



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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May 14, 2015

TO: Pie-Yon Gilge

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

SUBJECT: Pie-Yon Gilge v. Green River Community College (GRCC)
Allocation Review Request ALLO-14-100

Director's Determination

The Director's review of the College's allocation determination of your position has been completed. The review was based on written documentation provided by you and by the College. A list of the documents reviewed is attached.

This position review was based on the work performed for the six-month period prior to November 12, 2013, the date the College's Human Resources office (HR) received your request for a position review. As the Director's Review Investigator, I carefully considered all of the documentation submitted by you and by the College in this matter. In addition, I considered the guidance provided in Personnel Resources Board appeal decisions and the State Human Resources Glossary of Classification Terms.

Based on my review and analysis of your assigned duties and responsibilities, I conclude your position should be reallocated to the Administrative Assistant 3 (AA3) classification.

Background

In consultation with your supervisor, you completed a Position Review Request (PRR) form asking that your Program Coordinator position be reallocated to the Program Manager A classification. The College's HR office received your request on November 12, 2013. By letter dated August 29, 2014, Barbara Iribarren, Human Resources Manager for the College forwarded her determination (Exhibit B-5) to Marshall Sampson, Vice President of Human Resources and Legal Affairs. Mr. Sampson concurred with Ms. Iribarren's determination that your position was properly allocated to the Program Coordinator classification. By memorandum dated September 11, 2014 (Exhibit A-1), Ms. Iribarren notified you that the Program Coordinator classification was the best fit for your position.

On October 10, 2014, you requested a Director's review of the College's allocation determination. (Exhibit A-1).

Your position is located in the College's Facilities Department. During the time period relevant to this review, you were responsible for "providing administrative support in the management of College Facilities Operations" which includes Maintenance, Grounds, Motor Pool and Custodial. And, you provided "administrative assistance to the Director of Capital Projects and the Projects Officer in charge of new construction and remodels." In addition, you supervised day shift custodial staff. (Exhibit B-1)

Summary of your Arguments

You argue that during the time period relevant to this review, there was substantial turnover in the Facilities Department and as a result you began taking on additional responsibilities and performing management level duties. The work you perform that you allege was previously assigned to a Program Manager position is listed on page one of the PRR.

In Exhibit A-3 one your former supervisors indicates that he began assigning you management level duties with the departure of the Maintenance Manager and the Program Manager in 2011. In Exhibits A-5 – A-10 you provided detailed listings and examples of the work you perform for Facilities, Capital Programs, Maintenance Operations, Grounds, Custodial and Motor Pool.

In your PRR, you indicate that your duties and responsibilities meet the typical work statements and desirable qualifications for the Program Manager A class. And in Exhibit A-2, you indicate that your position was reallocated to the Administrative Assistant 3 classification in March 2015 and you ask for a review of your duties and compensation prior to March 16, 2015.

Summary of the College's Reasoning

The College argues that the primary focus of your "position is to provide administrative support for the Facilities Director and staff along with coordinating the day-to-day responsibilities within the department." (Exhibit B-5) The College determined that you were not delegated Program Support Supervisor level duties and that your duties did not fit within the definition of the Program Manager class. The College concluded that your position functions as an information source for staff and program participants and that you coordinate the day-to-day activities of the department which best fits within the Program Coordinator 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).

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).

Duties and Responsibilities

In summary, your duties as described in your PRR consist of:

60% Provide administrative support for the Facilities Director and staff

This includes duties such as coordinating office operations; preparing year end fiscal paperwork, monitoring budget status, establishing office procedures and standards, ordering equipment and supplies, approving payment of purchase orders, assisting in budget preparation, working with outside entities, and managing email and telephone maintenance requests.

15% Provide administrative support for Maintenance operations

This includes duties such as typing requisitions and scheduling repairs with outside vendors, interfacing with regulatory agencies such as Labor and Industries for health and safety inspections and maintaining documentation/reports, maintaining records of equipment warranties and scheduling preventative maintenance, and managing and tracking purchases for supplies and equipment.

10% Provide administrative support for Facilities Capital Projects

This includes attending meetings, preparing hiring packets and completing paperwork for part time new hires, managing files, requesting information and quotes for services, maintaining records, and assisting with the coordination of construction impacts on staff, students and campus operations.

10% Provide administrative support for Grounds operations

This includes maintaining records for campus utilities, assisting with best practices for stream and water protection and storm water monitoring, assisting with Municipal Storm Water Programs, and compiling data and submitting paperwork for FEMA.

5% Motor Pool Services

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 State Human Resources Glossary of Classification Terms provides guidance for interpreting the language used in the class specifications.

You asked that I consider the Program Manager classification which I did. I also reviewed the Program Support Supervisor classes, the Program Coordinator class and the Administrative Assistant class series.

The Glossary of Classification Terms defines a program as:

A specialized area with specific complex components and tasks that distinguish it from other programs (or the main body of an organization). A program is specific to a particular subject and has a specific mission, goals, and objectives. A program typically has an identifiable funding source and separate budget code.

The specific components and specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, and independent functioning. Typically requires public contact relating specifically to program subject matter, clients, and participants.

Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of an incumbent's performance of specialized tasks. Independent performance of these duties usually requires at least a six-month training period.

The Facilities Department does not constitute a program that is distinguished from the main body of the college. Rather the Facilities Department provides a variety of integral services that support the overall campus operations. Your position within Facilities performs a variety of administrative tasks in support of the overall services provided by the department. The duties and responsibilities of your position are not distinguished from the Facilities Department. Therefore, allocation to a program class is not appropriate. Nonetheless, I further reviewed the Program Manager and Program Coordinator classes.

Program Manager:

The definition for the Program Manager class series states:

Supervise a division of a major administrative department, operating unit or program undertaking relieving the senior official of operating and administrative detail. Plan, coordinate and implement all functions required by the activity.

The Glossary of Classification Terms provides that program manager duties involve authority over:

- Developing program goals and objectives.
- Developing timetables and work plans to achieve program goals and objectives.
- Developing program policies and procedures.
- Preparing program budgets, adjusting allotments and authorizing expenditures.
- Controlling allocation of program resources.
- Setting and adjusting program priorities.
- Evaluating program effectiveness.

Your position assists with the administration of the Facilities Department. You are not assigned Program Manager level duties and responsibilities. Your position relieves your supervisor of day-to-day operational tasks but you do not have managerial responsibility to plan, coordinate and implement all functions within Facilities. Your position does not fit within the Program Manager definition.

Program Coordinator:

The class series concept for the Program Coordinator classification provides that positions that coordinate programs:

Perform work requiring knowledge and experience that is specific to a program. Organize and perform work related to program operations independent of the daily administrative office needs of the supervisor. Represent the program to clients, participants and/or members of the public.

A program is a specialized area with specific complex components and discrete tasks which distinguish it from the main body of an organization. A program is specific to a particular subject. The specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, independent functioning and typically, public contact. Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of incumbent's performance of specialized tasks.

The intent of the Program Coordinator classification is further clarified by the definition of "coordinate" found in the Glossary of Classification Terms. The Glossary provides that coordinators "[i]ndependently organize, monitor, evaluate, and make adjustments for a program or activity without supervisory responsibility."

As stated above, for purposes of position allocation, the Facilities Department does not meet the definition of a program. Further, the Program Coordinator class does not encompass the variety of administrative duties and responsibilities you perform on behalf of your supervisor and in support of the daily operations of the Facilities Department. The Program Coordinator classification is not the best fit for the overall scope, level of responsibility, and breadth of your position.

Administrative Assistant 3:

In Norton-Nader v. Western Washington University, PRB Case No R-ALLO-08-020 (2009), the Personnel Resources Board provided guidance on the interpretation and application of the Administrative Assistant 4 and Administrative Assistant 3 classifications. In Norton-Nader, the appellant served as the assistant on administrative matters for the president of the Faculty Senate. The Board concluded that the appellant's position best fit the AA3 level because she performed a variety of high-level administrative support functions, duties and responsibilities which included the oversight and supervision of the day-to-day operations of the Faculty Senate office and her duties were of a substantive nature and included budget management, expenditure control, office space management, equipment purchases, budget development, public relations, management of the Faculty Senate website, and report preparation.

Here, as in Norton-Nader, you perform a variety of high-level administrative support functions.

The definition of the Administrative Assistant 3 classification provides, "[p]ositions perform varied administrative and secretarial support duties or positions are responsible for one or more major program activities under a second line supervisor."

You perform varied administrative and secretarial duties and your supervisor supervises other supervisors. Therefore, your position fits within the definition of the AA3 classification.

The distinguishing characteristics of the AA3 classification state:

Positions are delegated higher-level administrative support duties or positions are delegated one or more major program activities that would be performed under a second-level professional supervisor, manager or administrator in WMS Band II or above or in exempt service, chief administrator, or head of a major organizational unit such as a school, College, or major academic or administrative department. Only one position will be allocated to an individual second-line supervisor for those positions performing one or more major program activities.

A major program activity is defined as a function that is a major element of the supervisor's job. The duty must stand alone and would create significant adverse consequences if poorly performed. However, full delegation can't occur if the supervisor's position requires specialized licensure such as attorneys, medical doctors, and engineers.

Higher-level administrative duties are 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. Areas may include but are not limited to, the following: budget development and/or management, expenditure control, office space management, equipment purchases, budget development and/or management, public relations, personnel administration, records management, and report preparation.

Incumbents in these positions represent the supervisors and/or unit's goals and interests and provide interpretation or explanation of the supervisor's policies or viewpoints.

You perform varied, higher-level administrative support duties for a second-line supervisor and for Facilities staff. Your duties and responsibilities are an integral part of Facilities and if you perform your duties poorly, it could create significant adverse consequences. You monitor budgets and assist in budget development; track purchases and approve payments; establish office standards and procedures; maintain and monitor warranty agreements and coordinate maintenance requests and preventive maintenance; manage records, track and compile information and produce reports; supervise staff; and function as the vendor contact for Facilities. Your position is described by the distinguishing characteristics of the AA3 classification.

In addition, while not allocating criteria, the following AA3 typical work statements describe the duties of your position:

- Establishes procedures and interprets and applies administrative policies to the work of the unit;
- Evaluates costs and/or approves purchases for expenditures such as equipment, supplies, and furniture; . . .
- Participates in budget preparation; develops budget estimates; monitors budget status and expenditures;
- Assists in devising unit standards/procedures to ensure adherence to policies regarding tasks such as budgeting, purchasing, and contract administration;
- Coordinates, organizes, and/or directs the operation of a program or major program activity;

- Represents management and serves as the primary contact in assigned program areas;
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- Prepares reports, budget, contract, or grant proposals;
- Coordinates personnel issues such as recruitment, selection, appointment, and promotion;
- . . .
- Serves as a liaison between supervisor and other staff; members, relaying assignments and requesting status information;
- Provides secretarial support to supervisor; coordinates office operations; . . .
- May supervise lower-level staff.

The majority of your duties and responsibilities fit the definition and distinguishing characteristics of the AA3 classification and are consistent with the typical work described for the AA3 class. Your position should be reallocated to the Administrative Assistant 3 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: Arron Hilliard, BC
Lisa Skriletz, SHR

Enclosure: List of Exhibits

PIE-YON GILGE v GRC
ALLO-14-100

A. Pie-Yon Gilge Exhibits

1. Request for a Director's review
2. Cover letter
3. Directors' statements
4. Co- worker statement
5. General Facilities Operations
6. Capital Projects
7. Maintenance Operations
8. Grounds
9. Custodial
10. Motor Pool

B. Green River College Exhibits

1. November 7, 2013 Position Review Request (8 pages)
2. November 8, 2013 Position Review Request –supervisor portion (2 pages)
3. Direct Reports to Director of Facilities Organizational Chart
4. Administrative and Capital Projects Organizational Chart
5. August 29, 2014 GRC allocation review determination (6 pages)
6. Maintenance and Grounds Organizational Chart
7. Custodial Services Organizational Chart
8. September 2, 2014 GRC allocation review determination
9. March 2009 Job Description
10. Program Coordinator 107N
11. Program Manager 107R
12. Program Support Supervisor 1 107P
13. Program Support Supervisor 2 107Q

C. Class Specifications

1. Program Coordinator 107N
2. Program Manager A 107R
3. Program Support Supervisor 1 107P
4. Program Support Supervisor 2 107Q
5. Administrative Assistant 3 105G