



**STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT**

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
P.O. Box 40911 · Olympia, WA 98504-0911 · (360) 407-4101 · FAX (360) 586-4694

July 13, 2016

TO: Kristie Wilson
Acting State HR Rules and Policy Manager

FROM: Kris Brophy
Director's Review Specialist

SUBJECT: Cindee Thomas v. Department of Social and Health Services (DSHS)
Allocation Review Request ALLO-16-009

Director's Determination

This position review was based on a review of the work performed for the six-month period prior to August 7, 2015, the date DSHS Human Resources (DSHS HR) received Ms. Thomas' request for a position review. As the Director's Review Specialist, I conducted a review of the written documentation in the file and exhibits provided by both parties. Based on my review and analysis of Ms. Thomas' assigned duties and responsibilities, I conclude her position is properly allocated to the Human Resource Consultant 1 (HRC 1) classification.

Background

On August 7, 2015, DSHS HR received Ms. Thomas' Position Review Request (PRR) form asking that her position be reallocated to the Human Resource Consultant 2 (HRC 2) class. (Exhibit B-2)

On January 13, 2016, DSHS HR notified Ms. Thomas that her position was properly allocated to the HRC 1 class. (Exhibit B-1)

On February 12, 2016, Office of Financial Management, State Human Resources (OFM State HR) received Ms. Thomas' request for a Director's review of DSHS's allocation determination. (Exhibit A-1)

This matter was originally scheduled for a Director's review conference on June 28, 2016, however, Ms. Thomas requested that the review be conducted based on a review of the written record.

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

Ms. Thomas works for the Eastern State Hospital (ESH) Human Resources Office located within the Region 1 DSHS Human Resources Division (HRD). Her position reports to Julie Allen, Human Resource Manager, who in turn reports to Margaret Maddox, Office Chief, Operations Services, HRD.

Position Purpose

In the Position Review Request (PRR) form submitted for reallocation (exhibit B-2), Ms. Thomas states that the purpose of her position is to:

...independently provide professional level human resource services and consultation to appointing authorities, managers, supervisors and employees on a wide variety of sensitive, complex and critical human resource issues. Process all personnel/payroll actions for the hospital. Consult with management/supervisors regarding Position Description Forms and Position Action Requests.

Duties and Responsibilities

Ms. Thomas describes her duties in the PRR as follows:

70% Duties:

Provide customer focused human resource consultation on various human resource topics to management, supervisors, employees and customers at Eastern State Hospital. To elaborate, provide professional level human resource consultation and advice to managers, supervisors, appointing authorities and employees regarding hiring process, periodic increment dates, salary computation, reallocation requests and other appointment procedures/H.R. related issues.

Make independent decisions regarding human resource/payroll actions in accordance with governing Washington Administrative Codes (WACs), agency policy and collective bargaining agreements (CBAs). Provide counseling or consultation to management and employees regarding a wide variety of human resource issues including benefits, career progression, etc.

Effectively interpret human resource related WACs, DSHS practices, policies, procedures, CBAs, insurance eligibility, etc. To elaborate, provide advice and guidance on requirements of HR related DSHS Administrative Policies, Procedures and Guidelines, Collective Bargaining Agreements and Washington Administrative Code.

As a designated HRMS processor for ESH, utilize the HRMS system to process employee actions. To elaborate, process all personnel/payroll actions for new hires, promotions, demotions, transfers, reallocations, non-perm appointments, etc., including but not limited to creating personnel actions in the Human Resource Management System (HRMS), determining salary range and step, establishing appointment dates, seniority dates, unbroken service dates, anniversary dates and calculating prior service credit in accordance with the WACs, DSHS Administrative Policies and CBAs. Check and review HRMS for accuracy of actions input by the other office HRMS processor and correct such actions as needed. Draft appointment letters for appointing authority's signature. Make independent decisions regarding personnel/payroll actions.

Research, analyze and prepare statistical/narrative reports. As assigned by HR Manager, draft various types of correspondence.

Review position description forms providing guidance to managers when appropriate. Process position action requests. To elaborate, consult with management/supervisors regarding PDFs and language for in-training plans, status changes, etc. Process and review requests to allocate positions including requests for updates, establishments and reallocations, submit to HRD Classification and Compensation Unit for approval.

Trouble-shoot and assess personnel/payroll issues that occur, bringing unusual situations or problems to the attention of the HRC 3 or HRM. Support the HR Manager in assessing appropriate courses of action as issues arise; perform research and analyses in a collaborative approach in the decision making process.

Administer the hospital WFSE Bid System. Provide consultation to administration/management on hiring processes including coordination of the WFSE Bid System and related rules. Maintain records of postings, employee denials, acceptances; etc. Consult/answer questions regarding the SEIU 1199 NW Article 30.2 Internal Transfer Process.

25% **Duties:**

Provide information to management and staff regarding job classifications, salaries, seniority and/or anniversary dates, periodic increment dates, probationary periods, accrual and/or use of vacation leave, sick leave, personal holiday, personal leave day, shared leave, military leave, educational leave and ensure proper procedures and processes are followed. Investigate and respond to concerns from management and employees regarding employment within DSHS.

Explain and assist staff with completing forms for changes to medical/dental insurance, long term disability insurance, retirement,

direct deposit, W-4s, schedule changes, deferred compensation, etc. Submit forms to payroll for processing. On-board new employees by providing presentations for New Employee Orientations, to include benefit plan provision/option training and on various human resource related topics. Ensure all necessary paperwork is completed.

Ensure background checks are completed on covered positions and submit for processing. Notify management of results.

Respond to requests for employment status from financial institutions and long term disability claims for standard insurance.

Create and maintain personnel files through the MODIS system, taking necessary actions to keep information current and confidential in compliance with personnel rules, WACs, agency policies and the CBAs. Maintain other employment files, including but not limited to Medical/Affirmative Action Files.

Back up other H.R. representatives as needed.

5% Other duties as assigned.

Supervisor's Comments

Ms. Allen did not complete the Supervisor Review section of the PRR, but did provide the following comments in exhibit B-5 regarding Ms. Thomas' statements in the Position Purpose section of the PRR:

- Consultation/Consult: I think this verbiage should be more in line with "guidance or advise" within established policies and practices. The conversations this position typically fields are more informative of current policies and practices rather than problem solving discussions and consideration of possible options for resolution.
- This position does work independently, however it is under the direction of the HRM and the oversight/review of the HRC2 and HRC3 leads.
- Cindee has been with DSHS and HRD for many years. She is often a source of historical information and insight regarding the current processes in place.
- This position typically works with the Classification and Compensation Unit on general PDF updates and basic supervisory or cost coding PAR changes. Organizational restructure consultations and more complex PDF establishments and reviews are done by the higher-level positions.
- The purpose of this position is to provide customer service, advice and guidance to the ESH managers and employees on a wide variety of general HR topic issues. These processes include: hiring, onboarding, pay practices, benefits/insurances, position changes/appointments, performance evaluations and employment separations. This position

processes these employment changes through the HRMS system and ensures appropriate documentation is retained and filed appropriately.

In exhibit B-5, Ms. Allen provided additional comments regarding Ms. Thomas' description of duties in the PRR. Ms. Allen's comments are provided below in italics:

70% Provide customer focused human resource consultation on various human resource topics to management, supervisors, employees and customers at Eastern State Hospital. To elaborate, provide professional level human resource consultation and advice to managers, supervisors, appointing authorities and employees regarding hiring process, periodic increment dates, salary computation, shared leave, recruitment, reasonable accommodation, performance evaluation requirements, reallocation requests and other appointment procedures/HR related issues.

- *This position provides customer service, advice and guidance on a wide variety of general HR topic issues. It typically provides general information and explanations of HR topics. Directs more complex employee questions and issues to another appropriate staff member on the issues of shared leave, recruitment, reasonable accommodation, performance evaluations, reallocation requests, position appointment staffing options, etc.*

Make independent decisions regarding human resource/payroll actions in accordance with governing Washington Administrative Codes (WAC's), agency policy and collective bargaining agreements (CBA's). Provide counseling or consultation to management and employees regarding a wide variety of human resource issues including benefits, career progression; etc.

- *Makes decisions within established guidelines and practices.*
- *Again, general information regarding benefits and career progression for example, qualification differences between MHTJ, MHT2, MHT3, MHT5 and PSA job classes.*

Effectively interpret human resource related WAC's, DSHS practices, policies, procedures, CBA's, insurance eligibility, etc. To elaborate, provide advice and guidance on requirements of H.R. related DSHS Administrative Policies, Procedures and Guidelines, Collective Bargaining Agreements and Washington Administrative Code.

- *Again, general information regarding topics based on established practices and processes.*

As a designated HRMS processor for ESH, utilize the HRMS system to process employee actions. To elaborate, process all personnel/payroll actions for new hires, promotions, demotions, transfers, reallocations, non-perm appointments, etc., including but not limited to creating personnel actions in the Human Resource Management System (HRMS), determining salary range and step, establishing appointment dates, seniority dates, unbroken service dates, anniversary dates and calculating prior service credit in accordance with the WAC's, DSHS Administrative Policies and CBA's. Check and review HRMS for accuracy of actions input by the other office HRMS processor and

correct such actions as needed. Draft appointment letters for appointment authority's signature. Make independent decisions regarding personnel/payroll actions.

- *This section is basically correct. Appointment letters are written based on an approved template. Independent decisions are made within established parameters.*

Research, analyze and prepare statistical narrative reports. As assigned by R.R. Manager, draft various types of correspondence.

- *This position does the "report" function very rarely. There is one hiring report it completes monthly per the request of OFM gathering the number of hires by category by month.*
- *This position does do prepare a majority of the appointment and employment status letters based on prepared templates. I don't recall a time where I've requested this position creatively draft any correspondence for me beyond the normal employment templates.*

Review position description forms providing guidance to managers when appropriate. Process position action requests. To elaborate, consult with management/supervisors regarding PDF's and language for in-training plans, status changes, etc. Process and review requests to allocate positions including requests for updates, establishments and reallocations, submit to HRD Classification and Compensation Unit for approval.

- *This position typically works with the Classification and Compensation Unit on general PDF updates and basic supervisory or cost coding PAR changes. Organizational restructure consultations, more complex PDF establishments, in-training plans and complex PDF reviews are done by the higher level positions.*
- *This position is often asked to process and is responsible for tracking PDF submissions to the CCU and following-up on results as appropriate.*

Trouble-shoot and assess personnel/payroll issues that occur, bringing unusual situations or problems to the attention of the HRC3 or HRM. Support the HR Manager in assessing appropriate courses of action as issues arise; perform research and analyses in a collaborative approach in the decision making process.

- *I agree in general with this. Cindee is a great resource of historical ESH and HRD knowledge and practices. This isn't done for a large percentage of time, however it is very valuable and needs to be done consistently and conscientiously in order to catch issues while they are still small and more easy to resolve.*

Administer the hospital WFSE Bid System. Provide consultation to administration/management on hiring processes including coordination of the WFSE Bid System and related rules. Maintain records of postings, employee denials, acceptances, etc. Consult/answer questions regarding the SETIJ 1199 NW Article 30.2 Internal Transfer Process.

- *I agree in general with this.*

- 25% Provide information to management and staff regarding job classifications, salaries, seniority and/or anniversary dates, periodic increment dates, probationary periods, accrual and/or use of vacation leave, sick leave, personal holiday, personal leave day, shared leave, military leave, educational leave and ensure proper procedures and processes are followed. Investigate and respond to concerns from management and employees regarding employment within DSHS.
- *Yes, provides general information on HR topics and processes.*
 - *I think "research" is a more accurate word than investigate. Typical research includes looking into HRMS entries, checking bid process records, finding filed documentation, etc.*

Explain and assist staff with completing forms for changes to medical/dental insurance, long term disability insurance, retirement, direct deposit, W-4s, schedule changes, deferred compensation, etc. Submit forms to payroll for processing. On-board new employees by providing presentations for New Employee Orientations, to include benefit plan provisions/option training and on various human resource related topics. Ensure all necessary paperwork is completed.

- *I agree with this.*

Ensure background checks are completed on covered positions and submit for processing. Notify management of results.

- *I agree with this.*

Respond to requests for employment status from financial institutions and long term disability claims for standard insurance.

- *I agree with this.*

Create and maintain personnel files through the MODIS system, taking necessary action to keep information current and confidential with personnel rules, WAC's, agency policies and the CBA's. Maintain other employment file, including but not limited to Medical/Affirmative Action Files.

- *I suggest the wording "Prepare and submit personnel documents to the MODIS process" would be more accurate. Otherwise, I agree document preparation and retention is a part of this position's responsibilities.*

Backup other HR representatives as needed.

- *This applies mainly to front-line customer service issues and functions that are shared between this position and the HRC2 lead position.*

5% Other duties as assigned.

- *I agree with this.*

Summary of Ms. Thomas' Perspective

The argument presented by Ms. Thomas is summarized as follows:

- She works under general direction and independently performs experienced professional level human resource services support for ESH management and staff. She consults with and provides advice to management on a full spectrum of human resources topics and provides alternative solutions as needed. She researches and investigates various rules, policies and procedures.
- She exercises discretion and independent judgment to deal with and resolve complex issues or problems. She also works with management on researching statistical data and gathering information for reports.
- Her work products and decisions are reviewed after completion to assure that the final results are effective and within the rules.
- She works with a wide variety of customers and must know, understand and interpret a wide variety of rules, regulations, policies and procedures related to employee movement and classification and recruitment issues. Much of her work goes beyond the realm of working within established practices and processes.
- In total, her duties and responsibilities go beyond first-level professional duties as described at the HRC1 level and are better described by the HRC 2 class.

Summary of DSHS's Perspective

The argument presented by DSHS is summarized as follows:

- She serves as a first point of contact for management and staff regarding a variety of human resource issues; however the work she performs is generally reoccurring and of limited scope. This includes providing general information and resolving routine issues regarding the hiring process, pay practices, position changes/appointments, performance evaluations, service dates, leave issues and employment separations.
- She provides basic customer service and advice/guidance, but refers the more complex issues to either the Human Resource Consultant 3 or the Human Resource Manager.
- She works independently and makes basic decisions guided by established standards. Her position duties do not include the complexity and level of independent judgment required at the Human Resource Consultant 2 level. Her level of independence and type of consultation she provides fits more appropriately falls within the HRC 1 level.
- In total, her duties are best described by the HRC 1 class.

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 Human Resource Consultant series

The Class Series Concept for this series states:

Human resource professionals are involved in assignments that frequently crossover or merge traditional functions and specialties. Many are leading, facilitating, or coaching others regarding a wide range of organizational, leadership and human resource issues. It is anticipated that the current trend will continue, resulting in human resource personnel continuing to assume greater responsibility in addressing organizational issues.

The Human Resource Consultant is a professional series with a Human Resource Consultant Assistant 1 and 2 as the paraprofessional levels. Positions in this series may require specialization in one or a limited number of human resource areas or may be assigned a wide variety of responsibilities.

Examples of professional responsibilities typically assigned include, but are not limited to: classification, compensation, recruitment, selection, affirmative action, diversity, staff and leadership development and training, career counseling, employee recognition and motivation, advising management on corrective and disciplinary actions, representing an organization in appeals or grievances, conducting labor negotiations, mediation or arbitration, organizational analysis or development, interpretation and application of laws, rules, policies and procedures and other personnel services. Positions may also be assigned workplace safety or security issues, loss control analysis or prevention, program or policy development, quality consultation or other functions relating to human resource management in an organization.

Examples of paraprofessional or technical responsibilities typically assigned include, but are not limited to: interpreting rules and policies to direct payroll actions, explaining human resource policies, procedures and programs to employees, managers, the public and others; providing technical assistance to support the professional responsibilities listed above; providing guidance to others in registering or applying for human resource programs, completing requests for personnel actions, benefits, etc.; providing training or orientation in area of responsibility; maintaining confidential records and generating reports.

This class series concept states that incumbents in the HRC 1 and HRC 2 classifications serve as human resource professionals. Positions may serve in a specialty area or crossover or merge traditional functions with a specialty area. Ms. Thomas' position falls within the scope of work performed by incumbents in this series.

Comparison of Duties to Human Resource Consultant 2 (HRC 2)

The Definition for this class states:

Independently performs professional level human resource assignments in one or more areas of the human resource function such as classification, compensation, benefits, recruitment and selection, affirmative action and equal employment opportunity, reasonable accommodation, training, organizational development, and/or labor relations. Consults with and provides assistance to managers, staff and the public regarding human resource issues.

The Distinguishing Characteristics for this class states:

Experienced professional level. Under general direction, independently provides professional human resource services. Works under general guidance of a higher level human resource professional or manager. Supervisor typically reviews outcomes and provides advice or direction as needed. Work performed is complex, but impact of decisions is generally limited. Assignments normally involve making decisions and judgments within established precedents.

The OFM – State HR, *Glossary of Classification Terms* defines “general direction” as:

(3) General direction

- Employee independently performs all assignments using knowledge of established policies and work objectives.
- Employee plans and organizes the work and assists in determining priorities and deadlines. May deviate from standard work methods, guidelines or procedures in order to meet work objectives.
- Employee exercises independent decision-making authority and discretion to decide which work methods to use, tasks to perform and procedures to follow to meet work objectives.
- Completed work is reviewed for effectiveness in producing expected results.

The overall scope of Ms. Thomas' position duties do not fully reach the requirements of the definition and distinguishing characteristics of this class.

I concur with DSHS's assessment that Ms. Thomas serves as a first point of contact for management and staff regarding a variety of human resource issues and that the majority of her work is generally routine in nature and more limited in scope and overall level of complexity. For example, Ms. Thomas provides general information and explanations of HR topics and resolves routine issues regarding the hiring process, pay practices, position changes or appointments, performance evaluations, service dates, leave issues and employment separations.

Further, Ms. Thomas provides a variety of customer service and advice or guidance regarding appropriate policies, practices and employment processing procedures, but according to her supervisor, she generally refers more complex issues to either the unit's Human Resource Consultant 3 or the Human Resource Manager. This includes directing more complex employee questions and issues to another appropriate staff member on the issues of shared leave, recruitment, reasonable accommodation, performance evaluations, reallocation requests and position appointment staffing options.

For example, her supervisor indicates in her comments that Ms. Thomas, "typically works with the Classification and Compensation Unit on general PDF updates and basic supervisory or cost coding PAR changes. Organizational restructure consultations, more complex PDF establishments, in-training plans and complex PDF reviews are done by the higher level positions. [Ms. Thomas] is often asked to process and is responsible for tracking PDF submissions to the CCU and following-up on results as appropriate." (Exhibit B-5)

Ms. Allen indicates that Ms. Thomas performs generally recurring assignments following established guidelines and procedures and that she must seek approval to deviate from normal policies, procedures and work methods. However, Ms. Thomas' work is not regularly reviewed to verify compliance with policies and procedures. This level of supervision reaches to the level of general direction as found at the HRC2 level. In addition, at times Ms. Thomas may be asked to analyze, interpret, gather and apply HR data from multiple sources for managerial assignments. This involves performing skilled, non-routine research on employee data, which is more complex in nature and generally goes beyond a routine, professional HR duty.

However, while Ms. Thomas works independently and a portion of her work at times may be considered more complex, the overall majority of her work is routine and recurring in nature and best described at the HRC 1 level. This includes performing such work as processing employment changes through the HRMS system and ensuring appropriate documentation is retained and filed appropriately. As a designated HRMS processor for ESH, Ms. Thomas uses the HRMS system to accurately process employee actions.

For each of these reasons, Ms. Thomas' position should not be allocated to the HRC 2 class.

Comparison of Duties to Human Resource Consultant 1 (HRC 1)

The Definition for this class states:

Performs first-level professional human resource assignments in one or more areas of the human resource function such as classification, compensation, benefits, recruitment and selection, affirmative action and equal employment opportunity, reasonable accommodation, training, organizational development, and/or labor relations.

The Distinguishing Characteristics for this class state:

Under general supervision, performs first-level professional human resource assignments. Works under the regular guidance of a higher level human resource professional or manager. Supervisor typically reviews work in progress as well as outcomes and assists with work prioritization. Positions work independently in making decisions regarding work processes or methods which will be used. Assignments are typically reoccurring, of limited scope, and/or involve a portion of a project. Assignments require analysis of a variety of policies and rules and development of strategies to resolve problems consistent with established standards

On a best fit basis, the scope and level of responsibility of Ms. Thomas' position more closely aligns with the definition and distinguishing characteristics of this class.

The scope of Ms. Thomas' consultation work involves providing advice and consultation on following the proper ESH HR policies and procedures. The level of this work is consistent with the requirements of this class of conducting analysis and problem solving to identify issues, assess problems, anticipate consequences and develop options to resolve generally recurring or routine issues.

For example, Ms. Thomas assists managers in processing PDF's for employees. Ms. Thomas reviews forms and provides guidance to managers when appropriate. She reviews and processes position allocation requests including requests for updates and establishments and reallocations. She also administers the hospital WFSE Bid System. She consults with management staff on hiring processes including coordination of the WFSE Bid System and related rules. She responds to questions regarding the SEIU 1199 NW Article 30.2 Internal Transfer Process. The scope of this work involves providing information to management and staff and explaining appropriate policies and procedures which is representative of professional level HR work performed by incumbents in the HRC 1 class.

This work also involves informing managers and staff about the allocation process and consulting with HRD regarding included content. Ms. Thomas may go over the position description or assist new managers with the content. The assistance she provides is at the beginning professional level and fits within the HRC 1 classification.

As a whole, the generally recurring nature of her work more accurately aligns with the level of work stated in the HRC1 distinguishing characteristics. In addition, as described in the HRC1 distinguishing characteristics, her duties and responsibilities require her to analyze and develop strategies to resolve problems consistent with rules, policies and procedures.

Further, although the examples of work described in the Typical Work statements do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following statements indicate the of the level of work assigned to the HRC 1 class specification and are representative of the level of work performed by Ms. Thomas in her position:

Responds to inquiries from employees, managers and members of the public; assesses client needs, identifies and evaluates options and recommends courses of action;

Provides benefits information to employees and retirees; enrolls employees in retirement and insurance programs;

Composes correspondence; maintains records and statistics; analyzes and compiles data and information for reports; prepares narrative or statistical reports;

Receives, reviews, responds to and/or assists in resolving complaints, appeals and/or requests for review;

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. *Dudley v. Dept. of Labor and Industries*, PRB Case No. R-ALLO-07-007 (2007).

In this case, the majority and focus of her work and level of responsibility more fully align with the work described by the HRC 1 classification. Ms. Thomas' position should remain allocated to that class.

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.

c: Cindee Thomas
Dorothy Hibbard, DSHS

Enclosure: List of Exhibits

CINDEE THOMAS v DSHS

ALLO-16-009

LIST OF EXHIBITS

A. Cindee Thomas Exhibits

1. Request for Director's Review
2. Letter from Eastern State Hospital (ESH) Chief Operating Officer, Shirley Maike
3. Letter from ESH Registered Nurse Manager, Robert Alberti
4. Letter from ESH Acting Director of Social Work, Mary Reidy
5. Letter from ESH Human Resource Consultant 3, Jane O'Dowd
6. Letter from ESH Director of Pharmacy, Joe Petrin
7. Letter from ESH EHR Program Site Coordinator/Director of Social Work – Mark Kreilkamp
8. Letter from ESH Director of Medical Records, Debra Rauter-Tuerke
9. Letter from ESH Director of Rehabilitation/ Therapies, Patricia Irvin
10. Letter from ESH Human Resource Manager, Gayle Fox
11. Correspondence to Debbie Rauter-Tuerke, ESH Director of Medical Records in regard to problem-solving upcoming staffing concerns
12. Correspondence in relation to meeting with above manager in regard to discussing some alternatives for additional staffing concerns in the future
13. E-mail to Mark Kettner, Chief Administrative Officer, in regard to staffing/classification options for Dan Rockstrom's IT Department at ESH
14. E-mail from Julie Allan, ESH Human Resource Manager, in relation to correspondence she asked me to compose regarding clarification of WFSE Postings
15. E-Mail from Denis Desmarais, ESH Human Resource Manager, in relation to a response I composed per his request regarding the classification of Psychiatrist 4 which I forwarded to Classification and Compensation

16. E-mail to Julie Allan, ESH Human Resource Manager, per her request in regard to my efforts in collaborating with the ESH IT Department - confirming discussions/trouble-shooting various solutions I've initiated in relation to a staffing issue
17. E-mail to Julie Allan, ESH Human Resource Manager, in regard to my efforts to assist our IT Department head with possible placement of an IT Technician
18. E-mail to Randy Withrow, Region 1 Human Resource Administrator in regard to a response I composed, assigned by ESH Human Resource Manager Denis Desmarais in relation to a request for information on the classification of Psychiatric Social Workers
19. E-mail to Mary Reidy, ESH Acting Director of Social Work, regarding a re-cap of my recommendations from a problem-solving consultation about staffing issues/movement
20. E-mail to Samantha Simmons, DSHS/HRD, in regard to working on a non-perm conversion within our medical records department
21. E-mail to Jane Schollmeyer, ESH Director of Rehabilitation Treatment Mall in regard to confirmation of a discussion we had in an effort to trouble-shoot a staffing issue
22. E-mail to Shirley Maike, ESH Chief Operating Officer, in regard to her request as part of an assignment from a statewide LEAN recruitment project along with ESH Executive Committee Meeting Minutes which documented the number of ESH professional-level recruitment activity I completed during that period of time
23. E-mail to Region 1 Labor Relations Representative, Tony Ventresco, in relation to a union request as assigned by Julie Allan, ESH Human Resource Manager
24. E-mail to Randy Withrow, Region 1 Human Resource Administrator from Julie Allan, ESH Human Resource Manager, with the response I composed in regard to bid tracking – ultimately requested by Margaret Maddox, Operations Chief
25. E-mail to Classification and Compensation I composed and sent in regard to the establishment of an Investigator 2 position and concerns regarding the LRO determination due to the nature of the duties I observed. This was a request by Julie Allan, ESH Human Resource Administrator

26. E-mail from Mark Kettner, ESH Chief Administrative Officer, asking for my assistance in regard to the approved backfill positions in conjunction with the EMR Project along with the recommendation from the EMR Site Coordinator for ESH, Mark Kreilkamp, to Patricia Irvin, Rehabilitation Director/Mark Kettner, Chief Administrative Officer/Debbie Rauter-Tuerke, Medical Records Director/Chris Schanz, Assistant Nurse Executive recommending that they contact me in relation to determination of the most appropriate job descriptions to pursue for these backfills
27. An example from one of our employees asking for assistance in his career progression and consultation with him in regard to the recruitment process
28. E-mail from Julie Allan, ESH Human Resource Manager, requesting data in relation to bid activity for the classification of Mental Health Technician 5 to be forwarded as a reply to the Attorney General's Office

B. DSHS Exhibits

1. Allocation determination letter dated January 13, 2016
2. Position Review Request date stamped August 7, 2015
3. Previous position description received December 20, 2013
4. Notes from phone conversation with Ms. Thomas on September 1, 2015
5. Email with Ms. Allan's comments on the PRR-final date in email string is November 16, 2015
6. Class Specification for Human Resource Consultant Assistant 1
7. Class Specification for Human Resource Consultant Assistant 2
8. Class Specification for Human Resource Consultant 1
9. Class Specification for Human Resource Consultant 2

C. State HR Class Specifications

1. Human Resource Consultant Assistant 1
2. Human Resource Consultant Assistant 2
3. Human Resource Consultant 1
4. Human Resource Consultant 2