



**STATE OF WASHINGTON**  
**OFFICE OF FINANCIAL MANAGEMENT**  
STATE HUMAN RESOURCES | DIRECTOR'S REVIEW PROGRAM  
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January 10, 2018

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

**FROM:** Caroline Kirk  
Director's Review Specialist

**SUBJECT:** Michael Eades v. Department of Corrections (DOC)  
Allocation Review Request ALLO-17-041

**Director's Determination**

This position review is based on the work performed for the twelve-month period prior to January 31, 2017, the date DOC Human Resources (DOC HR) received Michael Eades' request for reallocation. As the Director's Review Specialist, I carefully considered all of the exhibits and information obtained during the Director's Review conference. Based on my review and analysis of Mr. Eades' assigned job duties; I conclude his position should be reallocated to the Correctional Industries Supervisor (CIS) 2 classification.

**Background**

On January 31, 2017, Mr. Eades submitted a Position Review Request (PRR, Exhibit B-2) to DOC HR.

By letter dated April 25, 2017, Ms. Sarah Bevers, HR Consultant, notified Mr. Eades his position would remain allocated to the Warehouse Operator (WO) 4 class (Exhibit B-1).

On May 10, 2017, the Office of Financial Management, State Human Resources (OFM-SHR) received Mr. Eades' Request for Director's Review of DOC HR's allocation determination (Exhibit A-1).

The Director's Review conference was held on November 28, 2017, via telephone conference. In attendance were Mr. Eades, Ms. Rozanne Stewart, HR Consultant, and Darryl Taylor, HR Consultant. Ms. Taylor was present for training purposes.

**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).

### **Organizational Structure (Exhibit B-5)**

As shown in the organizational chart, this position works under the Correctional Industries (CI) Stafford Creek Corrections Center (SCCC) within the DOC. Mr. Eades reports to Logistics Manager, Michael Troy.

### **Position Purpose (Exhibit A-2)**

As shown in the PRR, Mr. Eades describes his position purpose as:

My position serves as a warehouse supervisor, it is responsible for keeping an accurate inventory on all new material and non-inventory items moving through the warehouse. I supervise and train 3 to 4 incarcerated individuals in correct and safe warehouse operations. I provide scheduling for staff and warehouse workers to keep an even flow of material to the furniture factory.

### **Duties and Responsibilities (Exhibit A-2)**

As summarized in the PRR, Mr. Eades describes his percentage of duties performed as:

- 15% Supervise activities related to shipping and receiving of supplies, raw materials and finished goods for Correctional Industries operation at Stafford Creek Correction Center. Ensure safety and security of the operations in accordance with DOC policy.
- 15% I check bills of lading delivery / pick-up orders for verification of condition and count. Responsible for the supervision and training of incarcerated individuals in warehouse operations. Maintains accurate inventory of raw materials and supplies in warehouse. Processes receiving and inventory documents and ensures workers record and enter data accurately. Trains workers in modern warehouse, storage and inventory processes. Fulfills mass transfer from the production shops and delivers in a timely manner. Upload material from common carriers and Correctional Industries trucks. Processes paperwork accurately and efficiently for the logistic manager and business office.
- 15% Assigns, schedules, and directs the work of the warehouse operator 2 and incarcerated individuals in moving new material and equipment. Transport product between warehouse and the production shop. Drive class A semi-trucks, operate all machinery and equipment required to meet production needs, trains incarcerated individuals in the operation and maintenance of equipment.
- 10% Makes arrangements for maintenance and repairs of equipment. Keeps fleet vehicle usage logs and maintenance logs up to Wash. State Department of Transportation (DOT) standards. Establishes and carries out regular equipment inspection, service and maintenance records. Fuels vehicles and maintains key, tool, and incarcerated worker accountability logs.

- 10% Supervises, coaches daily performance of incarcerated individuals professionally and in a manner consistent with DOC Core Competencies and Correctional Industries (CI) policy.
- 10% Uses GP-8 software, process, and procedures to track inventory. Conducts staff and incarcerated [sic] worker evaluations, interviews and hires incarcerated individuals as well as staff and makes recommendations for hiring. Mentors, corrects and recognizes worker performance. Accounts for assigned workers in accordance with security requirements, ensures warehouse meets DOC and CI security requirements. Prepares and audits incarcerated individuals payroll.
- 5% Operates a safe and secure warehouse environments in accordance with DOC and CI safety requirements. Conducts safety tailgates, and monthly safety and sanitation inspections.
- 5% Maintains security and control of incarcerated individuals in accordance with DOC and CI policy by monitoring there [sic] movement and behavior during work schedule in the loading and unloading of trucks and other warehouse duties.
- 5% Documents and submits incident reports as needed. Operates a safety accident prevention program in accordance with department policy, ensures staff and incarcerated individuals receive safely training and adhere to safe work practices.
- 5% Supervise incarcerated individuals in the commissary while they are sorting and stacking commissary and properly on transport. Assists with staffing coverage to ensure commissary is delivered in a timely manner.
- 5% Completes and assists with other duties as assigned.

### **Summary of Mr. Eades' Perspective**

In his Director's Review request, Mr. Eades stated that he supervises a WO2 and offender workers in all warehouse operations. He manages the fleet and vehicle maintenance, that includes scheduling preventative maintenance and minor repairs and keeps the warehouse vehicles up to Department of Transportation standards. Mr. Eades stated he also manages the fuel and mileage logs for warehouse vehicles. He maintains and keeps documentation for all equipment within the warehouse. He assigns offender workers to help in the commissary, including sorting and loading carts for distribution throughout the facility. He ensures the commissary is properly staffed during staff leave, which includes him covering the manager position. He submits and tracks work orders for building repairs, safety concerns and hazard assessments. Additionally, Mr. Eades stated he is required to have a CDL Class A driver license which is not a requirement for a WO4.

Furthermore, Mr. Eades stated because he supervises offender workers in CI, the level of responsibility that is required of his position is enough for him to meet the requirements of the Correctional Industries Supervisor 2 (CIS2) class.

### **Summary of DOC HR's Perspective**

Ms. Sarah Bevers, DOC HR Consultant, performed the position review of Mr. Eades and met with him by telephone on March 27, 2017. During the telephone meeting Mr. Eades was asked about his role in the manufacturing or production of products at SCCC and whether he operated any of the machinery or equipment required/used in the production of finished goods. Mr. Eades stated he keeps the shops within the furniture factory stocked with material, which

requires him to operate forklifts, electric pallet jacks and trucks. Mr. Eades stated that he does not operate any of the equipment used in the production of finished goods.

In Ms. Bevers' determination letter (Exhibit B-3) she stated Mr. Eades' duties are not directly involved in the manufacturing or production of goods, rather Mr. Eades' duties are to ensure materials needed for the furniture shops for the manufacturing process are stocked, and the finished products are shipped. Ms. Bevers stated that although Mr. Eades supervises and trains offender workers in the performance of warehousing duties, the focus of Mr. Eades position is not training offenders as required for the CIS class series. Ms. Bevers stated the purpose of the CIS2 is to train offender workers in the manufacturing and production in a variety of trades. Additionally, Ms. Bevers stated the intent of Mr. Eades position is not to train offender workers in manufacturing, but rather to receive and ship supplies and expedite products. Ms. Bevers stated that Mr. Eades is able to purchase materials required for the warehouse operational needs. He monitors vehicle maintenance/repairs, which includes sourcing vendors for repair, replacement, and routine maintenance of equipment and tools within the warehouse. Additionally, Ms. Bevers stated Mr. Eades also oversees the operation of the commissary at SCCC to ensure it is staffed properly and that items are received, processed, and delivered in a timely manner.

Lastly, Ms. Bevers stated the primary focus of Mr. Eades' position is to supervise and direct the entire receiving, storage, and shipping operations in a major distribution center serving multiple delivery points. As such, she determined the duties and responsibilities being performed by Mr. Eades properly align with the WO4 class; therefore, making Mr. Eades position appropriately allocated to the WO4 class.

### **Summary of Director's Review Conference**

Mr. Eades opened by discussing the type of training he provides to offender workers. He trains offender workers on forklifts, and various other warehouse machinery. Since his PRR was denied by DOC HR, management has put him in charge of training offender workers on assembling chairs, which began roughly two months ago. Mr. Eades was reminded that the chair assembly duties are outside the scope of my review. Mr. Eades stated he has a warehouse crew, a chair assembly crew and has two offenders who are cleared to drive, they fuel and maintain vehicles in the yard. Mr. Eades supervises three to five offender workers and one WO2 on a daily basis.

Ms. Stewart confirmed the 2013 PD was on file when Mr. Eades submitted his PRR. Ms. Stewart could not provide clarification on the numerous PDs submitted by DOC HR as the review was done by Ms. Bevers, who is no longer with DOC. Mr. Eades provided clarification regarding Exhibits A-6 and A-7. He stated they are PDs for non supervisors. Mr. Eades explained he was hired as a non supervisor initially, over time DOC added more duties to his position, DOC abolished the truck driver position and added a WO2 with a CDL requirement. When DOC abolished the truck driver position it then made the WOs have a CDL requirement. Mr. Eades explained that he is the only WO4 in the state of Washington that is required to have a CDL. Mr. Eades was reminded of the twelve-month review period and the seven year old information is outside the scope of the review. Mr. Eades acknowledged the review timeline and stated he was only trying to show progression of duties over the years, because the duties keep growing.

Mr. Eades explained his duties fall within the class series concept of the CIS class because he is manufacturing chairs and the offender workers assemble roughly 30 chairs a day. Again, Mr. Eades was reminded about the twelve-month review period and the manufacturing of chairs was not a duty being performed during the review period; therefore, the chair assembly is

outside the scope of my review. Ms. Stewart agreed and stated that if Mr. Eades wishes to submit another PRR, DOC HR would be happy to look at his duties again.

Ms. Stewart closed by stating Mr. Eades provides valuable duties to DOC and the determination was based on the duties and responsibilities being performed and not his performance.

Mr. Eades closed by stating there are other CIS2s that are in food or other areas within SCCC that do not manufacture anything but do supervise offender inmates. Mr. Eades was reminded that other positions could not be compared with his position and the basis of a review is based on the duties and responsibilities being performed and compared to the current class specifications.

### **Comparison of Duties to Class Specifications**

As stated in the Personnel Resources Board (PRB) case *Norton-Nader v. Western Washington University*, PRB Case No. R-ALLO-08-020 (2008), the hierarchy of primary considerations in allocating positions is as follows:

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

### **Warehouse Operator**

#### **Class Series Concept**

Positions in this class series either supervise or perform warehouse functions in a central warehouse or a major area within a large warehouse. These positions are located in separate buildings devoted to receiving, storing and shipping supplies, equipment, furnishings or provisions.

#### **Warehouse Operator 4**

##### **Definition**

This is the supervisory or expert level of the series. Positions at this level supervise and direct the entire receiving, storage and shipping operations in a major distribution center or on a multi-shift operation serving multiple delivery points, the complete operation of a commissary, warehouse, or a major subdivision of a large volume fast turnover warehouse.

The Category Concept (Class Series Concept) states in part, "Positions...either supervise or perform warehouse functions in a central warehouse...positions are located in separate buildings devoted to receiving, storing and shipping supplies, equipment, furnishings..." Mr. Eades serves as the warehouse supervisor. He is responsible for keeping accurate inventory on all materials and noninventory items moving through the warehouse. He supervises and trains one WO2 and three to five offender workers in correct and safe warehouse operations. It is clear, based on the information, Mr. Eades meets the Class Series Concept for the WO series.

As stated in *Norton-Nader v. Western Washington University*, I then looked to the Definition of the WO4 class, which states, "This is the supervisory or expert level...Positions at this level supervise and direct the entire receiving, storage and shipping operations...the complete operation of a commissary, warehouse..." Mr. Eades is responsible for the warehouse at SCCC along with the materials received for Correctional Industries (CI) that are used in the manufacturing process. He assigns schedules, directs the work of one WO2 and offender workers in moving material and equipment. He assigns offender workers to help sort and load carts for distribution within CI SCCC. The WO4 is the highest class within the WO series. Mr. Eades is performing duties and responsibilities that meet the WO4 class. However, upon review of the class specifications for the CIS2 compared to the duties and responsibilities being performed by Mr. Eades provided an interesting analysis.

## Correctional Industries Supervisor

### Class Series Concept

This series **works with offender inmates to teach them a variety of trades and other skills used in the manufacturing process.** Positions learn to **balance work schedules and due dates, materials, costs,** different production lines and product quality, **supervise, teach, and train offenders in the work unit.** [Emphasis added]

## Correctional Industries Supervisor 2

### Definition

This is the journey, working or occupational level of the series. Incumbents **perform their work independently and are competent to resolve issues within their area of responsibility. Position often lead or supervise offenders or staff in different occupational categories.** [Emphasis added]

The CI SCCC website states the warehouse operations for this DOC institution are as follows:

The warehouse supports shipping and receiving of finished goods, raw material, components, commissary and supplies. Inmate workers load and unload on average 12 trucks per week and can earn Certificates of Proficiency in general labor skills such as moving freight.

The Class Series Concept for the CIS is in the Correctional Industries Supervisor Assistant job classification. The class series states in part "...**works with offender inmates to teach them a variety of trades and other skills used in the manufacturing process.**" [Emphasis added] Mr. Eades is a WO4, he supervises one WO2 and offender inmates and is responsible for the daily operations of the warehouse at CI SCCC. Mr. Eades provides staff scheduling within the warehouse to keep an even flow of raw materials and supplies to the furniture shops within CI SCCC. He supervises activities related to shipping and receiving of supplies, raw materials and finished goods within CI SCCC. While these duties may not be consistent with manufacturing items such as chairs or desks, they are consistent with teaching offender inmates a "variety of trades and other skills **used in the manufacturing process.**" Mr. Eades is responsible for receiving and distributing raw materials that are used in the manufacturing process. Additionally, he is also responsible for shipping the finished products that were made in the manufacturing process. Mr. Eades balances work schedules and due dates in order to meet warehouse needs, which ensures productivity of the manufacturing process within CI. Mr. Eades is responsible for the materials and costs of the supplies used in the manufacturing process. He supervises and

trains offenders in his work unit, which is the warehouse and he is responsible for ensuring the warehouse contains enough materials used in the manufacturing processes.

As stated in *Norton-Nader v. Western Washington University*, I then looked to the Definition of the CIS2 class, which states, "...**perform their work independently and are competent to resolve issues within their area of responsibility. Position often lead or supervise offenders or staff in different occupational categories.**" [Emphasis added] Mr. Eades' supervisor, Michael Toy, signed the PD and marked that Mr. Eades performs his work independently. Mr. Eades is responsible for warehouse operations and procedures. He ensures pickup, delivery and the receiving of materials is operating as it should in order to meet production needs. Additionally, Mr. Eades is responsible for ensuring the commissary is properly staffed. He works independently and resolves issues within the warehouse. He leads and supervises one WO2 and three to five offender inmates in different occupational categories, such as warehouse operations and commissary operations. Based on this information, Mr. Eades meets the Definition of the CIS2 class.

Furthermore, 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 a classification. The CIS2 typical work statements that most closely align with the employees' duties and responsibilities include:

Responsible for the supervision and training of offenders in a production, processing, or service unit;

Operates/maintains all machinery and equipment required to meet production needs; trains offender workers in the operations/maintenance of equipment;

Uses proprietary software, process, and procedures to determine needed purchases of raw materials, equipment, and supplies; ensures proper maintenance of the software system;

Develops and operates preventative maintenance program for equipment;

Accounts for assigned offender workers in accordance with security requirements; ensures plant operations meet Department security requirements; maintains tool control;

Operates a safe accident prevention program in accordance with Department policy; ensures staff and offender workers receive safety training and adhere to safe work practices;

Hires and evaluates performance of offender worker staff for production unit; ensures offender worker personnel actions and compensation are managed in accordance with Department policy directives; approves offender payroll;

Manages operation in accordance with Department policies and Correctional Industries directives;

Positions may lead or supervise lower level staff or offenders.

The primary function of Mr. Eades' position and the majority of his duties in their entirety fall within the scope and level of responsibility in the stated Class Series Concept and Definition for the CIS2 class. Therefore, his overall level and scope of assigned duties and responsibilities are consistent with the CIS2 level work.

### **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 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.

cc: Michael Eades, Appellant  
Rozanne Stewart, DOC HR  
Sarina Davis, Teamsters L117

Enclosure: List of Exhibits



**MICHAEL EADES v DOC**  
**ALLO-17-041**  
**LIST OF EXHIBITS**

A. Michael Eades Exhibits

1. Request For Directors Review, dated May 10th 2017
2. DOC 03-417 Position Review Request, signed March 2nd 2017
3. Allocation Determination Letter dated April 25th 2017
4. Previous Position Description signed Oct. 11th 2013
5. Most current Position Description signed April 27th 2015
6. Previous PDP for NON SUPERVISORS signed Oct. 14th 2013
7. Most current PDP for NON SUPERVISORS signed July 25th 2015
8. State of Washington Class Specification, Warehouse Operator 4
9. State of Washington Class Specification, Correctional Ind. Supervisor 2
10. Correctional Industries Phone List April 2017
11. Letter of appeal and argument

B. DOC Exhibits

1. Allocation determination letter, dated April 25, 2017.
2. Department of Corrections Position Review Request form requesting reallocation to Correctional Industries Supervisor 2, received by Correctional Industries (CI) Human Resources in March 2017.
3. Original Position Review Request submitted on OFM version received by CI Human Resources on January 31, 2017 (local HR requested DOC version, exhibit 2).
4. The current PD on file signed by the incumbent and incumbent's supervisor on April 27, 2015.
5. The CI – Stafford Creek Corrections Center (SCCC) organizational chart dated December 2016.
6. Email communication on April 3, 2017, to incumbent regarding work review notes for review.
7. Work review notes from March 29, 2017, telephone work review for review.
8. Work review notes received from incumbent including feedback from the incumbent received on April 3, 2017.
9. Email communication from incumbent's supervisor dated April 18, 2017.
10. Supervisor's current PD dated September 14, 2016.
11. List of OFM Class Specifications used during review process.
12. List of OFM Director's Review decisions and Personnel Resources Board decisions used during review process.

C. Class Specifications

1. Warehouse Operator 1, 117I
2. Warehouse Operator 4, 117L
3. Correctional Industries Supervisor Assistant, 631A
4. Correctional Industries Supervisor 2, Corrections, 631B