STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT
STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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April 20, 2013

TO: Connie Goff
WPPR&A Acting Section Chief

FROM: Kris Brophy
Director's Review Specialist

SUBJECT: Evelyn Thompkins v. Tacoma Community College (TCC)
Allocation Review Request ALLO-15-091

Director's Determination

This position review was based on the work performed for the six-month period prior to May 20, 2015, the date Tacoma Community College Human Resources (TCC HR) received Ms. Thompkins' request for a position review. As the Director's Review Specialist, I carefully considered all of the documentation in the file, the exhibits and the written comments provided by both parties. Based on my review and analysis of Ms. Thompkins' assigned duties and responsibilities, I conclude her position should be reallocated to the Information Technology Specialist 3 (ITS 3) classification**.**

Background

On May 20, 2015, TCC HR received Ms. Thompkins' Position Review Request (PRR), requesting her Information Technology Specialist 2 (ITS 2) position be reallocated to the ITS 3 class. (Exhibit B-2)

As confirmed by TCC HR during the review telephone conference, TCC HR notified Ms. Thompkins on October 16, 2015, that her position was properly allocated to the ITS 2 class. (Exhibit B-1)

On November 10, 2015, State HR – OFM received Ms. Thompkins' request for a Director's review of TCC's allocation determination. (Exhibit A-1)

On March 15, 2016, I conducted a Director's review telephone conference. Present for the conference were Evelyn Thompkins; Britt Kauffman, Council Representative, WFSE; Janet Hayes, Council Representative, WFSE; Beth Brooks, V.P. Human Resources, TCC; Paula Sheldon, Employment Manager, TCC; and Barbara Iribarren, Employee and Labor Relations Manager, Green River Community College.

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. Thompkins works in the Systems Network unit located within the College's Information Technology department at TCC. Ms. Thompkins reports to Dan Pratt, Network Engineer, who in turn reports to Clay Krause, Director of Information Technology.

Position Purpose

Ms. Thompkins provides primary Information Technology specialist support to the College's ShoreTel Voice Over Internet Protocol (VOIP) telephone system.

Ms. Thompkins states in the Position Purpose section of the PRR that her position:

> …administers and monitors our enterprise wide ShoreTel phone system. My position also administers our SBCTC hosted system and CTCLink security administrator. This position is also responsible for the creation and management of staff network email accounts; file system shares and other network resources. This position administers the IP fax and monitors the health, research and applies updates when needed.

Duties and Responsibilities

Ms. Tompkins performs a variety of installation, construction, repair, preventive maintenance and modification of the College's computer data communications and telephone systems. She maintains telephones and associated wiring equipment. She installs computer data communications and telephone systems infrastructure. She troubleshoots diagnoses, maintains and repairs hardware problems as required and performs service calls on all College equipment. Ms. Tompkins modifies existing telephone and data communications systems equipment and facilities for greater performance and capabilities. She upgrades voice/data distribution system equipment and constructs new and replacement voice/data networks for central and remote locations. Ms. Tompkins orders materials and maintains records for computer data and telephone systems. She coordinates vendor services and verifies completion of services.

Ms. Thompkins describes her major job duties in exhibit B-2 as follows:

30% Administer the ShoreTel VOIP System for the college. Assess needs for the college, research, order and implement equipment as needed including switches/blades for expanding capacity. Monitor the health of the ShoreTel system. Implement and plan system upgrades on server as needed. Troubleshoot end user problems. Train IS staff on basic troubleshooting.

Configure and upload files to Intrado for e911 compliance. Update e911software used by Security as necessary. Help end users set up ShoreTel Communicator and give basic tutorial on using the tool. Assist with campus moves to ensure system accuracy. Resolve complex problems and work with outside vendors for equipment.

30% Administrator for SBCTC Hosted Systems, Account management including adds, deletes and creating accounts. Work with systems managers regarding data requests. Reset passwords for end users and help with login problems. Research and troubleshoot connectivity issues and work with the SBCTC on problems that are at the SBCTC level. Perform uploads and downloads from CTC system wide database for special requests. Review access to ensure security of the state-wide system. Currently working with CTCLink to identify user roles, pages and low level security.

20% Network/Account Management:

Create network/email accounts for new college employees in Active Directory, mailbox resources in Exchange and migrate and license in O365. Reset passwords as needed. Grant access to shared folders upon request.

Troubleshoot login/mailbox issues. Monitor all employee accounts and send requests to campus to divisions for confirmation of employment for access to college resources and delete accounts as necessary.

Create file storage for shared/personal folders upon request from college divisions and maintain user access to folders. Restore files from Barracuda system wide back up storage system.

15% IP Fax Administrator:

Research and apply software upgrades, monitor system for performance issues and resolve if needed. Add/delete accounts for faxing via email. Track and monitor licensing and apply license keys to prevent disruption of services.

5% Server Applications for Specialized Software:

Implement upgrades to specialized software residing on data center servers for campus divisions as necessary. Help resolve issues with access to software on end users pc. Work with software vendors to resolve software performance issues.

5% System Maintenance:

Work with vendors to acquire and renew maintenance on enterprise wide software/hardware to maintain network resources including blade servers, SAN, specialized software.

Ensure the renewal of yearly Microsoft contract and add applications as needed to provide tools needed for students and camps staff to achieve student success.

(Note: PRR exceeds one hundred percent of Job duties.) (Exhibit B-2)

Supervisor's Comments

Mr. Pratt completed the supervisor's section of the PRR. Mr. Pratt indicates that Ms. Thompkins' description of her assigned duties and responsibilities is accurate and complete.

In his comments, Mr. Pratt states Ms. Thompkins' decision making authority includes responsibility for the following:

> ShoreTel phone management to include e911 Administration. Account creations, modification and deletion. All campus FAX setup and modifications. Microsoft licensing and accountability. Primary on Site-Certificates regarding TCC domains.

In his comments, Mr. Pratt also states the following:

> Evelyn's job duties require privileged access with detailed knowledge of sensitive systems that require a high degree of responsibility and accountability beyond her current wage grade.

Summary of Ms. Thompkins' Perspective

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

- She serves as a fully-qualified Information Technology telecommunications specialist who performs her work independently by planning and organizing her own work and devising her own work methods to accomplish her tasks.
- She exercises independent decision-making authority under the general direction of her supervisor.
- Her position serves as the College's system administrator for the ShoreTel telephone and SBCTC Hosted systems. This includes troubleshooting and providing technical support including consulting, quality assurance and security administration.
- Her duties include working with the software vendor to resolve straight-forward problems and consulting with higher level technical staff on complex problems. She conducts needs assessments and analyzes customer service and equipment needs using advanced hardware and software diagnostic tools and systems. She resolves complex issues or problems on her own or through consultation with higher level IT support staff.
- In total, the majority of her duties and the level of independence with which she works, along with her level of decision-making authority reaches the ITS 3 level.

Summary of TCC's Perspective

The argument presented by TCC is summarized as follows:

- Ms. Thompkins' duties do not reach the ITS 3 level of responsibility. The scope of her work assignments and duties do not require the use of innovative approaches to complete her tasks. Complex problems that fall outside of standard procedures and protocols are referred to the College's higher level IT staff for resolution.
- Ms. Thompkins' duties do not require maintaining overall project coordination responsibility for projects.

- Ms. Thompkins does not serve as a designated systems administrator for the College and that the majority of her responsibilities are performed at a level consistent with the ITS 2 class.

Comparison of Duties

When comparing the assignment of work and level of responsibility to the available class specifications, the Class Series Concept (if one exists) followed by the 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 the Information Technology series

The Class Series Concept for the Information Technology series states in relevant part:

> Positions in this category perform professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.
>
> This category broadly describes positions in one or more information technology disciplines such as: Application Development and Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering…IT Project Management, Systems Software, Web Development, or Voice Communications.

The focus of Ms. Thompkins' position is to perform professional Information Technology telecommunications support within the College's centralized IT services support unit. Ms. Thompkins' position should be allocated to a class within the Information Technology series.

Comparison of Duties to Information Technology Specialist 2 (ITS 2)

The Definition for this class states:

> In support of information systems and users, performs standard consulting, analyzing, programming, maintenance, installation and/or technical support.
>
> Under general supervision, follows established work methods and procedures to complete tasks on computers and/or telecommunication software/hardware, applications, support products, projects, or databases for small scale systems or programs or pieces of larger systems or programs. Performs standard tasks such as consulting with customers to identify and analyze technology needs and problems; responding to and resolving trouble reports from users; processing equipment and service orders; coordinating installations, moves and changes; analyzing problems for parts of applications and solving problems with some assistance; supporting and enhancing existing applications in compliance with specifications and standards; conducting unit, system or usability testing; writing specifications and developing reports; developing and conducting application, software and/or system operation training for users; or serving as part of a problem solving team addressing more complex issues. The majority of tasks are

> limited in scope and impact individuals or small groups. Complex problems are referred to a higher level.

There are no Distinguishing Characteristics for this class.

The State HR *Glossary of Classification Terms* defines general supervision as:

> Recurring assignments are carried out within established guidelines without specific instruction. Deviation from normal policies, procedures and work methods requires supervisory approval and supervisory guidance is provided in new or unusual situations. The employees work is periodically reviewed to verify compliance with policies and procedures.

Incumbents in this class work under general supervision and perform standard IT technical support tasks. The majority of work assignments are limited in scope and normally involve completing specified tasks and providing direct IT support to individuals or small groups of employees working within a department or unit.

A portion of Ms. Thompkins' work falls within the general scope of work performed at this level. For example, Ms. Thompkins performs standard IT telecommunications support work such as stringing lines and installing terminal boxes, auxiliary equipment and appliances. She inspects and tests lines and cables. She records and analyzes test results in order to assess transmissions characteristics and locate faults and malfunctions.

Ms. Tompkins also provides routine IT systems operations support to the SBCTC administrative systems including overseeing user logon activity, printings and transaction job-logs. She creates and maintains user accounts, mailbox and access permissions. She coordinates directly with administrative staff to give access permission to end users. She manages batch job scheduling for college administrative applications, troubleshoots job scheduling failures and creates job scheduling timeline including monthly processing, year-end budget process, quarterly grading and MIS finals data release to SBCTC.

However, Ms. Thompkins' level of responsibility for providing technical consultation, quality assurance, security administration, troubleshooting and other technical support regarding the ShoreTel telephone system and the SBCTC hosted administrative systems extends beyond the level of responsibility anticipated by this class.

For example, Ms. Thompkins works under general direction and independently serves as the College's systems administrator for both the ShoreTel telephone and SBCTC administrative systems. Ms. Thompkins works with the vendor and higher-level internal IT specialists to resolve moderate to complex issues and problems. Ms. Thompkins also works independently with the ShoreTel vendor to report system bugs and resolve a variety of issues. She consults with the vendor and internal IT staff and has access to the server to troubleshoot and resolve server problems. The size and scope of her work assignments extend the beyond the scope of work assignments anticipated at this class level.

Therefore, while a portion of Ms. Thompkins' position duties fall within the ITS 2 level class, there is another class which better describes the overall breadth and level of complexity and diversity of her assigned duties and responsibilities. In total, the ITS 2 class is the not the best fit for her position.

For these reasons, Ms. Thompkins' position should not be allocated to the ITS 2 classification.

Comparison of Duties to Information Technology Specialist 3 (ITS 3)

The Definition for this class states:

> In support of information systems and users in an assigned area of responsibility, independently performs consulting, designing, programming, installation, maintenance, quality assurance, troubleshooting and/or technical support for applications, hardware and software products, databases, database management systems, support products, network infrastructure equipment, or telecommunications infrastructure, software or hardware.
>
> Uses established work procedures and innovative approaches to complete assignments and coordinate projects such as conducting needs assessments; leading projects; creating installation plans; analyzing and correcting network malfunctions; serving as system administrator; monitoring or enhancing operating environments; or supporting, maintaining and enhancing existing applications.
>
> The majority of assignments and projects are moderate in size and impact an agency division or large workgroup or single business function; or internal or satellite operations, multiple users, or more than one group. Consults with higher-level technical staff to resolve complex problems.

ITS 3 level positions independently perform IT support as a fully qualified Information Technology Specialist within an assigned area of responsibility. Incumbents provide technical IT support and identify and resolve operational or other problems within an assigned scope of operation such as a division or large workgroup or single business function, multiple users or more than one group. As stated earlier, this is distinct from the ITS 2 level where the majority of assigned tasks are more limited in scope and generally involve completing specified tasks or providing direct IT support to individuals or small groups of employees working within a department or unit.

In addition, the work methods used and the level of independent decision making required at the ITS 3 level often combine following pre-defined standards as well as developing innovative approaches to resolving problems or issues that arise. Positions work fully independently and complex problems are resolved through consulting with higher-level technical staff.

In total, Ms. Thompkins' overall scope and level of responsibility and her duties as a whole, reach ITS 3 level of responsibility. Ms. Thompkins works independently and serves as the College's systems administrator for the ShoreTel telephone system and the SBCTC administrative systems. Her position fully supports, maintains and enhances those systems at a level consistent with the requirements of this class.

Size and Scope of Work

Ms. Thompkins provides centralized technical IT support to the College's campus-wide ShoreTel telephone system. The scope of her work also involves overseeing and coordinating the record/data flow from the SBCTC hosted account management system. Ms. Thompkins has the latitude and discretion to independently resolve technical issues that arise. The scope of her assigned area of responsibility meets the requirements of this class.

System Administrator

Ms. Thompkins serves as the systems administrator for the ShoreTel telephone system and the SBCTC hosted account management system. Ms. Thompkins monitors this system for problems and issues and makes corrections within established guidelines in order to maintain functionality. If there is a problem she checks with the SBCTC IT department for any system issues. Ms. Thompkins also has access to servers and works with the vendor for issues affecting the vendor-supplied ShoreTel telephone system. She also works with internal IT staff to resolve related IT network infrastructure issues.

She also provides technical support and training to front-end users regarding application functionality and performs other related functions.

In total, her duties reach ITS 3 level responsibility for serving as a systems administrator.

Supporting, Maintaining and Enhancing Applications

Further, Ms. Thompkins performs her work assignments independently. During the review telephone conference, Ms. Thompkins stated she has decision-making authority and discretion to resolve system malfunctions or other problems that arise with the assistance of SBCTC IT staff or other internal IT staff. Ms. Thompkins works directly with the vendor to implement vendor-initiated telephone system upgrades. As a whole, her duties align with this class with respect to administering system upgrades or resolving technical system malfunctions or problems.

In total, Ms. Thompkins' scope of responsibility reaches the ITS 3 level of independently providing fully qualified technical IT support and identifying and resolving moderate problems within an assigned scope of operation such as a division or large workgroup or single business function, multiple users or more than one group.

Ms. Thompkins' overall scope and level of responsibility, complexity of duties, level of analysis and level of decision-making authority reach the ITS 3 class definition.

This is supported in *Lower Columbia College v. Farland*, PRB Case No. R-ALLO-09-035 (2010), which states in relevant part**:**

> …she was responsible for maintaining and supporting the Angel system and the Hershey system. Her duties and responsibilities included consulting, installing updates, maintenance, quality assurance, troubleshooting and technical support and required her to use innovative approaches to complete assignments. The maintenance and support of the Angel system has been an ongoing responsibility of Ms. Farland's position. In addition, the Angel system impacts multiple users and more than one group – students and faculty. In performing her work, Ms. Farland consults with other technical staff to resolve complex problems. The majority of her duties and responsibilities are encompassed by the ITS3 classification.

In *Salsberry v. Washington State Parks and Recreation Commission*, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board addressed the concept of best fit. The Board referenced *Allegri v. Washington State University*, PAB Case No. ALLO-96-0026 (1998), in

which the Personnel Appeals Board noted that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of his position.

Based on the level, scope and diversity of the overall duties and responsibilities assigned to Ms. Thompkins' position, her position should be reallocated to the ITS 3 classification.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

> 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: Evelyn Thompkins, TCC
Britt Kauffman, WFSE
Beth Brooks, TCC

Enclosure: List of Exhibits

EVELYN TOMPKINS v TCC

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LIST OF EXHIBITS

A. Evelyn Tompkins Exhibits
   1. Request for Director's Review (Pages 1-2)
   2. Position Review Request (Pages 3-8)
   3. TCC Organizational Chart (Page 9)
   4. IT Department Organizational Chart (Page 10)
   5. State of WA Class Specification - IT Specialist 3 (Pages 11-12)
   6. State of WA Class Specification - IT Specialist 2 (Pages 13-14)
   7. IT Specialist Class Series Concept (Page 15)
   8. Original Position Description Form (Pages 16-20)
   9. Revised Position Description Form (Pages 21-25)
   10. Email From Dean of Academic Services (Page 26)
   11. Annotated Agency Allocation Decision (Page 27-31)

B. TCC Exhibits
   1. Allocation determination letter
   2. Position Review Request
   3. Current Position Description on file
   4. TCC Organizational Chart – Administrative Services
   5. Telephone Communications Supervisor Classification Specification
   6. IT Specialist 3 Classification Specification
   7. IT Specialist 2 Classification Specification

C. State HR Class Specifications
   1. IT Specialist 2
   2. IT Specialist 3