



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT
STATE HUMAN RESOURCES | DIRECTOR'S REVIEW PROGRAM
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October 18, 2016

To: Connie Goff
Rules and Appeals Section Chief

From: Meredith Huff, SPHR, MPA
Director's Review Specialist

Subject: Julie Hedin v. Department of Corrections (DOC)
Allocation Review Request ALLO-16-025

Director's Determination

This position review is based on the work performed for the six-month period prior to September 30, 2015, the date that DOC Human Resources (DOC HR) received the supervisor's request for review of Ms. Julie Hedin's position. (Exhibit B-2) After review and analysis of all the documentation and information provided regarding Ms. Hedin's assigned duties and responsibilities, I conclude her position is correctly allocated to Administrative Assistant 1 (AA1).

Background

Transportation Lieutenant Jeffrey Sanders, requested reallocation of Ms. Hedin's Office Assistant 3 position to Correctional Specialist 2 classification by submitting a Position Description form to DOC HR on September 30, 2015. (Exhibit B-2)

Amy Meierhoff, Human Resource Consultant (HRC), of the HR office, conducted a position review and notified Ms. Hedin by letter dated March 22, 2016, that her position would be reallocated to the Administrative Assistant 1 effective March 1, 2016. (Exhibit B-1)

On April 19, 2016, OFM-State Human Resources received Ms. Hedin's request for a Director's Review of HR's allocation determination. (Exhibit A-1)

On September 15, 2016, I conducted a Director's review telephone conference with Ms. Hedin. Also present by phone were Transportation Lt. Jeffrey Sanders, Ms. Hedin's supervisor, and Ms. Amy Meierhoff, DOC Human Resources.

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).

Position Description (PD) (Exhibit B-2)

Position Objective

Ms. Hedin's Position Objective states:

"Under the general direction of the Correctional Transportation Lieutenant, as the delegated authority to act in absence of the lieutenant, plans and organizes, the day-to-day operational support. This position supports the Department of Corrections' mission to improve public safety by performing a variety of functions that facilitate the safety and security needs of the community, offenders, staff, and volunteers at the Washington Correction Center, and assists with the logistics of transportation response strategies for the facility."

Assigned Work Activities (Duties and Tasks)

Ms. Hedin works at the Washington Correctional Center (WCC) in Shelton. Her major job duties listed in the PD are:

40% Delegated authority to act in absence of the Transportation Lieutenant.

- Serve as a delegate between the Transportation Lieutenant and other staff as well as Community Corrections, Headquarters, Medical facilities, and other law enforcement agencies
- Observe and have knowledge of transportation memorandums, policies, procedures and materials to clarify or explain expectation and compliance standards to staff and community
- Assists in coordinating and managing the logistics of transporting offenders from within the Department of Corrections and County Law enforcement agencies to include, i.e. ADA transports, high security, medical, court order, JJRA Youth and mental health. Promoting professional relationships with county jails and correctional administrators, while having knowledge and observing the Policies for safety and security of transporting offenders within the communities
- Monitors and reviews classification for in-transit offenders

20% Ensures the functions of the Lieutenant's office are occurring timely and accurately.

- Track and log incoming and outgoing offenders

- Work with Headquarter level staff to assure transport manifest are correct in relation to established bus schedules and/or routes
- Consulting with Headquarters on the logistics of cancelling a facility bus route
- Contacting county facilities to cancel a bus route or reschedule for another day
- Coordinating with Headquarters on max. security I/M's
- Coordinating medical review/approval for EID to Superintendent for final approval
- Monitor ATLAS to ensure the bus routes have enough CDL drivers
- Manage the Info port for Transportation
- Complete the Transportation Log and put on the share drive and E-mail to Headquarters

30% Behavior Alert Program

- Compiles and distributes information for the Behavior Alert Program
- Liaison with all criminal justice stakeholders throughout Washington State
- Through networking and established relationships, [share] critical information regarding potential safety and security concerns associated with offenders inbound to the WCC
- Create and distribute behavior alert and distribute to appropriate parties
- Assist in compiling/distributing behavioral offender information prior to arrive at facility in an effort...to keep staff safe

10% Performs confidential office management functions for the Transportation Lieutenant.

- Respond to Public Disclosure Request
- Retain and archival office documents as appropriate
- Screen emails and correspondence for the Lieutenant in his absences
- Compile packets for medical and court order moves for Lieutenants signature

Supervisor's Comments

Lt. Jeffrey Sanders is the manager of the WCC Facility Transportation Department and is responsible for coordinating and tracking all transportation routes, vehicles and personnel. He supervises Ms. Hedin's position and requested review of her position by submitting a Position Description to DOC HR on September 30, 2015.

In response to Ms. Meierhoff's questions (Q), Lt. Sanders provided the following information (A) regarding Ms. Hedin's assigned responsibilities, in part. (Exhibit B-10)

(Q) I am curious to get your input on her [Ms. Hedin's] delegated authority and what that means in your words...also the nature of tasks and duties...routine or complex in nature?

(A): The general office work is routine (behavior alert), the complexity comes in the scheduling of medical and specials trips; this entails research...and compilation to determine level of security for a transport. For example, any offender on Maximum security is initially established as a Special teams high risk transport, but if an offender is maximum

security for personal protection, he does not have a lengthy infraction of horrific/violent crime, we may only send two staff. She doesn't authorize the transport with reduced staffing, or even special teams staffing, but she will prepare the paperwork for higher authority and present for signature. Based on her description of the threats posed, Captain or Associate will briefly review and sign if I am not available.

(Q) Is managing and updating the transportation log data entry?

(A) Essentially, it is data gathering, review and entry.

(Q) ...Julie states that transporting offenders is not just a task or duty that she is delegated and that everyone in the office knows the ins and outs of transporting offenders.

(A) The transportation unit is unique to any other position in the facility. This office coordinates the movement of offenders throughout the state. We communicate and work with county jails and other LE agencies regularly. ...

(Q) ...are others in the office, other than yourself and Julie, that are assigned this task?

(A) There are only two of us. If Julie is out she does have a backup, but only for the Behavior Alert. When I am not here, for short absences, I am generally not backfilled as backfill Lts. are not familiar with the job and tend to be more of a hindrance for her. Any formal decision she will take to the Associate Supt.

(Q) Does Julie review, control, prioritize or coordinate the work of your professional staff?

(A) She does control the Local transport teams when scheduling the medical and special transports. She will also direct them to divert, or add additional transport duties when I am not available. She also determines priorities if an unscheduled transport needs to be done. Again, we work as a team and she has considerable latitude in decision making. I cannot express enough that she sets work priorities for our transport teams and runs it by me for approval, or if I hear or see something, I intervene when necessary. I absolutely own and am responsible, but her role and duties are far above an office assistant, she actually makes decision and provides directions to Correctional officers.

During the phone conference, Lt. Sanders confirmed the Position Description information describing Ms. Hedin's areas of responsibility and her role in coordinating the logistics of transporting offenders. Lt. Sanders indicated his support of the reallocation of Ms. Hedin's position to Correctional Specialist 2.

DOC Human Resources Determination

By letter dated March 22, 2016, Amy Meierhoff, HRC, notified Ms. Hedin that her position review was completed. She indicated Ms. Hedin's position was reallocated to the Administrative Assistant 1 classification based on her duties and responsibilities. Ms. Meierhoff noted that Ms. Hedin's assigned duties and responsibilities did not meet the allocation requirements of the Correction Specialist 2 classification. (Exhibit B-1)

During the review conference, Ms. Meierhoff confirmed that she found the Administrative Assistant 1 classification the best match for Ms. Hedin's assigned duties and responsibilities.

REVIEW OF CLASSIFICATIONS

CORRECTIONS SPECIALIST 1

Class Series Concept

Within the Department of Corrections, is responsible for various correctional programs as assigned, such as community service activities, institutional training, classification and treatment programs, offender grievances, institutional hearings, roster management for major institutions, contracted chemical dependency treatment services, deaf inmate program services, auditing of correctional programs, HQ intelligence and investigations, canine; or administers an investigative/intelligence operation at a major institution.

Ms. Hedin's assigned duties and responsibilities do not meet the requirements of the Class Series Concept of the Corrections Specialist class. Specifically, she is not assigned various correctional programs such as community service activities, institutional training, classification and treatment programs, offender grievances, institutional hearings, or roster management for major institutions for a majority of her work time. She does not have responsibility to plan, organize, direct or train community-based activities, programs and volunteer staff as anticipated by the Class Series Concept of the Corrections Specialist.

Rather, the focus of Ms. Hedin's position is specific to coordinating and performing operational responsibilities in the Transportation Unit. This includes developing the logistics of scheduling and tracking the transportation of offenders to approved destinations. She compiles and distributes the Behavior Alert Program information. Additionally, Ms. Hedin supports her supervisor by ensuring the Lieutenant's office functions are timely and accurately completed.

Overall, Ms. Hedin's assigned duties and responsibilities are not a match for the Class Series Concept of the Corrections Specialist Series. As a result, her position should not be allocated to a classification within this series.

ADMINISTRATIVE ASSISTANT 3

There is not a Class Series Concept for the Administrative Assistant Series.

Definition

Positions perform varied administrative and secretarial support duties or positions are responsible for one or more major program activities under a second line supervisor.

Distinguishing Characteristics

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 supervisor's and/or unit's goals and interests and provide interpretation or explanation of the supervisor's policies or viewpoints.

In reviewing Ms. Hedin's Position Description, the duties and responsibilities outlined do not meet the span of control or scope of authority anticipated by the Administrative Assistant 3. Ms. Hedin is not responsible for one or more major program activities under a second line supervisor. Ms. Hedin has not been delegated higher-level administrative support duties. She has not been delegated one or more major program activities and she does not perform work in a program.

Ms. Hedin's delegated responsibility is specific to organizing the transportation of offenders and to establishing and communicating the Behavior Alert information. She performs office functions in support of her supervisor. Ms. Hedin's responsibilities do not encompass the level of responsibility anticipated by the Administrative Assistant 3. This class is not a match for the responsibilities and scope of work assigned to Ms. Hedin's position.

ADMINISTRATIVE ASSISTANT 2

Definition

Provide administrative and staff support services for a section or unit with delegated authority to act in supervisor's absence in areas of substance.

Distinguishing Characteristics

These positions may be distinguished from lower level classes by addition of the delegation of authority to act for or in the regular place of the superior in substantive areas, and/or supervision of some professional or several clerical.

In reviewing the duties described in Ms. Hedin's Position Description, the above duties do not fall into Ms. Hedin's control, scope and authority. While Ms. Hedin has been delegated authority to act for her supervisor during his absence, that delegation is limited to her assigned responsibilities. For example, she can make decisions on changes to the bus

routes for transporting offenders. She determines the level of behavior reported for the Behavior Alert. Ms. Hedin's assignments do not reach to the anticipated level of delegation of authority of the Administrative Assistant 2 level. Her position should not be allocated to this class.

ADMINISTRATIVE ASSISTANT 1

Definition

Provides para-professional administrative and staff assistance to a professional supervisor by reviewing, controlling, prioritizing and coordinating the work of the supervisor's professional staff; or performs technical work which is directly delegated from a professional position.

Distinguishing Characteristics

Administrative Assistants can be distinguished from clerical positions by the formal delegation and regular exercise of the following responsibilities:

- reviewing the work of professional staff for completeness, to assure that input-output is in compliance with laws, rules, policies, procedures and standards;
- controlling the professional staff's work by directing changes, corrections and authorizing exceptions to ensure compliance with the supervisor's schedules and priorities;
- prioritizing the professional staff's workload within established guidelines; and
- coordinating the professional staff's work within an agency, between agencies, with the public and/or other governmental entities.

OR

The technical work addressed in the definition is distinguished by a professional position fully delegating a technical portion of the position's duties which in turn encompasses the majority of the Administrative Assistant's work and can be traced to originate directly from a professional position's duties and responsibilities.

Administrative Assistant positions do not report to a Clerical Supervisor. Their work is not clerical or secretarial as stated in those class specifications. However, only positions at this level in the class series may be assigned some clerical and/or secretarial duties not to exceed 25% of the total work.

The primary purpose and focus of Ms. Hedin's position are specific to providing para-professional administrative support in the Transportation Lieutenant's office. She has been delegated authority to act on behalf of her supervisor during his absence.

Her responsibilities include coordinating and managing the logistics of transporting offenders from county jails and institutions to DOC correctional facilities. She is knowledgeable about the standards, policies and procedures involved with offender transportation. She is responsible for determining if special transportation accommodations are necessary, such as wheel chair access or restraints for violent passengers.

Additionally, Ms. Hedin is responsible to compile and distribute safety and security concerns associated with in-bound offenders for the Behavior Alert Program. Based on the behavioral and mental health information available, she distributes a behavior alert to appropriate staff at the facility prior to the arrival of the offender.

Ms. Hedin's assigned responsibilities are aligned with the Administrative Assistant 1 Definition and Distinguishing Characteristics.

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 class. The Typical Work statements, in part, that most closely align with Ms. Hedin's duties include the following:

Typical Work

- Performs delegated technical yet professional duties in clearly defined areas of professional level work;
- Performs significant portions of professional level assignments, working with professionals requiring knowledge of programs;
- Represents supervisor ...; speaks on administrative and/or policy matters;
- Answers inquiries, questions and correspondence on departmental matters;
- Keeps supervisor informed of significant and important items requiring his/her review or action; obtains information from staff members, ...maintains frequent contacts for supervisor with public and private executives;
- ... summarizes information and data for use by supervisor;
- ...arranges for transportation and accommodations;

Ms. Hedin's delegated authority to act in her supervisor's absence, and her level of responsibility for the Behavior Alert Program and for arranging the transportation of offenders are within the scope of responsibilities anticipated by the Administrative Assistant 1.

It is clear that Ms. Hedin is a skilled and dedicated member of the Transportation Unit. However, a position review is not a reflection of performance or an individual's ability to perform higher-level work. The purpose of an allocation review is to determine the classification which best describes the overall duties and level of responsibility of a position. A position's allocation is based on the majority of work assigned to a position and how that work best aligns with the available job classifications.

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 (2007).

After thorough review of the information contained in the file and obtained during the Director's Review Conference, I find that the primary focus, functions and a majority of Ms. Hedin's duties are encompassed within the scope and level of responsibility of the

Administrative Assistant 1 class. The Administrative Assistant 1 class is the best fit for allocation of Ms. Hedin's position.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.10(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:

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: Julie Hedin, Employee, WCC
Amy Meierhoff, Human Resource Consultant, DOC

LIST OF EXHIBITS

A. Julie Hedin Exhibits

1. Director's review program letter dated April 19, 2016
2. Position Description (PD) form requesting reallocation to Correction Specialist 2 received by the Washington Corrections Center (WCC) Human Resources on September 30, 2015
3. The WCC Transportation organizational chart dated August 1, 2015
4. The Transportation Lieutenant PD Received December 23, 2015
5. The Behavior Alert Program Manager (CS4) PD Received December 19, 2013
6. E-mail from the desk audit

B. DOC Exhibits

1. Allocation determination letter, March 22, 2016
2. Position Description (PD) form requesting reallocation to Correction Specialist 2 (B468), received by Washington Corrections Center (WCC) Human Resources on September 30, 2015.
3. The current PD on file signed by the incumbent on August 31, 2011 and incumbent's supervisor on August 31, 2011.
4. Supervisor's current PD signed by incumbent's supervisor on November 6, 2014.
5. The WCC Transportation organizational chart dated August 1, 2015.
6. The OFM Class Specifications for Office Assistant 3.
7. The OFM Class Specification for Administrative Assistant 1.
8. The OFM Class Specification for Corrections Specialist 1.
9. The OFM Class Specification for Corrections Specialist 2.
10. Email communication with incumbent's supervisor on March 1, 2016
11. Email communication from incumbent's supervisor on March 22, 2016 sent by Wendy Medcalf, Human Resources Consultant, WCC.
12. Work Review notes with Julie Hedin's revisions dated February 21, 2016.

C. Class Specifications

1. Office Assistant 3
2. Administrative Assistant 1
3. Administrative Assistant 2
4. Administrative Assistant 3
5. Corrections Specialist 1
6. Corrections Specialist 2