



**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

May 31, 2016

TO: Kristie Wilson
Acting Rules and Appeal Program Manager

FROM: Kris Brophy
Director's Review Specialist

SUBJECT: Jeff Gander v. Community Colleges of Spokane (CCS)
Allocation Review Request ALLO-15-100

Director's Determination

This position review was based on the work performed for the six-month period prior to April 10, 2015, the date Community Colleges of Spokane Human Resources (CCS HR) received Mr. Gander'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 Mr. Gander's assigned duties and responsibilities, I conclude his position is properly allocated to the Information Technology Specialist 3 (ITS 3) classification.

Background

On April 10, 2015, CCS HR received Mr. Gander's Position Review Request (PRR) form, requesting that his Information Technology Specialist 2 (ITS 2) position be reallocated to the Information Technology Specialist 4 (ITS 4) class. (Exhibit B-2)

CCS HR notified Mr. Gander on December 1, 2015, that his position was being reallocated from ITS 2 to ITS 3. (Exhibit B-1)

On December 21, 2015, Office of Financial Management - State Human Resources received Mr. Gander's request for a Director's review of CCS's allocation determination. (Exhibit A-1)

On May 10, 2016, I conducted a Director's review telephone conference. Present for the conference were Jeff Gander; Electra Jubon, Council Representative, Washington Federation of State Employees; and Shea'lyn Swan, Human Resource Consultant, CCS 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

Mr. Gander's position is assigned to the CCS Office of Information Technology's centralized Customer Support Services department. His position provides professional Information Technology support to the CCS education labs at the Airway Heights Correction Center (AHCC). Mr. Gander reports to Ben Sharp, ITS 4, Network Engineer, who in turn reports to JoLynne Sherman, Customer Support Services Director.

Duties and Responsibilities

Mr. Gander describes his major job duties in exhibit B-2 as following:

40% **Duty:**

At AHCC, install, setup and configure all Windows 2012 servers. The planning and the implementation of all server upgrades to Windows 2012 and configure all aspects of the individual domains from setup to backup and including all testing, research, security, performance monitoring and documentation of procedures used. Apply CCS security standards and develop new standards that apply only to the CCS portion of the AHCC. Redesign some local domains to meet CCS standards. (15 servers)

Tasks:

Update and reconfigure servers from Windows Server 2003 and 2008 to Server 2012. Load server 2012 on different hardware and rebuild some older hardware. Upgrade memory and hard drives on some servers where possible. Create temporary backup servers while upgrades are in progress. Setup RAID configurations on servers with multiple drives for data safety and redundancy.

Setup new Active Directory (AD) or transfer old AD contents to new servers on old domains. Completely remodel and replace some domains with new ones following CCS standards. Install and configure two domain controllers for each standalone computer lab. Install and configure dual DHCP (Dynamic Host Configuration Protocol) and DNS (Domain Name System) servers for redundancy in the domain and AD.

Install and configure DFS (Distributed File System) to backup student and instructor files across both domain servers to use for disaster recovery. Activate Shadow copies on both domain controllers as a first line file backup practice.

Research and develop a procedure using MS VAMT (Volume Activation Management Tool) to install software keys and activate licenses without internet access. Research and develop a procedure to install all needed server software updates using an offline WSUS (Windows Server Update Services) package because of no internet access.

Researching and testing all server and domain setups for most efficient solutions at the AHCC site.

Troubleshoot and repair servers that cannot yet be rebuilt or retired. Lots of time troubleshooting and repairing servers to keep them up and going until they can be decommissioned.

Plan and develop IP addressing scheme in preparation of VLANs when servers and new networking is completed and to adhere to CCS standards.

Planning and testing server software functionality.

Keep and maintain a complete repository of all software, files and documentation both onsite and at a remote location (SFCC).

25% **Duty:**

Planning and implementation of desktop images and reloading student and instructor lab computers. Maintenance of all servers as the sole technician for the AHCC. Test new applications for function, usability and need.

Tasks:

Sole provider of technical troubleshooting and repairs of all CCS computer equipment at the facility.

Creating base images to use as a template for lab computers. Creating specific images for specific labs and making a backup that can be used in the future.

Writing scripts to automate functions. Correcting any/all problems with workstations. Plan and implement ways to get software to activate without being able to access the internet. Many different solutions depending on the software. Research a solution to all the problems associated with computers that were loaded with SMS at the schools.

Planning ways to lock down the workstations so students can't harm them. Devising better workstation security while still simplifying for the users.

Develop a plan/checklist for installing images on workstations that included all the security aspects of the unit like unhooking CD-ROMS, setting BIOS passwords and wrapping up cables.

Streamlining processes to increase lab efficiency and making it easier for the students and instructors to understand.

Test all software and hardware for functionality with 64 bit operating systems and new operating systems.

15% **Duty:**

Configure specific AHCC Local Domains and Active Directory (AD) setups needed for the proper operation of each computer lab and develop and write scripts to automate certain functions. Creating and implementing group policies for specific advanced user and computer configurations.

Tasks:

Planning, creating and configuring all new CCS AHCC domains and AD objects and structure including student and instructor users and computer objects. Using VB scripts to create multiple users and passwords. Setup and configure user groups. Setting up a Primary domain controller and a secondary domain controller for each individual student lab. Setting up testing and deploying Group

Policies for students and instructors through AD for the whole domain and for individual groups.

Plan and develop a way to move users from one domain to another without being in the same forest. Moving users within the same forest.

Plan and install AD administrative tools for instructors to use for changing student passwords without my assistance.

10% **Duty:**

Planning and Research to best determine the support needs of the CCS portion of the AHCC. Testing, assessment and training of new software such as Smart Sync. Planning and development of connectivity because of a lack of any network connections between labs and having no internet access or email.

Tasks:

Rewiring in some spots to alleviate network equipment out in an open space where students can access it. Move network switches to more secure locations.

Troubleshooting network switch problems and programming manageable switches for VLAN and security. Resetting managed network switches to default settings and/or replacing with unmanaged switches.

Investigate various security measures in conjunction with a prison setting with inmate students.

Research and develop ways to install Adobe products that need internet access to activate and are broken if imaging is tried. Research other software such as Pearson Vue for GED testing and complete software testing to see what can be done in the way of imaging and how the programs will react to new updated server operating systems.

10% **Duty:**

Training, Research, Documentation and Travel

Tasks:

Develop OneNote documentation to add to existing the IT SharePoint documentation. I spend about 1.5 to 2 hours a week documenting all that I do at AHCC. Documenting all aspects of the setups of specific servers and computers at AHCC

Document all daily travel between SFCC and AHCC.

Supervisor's Comments

Mr. Sharp signed the PRR indicating his acknowledgement of Mr. Gander's completion of the employee portion of the PRR. Mr. Sharp did not provide any additional comments.

Summary of Mr. Gander's Perspective

The argument presented by Mr. Gander is summarized as follows:

- He serves as a senior-level Information Technology telecommunications specialist who performs his work independently. He plans and organizes his own work and devises his own work methods to accomplish his tasks.
- He exercises independent decision-making authority under the general direction of his supervisor.
- He has sole responsibility for the computer operations for CCS at the AHCC facility, which includes responsibility for completely overhauling the CCS portion of the computer networking of the AHCC education class rooms He is responsible for bringing them up to date and in line with the new IT standards.
- His duties include loading and installing new or upgraded server hardware and software. He independently completes installations and maintains and administers all aspects of computer and network support for each CCS lab at the AHCC including all documentation.
- In total, the majority of his duties and the level of independence with which he works, along with his level of decision-making authority reaches the ITS 4 class.

Summary of CCS's Perspective

The argument presented by CCS is summarized as following:

- Mr. Gander's specific assignments involve working in the CCS labs located at AHCC, which involves providing direct IT support for a satellite operation. The size and scope of his assigned area of responsibility best fits within the ITS 3 level class.
- Mr. Gander's specific assignments involve installing and configuring Windows 2012 servers to bring the network infrastructure up to date and in line with IT standards. These tasks are outlined in the ITS 3 class.
- The majority of his work involves performing specific network equipment installation and configuration tasks. He analyzes and resolves system malfunctions, using established procedures and methods to install, configure, maintain, troubleshoot and repair various Microsoft server products. He tests, deploys, administers and maintains various network connectivity and security devices. In addition, according to management, his position will be utilized to work with other ITS professional in the consolidation of CCS exchange servers.
- In total, his position is appropriately allocated to the ITS 3 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:

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, Data Base Design And Maintenance, Data Communications, Disaster Recovery/Data Security, Distributed Systems/LAN/WAN/PC, Hardware Management And Support, Network Operations, Production Control, Quality Assurance, IT Project Management, Systems Software, Web Development or Voice Communications.

The focus of Mr. Gander's position is to perform professional Information Technology network installation and configuration support to the CCS Education Center's labs located at AHCC. Mr. Gander's position should be allocated to a class within the Information Technology Specialist series.

Comparison of duties to Information Technology Specialist 4 (ITS4)

The Definition for the ITS 4 class states the following:

Performs analysis, system design, acquisition, installation, maintenance, programming, project management, quality assurance, troubleshooting, problem resolution and/or consulting tasks for complex computing system, application, data access/retrieval, multi-functional databases or database management systems, telecommunication, project or operational problems.

As a senior-level specialist in an assigned area of responsibility and/or as a team or project leader, applies advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks such as planning and directing large-scale projects; conducting capacity planning; designing multiple-server systems; directing or facilitating the installation of complex systems, hardware, software, application interfaces or applications; developing and implementing quality assurance testing and performance monitoring; planning, administering and coordinating organization-wide information technology training; acting as a liaison on the development of applications; representing institution-wide computing and/or telecommunication standards and philosophy at meetings; or developing security policies and standards.

Incumbents understand the customer's business from the perspective of a senior business person and are conversant in the customer's business language. Projects assigned to this level impact geographical groupings of offices/facilities and/or regional, divisional or multiple business units with multiple functions. The majority of tasks performed have wide-area impact, integrate new technology and/or affect how the mission is accomplished.

There are no Distinguishing Characteristics for this class.

Incumbents in this class spend a majority of their time serving as a senior-level specialist and/or team or project leader. They apply advanced technical knowledge and considerable discretion

to evaluate and resolve complex tasks as the primary focus of their position. Mr. Gander's position does not fully reach this level of responsibility. Mr. Gander's position does not function as a senior-level specialist requiring the application of advanced technical knowledge and considerable discretion to evaluate problems and perform complex tasks as the major focus of his position. Rather, the majority of his work involves performing journey-level network installation and configuration tasks in support of several individual standalone labs co-located within the AHCC's medium and minimum security units.

Further, incumbents at this level perform complex tasks such as evaluating and resolving complex planning efforts, directing large-scale projects, conducting capacity planning, designing multiple-server systems, directing or facilitating the installation of complex systems, hardware, software, application interfaces or applications. The focus and scope of Mr. Gander's position duties do not reach this level of complexity. The majority of Mr. Gander's responsibilities involve replacing and maintaining existing network servers within individual classroom settings. He also responds to requests for technical IT desktop and related support to faculty and others within the CCS education labs at the AHCC medium and minimum security units.

Second, Mr. Gander's work is not consistent with the size and scope of operation requirements of this level which involves independently resolving complex computing needs within an assigned area of responsibility such as "...divisional or multiple business units with multiple functions." The size and scope of Mr. Gander's assigned area of responsibility does not reach this level of operations. Rather, Mr. Gander's position supports information systems by independently installing and configuring network infrastructure equipment located within standalone labs located within an individual satellite operation. This size and scope of this level of responsibility aligns more appropriately with the requirements of the ITS 3 class.

Further, the scope of Mr. Gander's position does not include responsibility for performing other complex, senior-level duties consistent with the ITS 4 level such as planning, administering and coordinating organization-wide information technology training, acting as a liaison on the development of applications, developing security policies and standards or representing institution-wide computing and/or telecommunication standards and philosophy as a senior-level specialist at meetings. Mr. Gander participates in, but does not lead these efforts.

In total, the overall scope of his assigned area of responsibility, the complexity of his assigned duties and the overall level of decision-making authority do not reach the requirements of the ITS 4 class definition. For each of these reasons, his position does not reach the level of work encompassed in the ITS 4 class.

Mr. Gander's position should not be allocated to the ITS 4 class.

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.

Area of Responsibility

ITS 3 positions independently perform IT support as a fully qualified IT 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 single business function or satellite operation. In addition, the work methods used and the level of independent decision making required at the ITS 3 level involve 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.

Mr. Gander's overall scope and level of responsibility more accurately align with the ITS 3 level class. Mr. Gander works independently. His position fully supports, maintains and enhances network infrastructure and supports those systems within a satellite operation which is consistent with the requirements of this class.

Scope of Work

Mr. Gander provides journey-level technical IT support to the AHCC's CCS education labs. Mr. Gander has the latitude and discretion to resolve technical issues that arise. The scope of his assigned area of responsibility meets the requirements of this class.

Further, Mr. Gander performs his work assignments independently. During the review telephone conference, Mr. Gander stated he has independent decision-making authority and discretion to resolve problems that arise. His duties align with this class with respect to replacing servers and performing other related upgrades to system hardware and software and resolving other technical system malfunctions or problems that arise within his assigned area of responsibility.

Additionally, because this class does not contain distinguishing characteristics we can look to the typical work statements for guidance regarding examples of work performed by incumbents in this class. The following are examples of work performed at this level:

...

Leads moderately sized projects. ...This may include ...system mapping and system connectivity; re-configuring existing systems or building systems within existing standards...;

...

Creates installation plans; independently installs and configures hardware/software. Customizes off-the-shelf applications...; Analyzes and corrects network malfunctions. Assists users in ordering and installing data

communication equipment. Replaces faulty hardware modules in network equipment;

Uses advanced hardware and software diagnostic tools such as network analyzing equipment and operating system diagnostics to identify and either resolve or refer problems to other staff for analysis;

Monitors and enhances operating environments to ensure optimal performance. Applies software patches and writes command procedures and programs to eliminate operating errors. Maintains, modifies, installs, tests, and debugs system-level software such as operating systems, device drivers, memory managers and communications software. Provides maintenance and operations support for applications. Develops and implements emergency fixes and resolves hardware system problems;

Integrates acquisition needs with business plan for customer's unit;

...

Implements security policies and standards;

Identifies documentation needs. Creates documentation for systems and users;

...

Mr. Gander's duties are fully consistent with the scope of work described by these statements.

For example, Mr. Gander is independently responsible for planning and implementing all individual server upgrades to Windows 2012 for his assigned area of responsibility. His duties consist of reconfiguring existing systems within each lab or building new systems using existing standards. He creates installation plans and independently installs and configures hardware and software as necessary. He configures all aspects of the individual domains from setup to backup. He conducts all testing, research, security, performance monitoring and documentation of procedures used. He applies CCS security standards and develops new standards that apply only to the CCS portion of the AHCC. He also redesigns local domains to meet CCS standards.

Mr. Gander also monitors and enhances operating environments to ensure optimal performance. He maintains, modifies, installs, tests and debugs system-level software such as operating systems, device drivers, memory managers and communications software. He develops and implements emergency fixes and resolves hardware system problems. He also integrates acquisition needs with business plans for customer's units, implements security policies and standards and performs documentation work related to the installed systems.

In summary, Mr. Gander provides fully qualified technical IT support and identifies and resolves moderate problems within an assigned scope of operation consisting of a single business function or satellite operation.

Mr. Gander's overall scope and level of responsibility, complexity of duties and level of decision-making authority fall most appropriately within the ITS 3 class definition.

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 diversity of the overall duties and responsibilities assigned to Mr. Gander's position, his position is properly allocated 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: Jeff Gander, CCS
 Electra Jubon, WFSE
 Shea'lyn Swan, CCS

Enclosure: List of Exhibits

JEFF GANDER v SPOKANE CC

ALLO-15-100

LIST OF EXHIBITS

A. Jeff Gander Exhibits

1. Director's Review Form received December 21, 2015
2. Allocation determination letter dated December 1, 2015
3. Aerial view of Airway Heights Correction Center (AHCC)
4. Department of Corrections employee policies used at AHCC
5. Work orders from September 8, 2014 to April 15, 2015

B. Spokane Community Colleges Exhibits

1. Allocation determination letter dated December 1, 201 (5 pgs.)
2. Receipt of Reclassification Request dated April 13, 2015 and Request dated April 10, 2015 (8 pgs.)
3. Position Description relevant to the time period (3 pgs.)
4. State of Washington Class Specs taken into consideration (6 pgs.)
5. Notes from desk audit conversations with Mr. Gander, Mr. Sharp and Ms. Sherman (3 pgs.)
6. IT Organizational Chart (4 pgs.)

C. State HR Class Specifications

1. IT Specialist 3
2. IT Specialist 4