

WATER BILLING CLERK

Chris has been employed as a billing clerk for the Water Department for three years.

The first two years went quite well, with Chris performing at a highly successful level and receiving above average performance appraisals. However, this past year has been a bit of a different story.

Chris deals primarily with resident billing problems and past due accounts. Chris has an excellent phone manner and performs thorough and timely follow-up on problem situations. During the past 3 months you've received calls from 4 different residents with complaints that billing errors haven't been corrected by Chris. You've also received three letters of thanks from citizens who commend Chris for providing them with excellent and prompt service. In reviewing the account logs, you're surprised at how thorough and accurate some are while others are unacceptably kept - you've found data entry errors, incomplete records, and even some duplicate records. Six weeks ago you discussed this with Chris emphasizing the seriousness of the situation, Chris got defensive, stating that the department is short-handed with Bart out on paternity leave making the workload too heavy and that the new computer program has complicated matters. You pointed out that Chris missed the last training session on the new program and neglected to reschedule the instruction.

Another recent problem is that Chris is often not at the work station by 8:30 am when the calls start coming in although almost never misses an entire day and usually stays about % hour late each day to get the paperwork done. You've discussed this with Chris and have been told that road construction often causes delays when driving the kids to daycare and night classes and homework make it difficult to get up in the morning.

Chris is generally easy-going and well liked, yet you've heard Chris make several snide remarks about co-workers during meetings when they weren't present to defend themselves or share their perspectives.

The quarterly billing is coming up and there is much extra work to do. All support staff are expected to work Wednesday evening and Saturday for the next 2 weeks to assist in printing, collating, bulk mailing preparation etc. Chris flatly states that it will be impossible because it conflicts with the Wednesday evening class and day-care on Saturday is too expensive.

It is time for Chris's annual performance appraisal. complete the appropriate form.