



STATE OF WASHINGTON  
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM  
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September 30, 2016

**To:** Connie Goff  
Rules and Appeals Section Chief

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

**Subject:** Marlene C. Cortez v. Community Colleges of Spokane (CCS)  
Allocation Review Request ALLO-16-034

**Director's Determination**

This position review is based on the work performed for the six-month period prior to August 3, 2015, the date that CCS Human Resources (HR) received Ms. Marlene Cortez's request for a position review. (Exhibit B-3) As the Director's Review Specialist, I carefully considered all the documentation, exhibits, and written communication in the file, and the information provided by the parties during the telephone conference on August 11, 2016. After review and analysis of Ms. Cortez's assigned duties and responsibilities in the Technical Education Division, I conclude her position is allocated correctly to Administrative Assistant 3 (AA3).

**Background**

Ms. Cortez filed a Position Review Request with CCS' HR office on August 3, 2015, requesting reallocation to Administrative Assistant 4 (AA4) classification. (Exhibit A-1)

CCS HR office conducted a position review and notified Ms. Cortez on April 21, 2016, that her position was properly allocated to the AA3. The classifications reviewed included AA3 and AA4; Program Support Supervisor 1, Program Manager A and Office Manager. (Exhibit B-1)

On May 20, 2016, OFM-State Human Resources received Ms. Cortez's request for a Director's Review of CCS' allocation determination. (Exhibit A-1)

On August 11, 2016, I conducted a phone conference with Ms. Cortez. Also present by phone were Ricardo Cortez, Ms. Cortez's husband; Gregory Davis, WFSE representative; Wendy Irish, former Chief Shop Steward; Michael Lenker, CCS Human Resources; and Dave Cox, Dean of Instruction, Technical Education Division of CCS.

### **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 Review Request (PRR) – Employee Portion (Exhibit B-3)**

#### **Position Purpose**

Ms. Cortez's position purpose states: "To give administrative support to the Dean of Tech Ed, faculty, and staff."

#### **Duties and Responsibilities**

Ms. Cortez's major job duties listed in the PRR, are summarized as follows:

#### **30% Secretarial support for Dean of Tech Ed**

- Takes minutes at Department Chair meeting and advisory meetings. Taking messages, answering phone and making appointments for meetings with faculty, students, staff, and outside entities using outlook.
- This position supports 17 departments, 111 department chairs and 103 or more faculty, adjunct faculty and classified staff.
- This position is also responsible for coordinating special functions/meeting for the Dean.
- Keep all employees of Tech Ed Department abreast of the policy and procedures of CCS and help the Dean assure that they are being followed.
- Supervisor to 7 classified staff and 1 part-time employee. This position is also responsible to make sure all of the procedures and policies are being done in all the buildings by the OA3s, Secretary Senior, and Instructional Techs.

#### **30% Scheduling of classes/ordering contracts**

- Working in SMS to schedule classes. Do revision updates on scheduling thru computer system.
- Department Chair Stipends, ordering contracts for adjunct faculty and overload contracts for full-time faculty.
- Keep spreadsheet for Dean regarding workload for full-time faculty..[and] for adjunct faculty ...
- Scheduling all Tech Ed courses, TSA contract courses, Air WA courses, and Police Academy certificate courses.

**20% Budgets.**

- Monitor and control budgets from state, student lab fee, Perkins, student Tech Fee, and other grant budgets.
- To make sure that expenditure made to the budget follow the policies and procedures set by CCS financial department.
- Keep spread sheet for expenditures against lab fee budget, to help with justifications for increase in lab fees.
- Also keep spreadsheets to help with expenditures on Perkin's and good & service budget to make sure that budgets are not overspent by departments.
- P-Card – Approving all charges made to P-Card.

**10% Manager of 6 buildings**

- Work with faculty and CCS Facilities Services ensuring repair/upgrades of the building are done in a timely manner.
- Coordinate space management including renovation and/or remodeling for the following buildings: Automotive (Bldg.18), Heavy Equipment (Bldg.19), Fire Science (Bldg. 23), Hanger Aviation (Bldg. 303), Technical Education (Bldg. 28) and Classroom/labs in Bldg.1 for Technical Education.
- Authorize equipment repair and renovations for the six Tech. Ed. Buildings.

**10% Faculty Evaluations and Tenure Review Committees for new faculty**

- Following master contract for faculty, adjunct, Assoc. adjunct, and annualized faculty evaluations.
- Keep spreadsheet regarding completion of evaluations by faculty members for accreditation recordkeeping.
- Set up meeting with Chair of committee.
- Make appointment for Dean to do observations on Tenure Review faculty. Make sure file is completed and send paperwork to Vice President of Instruction.
- 5 year evaluations of faculty; set up first meeting and final meeting regarding evaluation. Send paperwork to Human Resource office.

**Supervisor's Comments**

Dean Cox supervises Ms. Cortez's position. He signed Ms. Cortez's Position Review Request on July 20, 2015. A Position Review Request - Supervisor Portion document was not included in the exhibits received.

During the phone conference, Dean Cox indicated his support of the reallocation of Ms. Cortez's position.

**REVIEW OF CLASSIFICATIONS**

**PROGRAM SUPPORT SUPERVISOR 1 (class code 107P)**

**PROGRAM MANAGER A (class code 107R)**

Each position allocated to a classification in the Program Series must meet the Program Definition found in the *Glossary of Classification Terms* as follows:

A specialized area, which has specific complex components and discrete 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 discrete, specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, independent functioning, and typically, 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 incumbent's performance of specialized tasks. Independent performance of the specialized tasks usually requires a training period of not less than six months.

The ***Glossary of Classification Terms*** is found at:

<http://hr.ofm.wa.gov/sites/default/files/documents/CompensationAndJobClasses/Comp%20Class%20HR%20Pro%20Tools/ClassificationGlossary.doc>

The Technical Education Division (TED) provides educational courses to meet technical requirements for job licenses or certifications in areas such as cosmetology, welding and fabrication, aviation, and heavy equipment. Although the courses taught may provide specialized learning and certification for the students, TED is not a specialized area which has specific complex components and discrete tasks that distinguish it from other educational areas as required in a program. The responsibilities of TED are similar to other educational divisions as the purpose is to educate students so they successfully complete the chosen course to obtain the license or certification.

For example, the Technical Education faculty are evaluated and must meet teaching standards for evaluation and tenure as in other educational divisions. Further, the TED budgets are similar to other educational unit budgets. Budgets include money from Washington State, student lab fees, student technical fees, grant funds and other budget dollars.

Additionally, Ms. Cortez's duties are similar to those in support positions for other educational divisions. She monitors and controls budgets and keeps spreadsheets to track expenditures. She assigns classrooms and schedules classes and makes revisions when necessary. She authorizes the repair and upgrades in technical education buildings and coordinates space management. She follows the master contract for faculty, adjunct, associate adjunct, and annualized faculty evaluations and maintains a spreadsheet regarding completion of evaluations for accreditation recordkeeping. Ms. Cortez's duties are of a general support nature transferable from one educational area to another.

Overall Ms. Cortez's assigned responsibilities described on the Position Review Request do not reach to the level of "specific complex components and discrete tasks that distinguish it from other programs" as anticipated by the Definition of a program. The Program Support Supervisor class and the Program Manager A class are not appropriate matches for allocation of Ms. Cortez's position. Her position should not be allocated to these classes.

### **OFFICE SUPPORT SUPERVISOR 1 (Class Code 100L)**

#### **Class Series Concept**

Supervises staff and oversees clerical support operations.

#### **Definition**

Supervises staff in a clerical unit and performs the work of the unit. Incumbents have delegated authority to interview and recommend selection of applicants, conduct training, assign and schedule work, act upon leave requests, conduct annual performance evaluations and recommend corrective and/or disciplinary actions. Incumbents review the work of lower level staff and use independent judgment to accomplish assignments, develop or revise work methods, procedures or strategies, resolve problems, interpret rules, policies and procedures, and make recommendations regarding unit budget.

Due to Ms. Cortez's supervision responsibilities listed on the PRR, I reviewed this class. The focus and nature of Ms. Cortez's position is to provide administrative support to the dean. On the PRR, Ms. Cortez indicates that the 30% of her work time is spent providing secretarial support to the dean. This 30% of her work time includes: taking minutes of meetings, supporting 17 departments and staff in those departments, coordinating special functions and meetings for the dean, keeping all Division employees abreast of CCS' policy and procedures, and supervision of classified staff and a part-time employee.

Ms. Cortez's supervision responsibilities are a portion of the varied duties she performs in providing administrative support to the Dean. Because her supervision responsibilities are performed as an administrative support function and they are not a majority of her work responsibilities, the Office Support Supervisor 1 is not the best match for Ms. Cortez's assigned duties and her position should not be allocated to this class.

### **ADMINISTRATIVE ASSISTANT 4 (105H)**

There is no Class Series Concept for the Administrative Assistant series.

#### **Definition**

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 Definition of the Administrative Assistant 4 (AA4) is specific about the reporting relationships within an organization where a position may be allocated to the AA4 classification.

Ms. Cortez's position is located in the Technical Education Division of Spokane Community College. Ms. Cortez reports to Dean Cox. During the telephone conference, Dean Cox explained his reporting relationship as follows:

- Dean Cox reports to the Vice President of Instruction.
- The Vice President of Instruction reports to the CCS President.
- The CCS President reports to the CCS District Chancellor.

Ms. Cortez's position's reporting relationship is not comparable to the requirements of the Administrative Assistant 4 definition. She does not serve as 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 as anticipated by the Definition of the AA4 class.

Overall, Ms. Cortez's reporting relationship and assigned responsibilities do not align with the anticipated reporting relationship of this class. Her position should not be allocated to Administrative Assistant 4.

### **ADMINISTRATIVE ASSISTANT 3 (105G)**

#### **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.

Ms. Cortez's position is assigned a variety of administrative and secretarial duties in support of her supervisor, the Dean of Technical Education. Her position's assignments align with the Definition of the Administrative Assistant 3.

#### **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.

Ms. Cortez performs a variety of administrative and secretarial duties and responsibilities that support the Technical Education Division Dean and faculty. These responsibilities include tracking evaluations for faculty members; taking minutes at Dept. Chair meetings and Advisory meetings, coordinating special functions and meetings; and keeping all employees abreast of the policies and procedures and assuring they are followed. Ms. Cortez schedules classes and orders faculty and adjunct faculty contracts and overload contracts. She tracks faculty evaluations and ensure they are completed in a timely manner. She is responsible to monitor and control the budgets and track money from student lab fees, Perkins, and student Technology fees and grants. She coordinates space, renovations, remodeling and repairs to six buildings.

Ms. Cortez's work responsibilities and assignments are aligned with the Administrative Assistant 3 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 that most closely align with Ms. Cortez's duties include the following:

- 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; develops cost estimates for equipment needs, space renovations, and projects;
- 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;

- Represents management and serves as the primary contact ...
- 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; keeps supervisor's calendar; makes travel arrangements; screens, prioritizes, and distributes mail; transcribes minutes, screens calls and visitors;
- May supervise lower-level staff.

It is clear that Ms. Cortez is a highly skilled and dedicated member of the TED. 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 careful review of the information contained in the file and information obtained during the Director's Review Conference, I find that the primary focus and functions of Ms. Cortez's position and the majority of her duties, in their entirety, fall within the scope and level of responsibility of the Administrative Assistant 3 class. Her position is correctly allocated to the Administrative Assistant 3.

## **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 3<sup>rd</sup> floor of the Raad Building, 128 10<sup>th</sup> 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: Marlene Cortez, Employee, CCS  
Michael Lenker, Human Resource Consultant, CCS  
Gregory Davis, WFSE Representative

**MARLENE CORTEZ v COMMUNITY COLLEGES OF SPOKANE**  
**ALLO-16-034**

**LIST OF EXHIBITS**

A. Marlene Cortez Exhibits

1. Appeal Submitted to WA State Personnel Resources Board
2. Reclassification Analysis Summary from Shea'Lynn Swan
3. Duties supervisor
4. Probation Extension w/HR
5. Grievance Meeting
6. Reallocation request for employees
7. Supervisory Certification Program
8. Explanation of Duties by Marlene Cortez
9. Working with budgets
10. Current/corrected Organizational Chart for Tech. Ed.

B. SPOKANE Exhibits

1. Reallocation Analysis Summary dated 4/21/16
2. Receipt of Reclassification Request dated 8/12/15 and Request dated 8/3/15
3. Position Description relevant to the time period
4. State of Washington Class Specs taken into consideration
5. Notes from desk audit conversations with Ms. Cortez
6. Tech Ed Organizational Chart

C. Class Specifications

1. Administrative Assistant 3
2. Administrative Assistant 4
3. Program Support Supervisor 1
4. Program Manager A
5. Office Manager