



**STATE OF WASHINGTON**  
**OFFICE OF FINANCIAL MANAGEMENT**

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM  
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DATE: November 5, 2015

TO: Kristie Wilson  
Acting Rules and Appeals Manager

FROM: Lucy Macneil  
Director's Review Program Investigator

SUBJECT: Tina Hansen v Department of Corrections (DOC)  
Allocation Review No. ALLO-15-031

**Director's Determination**

This position review was based on the work performed for the six month period prior to December 24, 2014, the date DOC received Tina Hansen's request for reallocation. As the Director's Review Investigator, I carefully considered all of the documentation in the file and the verbal comments provided by both parties. Based on my review and analysis of Ms. Hansen's assigned duties and responsibilities, I conclude her position should be allocated to the Administrative Assistant 2 classification.

On December 24, 2014, DOC received a Position Review Request (PRR) from Ms. Hansen requesting that her Secretary Senior position be reallocated to the Administrative Assistant 3 (AA3) classification. (Exhibit B-2) DOC conducted a review and notified Ms. Hansen on March 11, 2015, that her position was correctly allocated to the Secretary Senior classification. (Exhibit B-1)

Ms. Hansen submitted a request for review with OFM State Human Resources (HR) which was received on April 9, 2015. (Exhibit A-1)

On June 30, 2015, I conducted a telephone review conference with the parties. Present for the conference were Ms. Hansen and Rozanne Stewart, DOC HR.

**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).

### **Duties and Responsibilities**

Ms. Hansen is a Secretary Senior in the Maintenance Department at Airway Heights Corrections Center. She reports to Richard C. Moore, Facilities Manager at Airway Heights. Mr. Moore is a third level supervisor who reports to the Center Superintendent.

Her job duties are listed in the PRR (Exhibit B-2) as follows:

25% Major Duty:

Program and manage the electronic data base Micro Main (MM) for the work order system...I determine how and when to run reports for managers and to identify efficiencies within the department and compliance with time frames for completion of work. Program all buildings, equipment, assets, staff, staff pay, contractor information, parts, supplies, and pictures of assets into the database. Program work orders and preventative maintenance completed by up to 26 shop supervisors into MM as well as over 50 annual and semi-annual regulatory issues tracking labor hours, material costs and resolutions. Track all maintenance overtime in MM. I determine which components of our administrative policies apply to programing and dissemination of MM.

25% Serve as liaison between supervisor and other staff members; transmits assignments and requests status information. Resolves problems and responds to inquiries, questions and correspondence on departmental matters; interpret rules, policies and procedures; relays messages and institutions to staff members regarding the work unit operations; interpret or explain supervisor's policies or viewpoints; initiates action to ensure work unit goals are met. Communicates electronically via LAN and statewide email; answers telephone calls and requests in person from the general public and institutional personnel. Coordinates arrangements of meetings and appointments for the Facility Manager with other administrative staff, agencies, and departments, vendors, and contractors; prepares meeting notices and agenda; takes notes and transcribes minutes...provides information and reports conclusions to pertinent staff. Serves as liaison between supervisor and vendor/contractors performing in-house projects, small works projects, and capital projects. Attend meetings with contractors/vendors/staff for the facility manager when he is not available and/or when he asks me to attend for the purpose of ensuring concerns with projects are addressed timely.

15% Performs complex and confidential secretarial and administrative duties for the Facility Manager. Prepare and compile reports, evaluations, investigations, audits, correspondence, and research materials of both routine and of a confidential and sensitive nature. Assists with projects. Proofreads, edits and revises materials...Use independent judgment to accomplish assignments or solve problems. Plans and prioritizes work to meet internal and external deadlines. Make appropriate travel arrangements for transportation and accommodations for out of town meetings, conferences and training sessions.

Compile and submit all training/travel requests; maintains records of itineraries; compiles final travel expense report; submit travel vouchers for reimbursement.

15% Administrative Support:

Keep Facility Manager informed of significant and important items...Formulate and review offices practices, expectations and procedures for internal use...Develop/write, review and revise operation memorandums. Screen, sort, prioritize and distribute incoming and outgoing mail; maintains records of incoming and outgoing correspondence; documents and follows up on work in progress.

I participate as a member of interview panels as requested...Request keys and key pad access codes as needed...Attend and participate in training and project work as necessary. May be assigned an emergency post in the event of implementation of the Emergency Response Plan.

10% Staff Accountability and Timekeeper:

This position serves as the Point of Contact for the Maintenance Department. Comply with policy and operational memorandums tracking up to 28 staff on and off side each day and vendors...Act as timekeeper for Facility Manager's chain of command. Serves as a contact for payroll and attendance issues. Coordinate and complete the preparation of attendance reports, leave and overtime reports for payment...Keep supervisor informed on current policy/issues related to attendance.

5% Program Manager for the Sustainability Data Management Reporting Program.

5% Process vendors and contractors for NCIC clearance. Process license plate inquiries as requested.

Ms. Hansen disagrees with Ms. Stewart's determination that her position is correctly allocated as a Secretary Senior. She believes her position should be allocated to the Administrative Assistant 3 classification.

### **Supervisor's Comments**

Mr. Moore agreed that the information in Ms. Hansen's Position Review Request is accurate and complete. He indicated that he exercises little supervision over Ms. Hansen, as she is responsible for devising her own work methods. Ms. Hansen is authorized, without prior approval, to program, maintain and provide training for MicroMain; gather and report information for the Sustainability Program; conduct criminal history checks; schedule meetings for Facility Manager, HQ Project Manager, consultants and contractors; dispatch appropriate maintenance staff when responding to emergencies. (Exhibit B-2)

Mr. Moore's supervisor, Maggie Miller-Stout, Airway Heights Superintendent, noted on Ms. Hansen's Position Review Request that she believes "...Administrative Assistant 2 is appropriate." (Exhibit B-2)

### **Summary of Employee's Perspective**

Ms. Hansen describes the purpose of her position as follows:

This position provides executive administrative support functions, office managerial services and confidential secretarial support to the Facility Manager. Responsibilities include staff accountability, report preparation and research...and managing the electronic work order program access database. Serves as a liaison between supervisor and staff for in-house projects, capital and small works projects, transmits assignments and request status information. Assists with complex and highly confidential issues, projects, programs, and personnel matters.

She believes that her responsibilities as Administrator for MicroMain database and first point of contact to the maintenance department are examples of duties best described by the Administrative Assistant 3 classification. (Exhibit B-2)

In her request for a review by OFM State HR, Ms. Hansen asked that the reviewer "...take into consideration that in my absence or the absence of my position my duties fall up to the Electronic Technicians, the two Plant Manager 3's and in some cases the Facility Manager." (Exhibit A-1)

Ms. Hansen submitted Position Descriptions for various Administrative Assistant 2 and 3 positions at Airway Heights to demonstrate that the level of work she is performs is at the Administrative Assistant level. During the review conference she expressed concern that DOC saw her duties to be equivalent to the person who provided staff support for the Plant Maintenance Department at Clallam Bay Corrections Center who, she believes, does not have the same level of responsibility. (Exhibit B-13)

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

Ms. Stewart relied on the language in the AA1 classification which states that individuals whose secretarial duties exceed more than 25% of their total work cannot be assigned to either the AA2 or AA3. She determined that Ms. Hansen's position is properly allocated to the Secretary Senior classification.

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

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by 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 a classification.

### **Comparison of Duties to Secretary Senior**

The Class Series Concept for the Secretary Series states:

In support of a supervisor and/or staff members, provides secretarial services and assistance for the purpose of facilitating the supervisor's and/or staff members' own work and relieving the supervisor and/or staff members of day-to-day clerical detail. Applies knowledge of supervisor's and/or staff members' work commitments including status of projects and nature of contacts. Secretarial duties include making travel arrangements, scheduling meetings, taking notes and transcribing minutes, screening calls and visitors, keeping supervisor's and/or staff members calendar(s) and committing supervisor's and/or staff members' time.

The definition for this classification states:

Perform complex secretarial duties such as independently planning, organizing and prioritizing work, monitoring and evaluating budget(s) status and initiating corrections, developing travel itineraries, compiling reports, studies, and/or applications, developing, modifying, and/or maintaining data base management, office record keeping, or filing system(s), establishing office procedures, standards, priorities, and deadlines, and coordinating office operations. Positions initiate action to ensure work unit and/or office goals are met and have frequent contacts with clients, the public, staff members from other departments, students, and faculty.

Assignments and projects are of a complex nature. Independent performance of complex secretarial assignments requires substantive knowledge of a variety of regulations, rules, policies, procedures, processes, materials, or equipment. Problems are resolved by choosing from established procedures and/or devising work methods. Guidance is available for new or unusual situations. Deviation from established parameters requires approval. Work is periodically reviewed to verify compliance with established policies and procedures.

Ms. Hansen performs some secretarial duties, including scheduling meetings for her supervisor and other department managers. However, this classification does not recognize her administrative support responsibilities.

### **Comparison of Duties to Administrative Assistants**

The Administrative Assistant 1 classification states:

The 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.

Ms. Hanson reports to a line manager. She performs technical work as administrator for the MiniMain program and prioritizes workload for maintenance staff. The only other administrator for this program is her supervisor. In her absence, her work with the database is performed by higher level technical positions and/or department managers.

### **Comparison of Duties to Administrative Assistant 3**

The Definition of AA3 states:

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

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

Ms. Hansen reports to a third-level supervisor, but she has not been delegated responsibility for a major program, nor are her administrative duties at the level required for this classification.

### **Comparison of Duties to Administrative Assistant 2**

The Definition of AA2 states:

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 subordinates and a formal reporting alignment identifying the position as the principal administrative assistant to the superior who is at the first professional supervisory level or above.

Ms. Hansen provides administrative and staff support services for Mr. Moore and other managers and she is the only administrative assistant in the Facilities Department at Airway Heights. In her absence, her work with the database is performed by higher level technical positions and/or department managers.

### **Rationale for Determination**

Ms. Stewart draws upon Karen Hoschar v. DOC (ALLO-08-053) in making her determination. Karen Hoschar served as the only support staff for the Plant Maintenance Department at Clallum Bay Corrections Center. Ms. Hoschar's duties, as listed in the Director's Review, are very similar to Ms. Hansen's duties. The reviewer in Hoschar compared Ms. Hoschar's duties to the Secretary Senior and AA3 classifications and determined that while Ms. Hoschar did provide

some level of administrative support, they did not rise to the AA3 level and her duties were best described by the Secretary Senior classification. There was no comparison of Ms. Hoschar's duties to the AA2 classification.

I believe that a comparison of Ms. Hoschar's duties as delineated in the Director's decision with Ms. Hanson's duties listed above shows that Ms. Hanson is performing duties above the Secretary Senior level.

In *Byrnes v. Dept's of Personnel and Corrections*, PRB No. R-ALLO-06-005 (2006), the Board held that "... a comparison of one position to another similar position may be useful in gaining a better understanding of the duties performed by and the level of responsibility assigned to an incumbent..."

There are two more recent Director's Reviews which provide guidance for determining the appropriate allocation for Ms. Hansen: *Anne Butcher v. DOC* (ALLO-10-010) and *Gary Dale v. DSHS* (ALLO-10-028). In both cases, Ms. Butcher and Mr. Dale were requesting reallocation to AA3. Ms. Butcher's position had been allocated to AA2; Mr. Dale's position was classified as Secretary Senior.

Ms. Butcher worked in the Health Services Unit at Washington State Penitentiary providing administrative and staff support services. Mr. Dale worked in the Maintenance Department at the Rainier School performing duties nearly identical to Ms. Hansen's.

In both of these cases the investigators found that, while both employees performed some duties best described as secretarial, the majority of their time was spent providing administrative support. In both cases the positions were determined to warrant allocation to AA2.

I also reviewed the position description for AA2s at Airway Heights as examples of work performed by AA2s. I found that the work performed by Ms. Hansen is comparable to the work described in the PD for the AA in Religious Programming (Exhibit A-10) and the PD for the AA to the Associate Superintendent of Programs. (Exhibit A-11)

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).

Based upon my review of these cases and my comparison of Ms. Hanson's duties to the classification specifications above, I conclude that the AA2 classification best describes the duties and level of responsibility assigned to Ms. Hanson. Her position should be allocated to Administrative Assistant 2.

### **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.

List of Exhibits

A. Tina Hansen Exhibits

1. My request for a Director's review, dated May 7, 2015, received by HR April 9, 2015.
2. Allocation determination letter, dated March 11, 2015
3. Explanation of Exhibits
4. Position Description (page 2 only) showing 15% of job duties are complex and confidential secretarial and administrative duties from reallocation paperwork, dated December 2, 2014
5. Position Description for 2 Administrative Assistant 3's at Airway Heights Corrections Center, dated September 1, 2000 and October 16, 2008 respectively
6. Position Description for Administrative Assistant 3 in the Law Library at Airway Heights Corrections Center, dated July 9, 2007
7. Sample of Offender Attendance Roster for one day in the Law Library, dated November 21, 2013
8. Sample of seating chart for 3 days or 11 sessions in the Law Library at Airway Heights Corrections Center
9. Sample of the Callout for the Contract Attorney at Airway Heights Corrections Center, dated November 19, 2013
10. Position Description for the Administrative Assistant in Religious Programming at Airway Heights Corrections Center, dated June 3, 2012
11. Position Description for the Administrative Assistant 2 to the Associate Superintendent of Programs at Airway Heights Corrections, dated March 19, 2014
12. Position Description for the Facility Manager at Airway Heights Corrections Center, dated February 2, 2012
13. Micro Main tutorial showing administrative process for assigning assets
14. Examples of information only myself and the Facility Manager can input as we are the only two staff approved for Administrator Rights in Micro Main
15. 2009-2019 Ten Year Capital Plan Project Request Form and Concept Papers
16. Position Description for the Administrative Assistant 2 to the Associate Superintendent of Programs at Airway Heights Corrections Center, March 19, 2004
17. Emails defining Space Utilization Manager, dated April 15, 2015 and April 17, 2015
18. Examples of 3 Airway Heights Corrections Center Maintenance department work orders
19. Example of 2 Micro Main Reports for maintenance on Medical Building, dated January 1 – through February 22, 2015
20. Organizational Chart for Maintenance at Airway Heights Corrections, April 1, 2015

B. DOC Exhibits

1. Allocation determination letter, dated March 11, 2015
2. Position Review Request, received by the Agency on December 24, 2014
3. Current Position Description on file, signed by the incumbent and supervisor on April 1, 2011
4. Supervisor's Position Description Description, received by the Agency on February 26, 2013
5. Organizational Chart for Maintenance at Airway Heights Corrections Center, datae January 24, 2014
6. Secretary Class Specification
7. Secretary Senior Classification
8. Administrative Assistant 1 Class Specification
9. Administrative Assistant 2 Class Specification
10. Administrative Assistant 3 Class Specification
11. Email and Notes related to Work Review teleconference held on March 5, 2015
12. Samples of Work Orders from Micro Main, provided by employee with Position Review Request, received by the Agency on December 24, 2015
13. Director's Review Decision re: Karen Hoschar v. Department of Corrections, Allocation Request No. ALL0-08-053

C. Class Specifications

1. Secretary Class Specification
2. Secretary Senior Classification
3. Administrative Assistant 1 Class Specification
4. Administrative Assistant 2 Class Specification
5. Administrative Assistant 3 Class Specification