



**STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT**

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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April 21, 2016

TO: Kristie Wilson
Acting Rules and Appeals Program Manager

FROM: Kris Brophy
Director's Review Specialist

SUBJECT: Leslie Lowery v. Western Washington University (WWU)
Allocation Review Request ALLO-15-096

Director's Determination

This position review was based on the work performed for the six-month period prior to August 26, 2015, the date WWU Human Resources (WWU HR) received Ms. Lowery's 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. Lowery's assigned duties and responsibilities; I conclude her position should be reallocated to the Information Technology Specialist 3 (ITS 3) classification.

Background

On August 26, 2015, WWU HR received Ms. Lowery's Position Review Request (PRR), requesting that her Information Technology Specialist 2 (ITS 2) position be reallocated to the ITS 3 class. (Exhibit B-3)

WWU HR notified Ms. Lowery on November 10, 2015, that her position was properly allocated to the ITS 2 class. (Exhibit B-1)

On December 4, 2015, the State HR – OFM received Ms. Lowery's request for a Director's review of WWU's allocation determination. (Exhibit A-1)

On April 12, 2016, I conducted a Director's review telephone conference. Present for the conference were Leslie Lowery; Elyse Maffeo, General Council, PSE; Rebecca Marrall, Discovery Services Librarian, WWU; Thomas Knoll, Assistant Attorney General, ATG; and Lea Aune, Associate Director, WWU 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).

Organizational Structure

Ms. Lowery's position is assigned to Western Libraries, Division of Academic Affairs. During the review period Ms. Lowery reported to Rebecca Marrall, Discovery Services Librarian, who in turn reports to Andrea Peterson, Associate Dean of Libraries.

Position Purpose

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

...performs administrative tasks and uses problem-solving skills to ensure the integration and functionality of the integrated library systems (ILS) software. In addition, my position serves as a representative of WWU to the Orbis Cascade Alliance with respect to ILS issues. My position supports the Libraries' efforts to optimize their virtual environments and to provide sustainable access to scholarly resources, as well as performing as a key member of the Orbis Cascade Alliance library consortium.

Duties and Responsibilities

Ms. Lowery provides daily support to the Library Services two online catalog programs, Alma and Primo, which the Libraries adopted in late spring 2013. Alma serves the library departmental staff while Primo is the public-facing side of the catalog.

Ms. Lowery describes her major job duties in exhibit B-3 as follows:

35% **Duty:**

System Administration

Tasks:

- Works directly with faculty, supervisors and staff across multiple library work centers to plan, prioritize and implement configuration for the Alma and Primo applications, including configuration changes required as part of the institution's membership in the Orbis Cascade Alliance.
- Monitors Alma and Primo for "system down" events, reports these events to the vendor and works with vendor and Campus IT to resolve "system down" issues.
- Reviews Alma and Primo upgrades, then tests and reports on improvements, bug fixes and potential problems introduced by upgrades.

- Works directly with the Orbis Cascade Alliance's Normalization Rules Working Group to develop, test and implement Primo normalization rules for all Alliance members.
- Works directly with Orbis Cascade Alliance staff to implement desired configuration changes at the consortium level in Primo production and sandbox environments.
- Develops, tests and implements routine CSS modifications to the local Primo web interface.

Successful completion of these duties results in a properly configured staff interface (Alma) and public interface (Primo) that function reliably and as expected across all library work centers and across the Orbis Cascade Alliance. This allows library staff to conduct their job tasks and gives university and consortium faculty, staff and students access to library resources. These resources include over 100,000 ebooks, 3,900 electronic journals, and over 100 databases provided by the Orbis Cascade Alliance consortium, as well as over 6 million titles available from fellow Alliance libraries via the Summit requesting system.

30% **Duty:**

Customer Support

Tasks:

- Works directly with end users and the software vendor to resolve problems related to Alma and Primo.
- Monitors and locally tests problem reports from other institutions in the Orbis Cascade Alliance and communicates known local problems to other Alliance member institutions. Takes action as needed to resolve such problems.
- Monitors all open vendor support cases for the institution and coordinates quarterly review of open vendor support cases.
- Provides end-user support for special-purpose applications used within Collection Services such as OCLC Connexion, SpineOMatic, MarcEdit and YBP's GOBI.

Successful completion of these duties results in the timely resolution of reported problems in library staff-facing and public-facing applications. This allows library staff to conduct their job tasks and allows university faculty, staff and students to access library and consortium resources.

20% **Duty:**

Team membership and Consortial representation

Tasks:

- Serves on assigned local and consortial teams / task forces such as:
 - Orbis Cascade Alliance Discovery and Delivery Team,
 - WWU Alma Management Team,

- WWU OneSearch Management Team.
- Serves as Chair of the Orbis Cascade Alliance's Normalization Rules Working Group.
- Serves as WWU's representative to the Orbis Cascade Alliance's Systems Team and as a consultant on Alma / Primo issues to the Orbis Cascade Alliance's Collaborative Workforce Team.
- Shares local customizations and problem workarounds via Alliance and vendor email lists and development pages.

Successful completion of these tasks results in effective communication between library work centers and between WWU Libraries and the Orbis Cascade Alliance regarding Alma and Primo configuration, functions, features and known issues. Active membership and communication with fellow Alliance libraries is critical to maintaining our good standing in the consortium, which serves over 275,000 FTE students across Washington, Oregon and Idaho. Membership in the Alliance provides WWU students, staff and faculty access to over 6 million print resources, 100,000 ebooks, 3,900 electronic journals and 100 databases that are not otherwise available to them.

5% **Duty:**

Training and documentation

Tasks:

- Provides end-user training for the Alma staff interface.
- Creates end-user documentation for Alma and Primo.
- Works directly with staff to develop and implement local workflows in Alma.

Successful completion of these duties results in efficient and effective use of Alma by library staff. Documentation is easily accessible and up-to-date.

5% **Duty:**

Analysis

Tasks:

- Uses Alma and Primo effectively to access and retrieve data and analyze problems.
- Designs and distributes reports using Alma Analytics / Oracle BI
- Serves as the internal expert in the use of Alma Analytics.

Successful completion of these tasks results in the timely production of assessment data for library staff and faculty. Reports are easy-to-use and convey information critical to collection and organizational development.

5% **Duty:**

Other

Tasks:

- Participates in library activities outside of Library IT

- Other duties as assigned

In exhibit B-7, Ms. Lowery provided the following additional information regarding the scope of her duties and responsibilities:

...I am the person responsible for troubleshooting [system down events for the Library's hosted software] ...when they are reported to me by Library staff and/or faculty. If I determine that the problem is not a result of campus-specific issues (servers going down, slow traffic due to infrastructure, etc.), then I'm responsible for reporting the outage to our vendor AND to other institutions in the Orbis Cascade Alliance. If necessary, I work with the vendor on solutions to the problem. Once the vendor reports that the outage is resolved, I test the system and report back to Library personnel and Alliance institutions to that effect.

I work on an as-needed (project) basis with the Registrar's Office and ADMCS to ensure the proper integration of Banner and Alma (the staff-side piece of the Library's information system). One specific example of this is the implementation of a new data schema for user records by Alma's vendor. This required a re-write of the automated process that synchronizes Banner records from the Registrar's Office with Alma's user records. During this project, I worked with Cindy Ferrario in the Registrar's Office to identify retrievable data points and confirm our compliance with FERPA regulations. The process was actually written by Tim Neubauer in ADMCS, who worked very closely with me over multiple test/edit cycles. During these cycles, I loaded test files produced by Tim's new process into Alma, checked the resulting user records and advised Tim on any changes needed to fix data problems. (The accuracy of the data in these records is critical to library loan and request privileges for all WWU students, faculty and staff.) This project was successfully completed on September 8th, 2015.

On the public-facing library catalog side of things, I work with other departments to ensure that their unique collections are represented in the library catalog. This makes these resources discoverable to users alongside traditional library resources. An example of this work is a recently completed project to make the resources in WWU's CEDAR institutional repository discoverable through the library catalog. CEDAR is a growing repository that currently contains over 2,000 papers published by WWU students, faculty and staff. The work for this project required me to examine the XML records for CEDAR objects and to define normalization algorithms that would result in the proper display and search functionality for these objects in the library catalog. Once I had the algorithms drafted, I engaged in several test/edit cycles with the Library's CEDAR team (Jenny Oleen and Kim Marsicek) in a sandbox environment. This project was successfully completed on October 8th, 2015.

Supervisor's Comments

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

In exhibit B-5, Ms. Marrall states Ms. Lowery's decision making authority includes responsibility for the following:

- Monitors Alma and Primo for “system down” events, reports these events to the vendor and works with vendor and Campus IT to resolve “system down” issues.
- Works directly with end users and the software vendor to resolve problems related to Alma and Primo;
- Reviews Alma and Primo upgrades, then tests and reports on improvements, bug fixes and potential problems introduced by upgrades;
- Works directly with the Orbis Cascade Alliance's Normalization Rules Working Group to develop, test and implement Primo normalization rules for all Alliance members;
- Works directly with Orbis Cascade Alliance staff to implement desired configuration changes at the consortium level in Primo production and sandbox environments; and
- Develops, tests and implements routine CSS modifications to the local Primo web interface.

The following are a summary of comments provided by Ms. Marrall and Dean Peterson in exhibit B-11:

- Ms. Lowery partners with David Bass, Jon Dillon and Chad Albans, all of whom have different areas of responsibility, in order to complete collaborative projects. There is little overlap in their responsibilities. The examples refer to collaborations that require that Ms. Lowery combine her expertise with our hardware expert or our webmaster or our programmer, who have different, but not necessarily higher level responsibilities. Ms. Lowery is the expert in the areas of managing our discovery Layer and Resource management Systems (respectively, the Primo and Alma products from the vendor Ex Libris).
- Ms. Lowery is the IT specialist on campus who identifies, troubleshoots and successfully resolves issues within the Primo and Alma interfaces. While at times Ms. Lowery may partner with the vendor or with Alliance colleagues in order to resolve an issue, she frequently engages in local troubleshooting to fix problems that the vendor cannot. There is no one campus more qualified to address most Alma / Primo issues and her expertise is frequently sought across the Alliance.
- Ms. Lowery, especially in her work with the Orbis Cascade Alliance's *Primo Toolkit Working Group* and as Chair of the *Norm Rules Working Group*, is more often placed in the role of providing guidance to others and there is no scenario we are aware of in which Ms. Lowery is supervised by the vendor or others in the Alliance. Ms. Lowery is often contacted by colleagues within the Libraries and across the Pacific Northwest for consultations and/or instructions on managing the Primo and Alma applications. Furthermore, she routinely troubleshoots issues and provides documentation on fixes and applications.
- Ms. Lowery's work is not reviewed by the vendor or Alliance colleagues, but instead is done in collaboration with her counterparts at Alliance Libraries and it is sometimes used to inform changes at the vendor level.
- Ms. Lowery's manager, Rebecca Marrall, is described as a non-technical supervisor and as a non-IT librarian in the statement referenced in statement

3 above. This is inaccurate. Rebecca Marrall serves as the Discovery Services Librarian and manages the Resource Discovery Unit. Her role is "to provide leadership and vision in the integration of the Libraries online content, tools and discovery services," of which Alma/Primo is a significant element. Rebecca Marrall personally chairs the Libraries-wide working group that manages the Primo product (i.e., Western Libraries' OneSearch Management Team). Her work is significantly aligned with those that she supervisors and she is equipped with the knowledge and experience necessary to make informed assessments about the complexity of Ms. Lowery's work.

- In every organization, technology responsibilities are broad and diverse and of necessity, it requires that at certain levels, individuals specialize in certain areas and the people overseeing that work maintain a general understanding of that work without necessarily understanding the details. It becomes critical, at that point, that the person being supervised operate independently and at an expert level in order for the supervisor to provide "General Direction" without requiring Direct Supervision. This is the current and appropriate, supervisory relationship between Ms. Lowery and Ms. Marrall.
- Neither Mr. Neubauer nor Ms. Ferrario have any responsibility or expertise in working with Alma or Primo. They work with Banner and central systems and again, this is an example of a collaborative project in which Mr. Neubauer and Ms. Ferrario provide Banner expertise, while Ms. Lowery provides Alma and Primo expertise in order for the two systems to share data effectively. This practice is common throughout campus, when any department wishes to retrieve data from central systems. While Mr. Bass does have some responsibility and expertise for Primo, that responsibility is different and specific to the design and programming for the front-end of Primo. He has no responsibility or expertise in managing Alma and his Primo responsibilities don't overlap significantly with Ms. Lowery's. Again, these are examples of collaboration between colleagues who bring different expertise to the table.
- The Norm Rules Working Group is one of the most technically challenging and difficult roles within the Orbis Cascade Alliance. The Working Group writes rules for system governance and performance for the Primo product. While this work is usually done by the vendor, the Alliance members discovered soon after implementation in 2013 that they had more norm rules needs than the vendor could accommodate. In response, the Norm Rules Working Group was formed. In September 2014, Ms. Lowery was assigned as Chair of the Norm Rules Working Group. In this role, she develops original rules for system governance and leads her colleagues' on-going activities. Furthermore, Ms. Lowery is required to make frequent decisions about the direction and the deliverables of the group's activities. It should be noted that most, if not all, other members of this committee are IT librarians in professional roles at the other institutions within the Alliance.
- We would also like to clarify that Alliance work is not simply committee work in the way we often think of committee work within academia. The Alliance engaged in a cutting edge technological project with Ex Libris in the implementation of Alma and Primo by implementing one system which is shared by all 37 Alliance Libraries. This was the first such systems supported by Ex Libris at this level. In engaging with Ex Libris, the Alliance formed a partnership called the Center of Excellence, which is a partnership to develop and enhance Alma and Primo and best practices for consortia. As a result of this partnership, Alliance work frequently informs significant system changes

and new practices within the organization. For more information about the Center of Excellence, see <https://www.orbiscascade.org/center-excellence>.

- In addition, since one system is shared by 37 organizations, many system configurations, which would have previously been managed at the local institution by a systems specialist, need to be done collaboratively, with agreement and recommendations from Alliance committees. However, this work is still very technical in nature and is now more complicated as the changes need to be implemented with thought for the implications across 37 different organizations.

Summary of Ms. Lowery's Perspective

The argument presented by Ms. Lowery is summarized from exhibit A-1 as follows:

- She generally works with a greater degree of independence and performs duties more complex than would be appropriate for an Information Technology Specialist (ITS) 2.
- She serves as a system administrator for the Alma and Primo catalogue systems at the WWU library. She works with faculty, supervisors and staff across multiple work centers to plan, prioritize and implement changes for these application systems.
- She has responsibility for the full configuration of the Alma and Primo systems to meet the library's operational needs from these programs.
- She is responsible for monitoring system performance, responding to problem reports from end users and fulfilling requests from Library personnel for added functionality in both systems. If the reported problem or request is beyond the programmatic capabilities of the system, she works with the vendor and campus IT to develop a program solution. During the time between a report of a system deficiency to the vendor and a recommended fix from the vendor (which can be a period of several years), she is responsible for constructing local work-arounds to keep the system functioning for end-users. When a vendor is unable to provide a solution, she is responsible for developing a local work-around on a permanent basis in order to maintain function within the system for the end user.
- In the course of responding to these problem reports and requests she exercises significant independence/autonomy in deciding which customizations and configuration changes to implement to the Primo and Alma systems. If fixing a problem or fulfilling a request requires the use of an external program script, she is responsible for designing, writing, testing and implementing that script. She is also expected to provide ongoing support to end users in the use of that script.
- She resolves most of the support requests received through local configuration changes or locally-devised work-arounds. While the employer's determination states that "the majority of operational and other problems are resolved by the vendor" this is not the case. The vendor is only involved if the request involves a request for a new system functionality. Such events constitute a minority of the requests for which she is responsible. Even in

those cases though, the vendor may still deny the request, in which case she is responsible for developing and implementing a local work-around.

- The scope of her work well exceeds support to end-users. WWU Libraries hold membership in the Orbis Cascade Alliance, which requires her direct involvement. She is in frequent communication with Alliance colleagues at institutions across Washington, Oregon and Idaho, consulting on Alma/Primo support problems and sharing local work-arounds that she has successfully developed and implemented.
- She stays up to date on the newest opportunities to optimize the use of Alma/Primo systems at WWU Libraries. When new opportunities arise to improve the efficiency and functionality of Alma/Primo systems, she independently coordinates projects to take advantage of them for the benefit of WWU Libraries.
- She is only required to seek the approval of her supervisor for "major projects", those requiring a financial commitment or the commitment of human resources beyond her own appointment. The DOP class specification includes responsibility for projects that are "moderate in size" that "impact an agency division, large workgroup, [...] multiple users, [...] or more than one group." She provides examples of work that she has performed recently for both the employer and the Orbis Cascade Alliance, which are not addressed in the determination report.
- In addition to being of a size and scope more appropriately assigned to the ITS 3 classification, the projects she manages are highly technical in nature and she holds responsibility for them throughout. She coordinates elements of these projects at every stage, from planning (including timeline determination and installation planning), communication with stakeholders, needs assessment, development, testing and implementation.
- In sum, her work as a system administrator well exceeds the appropriate responsibilities and independence of an ITS 2 and the ITS 3 classification more accurately fits with her duties and the judgment she is called to exercise.

In total, Ms. Lowery believes 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 class.

Summary of WWU's Perspective

The argument presented by WWU is summarized as follows:

- Ms. Lowery's duties do not reach the ITS 3 level of responsibility. The scope of her work assignments and duties follow standard procedures and 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 vendor or to the University's higher level IT staff for resolution.
- Ms. Lowery's duties do not require maintaining overall project coordination at the level anticipated by the ITS 3 class. WWU asserts Ms. Lowery 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.

Further, WWU states in exhibit B-1 that Ms. Lowery's position is properly allocated to the ITS 2 class on the basis of the following:

Ms. Lowery's position does not independently perform IT support as a fully qualified IT specialist for the Alma and Primo applications. Indeed, the majority of operational and other problems are resolved by the vendor or, if necessary, other IT support at Western or the Alliance. Her position is limited in scope, involving completing specified tasks (see e.g. "System Administrator" tasks as described by Ms. Lowery, supra) and providing direct IT support to the end user (see e.g. "Customer Service" tasks as described by Ms. Lowery, supra). Furthermore, Ms. Lowery does not work "fully independently" and her duties do not rise to the level of project coordination required by the ITS 3 class series.

While Ms. Marrall described Ms. Lowery as working under "General Direction," when Ms. Lowery and Ms. Marrall discussed Ms. Lowery's position, it is clear that the position works under a combination of General Supervision and General Direction. While Ms. Lowery clearly independently plans, organizes and performs her work, her independent decision-making authority is limited to recurring day-to-day work tasks. Her completed work is consistent with established guidelines, policies, procedures and work methods. She is provided guidance and supervision by both the vendor and other IT professionals when there is a new or unusual situation with the applications. Her work is routinely reviewed by the vendor and Alliance for compliance with policies, procedures and established processes, though her direct supervisor, a non-IT librarian, does not review her work for technical accuracy.

Furthermore, it is important to note that there is a significant difference between Ms. Lowery's direct supervisor and the overall supervision of this position. Western has been following a de-centralized IT system, where each academic/administrative department/division independently hires their own IT support. This has led to a significant number of IT classified staff being managed by non-technical supervisors, such as the case with Ms. Lowery's position. However, the de-centralized IT classified staff do rely on higher-level classified and/or professional IT staff to assist them with their work. Indeed, if Ms. Lowery needs higher-level programming changes made for Alma and Primo, she relies on other Western IT support, including Messrs. Bass and Neubauer and Ms. Ferrario.

For instance, Ms. Lowery stated that she worked on an "as-needed (project) basis with the Registrar's Office and ADMCS to ensure the proper integration of Banner and Alma..." However, although Ms. Lowery worked with Cindy Ferrario, another IT professional, to "identify retrievable data points and confirm our compliance with FERPA regulations," "[t]he process was actually written by Tim Neubauer." Ms. Lowery then tested Mr. Neubauer's process, checked the resulting records and advised Mr. Neubauer on changes needed to fix data problems.

Thus, it is important to look not only at the direct supervision of these ITS positions but also to determine who else assists and/or is responsible for any portion of the work performed in support of departmental/divisional applications and systems. If Ms. Lowery were organizationally moved to be supervised by another Western IT professional, whether that be a classified employee or a professional staff employee (such as Mr. Bass), the level of Ms. Lowery's

independent decision making and supervision would be more readily apparent. Consequently, in light of reviewing this position in a "360 degree" method, it is the opinion of Western HR that Ms. Lowery's position does not rise to the level of an ITS 3.

Instead, Ms. Lowery's work is better fit to the ITS 2 position. Ms. Lowery supports the Alma and Primo applications and their end users. She performs standard consulting for the end user to identify and analyze their needs and problems; responds to and resolves "system down" reports and other problem reports from users; coordinates installations and configuration changes; analyzes problems in Alma and Primo and solves problems with the assistance of other Western IT professionals, the vendor and/or the Alliance; supports and enhances the existing Alma and Primo applications; conducts testing at a local and Alliance level utilizing the "sandbox" when possible; develops and conducts application training for end users and serves as part of the Alliance problem solving team addressing more complex issues.

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 Specialist series

The Class Series Concept for this 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. Lowery's position is to perform professional Information Technology support to the Library Services ILS online catalog system. Her 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 a variety of standard IT technical support tasks. The majority of work is limited in scope and involves completing specified tasks and providing direct IT support to individuals or small groups.

There are aspects of Ms. Lowery's work that falls within the general scope of duties performed at this level. For example, a portion of her work involves providing routine IT application system support for the Libraries' ILS online catalog system. This involves identifying, troubleshooting and resolving end user customer support issues within the Primo and Alma interfaces. Ms. Lowery responds to and resolves trouble reports from end users. She reviews system logs and messages to identify events and errors. She also creates and supports the operation of test environments. She develops test scripts and conducts pre-production testing activities for upgrades to the system and other related configuration changes. A portion her work also includes reviewing and testing previously-written code in order to improve and/or adapt code for configuration changes.

However, as stated in the definition, incumbents in this class complete standard tasks for small scale systems or programs or pieces of larger systems or programs. Although not allocating criteria, the typical work statements for this class describe performing this work for small, stand-alone applications with limited scope. Positions at this level also typically apply pretested modifications to applications software and test new releases of elementary software or hardware. Positions analyze problems for parts of applications and solve problems with some assistance. Complex problems are intended to be referred to a higher level for resolution.

However, the size of Ms. Lowery's assigned area of responsibility and the overall scope of her level of responsibility for providing technical consultation, troubleshooting and other technical support activities extend beyond these requirements.

For example, Ms. Lowery works under general direction within an assigned area of responsibility. Her position serves fully independently as the Library Services systems administrator for the Alma and Primo online catalogue applications. Ms. Lowery works with higher-level internal IT specialists to resolve moderate to complex upgrade issues and related configuration problems. Ms. Lowery also works independently with the Ex Libris vendor to report system bugs and to identify and resolve any related application configuration issues. This includes independently consulting with the vendor to implement upgrades and work with other departmental IT staff to resolve higher level complex configuration problems for WWU's unique interface configuration.

In addition, the full scope of Ms. Lowery's assigned area of responsibility extends beyond the requirements of the ITS 2 class by having the additional responsibility of serving as WWU's representative to the Orbis Cascade Alliance's Systems Team and as a consultant on Alma and Primo issues to the Orbis Cascade Alliance's Collaborative Workforce Team.

Her duties include working directly with the Orbis Cascade Alliance's Normalization Rules Working Group to develop, test and implement Primo normalization rules for all Alliance members. She also works directly with Orbis Cascade Alliance staff to implement desired configuration changes at the consortium level in Primo production and sandbox environments.

In sum, the size and scope of Ms. Lowery's assigned area of responsibility and the work she performs as a system administrator exceed the allocating requirements of the ITS 2 class.

Therefore, while a portion of Ms. Lowery's position duties overlap and 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 not the best fit for position.

For these reasons, Ms. Lowery's 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 work is limited in scope and generally involves 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 resolve problems or issues that arise. Positions work fully independently and complex problems are resolved through consulting with higher-level technical staff.

In total, on a best fit basis, Ms. Lowery's scope of work and overall level of responsibility as a whole is best described by ITS 3. Ms. Lowery works fully independently and serves as the systems administrator for the Library Services' ILS online catalogue application system. Her position supports, maintains and enhances those systems at a level consistent with the requirements of this class.

Size and Scope of Work

Positions at this level typically have responsibility for supporting, maintaining and enhancing existing applications that generally impact one division or large work group or single business unit. The scope of Ms. Lowery's position reaches this intent.

For example, Ms. Lowery provides technical IT support to the Library Services' ILS. This hosted system has a campus-wide scope of impact for students and staff using the Primo application interface to seek and use Library's online catalogue services. Her assigned area of responsibility also extends to supporting the Orbis Cascade Alliance consortium. Ms. Lowery has the latitude and discretion to independently resolve all technical issues that arise both locally and externally with the Alliance. In total, the overall scope of her assigned area of responsibility reaches the size of operations anticipated by this class.

System Administrator

Ms. Lowery serves as the systems administrator for the Alma and Primo online catalogue applications. Ms. Lowery 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 Ex Libris vendor to identify any system issues. Ms. Lowery also has administrative access rights to the system internally and externally at the Alliance level. She works with the vendor for issues affecting the hosted ILS system. She also works with internal IT staff to resolve related campus-level configuration issues with other systems such as Banner.

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

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

Supporting, Maintaining and Enhancing Applications

Ms. Lowery performs her work assignments independently. During the review telephone conference, Ms. Lowery stated she has decision-making authority and discretion to

independently resolve all operating and configuration problems that arise, which includes working with internal IT staff on complex local configuration issues as necessary. Ms. Lowery also works directly with the Ex Libris vendor to implement vendor-initiated system upgrades.

I concur with Ms. Lowery's comments that she works with faculty, supervisors and staff across multiple work centers to plan, prioritize and implement changes for the Alma and Primo application. Her position has full responsibility for supporting the configuration of Alma and Primo systems to meet the library's operational needs.

For example, she is responsible for monitoring system performance, responding to problem reports from end users and fulfilling requests from Library personnel for added functionality in both systems. While a portion of her work involves resolving routine customer support issues, if the reported problem or request is beyond the capabilities of the system as it is configured, she works with the vendor and campus IT staff to develop a solution. Further, when the vendor is unable to provide a solution, Ms. Lowery is responsible for developing a local work-around on a permanent basis in order to maintain system functionality.

Further, Ms. Lowery exercises significant independence and is responsible for using innovative approaches to develop customized configuration changes to implement the Primo and Alma interfaces as part of the Library Services' scope of operations.

Ms. Lowery's work with the Orbis Cascade Alliance includes frequent communication with Alliance colleagues at institutions across Washington, Oregon and Idaho. Ms. Lowery is one of two IT specialists with administrator access to the system. Ms. Lowery consults with external IT staff regarding Alma/Primo support problems and shares local coding solutions that she has successfully developed and implemented. Ms. Lowery coordinates projects with the Alliance to take advantage of the benefit to WWU Libraries from addressing Alliance level configuration issues.

Ms. Lowery serves as the Chair of the Normalization Rules Workgroup. Her involvement with the Alliance includes planning (including timeline determination and installation planning), communication with stakeholders, needs assessment, development, pre-production testing and implementation.

As a whole, her duties align with this class with respect to administering application system upgrades or resolving related complex custom configuration-related problems.

In total, Ms. Lowery's 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. Lowery's 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 *Allegrì 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 breadth of Ms. Lowery's assigned duties and responsibilities, 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: Leslie Lowery, WWU
Elyse Maffeo, PSE
Lea Aune, WWU

Enclosure: List of Exhibits

LESLEY LOWERY v WWU

ALLO-15-096

LIST OF EXHIBITS

A. Lesley Lowery Exhibits

1. Request for Director's Review
2. Detailed breakdown of Position Description duties
3. Email from David Bass on Primo customizations
4. Email from Jon Dillon on Library website "New Items" page
5. Email to David Bass on Primo customization rollout
6. Email exchange among Ms. Lowery, Jennifer Ward (UW) and Audrey Ho (Ex Libris)
7. Email exchange among Ms. Lowery, Jennifer Ward (UW) and Audrey Ho (Ex Libris)
8. Email exchange between Ms. Lowery and Nathan Mealey (PSU)
9. Email exchange between Ms. Lowery and Wade Guidry (UPS)
10. Email exchange between Ms. Lowery and Wade Guidry (UPS)
11. Email exchange between Ms. Lowery and Leslie Hall (WWU)
12. Email exchange between Ms. Lowery and Kate Cabe (WWU)
13. Email exchange among Ms. Lowery, Elizabeth Stephan (WWU) and the WWU CEDAR Team
14. Email exchange among Ms. Lowery, Orbis Cascade Alliance staff, Ex Libris representatives and Alliance email lists
15. Email exchange between Ms. Lowery and Keith Folsom (Orbis Cascade Alliance)
16. Email exchange with Julie Fitzgerald (WWU)
17. Email to member of the WWU OneSearch Management Team regarding file maintenance for the Primo interface
18. Email to Joanna Bailey, Thomas McNeely and Andrea Peterson (all WWU) regarding Alma support for course reserves activities
19. Minutes from Normalization Rules Working Group Meeting
20. Email exchange among Ms. Lowery, Bob Thomas (WWU) and Maria Wagner (PCC) regarding Orbis Cascade Alliance policies on local bibliographic fields
21. Normalization Rules Working Group Testing Guide for the October 2015 test/implementation cycle
22. Email exchange between Al Cornish (Orbis Cascade Alliance) and Sara Brownmiller (UO) regarding the inclusion of write-in enhancement requests suggested by Ms. Lowery (see following exhibit) in Alliance-wide enhancement voting

23. Spreadsheet of write-in enhancement requests sent to the Alliance for consideration during the 2015 Primo enhancement voting cycle (see line 7 for Ms. Lowery's submission)
24. Email from Ms. Lowery to the OneSearch Management Team requesting review of her rollout plan (see next exhibit) for the "version 2" customized Primo interface at WWU
25. Primo Back Office (PBO) Rollout of new OneSearch Interface - plan authored by Ms. Lowery
26. Email exchange among Ms. Lowery and members of the WWU OneSearch Management Team regarding development "freeze" before implementation of new interface
27. Email exchange among Ms. Lowery and members of the WWU OneSearch Management Team regarding the rollout of a newly-customized interface
28. Email exchange among Ms. Lowery and members of the WWU OneSearch Management Team regarding 2015 Primo enhancement voting
29. Email exchange between Ms. Lowery and Linda Norman (WWU-EAS), initiating work on the Alma User Sync Load project
30. Email exchange between Ms. Lowery and Cindy Ferrario (WWU-Registrar) regarding detailed project documents (see next two exhibits) created by Ms. Lowery
31. Change request filed with Registrar's Office and EAS for the Alma User Sync Load project (exemplifies the level of technical knowledge required in Alma project work undertaken by Ms. Lowery)
32. XML Schema crosswalk developed by Ms. Lowery for the Alma User Sync Load project
33. Email from Jeremy McWilliams (LCC) regarding the crosswalk document (see previous exhibit) produced by Ms. Lowery for the Alma User Sync Load project
34. Email exchange among Ms. Lowery, Tim Neubauer (WWU-EAS) and Cindy Ferrario (WWU-Registrar) regarding details needed by Mr. Neubauer for process revision during the Alma User Sync Load project
35. Email from Ms. Lowery to Tim Neubauer (WWU-EAS) regarding initial test results during the Alma User Sync Load project
36. Email exchange between Ms. Lowery and Tim Neubauer (WWU-EAS) regarding further feedback from testing during the Alma User Sync Load project
37. Email from Ms. Lowery to Tim Neubauer (WWU-EAS) suggesting a fix for the Alma System's intolerance for duplication in user statistical categories
38. Email exchange between Ms. Lowery and Tim Neubauer (WWU-EAS)
39. Email from Bob Thomas (WWU) regarding Ms. Lowery's communication during the Alma User Sync Load project
40. Email from Cindy Ferrario (WWU-Registrar)
41. Email from M. Lowery initiating CEDAR to OneSearch project
42. Email from Ms. Lowery to CEDAR Team Lead (Jenny Oleen) and members of the OneSearch Management Team
43. Email exchange among Ms. Lowery, Kim Marsicek (WWU), Jenny Oleen (WWU) and BePress representatives

44. Email attachments in next two exhibits) from Ms. Lowery to WWU CEDAR Team and Rebecca Marrall (WWU)
45. Crosswalk of CEDAR document types to One Search Display/Resource types
46. CEDAR to OneSearch project known issues list
47. Email from Ms. Lowery to WWU CEDAR Team and Rebecca Marrall (WWU)
48. CEDAR to OneSearch project known issues list
49. Email exchange among Ms. Lowery, Jenny Oleen (WWU) and BePress representatives
50. Emails from Ms. Lowery to the WWU CEDAR Team and Rebecca Marrall
51. Email exchange among Ms. Lowery, Ruth Steele (WWU) and Paul Piper (WWU)
52. Email from Kim Marsicek (WWU)

B. WWU Exhibits

1. Allocation determination letter, dated November 10, 2015
2. Current Position Description on file
3. PRR with signature approval, August 26, 2015
4. Notes from Interview with Ms. Lowery October 27, 2015
5. PRR Supervisor's Portion, August 28, 2015
6. Notes from interview with supervisor, October 27, 2015
7. Supplemental information from Ms. Lowery October 28, 2015
8. Western Libraries Organizational Chart
9. Classification Specifications
10. Director Review Decisions
11. Letter from Marrall and A. Peterson to D. Peterson/Response to Decision

C. State HR Class Specifications

1. Information Technology Specialist 1
2. Information Technology Specialist 2
3. Information Technology Specialist 3