

STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT
STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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September 30, 2014

TO: Velma Henry

FROM: Holly Platz, SPHR
Director's Review Program Investigator

SUBJECT: Velma Henry v. Central Washington University
Allocation Review Request ALLO-13-088

Director's Determination

On September 11, 2014, I conducted a telephonic conference to review the allocation of your position. Present during the review conference were you and Katelyn Muir and Lorraine Chavez, Human Resource Consultants for Central Washington University (CWU).

This position review was based on the work performed during the six-month period prior to September 12, 2013, the date CWU's Human Resources office (HR) received the request for a position review of your position from Kirk Johnson, Dean of the College of the Sciences. As the Director's Review Investigator, I carefully considered all of the documentation in the file; the exhibits and the verbal comments provided by both parties.

Based on my review and analysis of your assigned duties and responsibilities, I conclude your position is properly allocated to the Administrative Assistant 4 classification.

Background

CWU's HR office received the reallocation request on September 12, 2013, asking that your Administrative Assistant 4 (AA4) position be reallocated to the Administrative Services Manager C. (Exhibits A-5 and A-6). Katelyn Muir, Human Resources Consultant, conducted a review of your position and by memorandum dated November 5, 2013, determined that your position was properly allocated to the AA4 classification. (Exhibit A-2).

On November 18, 2013, the State Human Resources division received your request for a Director's review of the CWU's allocation determination (Exhibit A-1). In your review request, you indicated that either the Administrative Services Manager B or C classification best describes your duties.

In your review request exhibits, you expressed concerns about equity with positions at other universities. However, in Byrnes v. Dept's of Personnel and Corrections, PRB No. R-ALLO-06-005 (2006), the Board held that "[w]hile a comparison of one position to another similar position

may be useful in gaining a better understanding of the duties performed by and the level of responsibility assigned to an incumbent, allocation of a position must be based on the overall duties and responsibilities assigned to an individual position compared to the existing classifications. The allocation or misallocation of a similar position is not a determining factor in the appropriate allocation of a position." Citing to Flahaut v. Dept's of Personnel and Labor and Industries, PAB No. ALLO 96-0009 (1996).

The following summarizes your perspective as well as your employer's:

Summary of Ms. Henry's Perspective

You argue that the complexity and diversity of your role within of the College of the Sciences (COTS), including your authority to take independent action on personnel, budget and fiscal matters, warrants reallocation to the Administrative Services Manager B or C classification. You assert that the majority of your work goes beyond providing administrative support duties to the dean. You explain that your duties changed immensely when the duties of the former Academic Financial Manager were disbursed to the college level and that now the majority of your work entails hiring staff, inputting staff changes into the personnel management system and the budget management system, and making adjustments to the numerous budgets within the college to assure that the budgets balance across all the departments within the college. During the review conference, you indicated that performing the duties that were formerly performed by the Academic Financial Manager takes about 40% of your time. You further explain that the dean of COTS has delegated budgetary decision making authority to you and that you independently make decisions to execute budgetary adjustments within the Financial Management System (FMS). The college has hundreds of state, self-supported, grant and discretionary funds that you maintain. You assert that your duties include space planning and implementation, oversight of day-to-day activities, coordinating and participating in meetings and trainings as well as providing direction to department chairs and secretaries. You indicate that you work in collaboration with department staff and that you are the go-to-person for department staff for everything such as recruitments, fiscal reconciliations and faculty reviews and evaluation procedures. In addition, you function as a mentor and trainer for department secretaries. While you acknowledge that a portion of your duties are administrative support, you argue that the majority of your duties entail finance management, office management and personnel matters.

Your supervisor, Dean Johnson, did not participate in the review conference, but in the request for position review letter dated September 6, 2013, he explained, in part:

During the last decade, the College of Sciences has grown to become the largest and most complex college in the university. More recently the redistribution of university academic financial management responsibilities has realigned and increased the duties of my administrative assistant. Those duties, including allocation and redirect of our over \$17.5 million dollar budget, is one of several of those noted on the attached job description. In addition, [] Velma is charged with identifying salary and benefit savings and deficits, and is authorized to redirect those funds, without prior review, ever-increasing her level of authority and responsibility. Authority within the new Manager Self Service function has been delegated from the Dean to the administrative assistant, and it is noted as addition duties of this position on the updated position description.

(Exhibit A-5).

Summary of CWU's Reasoning

CWU argues that the preponderance of your duties and responsibilities best fit within the Administrative Assistant 4 classification. CWU asserts that the nature of your position as well as the complexity and scope of your duties fit within the AA4 class. CWU argues that while you have been delegated authority to act independently in regard to approving expenditures and transferring budget allocations, the Dean retains ultimate budget authority and is responsible for budget planning and development for the college as a whole. CWU acknowledges that you take corrective action on budget and fund transfers including those for new staff but explains that some fiscal specialists and department secretaries also have authority to take corrective action on budget and fund transfers. CWU explains that while you argue that you are responsible for allocating funds, the Provost has directed that the Dean is the ultimate authority responsible for budget planning and oversight. CWU also acknowledges that you are involved in inputting some new hire data in the system such as identifying and inputting position numbers, but asserts that HR is primarily responsible for setting up new hires in the system. CWU further explains that while departments may maintain departmental or supervisory files for staff, HR is responsible for maintaining the official personnel files. CWU contends that based on the information in the Position Description Worksheet, information provided by the Dean during the institution level review, a review of prior review decisions, and the available class specifications, the preponderance of your duties fall within the AA4 classification.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available classification specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

It is clear from the comments included in the exhibits that Dean Johnson feels you are very good at your job and your work is highly valued. However, as stated above, a position review is not an evaluation of your expertise. Rather, a review is a comparison of the duties and responsibilities assigned to a position with the available classification specifications.

Duties and Responsibilities

In the Position Description Worksheet, your major duties are listed as:

33% Academic Finance Management:

Chief administrator for management and distribution of funds in excess of \$17.5 million, to departments and interdisciplinary programs assigned to the College of the Sciences

During the review conference, you explained that after the budget is provided to you from the Provost and the Academic Finance Manager, you meet with department chairs and the dean. You acknowledge that the dean is the principle budget authority and administrator, but you have been delegated authority to allocate and make adjustments to funds for the various departments within the college.

Implement budget planning and funds management for (at present) 33 State and 113 self-support department budgets

During the review conference, you clarified that you, not the dean, meet with the CWU's Finance Manager to develop budget plans. CWU clarified that the Provost expects the dean to be the budget authority for budget planning, fund allocations and overall budget oversight.

Execute allocation of funding across accounts for faculty and staff positions, salaries, benefits and department goods

Review budget requests against budget limits and provide information and counsel to the dean, chairs, directors and department secretaries, making recommendations and taking corrective action where indicated

Audit and approve payroll and personnel changes and additions within the BPS Budget Planning System for fiscal year base budget allocations over 275 faculty and staff

During the review conference, you explained that to audit payroll, you pull data either semi-monthly or quarterly to make sure that actuals match what was requested and approved initially. And after speaking with the departments, you make corrections in the system as needed including making payroll adjustments. CWU explained that some fiscal specialists and secretaries are also responsible for taking corrective actions on budgets. You agree that staff can take action at the college level but you further explain that you have authority to take action for every budget in the COTS without the dean's approval.

Prepare cost estimates and provide statistical data at the request of the dean, faculty or administration

Collaborate with chairs, directors and secretaries to identify, clarify, and resolve department budgetary issues, independently taking corrective action by processing budget changes and funds transfers as needed to maintain balanced accounts

Extract monthly summary and activity reports from the FMS Financial Management System for all 33 state projects, review income and expenses and take corrective action on discrepancies

During the review conference, you clarified that in this context, the term "projects" means budgets.

Extract data from university information systems to identify and reconcile salary and benefit savings and deficits for all 33 state support budgets and take corrective action by approving and reallocating funding across divisions and departments to maintain balanced payroll and budget

Monitor budgets for compliance with federal, state and university regulations

Collaborate with the Grant Accounting division to monitor and execute funds requests for expenditures from over 110 federal, state and university grant awards

Audit and allocate percentages of indirect funds to the grant project director and college accounts

Audit within the FMS Financial Management System to provide end of year statistical data on divisional budgets to the dean

Integrate new systems into the budgetary process and design compatible workflows to execute the new processes

During the review conference, you clarified that processes that were once completed manually, are now electronic which required processes to be updated. The electronic process requires you to log in as the appointing authority in order to complete certain processes such as hiring new staff.

Academic and Student Life staff representative to the university Business and Finance Committee, reviewing and making recommendation for approval or denial of expenditures and fee request, and examining and advising on policy changes

During the review conference, you explained that you were the representative for all classified staff and that the committee consisted of approximately 20 representatives. The committee reviewed requests for increases or added fees and then recommended whether the requests should be approved or denied.

30% Personnel & Payroll

Administer and issue over 500 new or revised faculty and staff personnel payroll contracts annually through a variety of complex electronic and manual hiring processes

During the review conference, you clarified that faculty and adjunct faculty have contracts and exempt positions and civil service positions have appointment letters. The contracts are sent to you by HR, the dean signs them and they are mailed out.

Assimilate new hiring processes and design new workflows to implement and manage the hiring process

During the conference, you explained that with the implementation of the new electronic self-service system, the old process had to be assimilated to the new system.

Manage and maintain 250 faculty and 45 civil service and exempt positions in the cApps Manager Self Service system

During the review conference, you clarified that you have been delegated authority to update and make changes in the electronic system such as assigning position numbers, changing 12 month positions to 9 month positions and entering new position titles. After you make changes in the system, the dean receives a notification to approve the changes.

CWU clarified that some faculty and exempt staff work directly with the departments on the hiring processes other than obtaining the dean's signature. HR sets the new employees up in the electronic system but departments identify the position number, etc.

Advise employees to finalize I-9, W-4, direct deposit, DRS, and address updates in their self service portal and monitor compliance

Monitor and maintain the benefits report and notify the benefits division of any changes in employee employment status

Initiate the letters and documentation required for TN and H1B visa filings for the alien residency and employment status of new COTS faculty and staff

During the review conference CWU asserted that HR staff is responsible for dealing with residency status issues including H1B visas.

Delegated authority to initiate new faculty and staff hires, re-hires, transfers, salary adjustments, resignations, retirements, and leave requests through Manager Self Service

Administer and issue 150+ summer session grant funded faculty and staff contracts within state and federal guidelines

Process all updates and changes to current faculty and staff personnel files through the Manager Self Service portal

Audit semi-monthly payroll by running queries and take corrective action on any salary or benefits errors; ensure compliance with overpayment schedules

Monitor quarterly the Components of Pay statistics for all COTS faculty and take corrective action where indicated

Maintain database of faculty promotion, tenure, post-tenure review, and reappointment files and respond to faculty questions/concerns

Compose and send confirmation of Board of Trustees outcome of reappointment, promotion, tenure, and post-tenure review to effected faculty and their departments

During the review conference, you clarified that the confirmation letters are signed by the dean.

Collaborate with the State of Washington Employment Security Department to determine work status of employees filing for unemployment benefits

During the review conference CWU asserted collaborating with the Employment Security Department for terminated staff is HR's responsibility.

Coordinate and execute salary and benefits payment to state representatives, pursuant to the Interagency Agreement between the Washington State House of Representatives and Central Washington University

During the review conference, you explained that CWU and the House of Representatives use a voucher system to reimburse CWU for faculty salaries for the time that faculty serve in the House of Representatives. Payroll does the billing for the Representative's absence but you reallocate funds to pay for coverage by other faculty during the Representative's absence from CWU.

Serve on university search committees and consult with Human Resources and initiate posting of position descriptions

During the review conference, you indicated that you serve on search committees about once or twice a year.

Assist department chairs with the hiring process for new faculty and staff

Assist department chairs with checkout procedures for departing staff and faculty

Review applications in the People Admin system and take action to facilitate the hiring process

Interview, hire, integrate, train and supervise staff

During the review conference, you confirmed that you supervise one staff person. But that you also interview and train department secretaries.

Review and approve or disapprove timesheets

Create Performance Development Plans and evaluate staff performance

During the review conference, you clarified that the timesheets are for your direct report and student employees and that the Performance Development Plan is for the fiscal specialist who reports directly to you.

Resolve any staff proficiency or behavioral issues

32% Operations and Services Management

Work with a wide variety of sensitive and confidential information in the management of office operations

Prepare and maintain business, administrative and academic reports and records of a highly complex nature

During the review conference, you explained that these were primarily budget reports.

Develop and maintain internal record keeping systems, keeping within the guidelines set by Business Services and Contracts record retention guidelines

Maintain college level personnel files

During the review conference, you explained these were both electronic and hard copy files. CWU clarified that while departments may maintain departmental or supervisory files for staff and faculty, HR is responsible for maintaining the official personnel files.

Execute queries to provide financial and educational trend data on salary, faculty workload, FTE faculty, and student FTE, academic progress, and graduation rates

Compose written correspondence on behalf of the Dean, researching and drafting replies to more complicated correspondence for the Dean's approval

Prepare and submit CWU Board of Trustees agenda items

Evaluate and implement the maintenance or replacement of office equipment

Supervise purchasing activities for the office to keep expenditures in line with allocated revenue

Maintain college equipment fund

Maintain records of leases and licenses and approve payment for renewal each year

Plan, coordinate, and lead ongoing training and informational sessions with 18 department staff members

During the review conference, you indicated that you provide informal training to department secretaries and office assistants on topics such as how to monitor budgets and how you want them to facilitate new processes.

Plan, schedule and coordinate department chair council retreats, meetings and COTS office staff meetings and retreats

During the review conference, you explained that you take minutes of the meetings and act as a resource for budget related questions.

Independently research, respond to and resolve complex questions, problems, and issues as they arise

Conduct office needs assessments and approve the purchase of equipment, services, and supplies to meet those needs

Analyze and establish office procedures, office layout and personnel requirements, developing new procedures as needed

Respond to students, faculty and the public, answering questions and referring visitors

Attend Council of Department Chair meetings, take minutes and address questions

Serve as the information and policy resource person to faculty, chairs, students and administrative staff

Provide counsel and serve as documentation resource to the Museum of Culture and Environment, Cascadia Hazards Institute and the College of the Sciences development officer

During the review conference, you explained that you help the museum to determine which exhibits to bring in within the available timeline and help them assure they have the proper documentation for insurance. You also explained that you help Cascadia process new hires and that you help the development officer with resources such as hiring people and ordering equipment.

Compile and analyze program data for college administrator presentations at meetings

During the review conference, you clarified that you produce spreadsheets for enrollment numbers and program costs but that the dean gives the presentation. You attend the meetings as a resource.

Stay abreast of new and revised university procedures by attending staff development and training sessions

Answer telephone calls, instant messaging and e-mail, promptly responding to inquiries; answer phone and may represent dean at meetings in his absence

Represent the office unit in the absence of the deans

5% Other Duties as Assigned:

Special projects

Backup support to administrators and staff as needed

Class Specifications

The following classification standards, in descending order, are the primary considerations in allocating positions:

- a) Category concept (if one exists).
- b) Definition or basic function of the class.
- c) Distinguishing characteristics of a class.
- d) Class series concept, definition/basic function, and distinguishing characteristics of other classes in the series in question.

In addition, while not allocating criteria, the typical work or examples of work statements provide support to the duties typically performed at each level within the class series and the Glossary of Classification Terms provides guidance for interpreting the language used in the class specifications.

You asked that I consider the Administrative Services Manager B and C classifications which I did. I also reviewed the Administrative Services Manager A, Administrative Assistant 5 and the Fiscal Specialist Supervisor classifications.

Fiscal Specialist Supervisor:

The definition of the Fiscal Specialist Supervisor class states:

Supervise others in fiscal record keeping and support services; perform complex technical fiscal analysis and financial reporting including analysis, planning, interpreting and review of a fiscal operation involving an overlap or combination of disciplines.

The distinguishing characteristics for the Fiscal Specialist Supervisor class state:

With delegated authority, interview and recommend selection of applicants, conduct training, assign and schedule work, act upon leave requests, conduct annual performance evaluations and recommend disciplinary action.

Under general direction, perform and supervise the performance of a variety of complex and varied fiscal administrative support functions such as analyzing and developing budgets for grants, contracts, state funds and/or program funds; establishing and maintaining comprehensive fiscal record keeping systems; analyzing, establishing and maintaining cost center and/or self-sustaining accounts; maintaining professional fee records; coordinating diverse unit-wide fiscal support functions such as payroll, travel reimbursement, purchasing and fiscal planning. Positions at this level function in support of units with several diverse activities such as research, teaching, patient care, and community service programs.

The majority of the duties of your position fit within the definition and distinguishing characteristics for the Fiscal Specialist Supervisor class. For example, you supervise a fiscal specialist and you perform complex and varied fiscal support functions including fiscal analysis and financial reporting, maintain fiscal record keeping systems, and analyze and maintain numerous budgets. COTS includes various diverse departments and affiliated programs that include teaching, research and community programs. While your position fits within this class, it is not the best fit for the overall scope and breadth of your duties and responsibilities. In addition to fiscal and budget functions, your position performs administrative functions such as office management, composing correspondence, recruiting and hiring personnel, providing support and taking minutes during presentations and meetings, and providing advice on various administrative matters to staff of COTS and affiliated and interdisciplinary programs.

Most positions within the civil service system occasionally perform duties that appear in more than one classification. However, when determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the

majority of the position's duties and responsibilities. See Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

Administrative Services Manager class series:

The definition of the Administrative Services Manager class states:

The Administrative Services Manager is responsible directly to the senior academic or administrative official for planning, organizing, implementing, coordinating and controlling all administrative services for a department, College, division, inter-disciplinary center, conglomerate organization or institution exercising independent judgment and decision-making authority. (Emphasis added.)

The State Human Resources Glossary of Classification Terms further defines "Administrative" and "Managerial" as follows:

Administrative – Determines or participates in making policy, formulates long-range objectives and programs, and reviews the implementation of programs for conformance to policies and objectives.

Managerial – Plans, coordinates, integrates, executes, controls and evaluates activities and functions of an organization. This includes developing budgets, policies and procedures, service delivery, and staff supervision.

Your position reports to the Dean of the College of the Sciences who retains overall management responsibility for COTS. You do not independently plan, organize, implement, coordinate and control all administrative services for COTS. Rather, you work in collaboration with your supervisor, CWU's Finance Manager and department staff on administrative tasks such as budget preparation, budget expenditures, purchasing, payroll and hiring staff. You do not develop policies for COTS, rather you develop work processes and procedures that are followed by COTS staff including department secretaries and office assistants. In addition, while the dean has delegated many tasks to your position, he is the ultimate decision-maker for the COTS. Because your supervisor retains ultimate management and decision-making responsibility for COTS, your position does not have the scope of independent judgment and decision-making authority required for allocation to the Administrative Services Manager class series. The definition of the Administrative Services Manager classification is not the best fit for your position.

The distinguishing characteristics for the Administrative Services Manager (ASM) state, in part:

An Administrative Services Manager performs, supervises, directs, provides counsel and assists the head of the organization and other personnel in a variety of management services. The primary purpose is to facilitate the administration of the organization.

These positions normally involve a wide variety of duties. The following services, or similar and closely-related activities, are normally included: project management, funds management, contract administration, management analysis, property management, space management, program and budget planning, public information, personnel administration and staff supervision.

Positions at the "A", "B", and "C" levels are distinguished by the variety of functions performed and the degree of authority and responsibility involved. Factors considered are: size of annual budgets, scope of departmental functions, kinds and volume of

services rendered, complexity and diversity of functions, number of personnel for whom services are provided, extent of the manager's supervisory role and degree of and involvement in activity calling for specialized or technical experience and capability, or a particularly high level of performance and the scope of delegated authority and responsibility for making independent decisions that significantly influence the organization's objectives, programs, services and/or contractual commitments.

. . . .

Your position appears to be described by the distinguishing characteristics of the ASM class series. You exercise a high level of responsibility and independence in providing and performing a variety of budgetary and administrative support tasks for COTS. However, in order to be reallocated to a class in the ASM series, first your position must fit within the definition of the class. While in isolation your position appears to fit within the distinguishing characteristics, when considering the definition of the class series, your position does not have the level of management authority required for allocation to a class within the ASM series. The duties and responsibilities of your position do not rise to the level of management services and activities encompassed by the ASM class series.

Administrative Assistant 5:

The definition for the Administrative Assistant 5 (AA5) classification states:

Principal assistant for administrative matters to a departmental head, agency director, or the head of a major subdivision of a major State agency.
Accomplishes varied and complex projects; makes decisions and acts for supervisor in administrative matters.

Your position does not reach the level of the AA5 class. The majority of your duties and responsibilities are focused on budgetary matters including managing numerous budgets and payroll for college personnel and providing administrative services to the departments as needed. You provide a broad range of administrative support and have been given delegated authority to act on behalf of your supervisor for various administrative functions within the budget and personnel management systems, but you are not responsible for varied and complex projects as the principal assistant to Dean Johnson. The AA5 level is not the best fit for your position.

Administrative Assistant 4:

The definition for the Administrative Assistant 4 (AA4) classification states:

Positions serve as the assistant on administrative matters to the head of a state agency, the head of a major sub-division or major operating location of an agency, or to the chief administrator or head of a major organizational unit such as a school, College, or major academic/administrative department.

The distinguishing characteristics of the AA4 classification state:

Positions perform higher-level administrative duties of a substantive nature that are appropriate to be performed by the supervisor, manager, administrator, or professional level employee but have been delegated to the administrative assistant to perform. Positions in higher education may provide direct confidential secretarial support to a unit head or administrator. For general government

positions, secretarial or clerical duties are incidental to the administrative functions performed.

For those positions in a major organizational unit such as a school, college, or major academic/administrative department, the "unit" will typically have more than 75 full-time equivalent professional and/or classified staff; OR service responsibility for more than 4,000 full-time students or staff, OR in the regional universities, college and community colleges, positions serve as the sole administrative support in an organization that has institution-wide responsibilities; OR positions serve as both sole administrative support and the executive secretary reporting to the organizational head. These positions are assigned to major units, with institution-wide responsibility, that have no assistant directors, deans or managers who would share the administrative duties of the position.

You perform varied higher-level administrative duties of a substantive nature for the Dean of COTS including duties that have been delegated to you by the dean. Your duties and responsibilities are an integral, major part of the overall operations of COTS. You contribute to budget development; monitor budget expenditures, agreements and contracts; manage records; and prepare reports. And, you represent your supervisor in his absence and provide interpretation and explanation of COTS processes and procedures. Your position is described by the definition and distinguishing characteristics of the AA4 classification.

While not allocating criteria, the typical work statements lend support to the duties encompassed by a class. The following typical work statements for the AA4 class describe your duties:

- Develops budget estimates, monitors, and controls budgets from a variety of sources . . . assists in establishing annual financial goals or target dates
- Participates in establishing short and long-term fiscal plans . . .
- Prepares annual reports and resolves contractual issues
- Coordinates space management . . .
- Provides secretarial support to a unit head or administrator; . . . records minutes, composes, edits and types letters
- . . . develops improved administrative methods
- Coordinates administrative standards and procedures for independent departmental functions . . .
- Establishes procedures and interprets and applies administrative policies to the work of the unit
- Prepares correspondence for supervisor; exercises signature authority on administrative correspondence
- Directs and/or coordinates special projects
- Represents and/or communicates on supervisor's behalf at meetings, . . .; speaks for supervisor on administrative policy matters

The overall majority of your duties and responsibilities fit the definition and distinguishing characteristics of the AA4 classification. On a best fit basis, your position is properly allocated to the Administrative Assistant 4 classification.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to the Washington personnel resources board. Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911. The PRB Office is located on the 3rd floor of the Raad Building, 128 10th Avenue SW, Olympia, Washington. The main telephone number is (360) 407-4101, and the fax number is (360) 586-4694.

If no further action is taken, the Director's determination becomes final.

c: Katelyn Muir, CWU
 Lisa Skriletz, SHR

Enclosure: List of Exhibits

Velma Henry v CWU

ALLO-13-088

A. Velma Henry Exhibits

1. Request for Directors' Review
2. Results of Classification Review letter
3. Grounds for Requesting Director's Review of Position Re-allocation letter
4. Statement of Remedy
5. Supervisor Position Review Request letter
6. CWU Position Description Worksheet
7. COTS Organizational Chart
8. Class Specification for Administrative Services Manager B
9. Class Specification for Administrative Services Manager C
10. Example of similar Dean's staff allocation at Eastern Washington University
11. Example of manager classification at Western Washington University
12. Class Specification Comparison letter

B. CWU Exhibits

1. Allocation determination letter
2. Draft position description provided by Kirk Johnson
3. Organizational Chart

C. Class Specifications

1. Fiscal Specialist Supervisor
2. Administrative Services Manager series
3. Administrative Assistant 4
4. Administrative Assistant 5