adjustment accounts
- Maintains accounting log for "items not posted"
- Refunds money to debtors for moratoriums or when case is completed/dismissed
- Receives creditor refunds, researching reason for refund and applying credit to proper case
- Adjusts accounts where money was refunded because account was paid in full
- Enters voided checks into system and reissues them if requested ·
- Audits pre-confirmed plans for feasibility
- Verifies that all attorney's fees and administrative fees are paid
- Tracks all unresolved IRS claims, following up on the claims after the bar date using PACER
- Files Trustee objections electronically
- Notifies interested parties when case does not comply with regulations

III. Other Duties and Responsibilities

- Responds to debtor/creditors' questions either by mail or phone
- Assists in distributing debtor reports
- Assists in general office clerical duties such as relieving the receptionist and tracking daily office mail as needed

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations, products or services, requiring extended training and experience to perform a wide variety of interrelated or nonstandard procedural assignments and to resolve a wide range of problems is required for this position. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

Performs reporting and auditing functions for Chapter 13 cases.

VII. Extent of Public Contact

Contacts are with employees within the Chapter 13 office, as well as with members of the general public in a moderately structured setting.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing

ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position requires no unusual work hours or travel beyond the normal 40-hour work week.

ACCOUNTS RECEIVABLE II
JOB DESCRIPTION

Purpose of the Job

The Accounts Receivable position maintains the accounting and auditing records for the Chapter 13 cases. This includes computing, classifying, and recording numerical data to keep financial records complete.

I. Essential Functions & Responsibilities

- Posts payments to debtor cases
- Researches payments with no identifying information, tracks payments through adjustment accounts
- Maintains accounting log for "items not posted"
- Refunds money to debtors for moratoriums or when case is completed/dismissed
- Receives creditor refunds, researching reason for refund and applying credit to proper case
- Adjusts accounts where money was refunded because account was paid in full
- Enters voided checks into system and reissues them if requested ·
- Performs year to close audit of the case to make sure case will complete in the allowed period of time
- Verifies that all attorney's fees and administrative fees are paid
- Notifies interested parties when case does not comply with regulations

II. Other Duties and Responsibilities

- Responds to debtor/creditors' questions either by mail or phone
- Assists in distributing debtor reports
- Assists in general office clerical duties such as relieving the receptionist and tracking daily office mail as needed

III. Supervisory Responsibilities

This is a non-supervisory position, however, does serve as a lead worker, setting the pace of work for the group and shows others how to perform the assigned tasks.

IV. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations, products or services, requiring extended training and experience to perform a wide variety of interrelated or nonstandard procedural assignments and to resolve a wide range of problems is required for this position. Computer skills required. High School diploma or equivalent required.

V. Fiscal Responsibility

Performs reporting and auditing functions for Chapter 13 cases.

VI. Extent of Public Contact

Contacts are with employees within the Chapter 13 office, as well as with members of the general public in a moderately structured setting.

VII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

VIII. Working Conditions and Environment

This position requires no unusual work hours or travel beyond the normal 40 hour work week.

ADMINISTRATIVE ASSISTANT
JOB DESCRIPTION

I. Purpose of the Job

The Administrative Assistant to the Trustee serves as the office workflow manager, assuring that U.S. Trustee guidelines are met, and that each employee and position follows procedures.

II. Essential Functions & Responsibilities

- Assures all U.S. Trustee guidelines are followed by assisting all personnel in their work product
- Assists the Systems Manager in maintaining a file maintenance security matrix for the Chase Bankruptcy Information System to protect the segregation of duties in case management
- Reviews and approves the T.R.C.C. files which are then forwarded to the Trustee for final approval before sending to the EPIQ noticing center
- Intakes newly filed bankruptcy plans electronically daily and prepares plans for 341 and confirmation processing staff
- Prepares a quarterly review of clerks and Trustee case tracking
- Prepares monthly reports for staff in the following task areas: T.R.C.C., yearly audit, 6-months to close audit, delinquency report, plans filed/not confirmed, year to close audit, and plans over 60 months, as well as a total log report for each of these, which are reviewed by the Trustee for approval/correction

III. Other Duties and Responsibilities

- Assists in training and employee evaluations for Chapter 13 Office.

IV. Supervisory Responsibilities

The Administrative Assistant conducts performance evaluations of employees and submits promotion/termination or other recommendations related to employee performance to the Trustee.

V. Knowledge and Skills

Knowledge of the principles, concepts and methodology of an administrative occupation, and skill in carrying out policies or programs, assignments, operations and procedures in Chapter 13 Office environment, requiring Bachelor's degree or equivalent experience plus eight to ten years in such an environment is required. Computer skills required.

VI. Fiscal Responsibility

Assists in annual audit reporting by providing data and/or information necessary to complete audit; maintains disbursement error, balance on hand, account adjustment, unclaimed fund account, filing fee, transfer for funds, and return check reports.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 office in various situations, requiring flexibility to adjust to changing roles, authority, purposes and extent of each contact. Work also involves active participation in meetings involving problems or issues of considerable consequence, requiring the Administrative Assistant to find common ground and achieve a solution through compromise or alternative approaches.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position does not provide any unusual work environment, travel, or hours that require special accommodation.

ASSISTANT COMPTROLLER
JOB DESCRIPTION

I. Purpose of the Job

The Assistant Comptroller is responsible for the performance and file maintenance of all financial transactions incurred by the Chapter 13 office.

II. Essential Functions & Responsibilities

- Reviews the daily posting and all accounts payable receipts
- Authorizes all financial transactions
- Monitors the use of all expense checks and electronic withdrawals
- Maintains office and employee insurance policies
- Reviews and prepares the trust accounts for monthly disbursements to creditors
- Monitors the printing of all disbursement and refund checks
- Orders/stocks new check orders
- Reviews monthly bank statements
- Maintains the general ledger and budget
- Submits all monthly reports to the U.S. Trustee
- Reviews checks returned by creditors and debtors and maintains log
- Prepares reports for yearly audit completed by CPA firm
- Prepares payroll for electronic submission

III. Other Duties and Responsibilities

- Assists in new case entry staff training and tracking of work product for the department.

IV. Supervisory Responsibilities

Supervises the accounts receivable and new case entry staffs, provides evaluations, and recommendations to Trustee for each employee.

V. Knowledge and Skills

Knowledge of the principles, concepts and methodology of accounting profession is required as well as skill in carrying out assignments, operations and procedures at a complex and difficult work level. This position requires a bachelor's degree or equivalent relevant experience, plus two to four years experience in performing comptroller tasks. Computer skills required.

VI. Fiscal Responsibility

Maintains budget and all financial transactions as described in essential functions.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 office in various situations, requiring flexibility to adjust to changing roles, authority, purposes and extent of each contact. The purpose of public contact is to obtain, clarify or give facts or information.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position generally requires 40 hours per week. This position also involves traveling approximately one time per year for training and participation in relevant conferences.

CLAIMS 341-I
JOB DESCRIPTION

I. Purpose of the Job

The Claims Specialist is responsible for entering all claims to the system and maintaining a suspense file for cases with orders to allow late claims.

II. Essential Functions & Responsibilities

- Enters all claims into database, including pre-341, post-341 and late claims
- Maintains a suspense file for cases with pending motions to allow a late claim including the motion, a plan calculation, and any communication of same to any party involved in the case
- Reviews the suspense file for updates until order is filed
- Files changes or amendments to cases as needed, including motions, orders, schedules, pre- and post-341 meeting claims
- Handles debtor requests for assistance or refunds
- Assists creditors with any questions or comments on cases
- Prepares file for 341 meetings, including organizing paperwork, running plan figures, and maintaining written record of meeting including corrections to file
- Makes adjustments to cases with claims
- Works with IRS Special Procedures for credit adjustments
- Assist in payoff requests

III. Other Duties and Responsibilities

- Receptionist duties upon rotation
- Assists with incoming mail and distribution
- Assists with filing during monthly shutdown of database system
- Checks trial disbursement when required
- Performs creditor checks

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of extensive body of rules, procedures, operations and services, requiring extended training and experience to perform a wide variety of interrelated or nonstandard procedural assignments to resolve a wide range of problems is required. Spanish fluency desired. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position requires accurate maintenance of claims database.

VII. Extent of Public Contact

Contacts are with employees within the Chapter 13 office engaged in different functions or kinds of work, as well as with the general public at the place of work in a moderately structure setting on a routine basis.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing

ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position requires no unusual hours or travel necessary for the completion of job duties.

CLAIMS 341-II
JOB DESCRIPTION

I. Purpose of the Job

The Claims Adjuster is responsible for processing claims or objections to claims in Chapter 13 cases, as well as time sheets for payroll and benefit/vacation time.

II. Essential Functions & Responsibilities

- Assists in preparing files for 341 meeting, including calculating plan information, filing schedules and summaries, verifying claims, highlighting information for trustee review, preparing debtor packets, and provide files to Trustee for review prior to 341 meeting
- Maintains written record of 341 meetings, verifies debtor identification and provides bilingual (Eng/Span) interpretation or translation when necessary
- Provides follow up to the 341 meetings by recording notes for individual debtor docket, providing dockets recorded material, and creditor log-in sheets to trustee for review, as well as by providing files to the administrative assistant after notifying debtor and debtor attorney of any rescheduling of meetings
- Enters claim updates requested by staff members daily
- Enters and codes late filed claims, generates Trustee's Objection on claims filed late, which is transmitted to the court, the debtor, the debtor attorney, and to the creditor
- Codes and enters objections and claims onto the case docket
- Assists debtor, creditors, and attorneys on the phone or in person on bankruptcy issues
- Prepares time sheets for payroll
- Reviews and approves benefit time requested, including coordination of yearly staff vacation leave on yearly planner with office staff

III. Other Duties and Responsibilities

- Distributes disbursement checks
- Requests debtor refunds
- Processes return mail and pay orders
- Prepares monthly planner for reception desk and kitchen duties
- When needed, assists in the entry of new cases into the database
- Receptionist duties upon rotation

IV. Supervisory Responsibilities

This a non-supervisory position.

V. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations or services of a clerical occupation, and skill in applying this knowledge in carrying out a wide variety of interrelated assignments, operations or procedures, requiring one to two years of experience or training. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position has no fiscal responsibility.

VII. Extent of Public Contact

Contacts are with employees within the Chapter 13 office engaged in different functions or kinds of work, as well as with the general public at the place of work in a moderately structure setting on a routine basis.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position requires no unusual hours or travel necessary for the completion of job duties.

CLAIMS ENTRY CLERK
JOB DESCRIPTION

I. Purpose of the Job

The Claims Entry Clerk is responsible for entering all claims and transfer of claims into the Chapter 13 database.

II. Essential Functions & Responsibilities

- Enters all unsecured claims
- Enters all secured claims
- Enters all transfer of claims

III. Other Duties and Responsibilities

- Files
- Receptionist duties upon rotation
- Assists the posting department
- Assists in addressing creditor and debtor inquiries

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations and services, requiring extended training and experience in order to perform full range of standard clerical assignments, in addition to computer skills, is required for this position. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position has no fiscal responsibility.

VII. Extent of Public Contact

Contacts are with employees within the Chapter 13 office engaged in different functions or kinds of work, as well as with the general public at the place of work in a moderately structure setting on a routine basis.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position requires no unusual hours or travel necessary for the completion of job duties.

CLAIMS SUPERVISOR/PURCHASE AGENT
JOB DESCRIPTION

I. Purpose of the Job

The Claims Supervisor/Purchasing Agent is responsible for overseeing the claims department, making sure that claims are completed in an efficient and effective manner, as well as for purchasing all office supplies needed.

II. Essential Functions & Responsibilities

- Manages Claims Department personnel, assessing work flow progress
- Enters claims, which includes the claim information, notice of transfers of claims, adding claims for creditors requesting notification for the case, and entering orders barring or avoiding liens
- Sends letters to debtors and copies to their attorneys for cases over 60 months
- Electronically files to dismiss cases that have gone over 60 months
- Completes corrections and/or changes on claims for TRCC (Trustee's Recommendation Concerning Claims)
- Processes creditor and debtor inquiries on claims, including moratorium requests, payout information, etc.
- Completes a final audit on case when debtors request a payoff
- Purchases all office supplies for the office

III. Other Duties and Responsibilities

- Assists with year to close case audits as time permits
- Serves as backup for opening and distributing daily mail
- Serves as backup for mailing out refund checks and entering them into the log
- Prepares mailings by inserting creditor checks in envelopes
- Files
- Corrects addresses when necessary
- Receptionist duties upon rotation

IV. Supervisory Responsibilities

This is a non-supervisory position, but employee does set the pace of work for the claims department, showing others how to perform assigned tasks.

V. Knowledge and Skills

Knowledge of a body of standardized rules, procedures, operations and services, requiring considerable training and experience to perform full range of standard clerical assignments and resolve recurring problems, in addition to computer skills, is required.

VI. Fiscal Responsibility

Holds approval privileges on purchase orders/check requests, reporting and auditing functions, and signature authority for financial transactions regarding office supplies.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 office in a moderately unstructured setting, on a non-routine basis, with those in their capacities as attorneys or contractors.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position requires no unusual hours or travel necessary for the completion of job duties.

CONFIRMATION MANAGMENT/TRCC CLERK
JOB DESCRIPTION

I. Purpose of the Job

The Confirmation/TRCC Clerk is responsible for submitting the orders confirming the debtors' plan to the court and assisting the staff attorney with the preparation of the confirmation docket.

II. Essential Functions & Responsibilities

- Assists the staff attorney with preparation of the confirmation docket, as well as the documentation of the rulings made at the confirmation hearings
- Audits and prepares for the feasibility of cases after the 90-day bar date to complete the Trustee's Recommendation Concerning Claim report
- Collects and distributes daily mail from the post office and court house
- Distributes office paperwork
- Processes refund checks and logs activity
- Collects and distributes faxes
- Runs semi-annual reports to insure that reports are mailed to debtors and attorneys
- Acts as secondary manager on an as needed basis

III. Other Duties and Responsibilities

- Assists with receptionist duties
- Audits cases for payoffs, inquiries and case research directed to the trustee
- Distributes signed disbursement checks
- Files paperwork
- Mails debtor refunds, variable plan payment reminders

IV. Supervisory Responsibilities

Directs staff through face-to-face meetings. The principle duty of this position is not to perform the same work as those being supervised. Serves as backup to managerial staff.

V. Knowledge and Skills

Knowledge of a body of standardized rules, procedures, operations and services, requiring considerable training and experience to perform full range of standard clerical assignments and resolve recurring problems, in addition to computer skills, is required.

VI. Fiscal Responsibility

This position is responsible for processing and mailing debtor refund checks.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 offices in a moderately unstructured setting, usually with those in their capacities as attorneys.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

There are no unusual work hours or travel requirements necessary for the completion of the job duties.

OFFICE COURIER I
JOB DESCRIPTION

I. Purpose of the Job

The Office Courier I is responsible for assisting all departments with clerical and operational tasks, including off-site delivery of materials.

II. Essential Functions & Responsibilities

- Files
- Stamps checks
- Stocks supplies for office
- Stocks materials for office equipment daily
- Runs errands to the bank, storage, FedEx, attorney's offices, clerks office, and post office, etc., as needed
- Delivers in-box mail to each attorney at the clerks office
- Returns mail from clerks office for Chapter 13 office

III. Other Duties and Responsibilities

- Assists with receptionist duties
- Assists all employees with work related tasks

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of basic or commonly-used rules, procedures or operations, requiring some previous training or experience is required, preferably, knowledge of a body of standardized rules, procedures, operations, services or equipment, requiring training and experience to perform full range of standard clerical assignments and resolve recurring problems desired. Knowledge of El Paso roads and thoroughfares and possession of a Class 'C' Texas driver's license is required for the operation of automobile. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position holds no fiscal responsibilities.

VII. Extent of Public Contact

Contacts are with employees within the immediate organization in related work units, and with embers of the general public in very highly structured situations where purpose of contact is very clear.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support. Use of personal automobiles in the course of completing off-site tasks required.

IX. Working Conditions and Environment

There is moderate daily travel required for this position in order to complete tasks off-site; however the work hours are standard business hours.

OFFICE COURIER II
JOB DESCRIPTION

I. Purpose of the Job

The Office Courier II is responsible for assisting all departments with clerical and operational tasks, including off-site delivery of materials.

II. Essential Functions & Responsibilities

- Files
- Stamps checks
- Stocks supplies for office
- Stocks materials for office equipment daily
- Runs errands to the bank, storage, FedEx, attorney's offices, clerks office, and post office, etc., as needed
- Delivers in-box mail to each attorney at the clerks office
- Returns mail from clerks office for Chapter 13 office
- Assists with 6 months to close case audits

III. Other Duties and Responsibilities

- Assists with cleaning out files for "Trustee's Recommendation Concerning Claims" as needed
- Assists with receptionist duties
- Assists all employees with work related tasks
- Assists Systems Manager with installation of equipment or software as needed

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations, products or services requiring extended training and experience to perform a wide variety of interrelated or nonstandard procedural assignments and resolve a wide range of problems is desired. Knowledge of El Paso roads and thoroughfares and possession of a Class 'C' Texas driver's license is required for the operation of automobile. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position holds no fiscal responsibilities.

VII. Extent of Public Contact

Contacts are with employees within the immediate organization in related work units, and with embers of the general public in very highly structured situations where purpose of contact is very clear.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support. Use of personal automobiles in the course of completing off-site tasks required.

IX. Working Conditions and Environment

There is moderate daily travel required for this position in order to complete tasks off-site; however the work hours are standard business hours.

CREDITOR RESEARCH
JOB DESCRIPTION

I. Purpose of the Job

The Creditor Researcher is responsible for maintaining and verifying all creditor and debtor contact information, making sure that any changes and/or corrections are properly noted in each file.

II. Essential Functions & Responsibilities

- Verify and correct if necessary all contact information for all open cases
- Gathers information from attorneys, city directory, post office returned mail, copies of returned checks, among others, to verify or correct addresses
- Assists in electronic filing of objections, as well as PACER program tracking

III. Other Duties and Responsibilities

- Assists in receptionist rotation, answering phones, and assisting with incoming clientele
- Cleans out files upon case closure
- Assists in daily mail duties

IV. Supervisory Responsibilities

This position is non-supervisory.

V. Knowledge and Skills

Knowledge of a body of standardized rules, procedures, operations, or services, requiring considerable training and one to two years of experience is necessary to perform full range of standard clerical assignments in a Chapter 13 office and to resolve recurring problems. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position requires no budgeting responsibilities, approval privileges on purchase orders/check requests, reporting and auditing functions, and signature authority for financial transactions.

VII. Extent of Public Contact

Contacts are with employees within the office engaged in different functions and kinds of work, as well as with those of the general public in a moderately structured setting established on a routine basis at the employee's work place.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This position requires no unusual hours or travel essential to the tasks of the job.

MOTIONS CLERK
JOB DESCRIPTION

I. Purpose of the Job

The Motions Clerk is responsible for setting notices and preparing packages for court hearings.

II. Essential Functions & Responsibilities

- Researches cases with pending motions for related documents on PACER
- Attends court hearings and maintains written records of cases
- Receives and dockets motions and responses to lift stays
- Receives and dockets agreed orders, correcting case file as needed, forwarding the information to the clerks office for processing
- Notifies debtor's attorney when a creditor sends a notice of termination so that the file can be cleared and claims may be adjusted
- Conducts a one-year audit on cases, preparing reports, checking the claims and payments, and preparing paperwork for modifications if necessary
- Assists debtors in obtaining their vehicle titles by contacting creditors that hold those titles and sending them a report if requested
- Briefs trustee prior to court appearances and accompanies her to assist with questions and completes research as needed
- Serves as a back-up for delinquency department

III. Other Duties and Responsibilities

- Assists with receptionist duties
- Assists with filing during monthly database shutdown
- Prepares mailings of checks for the creditors at the end of the month
- Assists with care of returned mail as needed

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of a body of standardized rules, procedures, operations, or services, requiring considerable training and one to two years of experience is necessary to perform full range of standard clerical assignments in a Chapter 13 office and to resolve recurring problems. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position has no fiscal responsibilities.

VII. Extent of Public Contact

Contacts are with employees within the immediate organization in related work units, and with embers of the general public in very highly structured situations where purpose of contact is very clear.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

There are no unusual work hours or travel requirements necessary for the completion of job duties.

NEW CASE ENTRY
JOB DESCRIPTION

I. Purpose of the Job

New Case processors enter new cases into the database system in order to open and work a Chapter 13 case.

II. Essential Functions & Responsibilities

- Inputs debtors' information such as mailing address, place of employment, filing fees, attorney fees, time and date of 341 meeting, creditors' information, scheduled claims, and notices to all interested parties
- Mails pay orders
- Performs case audits at year to close for all cases and TRCC
- Answers questions from attorneys and debtors
- Updates files
- Mails wage withhold packages to debtors and inform attorneys of new cases

III. Other Duties and Responsibilities

- Assists in general office duties such as rotating receptionist duties, filing and mailing as needed

IV. Supervisory Responsibilities

This position requires no supervisory responsibility.

V. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations products or services, requiring considerable training and experience to perform full range of clerical assignments and to resolve recurring problems inherent in the nature of the work, entailing one to two years of experience in a Chapter 13 or bankruptcy law office, is required of this position. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position does not have fiscal responsibilities.

VII. Extent of Public Contact

Contacts are with employees within the Chapter 13 offices, projects or work units; any contact with the general public is in very highly structured situations.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

There are no unusual working hours or travel necessary for the completion of the essential duties of the position.

OFFICE MANAGER
JOB DESCRIPTION

I. Purpose of the Job

The Office Manager serves as the main supervisor and advisor for all employees. This includes instructing and guiding personnel and organizational activities to ensure quality, efficient workflow. The Office Manager reports directly to the trustee and confers with the administrative assistant on work standards/office codes, and has intermediate level assistants, which support all tasks performed.

II. Essential Functions & Responsibilities

- Manages staff and oversees work product
- Delegates tasks to staff and assists in logistic planning necessary to complete assignments on time
- Manages procedural guidelines and updates as needed
- Maintains security logs for the building and computer network files
- Assists in financial planning for office in concert with Trustee

III. Other Duties and Responsibilities

- Assists in security sensitive tasks such as monthly disbursement and holds keys to restricted areas within the office as well as to the fire safe
- Monitors rollover incoming phone calls and retrieves all messages left overnight
- Monitors and prepares security logs for the trustee such as the Employee Office Access Report and the System Backup Report
- Oversees and assists the system manager with workflow structure building and maintenance
- Assists in financial and logistical planning for large projects such as the office relocation
- Assists in administrative tasks such as: motions to modify plans, payoff of Chapter 13 plan, case disposition-closed completed/dismissals or conversions, proposed plan modifications procedure, negative balance on hand cases, storage maintenance, budget seminar assistance, purchasing agent assistance, and six-month review prior to closing

IV. Supervisory Responsibilities

Supervises (19-20) employees in all departments, assists in the hiring and firing decisions of the office, maintains employee records with performance reviews, and assigns work to be performed.

V. Knowledge and Skills

Knowledge of the principles, concepts and methodology of office management for difficult and complex assignments, operations and procedures in Chapter 13 Office environment, requiring Bachelor's degree or equivalent experience plus five to seven years in such an environment is required. Computer skills required.

VI. Fiscal Responsibility

Maintains approval privileges on large purchase orders, check requests and petty cash usage, and assists in budget planning. Position also assists purchasing agent in maintaining office supplies.

VII. Extent of Public Contact

This position requires moderate contact with members of the general public on a routine basis in order to perform office tasks, such as purchase orders or audits.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

This salaried position, although exempt, generally requires 40+ hours per week, which is necessary for the completion of time sensitive tasks. This position also involves traveling approximately four times per year for training and participation in relevant conferences.

STAFF ATTORNEY/HUMAN RELATIONS DIRECTOR
JOB DESCRIPTION

I. Purpose of the Job

The Staff Attorney serves as the legal advisor to the Chapter 13 office, assuring that the standing trustee performs the duties set forth in sections 13-2, 1106(a)(3) and 1106 (a)(4) of the Bankruptcy Code. The Staff Attorney also serves as the Human Resources Director for the office, developing and managing HR guidelines and personnel.

II. Essential Functions & Responsibilities

- Performs all court duties in the section 341(a) meetings, confirmation and other hearings, which includes providing legal research as needed, case evaluation and maintenance, court filings and legal document drafting
- Monitors legal issues pertaining to the law, rules, and regulations of the U.S. Trustee operation, particularly those that are new or pending change prepares legal memoranda or briefs as required
- Serves as legal resource to standing trustee; and drafts correspondence to court, U.S. Bankruptcy Clerk, members of the bar and the public
- Develops, maintains, and manages according to the Office Policy manual (office procedures), the Job Description manual, the Employee Pension Plan, Insurance and Liability policies to employees
- Conducts and/or participates in team meetings to discuss procedures, policies, problems and/or assist team managers with same
- Advises Trustee on employer/employee relations issues as needed for training methods or conflict resolution

III. Other Duties and Responsibilities

- Updates law library and research tools
- Assists trustee with the preparation of speeches or testimony as required
- Reviews notes and files submitted by staff for formal objections
- Provides training of staff on various legal matters as requested by trustee
- Reviews mail referred by staff or trustee to determine necessity of the trustee's response
- Investigates the affairs to the debtor(s) in business cases as per the U.S. Trustee Handbook, as requested by trustee
- Attends seminars, and researches applicable laws applying to employer/employee relations

IV. Supervisory Responsibilities

Communicates company policies, reviews any workflow problems, and serves as advisor to team managers on an as needed basis, directing staff through these intermediate supervisors of various departments. As HR Director, consults with trustee and makes recommendations on employee performance evaluations.

V. Knowledge and Skills

Knowledge of a wide range of concepts, principles and practices in the legal field, requiring extended graduate study in order to carry out difficult and complex work assignments is required. The Staff Attorney must be a member of the Texas Bar Association, possessing a J.D. and one to two years of experience in Bankruptcy Law cases. Spanish fluency is desirable.

VI. Fiscal Responsibility

The Staff Attorney holds signature authority for financial transactions.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 Office, typically with others in the legal field dealing with Bankruptcy Law cases.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

The Staff Attorney will attend seminars that require some travel, usually once per year. The position requires local travel for court hearings and consultations as needed.

SYSTEMS MANAGER
JOB DESCRIPTION

I. Purpose of the Job

The Systems Manager is responsible for the day-to-day administration of the hardware and software computer operations of the office. The Systems Manager will serve as the trainer and consultant on the computer programs and procedures of the Chapter 13 office.

II. Essential Functions & Responsibilities

- Maintains and secures storage of media, computer files, records and related documents
- Traces sources of problems and processing failures errors
- Evaluates and recommends software and support programs as necessary
- Trains personnel in use of software packages
- Manages continuity of operations plan in case of major systems failure
- Ensures security and integrity of data including controlled user access, off-site storage and general security protocols
- Performs preventative maintenance on computers, peripherals, and associated data communications equipment
- Monitors, logs, and tracks dial in to live systems and all activities
- Generates and verifies disk backups and maintains library backup tapes, schedules off-site backup procedures and off-site storage
- Assists in acquiring contractors to service equipment and maintains computer and printer supplies
- Coordinates any installation and/or moving of equipment, due to upgrades
- Installs software and maintains all PCs, printers, and computer peripherals
- Reports system failures to Office Manager and/or Trustee and takes corrective action, may consult with other technical specialists to isolate, analyze and correct system faults
- Recommends technical and/or operational change
- Trains new users to the system, assigning logins, passwords and access protocols consistent with office policies and procedures
- Maintains documentation for all computer systems components and operations
- Maintains all company inventory and asset lists
- Maintains daily electronic case filing procedures for the office, ensuring accurate download of data from the court and importation into the live Chapter 13 system (an internet mirror system for clients)
- Runs boot logs, trace reports, and backup tapes

III. Other Duties and Responsibilities

Maintains a System Manager's Manual that includes pertinent systems information and procedures for the office.

IV. Supervisory Responsibilities

Directs staff through face-to-face meetings, ensuring proper operational procedures are followed.

V. Knowledge and Skills

Requires a Bachelor's degree in Computer Science or equivalent experience with the skills required to carry out difficult and complex assignments associated with position; requires an overall knowledge of computer systems, data communications and programming, including UNIX, AIX Operating System, shell scripting, file systems, commands, user files, DOS, Windows and networking. Must possess strong oral and written communication skills in order

to coordinate computer functions with all groups within the organization, training others in computer procedures.

VI. Fiscal Responsibility

Responsible for all computer budgets, including computer equipment rentals, purchases, computer service and maintenance agreements, on-line services for DSL/T1 lines, domain name services and email addresses, and computer training/travel, including conferences.

VII. Extent of Public Contact

Contacts are with individuals with persons in their capacities as consultants or contractors, typically vendors of computer services and equipment.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

There is some travel required for conferences or seminars as needed, usually on a quarterly basis.

TRCC CLERK
JOB DESCRIPTION

I. Purpose of the Job

The TRCC Clerk is responsible for the audit reports on the Trustee's Recommendation Concerning Claims for any Chapter 13 case with any type of objections, motions, and/or agreed orders filed. This position also sorts and distributes incoming mail. The Trustee's Recommendation Concerning Claims report is a case audit that entails preparing the file for processing by the administrative assistant and the trustee when a claim is made regarding the case.

II. Essential Functions & Responsibilities

- Reviews and organizes the file, verifying information, and cross-referencing claims made with the schedule plan of the case, followed by checking the case schedule against Schedules D, E, and F and the court's Claim Register
- Prints claims made against the case, noting needed corrections and submits file to Claims Department for corrections
- Fills out adjustment forms on each claim for further processing
- Verifies, through PACER, that there have been no further claims filed on the case
- Submits file to administrative assistant and trustee, who will then review and return file to TRCC clerk for transmission to Electronic Processing, Inc.
- Records transactions for electronic filing

III. Other Duties and Responsibilities

- Processes incoming mail
- Distributes all incoming mail and logs any checks or payments received
- Assists with answering phone inquiries from debtors, creditors, and attorneys
- Maintains and mail addresses corrections daily
- Accepts deliveries for the office
- Assists incoming clients with information requests

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of a body of standardized rules, procedures, operations, or services, requiring considerable training and one to two years of experience is necessary to perform full range of standard clerical assignments in a Chapter 13 office and to resolve recurring problems. Computer skills required. High School diploma or equivalent required. Spanish fluency desired.

VI. Fiscal Responsibility

This position is responsible for logging checks and payments received.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 office in a moderately unstructured setting, that is, not routine, variable circumstances dealing primarily with the job duties described herein.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing

ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

There is no travel or unusual work schedule requirements for this position.

TRCC/DELINQUENCY CLERK
JOB DESCRIPTION

I. Purpose of the Job

The TRCC/Delinquency Clerk is responsible for the audit reports on the Trustee's Recommendation Concerning Claims for any Chapter 13 case in delinquency. The Trustee's Recommendation Concerning Claims report is a case audit that entails preparing the file for processing by the administrative assistant and the trustee when a claim is made regarding the case.

II. Essential Functions & Responsibilities

- Reviews and organizes the file, verifying information, and cross-referencing claims made with the schedule plan of the case, followed by checking the case schedule against Schedules D, E, and F and the court's Claim Register
- Prints claims made against the case, noting needed corrections and submits file to Claims Department for corrections
- Fills out adjustment forms on each claim for further processing
- Verifies, through PACER, that there have been no further claims filed on the case
- Submits file to administrative assistant and trustee, who will then review and return file to TRCC clerk for transmission to Electronic Processing, Inc.
- Records transactions for electronic filing

III. Other Duties and Responsibilities

- Processes incoming mail
- Distributes all incoming mail and logs any checks or payments received
- Assists with answering phone inquiries from Debtors, Creditors, and Attorneys
- Maintains and mail addresses corrections daily
- Accepts deliveries for the office
- Assists incoming clients with information requests

IV. Supervisory Responsibilities

This is a non-supervisory position.

V. Knowledge and Skills

Knowledge of an extensive body of rules, procedures, operations and services, requiring extended training and one to two years experience to perform a wide variety of interrelated or nonstandard procedural assignments and resolve a wide range of problems in a Chapter 13 office setting is required, Spanish proficiency is desired. Computer skills required. High School diploma or equivalent required.

VI. Fiscal Responsibility

This position has no fiscal responsibilities.

VII. Extent of Public Contact

Contacts are with individuals or groups from outside the Chapter 13 office in a moderately unstructured setting, that is, not routine, variable circumstances dealing primarily with the job duties described herein.

VIII. Physical Demands

Requires the ability to handle a variety of documents and to manually use computers, calculators and related equipment in typing and data entry; occasionally lift and carry books, reports and other documents weighing less than 25 pounds; and requires visual and hearing

ability sufficiently correctable to see clients, hear phones, and operate in an office environment that has limited auxiliary support.

IX. Working Conditions and Environment

There are no travel or unusual work schedule requirements for this position.