



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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March 19, 2015

TO: Connie Goff, PHR
Rules and Appeals Program Manager

FROM: Kris Brophy
Director's Review Program Investigator

SUBJECT: Sherry Smith v Clark College (Clark)
Allocation Review No. ALLO 14-040

Director's Determination

This position review was based on the work performed for the six-month period prior to February 13, 2014, the date Clark Human Resources (Clark HR) received Ms. Smith's request for a position review. As the Director's designee, I carefully considered all of the documentation in the file, including the exhibits presented during the Director's review conference and the verbal comments provided by both parties. Based on my review and analysis of Ms. Smith's assigned duties and responsibilities, I conclude her position is properly allocated to the Administrative Assistant 4 (AA4) classification.

Background

On February 13, 2014, Clark HR received Ms. Smith's Position Review Request (PRR) form, requesting that her AA4 position be reallocated to the Administrative Services Manager (ASM) B or C class (Exhibit B-4).

Clark HR conducted a position review and notified Ms. Smith on April 3, 2014 that her position was properly allocated to the AA 4 class (Exhibit B-1).

On April 28, 2014, Ms. Smith filed a request for review with State HR.

On February 12, 2015, I conducted a telephone conference with the parties. Present for the conference were Sherry Smith; Heather Krafon, Staffing Representative, Washington Public Employees Association (WPEA); Dr. Peter Williams, Dean, Clark; and Sue Williams, Interim HR Director, Clark.

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. Little-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

Ms. Smith works in the Science, Technology, Engineering and Math (STEM) instructional unit at Clark College.

Ms. Smith's duties are described in detail in the PRR submitted for reallocation. Her major job duties are described in the PRR as follows:

25% **Duty**

Fiscal Operations

Tasks

Manage and administer unit budgets (wages/benefits, operating, faculty development, foundation, dedicated fees, and other ancillary accounts) in excess of \$6.4 million annually. Analyze, prepare, make recommendations and implement unit budget. Approve expenditures consistent with unit goals and objectives. Establish and maintain comprehensive fiscal processes, procedures, and controls in accordance with federal, state, and local regulatory requirements. Provide training and oversee division secretaries in monitoring departmental budgets. Assist Division Chairs, Department Heads, and STEM coordinator with fiscal issues and well as make recommendations. Administer complex budgeting and accounting functions for the unit. Examine problem areas and make recommendations, or take corrective action as necessary. Audit and approve expenditures, requisitions, vouchers, payroll and personnel changes for accuracy and compliance with policies and procedures. Initiate purchases, transfers, invoices and payments. Review unit's current needs and programs alongside budget limitations and recommend appropriate action. Develop budget estimates and projections. Prepare grant/contract budget documents in accordance with agency procedures and guidelines.

20% **Duty**

Unit Operations

Tasks

Facilitate and ensure timely execution of unit operations including base budget and budget allocation, bookstore purchases, foundation funds allocation, new goal and budget development, grade submission, inventory. Repair and Minor Improvement (RMI) office assignments and facilities. Prepare space and equipment analysis. Facilitate office moves and remodeling projects. Coordinate with Facilities Services regarding design issues, construction timelines and work orders for office/program sites. Assist with relocation and storage of classroom/office furnishings and equipment. Resolve issues involving facilities and space. Coordinate enrollment management processes including quarterly enrollment and fill rates, reporting, and cancellations. Prepare and maintain administrative, business and academic reports and records.

15% **Duty**

Policies and Procedures

Tasks

Interpret and implement policies and procedures and provide advice, counsel, and guidance for administration, faculty, students, colleagues, and staff as it relates to WPEA and AHE agreements, various departmental policies, the College Administrative Procedures manual, and Washington State personnel regulations. Develop, interpret and implement procedures to facilitate and ensure adherence to institutional policies and well as state and federal laws. Provide training as well as ongoing procedure implementation oversight to division chairs, department heads and STEM coordinator. Serve as dean's designee to resolve student, faculty and staff concerns and public inquiries. Examples include student grievance, travel, purchasing, payroll, personnel, faculty development and evaluations. Develop and implement procedures for unit to administer new programs/activities in conformance with institution and program sponsor's policies, including but not limited to processes to: administer copier code control, provide oversight and direction of the adjunct and tenured faculty evaluation system.

15% **Duty**

Supervision and Office Management

Tasks

Supervise Secretary Seniors and Office Assistants for the STEM unit, in a variety of management functions including but not limited to providing support to all aspects of the unit, in compliance with WPEA contract and Human Resource policies. Interview and select applicants for assigned positions in the unit. Provide orientation, training and oversight on matters related to scheduling, budget, rule interpretation and other uniform procedures. Foster ongoing professional development. Evaluate, prioritize and delegate all workload supporting the unit. Manage and approve leave requests, work hours, coverage, and employee evaluations. Provide feedback, coach and mentor staff as it relates to performance. Advocate for support staff. Act as liaison.

10% **Duty**

Administrative Support

Tasks

Provide direct administrative support and counsel for the instructional dean in a variety of management services including but not limited to the following: Receive telephone inquiries, campus visitors, students, faculty, and staff and respond to questions, provide assistance, resolve problems, and convey messages; maintain electronic calendar for Dean, schedule and confirm appointments, arrange meetings, reserve rooms; research compile information for, and generate reports; prepare meeting agendas, take notes; evaluate incoming fiscal paperwork for technical accuracy and insure funding availability; oversee travel arrangements including lodging and transportation, travel requests, travel expense vouchers,

and related paperwork; serve as Dean's designee; compose correspondence for own and Dean's signature; proofread outgoing documents; perform complex computer operations; establish, update, and maintain electronic and standard paper files; oversee supply ordering and equipment; screen incoming mail.

15% **Duty**

Instructional Processes

Tasks

Manage processes related to faculty hiring, scheduling, absences, payroll and evaluations, division chair stipends, release time requests, full-time temporary and special program contracts. Assist Dean and division chairs with new position requests. Work with Human Resources to recruit for open positions. Assist senior officials in the administration of proper personnel practices and procedures as it relates to the CC/AHE agreement, WPEA contract, Washington State Department of Personnel, Clark College Human Resources, and Administrative Services. Provide assistance and coordinate appropriate procedures for faculty and staff appointments, re-appointments and promotions in compliance with institution policies. Oversee and manage unit work-study and institutional hire processes.

Supervisor's Comments

Ms. Smith reports to Dean Peter Williams, who in turn reports to the Vice President of Instruction.

Dean Williams completed the Supervisor's Portion of the PRR. Dean Smith disagrees with portions of Ms. Smith's description of her assigned duties and responsibilities. Dean Williams states that Ms. Smith works in conjunction with him regarding the budgets which include wages/benefits, operating, faculty development, foundation, dedicated fees, and other ancillary accounts. He also states that Ms. Smith approves expenditures consistent with unit goals and objectives within Ms. Smith's level of delegated authority.

Dean Williams provided the following information during the telephone review conference:

- Dean Williams retains final responsibility for decisions impacting the unit; however Ms. Smith has independent responsibility for supervising the unit's daily operations. He confers with Ms. Smith on a daily or weekly basis. He discusses issues and works collaboratively with Ms. Smith. Ms. Smith makes independent decisions and within the scope of her delegated decision making authority can take action for those items without waiting for the Dean's approval.
- Ms. Smith attends the STEM Unit's leadership meeting which includes the unit's division Chairs. Ms. Smith participates and provides fiscal and other information to the leadership team.
- Ms. Smith has independent responsibility for monitoring the operating and related budgets and works with faculty and staff regarding the implementation of the budgets. Ms. Smith shares budget information, provides input, makes recommendations, and participates in making fiscal decisions for unit activities that impact the budget.

Summary of Employee's Perspective

Ms. Smith's comments are fully described in exhibit A-2. In summary, Ms. Smith asserts the duties she performs are fully encompassed within the ASM class series. This includes supervising, directing, providing counsel, and assisting the Dean and other supervisory staff in a variety of management services and functions for the STEM Unit.

During the telephone review conference Ms. Smith stated that her position has assumed more management level responsibility for the operations of the unit as the Dean is more actively involved in campus-level academic activities. She believes her position has less oversight in performing her duties and that she works fully independently with delegated decision making authority for the scope of work she performs.

Ms. Smith states she administers and controls the STEM Unit's fiscal and administrative operations. This includes supervising support staff, managing instructional processes related to faculty hiring, scheduling, absences, payroll and evaluations, and other related activities. For example, Ms. Smith states that she has independent operational responsibility over day-to-day budget actions. This includes reviewing the budget and making suggestions and recommendations regarding the appropriate funding action to take. Ms. Smith indicated she works independently from the Dean and division chairs with respect to managing the budgets and other fiscal activities for the unit such as developing funding for new position requests, scheduling, absences, payroll and evaluations, and assisting faculty with student issues.

For these reasons, Ms. Smith asserts her position should be reallocated to the Administrative Services Manager C class.

Summary of Clark College's Perspective

Ms. Williams asserts the ASM series is intended to be used for entry level managerial positions that perform administrative work and usually have a broad scope of responsibility and decision making authority. She states in the determination (Exhibit B-1) that while some of Ms. Smith's duties are described in the typical work statements; her position does not meet the intent of the definition and distinguishing characteristics for that class. She states that:

. . . While you are involved in planning for the unit, you do not have full responsibility for planning and controlling all administrative services for the unit. The Dean has overall responsibility and authority for the control of the unit and the programs and services within the unit and is responsible for the supervision of faculty.

. . .

Your assigned responsibilities do not reach the level of a manager and they do not meet the test of the definition of "administrative" work. You are responsible for assisting the Dean as he performs administrative work; however you are not performing administrative work. The Administrative Services Manager series is not the best fit for the overall duties and responsibilities assigned to your position.

Ms. Williams believes Ms. Smith's duties and responsibilities have not significantly changed; and therefore are consistent with the duties described by the AA4 class.

Comparison of Duties

When comparing the assignment of work and level of responsibility to the available class specifications, the Class Series Concept (if one exists) followed by the Definition and Distinguishing Characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within that class.

Classifications Reviewed

Comparison of Duties to Administrative Services Manager (ASM) A, B and C

The Definition of the Administrative Services Manager A, B and C 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 Distinguishing Characteristics for the Administrative Services Manager A, B and C state:

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.

Positions at the "**A**" level are primarily responsible for a small organizational entity of a large university or college (e.g., total annual expenditures of the organizational entity: \$850,000 - \$1,700,000).

Positions at the "**B**" level are responsible for a medium-sized organizational entity (e.g., Over \$1,700,000 - \$3,400,000), with a broader scope of activities (e.g., teaching and research).

Positions at the "C" level service a large organizational entity (e.g., Over \$3,400,000) with an extensive scope of activities (e.g., research, teaching, and patient/public care).

The State HR, *Glossary of Classification Terms* 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.

The level and scope of Ms. Smith's work does not meet the primary allocating requirements of the Administrative Services Manager series of performing administrative work planning, organizing, implementing, coordinating and controlling all administrative services, and assisting the head of an organization and other personnel in a variety of management services.

Incumbents at this level are also distinguished by the variety of functions performed and the degree of authority and responsibility involved with their positions. Ms. Smith's position does not reach this threshold. The Dean retains authority over all of the STEM Unit's administrative services functions which include responsibility for faculty administration and other related academic services and functions.

For example, Ms. Smith's position does not have administrative-level responsibility for determining or participating in the STEM Unit's academic and other departmental program policies. She does not have independent responsibility for formulating long-range objectives and programs or reviewing the implementation of departmental programs for conformance to policies and objectives. During the review conference, Dean Williams stated that he retains responsibility for the unit's administrative services functions.

Dean Williams also concurred with Ms. Smith's written comments that he is responsible for representing the interests of the STEM Unit. This includes such activities as conducting STEM building foundation fund raising, facilitating faculty relations and meeting with off campus constituents to promote the STEM Unit, lobbying for faculty positions, managing adjunct faculty hours, and performing related departmental activities. During the review conference Ms. Smith indicated she does not assist the Dean in those activities. In addition, the Dean directs the STEM leadership team, and while Ms. Smith participates by providing budget and other information as a member of that team, decisions related to the administration of the STEM Unit which includes faculty and other departmental activities is retained by the Dean.

In addition, while Ms. Smith exercises a high level of responsibility and independence in overseeing the budget and performing related fiscal functions and activities such as approving expenditures and supervising support staff, her duties and level of decision making authority more accurately align with providing administrative services support rather than controlling all administrative functions as the manager for the STEM Unit. For example, Ms. Smith assists and makes recommendations to division chairs and department heads on fiscal issues and makes recommendations to take corrective action when problems occur such as the underfunded classified Instructional Technician position (see Exhibit

A -2). She also works with departmental chairs on fiscal related items such as tracking and monitoring staff wages and benefits, purchases, travel, student salaries, part-time employees, tenure track positions, and funding for outreach activities. However, the level and scope of her decision making authority is limited and does not reach management-level authority for planning, directing, and executing all of the administrative services of the STEM Unit as required.

In total, Ms. Smith does not have responsibility for planning, organizing, implementing, coordinating and controlling all administrative services for the STEM Unit as required for allocation to an ASM classification.

Administrative Services Managers also supervise, direct, provide counsel and assist the head of the organization and other personnel in a variety of management services. Ms. Smith's position does not exercise management level responsibility. Dean Williams retains management-level responsibility for the STEM Unit. While Ms. Smith exercises a high level of responsibility and independence in directing certain functions such as supervising support staff, monitoring, maintaining the budgets and approving expenditures within budget allotments, and performing other related fiscal support functions within a level of delegated authority, the duties she performs are not managerial in nature.

For example, Dean Williams retains authority for planning, coordinating, integrating, executing, controlling and evaluating management level functions and services for the department. Ms. Smith's position does not exercise management-level authority over the following administrative services required for allocation to this class including: project management, funds management, contract administration, management analysis, property management, space management, program and budget planning, public information, personnel administration, or staff supervision for the STEM Unit. As a whole, Ms. Smith's position provides administrative support duties to an administrator who retains administrative management responsibility. Additionally, division Chairs retain authority for budget development, service delivery, and faculty supervision.

In addition, the scope of Ms. Smith's responsibility for the budget preparation process does not reach management-level responsibility. For example, the base budget is provided to the College instructional units from the Accounting department. The Dean stated that he works with the chairs to work on and develop the budget proposal. This includes working with division chairs to assess needs, putting the budget request together, and working with the College's campus-level budget committee to present the STEM Unit's budget proposal.

Ms. Smith does not have project management responsibilities. Dean Williams stated that he retains responsibility for managing the unit's higher level projects such as the STEM building construction project and other unit-level initiatives. Ms. Smith does not have administrative management responsibilities relative to management analysis, space management, or public information. Ms. Smith does not have responsibility for performing space and equipment analysis.

Ms. Smith does have responsibility for controlling the STEM Unit's operating budget which includes independently making line item changes to budgets and performing related fiscal activities. While Ms. Smith tracks and monitors expenditures, points out discrepancies, and may make recommendations, she does not develop the budget. Her duties include gathering, analyzing, and preparing budget and related fiscal information which is provided to the Dean and other managers to assist them in making budget decisions. She tracks monitors, audits and reports expenditures and discrepancies. When

considering the overall assignment of work to Ms. Smith's position, the bulk of her work relates to tracking and monitoring budget-related activities for the three divisions and the STEM Unit as a whole.

Ms. Smith does not have unit-level responsibility for personnel administration or staff supervision. Her position does assist senior officials in the administration of proper personnel practices and procedures. She also has supervisory responsibility for support staff which is consistent with AA4 level responsibility.

Ms. Smith serves as the assistant to Dean of the STEM Unit, Dr. Peter Williams. While she exercises a high level of responsibility and independence in performing a variety of office administrative tasks such as monitoring and tracking the budget and approving expenditures, her duties are best described as providing administrative support rather than providing administrative services management. Dean Williams retains overall responsibility and authority for the STEM Unit and the various division academic programs and services that report to him.

In total, I concur with Ms. Williams' assessment that Ms. Smith's assigned responsibilities do not reach the level of a manager and they do not meet the test of the definition of administrative work as defined in the Glossary. She is responsible for assisting the Dean as he performs administrative work; however she does not perform administrative work. The Administrative Services Manager series is not the best fit for the overall duties and responsibilities assigned to her position.

Administrative Assistant 4 (AA4)

The Definition of the AA4 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 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.

The focus and scope of Ms. Smith's position fully meets the requirements of the definition and distinguishing characteristics of the AA4 classification. Her position accurately aligns with the reporting level requirements of this class. Her position has unit-wide responsibility for supporting the administrative services activities for the STEM Unit and she provides sole administrative support to Dean Williams.

Ms. Smith's position provides higher-level administrative services support to Dr. Williams such as preparing budget estimates to develop the base budget. She also monitors the unit's various budgets and budget allotments for proper expenditure.

In addition, although the examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the scope and level of work performed by that classification. The AA4 typical work statements that most closely align with duties Ms. Smith performs include:

- Develops budget estimates, monitors, and controls budgets from a variety of sources such as state, grants, contracts, service fees, cost centers, gifts and endowments; assists in establishing annual financial goals or target dates; Participates in establishing short and long-term fiscal plans and performance goals;

- Compiles data and prepares complex grant/budget proposals for new, continuation, and competitive renewals on grants and contracts;

- Prepares annual reports and resolves contractual issues;

- Coordinates space management including renovation and/or remodeling for administrative, laboratory, and classroom areas; assists in preparation of long-range plans for space utilization and renovation;

- Provides secretarial support to a unit head or administrator; formats transcription, records minutes, composes, edits and types letters;

- Authorizes equipment repair/renovation;

- Participates in strategic and quality planning process;

- Coordinates with program managers and budget staff in preparing request packages...;

- ...;

- ...develops improved administrative methods;

- Coordinates administrative standards and procedures for independent departmental functions such as research, curriculum and instruction;

- Establishes procedures and interprets and applies administrative policies to the work of the unit;

Prepares correspondence for supervisor; exercises signature authority on administrative correspondence;

...;

Ms. Smith's duties accurately align with these statements. For example, Ms. Smith develops budget estimates. She also monitors and coordinates budget and fiscal activities for several budgets including wages/benefits, operating, faculty development, foundation, dedicated fees and other ancillary accounts. She assists the Dean and other management staff in establishing annual budgeting financial goals and targets. She also participates with the STEM leadership team in establishing short and long-term fiscal plans and performance goals such as her work in independently developing the unit's five year equipment plan.

Ms. Smith coordinates a variety administrative services support functions and activities for the unit such as working with faculty and staff on funding requests regarding purchases and related departmental activities. She developed the STEM Unit's portion of the College's Continuity of Operations Plan. She developed a plan for resolving safety violations regarding an Environmental Health and Safety Mandate. Ms. Smith works with faculty and staff to resolve student complaints. She coordinates space management.

Working in consultation with Dean Williams, Ms. Smith has responsibility for coordinating administrative standards and procedures for independent departmental functions. This includes establishing internal administrative process procedures and interpreting and applying administrative policies to the work of the unit such as faculty evaluation, SharePoint implementation, faculty absence reporting, and records retention.

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).

The majority of Ms. Smith's work involves performing higher-level administrative duties for the STEM Unit. Ms. Smith tracks biennium budget allotments, approves expenditures and codes them to the appropriate department, and ensures monthly expenditures are consistent with budget allotments. Her position requires her to perform varied and complex budgeting and related fiscal work. Her delegated level of authority allows her to make budgeting and fiscal decisions, and act on behalf of the Dean within her delegated level of authority. When considering the overall size and scope of her position's responsibility, the AA4 class provides the best fit.

In total, the AA4 class best describes the breadth and depth of the duties assigned to Ms. Smith's position. Her position is properly allocated to the AA4 class.

Appeal Rights

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

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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 PO 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: Sherry Smith,
Heather Krafton, WPEA
Sue Williams, Clark College

Enclosure: Exhibits List

List of Exhibits

A. Sherry Smith Exhibits

1. Director's Review Form received April 28, 2014 (2 pages)
2. Position allocation rebuttal, June 4, 2014 (12 pages)
3. Letter of support from Travis Kibota, former Interim Dean of Science, Health and PE, November 2008 (1 page)

B. Clark College Exhibits

1. Allocation determination letter
2. WGS Position Description for Administrative Assistant 4 – Sherry Smith
3. Organization Chart for Science, Technology, Engineering and Mathematics Unit
4. Position Review Request from Sherry Smith
5. Position Review Request/Supervisor Portion from Dean Peter Williams
6. State of Washington Class Specification – Administrative Assistant 4
7. State of Washington Class Specification – Administrative Services Manager A
8. State of Washington Class Specification – Administrative Services Manager B
9. State of Washington Class Specification – Administrative Services Manager C
10. State of Washington Class Specification – Administrative Assistant 5
11. Clark College final response to Director's Review Request

C. Class Specifications

1. Administrative Assistant 4
2. Administrative Services Manager A
3. Administrative Services Manager B
4. Administrative Services Manager C
5. Administrative Assistant 5

List of Exhibits

D. Deborah Reichelderfer Exhibits

4. Director's Review Form received October 31, 2014 with attached exhibit labeled A-2 below.
5. Position Description Form (PDF) for Deborah Reichelderfer's position signed by Ms. Reichelderfer April 8, 2013
6. Unsigned or dated Position Description Form (PDF) for Deborah Reichelderfer's position dated September 11, 2014
7. PDP Expectations form for Deborah Reichelderfer for performance period October 1, 2014 to January 19, 2014 signed by Deborah Reichelderfer on October 7, 2014.
8. DRS Issue/Resolution form from Deborah Reichelderfer dated October 27, 2014.
9. Response memo from Deborah Reichelderfer to Karen Wilcox received by State HR on December 10, 2014.

E. Department of Retirement Systems Exhibits

12. Letter from Chris Greenwalt to Karen Wilcox dated November 19, 2014 with attached copy of the position allocation determination notice from Chris Greenwalt to Deborah Reichelderfer dated September 16, 2014.
13. Letter from Chris Greenwalt to Kris Brophy dated February 25, 2015 with attached exhibits as labeled below:
14. Signed and dated copy of PDF for position #0044 received by DRS HR on September 15, 2014
15. Corrected copy of PDP Expectations form for Deborah Reichelderfer for performance period October 1, 2014 to January 19, 2015 signed and dated by Deborah Reichelderfer on October 10, 2014.
16. Copy of DRS Policy HR-OPS-1.
17. Copy of DRS Policy HR-OPS-1.2.
18. Copy of DRS Policy HR-OPS-12.