



**STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT**

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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September 21, 2015

TO: Connie Goff, Acting Section Chief
WPPR&A

FROM: Kris Brophy,
Director's Review Program Investigator

SUBJECT: Juliet Barnes v. Western Washington University (WWU)
Allocation Review Request ALLO-15-030

Director's Determination

This position review was based on the work performed for the six-month period prior to January 5, 2015, the date WWU HR received Ms. Barnes' request for a position review. As the Director's Review Investigator, I carefully considered the documentation in the file, the exhibits, and the verbal comments provided by both parties during the review telephone conference. Based on my review and analysis of Ms. Barnes' assigned duties and responsibilities, I conclude her position is properly allocated to the Program Support Supervisor 2 (PSS 2) classification.

Background

On January 5, 2015, Ms. Barnes submitted a Position Questionnaire (PQ) to WWU's Human Resources (WWU-HR) Office, requesting that her Administrative Assistant 3 position be reallocated to the Administrative Services Manager B or Program Manager B classification (Exhibit B-2).

WWU notified Ms. Barnes on February 24, 2015, that her position was being reallocated to the Program Support Supervisor 2 classification.

On March 20, 2015, State HR, OFM received Ms. Barnes' request for a Director's review of WWU's allocation determination (Exhibit A-1).

A Director's review telephone conference was conducted on August 11, 2015. Present for the conference were Juliet Barnes; Elyse Maffeo, General Council, PSE, SEIU; Mark Bussell, AMSEC Director, WWU; Tanya Alexander Operations Manager, College of Science and Engineering, WWU; and Lea Aune, Associate Director of Human Resources, WWU.

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).

Positions are to be allocated to the class which best describes the majority of the work assignment. *Ramos v DOP*, PAB Case No. A85-18 (1985).

Duties and Responsibilities

Ms. Barnes supports the Advanced Materials Science & Engineering Center (AMSEC) located within the College of Science and Engineering (CSE) at WWU. AMSEC is a research center created to educate students in materials science, support interdisciplinary research, and enhance regional industry competitiveness and innovation. She performs a variety of administrative support services to the department.

Ms. Barnes' duties and responsibilities are identified in the PQ as follows:

55%	<p>Budget and Finance Management</p> <p>Manage the financial activity of nine (9) grants and AMSEC operating, foundation, start-up and self-sustaining funds (approximately \$2,650,000). Perform budget analysis to ensure income and expenses are within expectations and accounts are reconciled. Issues are recognized and corrective action is taken or recommendations are presented to the director.</p> <p>Work collaboratively with campus departments to facilitate management of funds: Research & Sponsored Programs, Purchasing, Travel, Accounts Payable, CSE Dean's Office, Provost Office, and Institute for Energy Studies. Maintain all AMSEC financial records. Budget authority for AMSEC (3620). Use Banner Finance and Millennium Fast Finance.</p> <p>Fund Management:</p> <ul style="list-style-type: none">• Approve income, expenditures, requisitions, and journal vouchers with full budget authority.• Create journal vouchers, payroll redistributions and account transactions.• Evaluate costs and approve purchases for equipment, supplies and furniture.• Prepare, reconcile, and analyze budget status reports. Analyze problem areas and take corrective action or recommend needed changes.• Provide advice and information to the director about budget status and Center's needs. Recommend appropriate action.• Analyze lab expenses and propose new or modified student lab fees.• Review fee schedule for Industry Contracts (customers) and recommend changes based on income analysis.• Participate in budget preparation for self-sustaining funds that consists of a variety of revenue sources – student fees, contract income and indirect cost recovery distributions. Propose annual budget and modifications based on analysis of income, expenses and future needs. <p>Purchasing</p> <ul style="list-style-type: none">• Establish and manage over 50 vendor accounts.• Work with vendors to secure quotes and investigate purchasing options.
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- Coordinate all aspects of AMSEC and grant purchases.
- Create and maintain all internal purchasing system and Banner activity codes for improved efficiencies.
- PCard Purchases – Purchase lab supplies (chemicals and small items) and equipment valued over \$3,000 for AMSEC and 9+ grants for faculty in 4-5 other departments – over 250 multi-item orders with an annual expense of approximately \$150,000.
- Purchase Orders – Process Purchase Forms for equipment over \$3,000 for AMSEC and 9+ grants for faculty and 4-5 other departments. Advise grant Principal Investigators (PI's) on how to prepare documents for the purchase of grant-specific large equipment. Coordinate and secure appropriate authorizations for required documents including tax exemption forms, sole source documentation and additional budget authority approval if needed. Act as a liaison between faculty grant PI and Purchasing for purchases. Collaborate with and track Purchasing's activities related to large purchases with grant funds to ensure purchases are executed as requested. Annual order expense of over \$150,000.

Transaction Approval, Reconciliation & Tracking

- Reconcile purchase documents to ensure receipt of items and payments are processed.
- Process and review PCard purchases, assign fund codes, account codes, and activity codes. Take corrective action if errors are found.
- Cross reference all purchases with internal purchasing system.
- Review all purchases made by AMSEC lab manager, and advise the director when financial-manager approval can be completed.
- Communicate with grant PIs to secure guarantee that equipment is received and working properly before payment.
- Review and approve invoices for Accounts Payable.
- Secure packing slips and documentation from other departments to ensure receipt of items.
- Review internal charges such as Chemistry Stockroom charges and request departmental backup documentation for reconciliation.
- Track start-up funding for new faculty. Prepare reports and request funding reimbursements from Dean's Office.
- Track all income and expenses for AMSEC and AMSEC faculty grants. Review reports to ensure appropriate accounts and activity codes are used.

30%

Administrative Services Management

Manage AMSEC's administrative processes and services with full understanding of short-term and long-term goals. Participate in AMSEC Advisory and Curriculum meetings.

Operations Management:

- Interpret and implement State of Washington, WWU and AMSEC policies and procedures to ensure effective operation of the Center. Counsel director, faculty, lab manager, graduate assistants and student employees regarding institutional policies and best practices.
- Collaborate with the director and lab manager to create improved administrative policies such as industry contracts and lab/room use agreements.

- Work collaboratively with college departments to create and maintain AMSEC procedures to correspond with feeder departments (Chemistry, Engineering & Design, Geology, Mathematics and Physics).
- Establish understanding of feeder department operations to ensure AMSEC works in concert with departments (paramount in the areas of curriculum and industry contracts).
- Collaborate with director and lab manager to ensure completion, maintenance, and compliance of AMSEC's Safety and Emergency plans in coordination with WWU's Environmental Health and Safety Department.

Staff Supervision:

- Supervise AMSEC staff to ensure compliance with WWU and AMSEC policies and procedures.
- Supervise Lab Manager in the area of administrative and financial activities including purchasing and PCard use.
- Interview, hire and supervise AMSEC student employee to perform clerical work. Train, assign, and schedule work. Approve leave requests. Establish task priorities and job performance standards. Evaluate attendance and performance. Take corrective action as needed.

Personnel, Payroll, Supervisory:

- Responsible for a high working knowledge of WWU personnel and payroll practices.
- Provide guidance to director and AMSEC faculty in the administration of personnel practices and procedures including staff and faculty search processes.
- Supervise Lab Manager in administrative job duties – budget planning, purchasing/expenditures, labor and supply tracking for industry contract invoicing. Review and approve Lab Manager's PCard purchases, purchase form submissions, facilities work requests, and provide oversight related to project management.
- Coordinate staff and faculty searches and follow subsequent hiring procedures and processes with WWU Human Resources (HR).
- Participate in hiring committees.
- Complete, process and track all hiring documents for students, graduate students, staff and faculty.
- Create and calculate complex and highly detailed AMSEC faculty and summer grant employee contracts consisting of multiple grant funds for multiple funding durations.
- Create and maintain specialized student employee tracking processes to ensure hours worked and funding sources are analyzed each pay period. Secure special funding approval from PIs as needed.
- Manage payroll for 30-40 students and staff – create employment documents (PAs); ensure HR has received all employee paperwork; train students on payroll practices and time submission procedures, create timesheet submission process; receive and/or approve timesheets; review timesheets for accuracy; review hours worked and funding availability; take corrective action as needed; troubleshoot issues with students working multiple jobs and time submission problems; approve time via Web4U.

Travel:

- Secure approval from Travel Services for standard and special-case travel needs for faculty, staff, graduate students, students, faculty candidates, and other.
- Create travel documents and budgets within WWU's Travel & Expense Management (TEM) module.
- Collaborate with AMSEC faculty to develop travel budgets involving numerous funds to meet travel goals.
- Reconcile all travel expenses and process through TEM – review receipts and expense justifications.
- Make hotel reservations and other arrangements for special guests.

Representation & Interaction:

- Represent AMSEC and interact with numerous departments to facilitate administrative and budgetary activities and student services.
- Coordination of AMSEC operations with the Dean's Office, college departments and campus offices.
- Attend meetings as an AMSEC representative and act as AMSEC's liaison with students, the campus and greater community. Keep director abreast of activities – sharing information as appropriate and beneficial to AMSEC.
- Act as AMSEC representative in department manager meetings, training sessions and other campus informational meetings to support operational activities in the areas of student services, human resources, course scheduling, and financial systems.

Industry Contracts (AMSEC's Customers):

- Collaborate with director and lab manager in the development of industry contracts (ICs) for research projects.
- Initiate and process ICs in coordination with the Contract Service Office.
- Communicate with Contract Services and track contract process to ensure the Contract Services Office correctly compiles and transmits documents to customer.
- Coordinate administrative details with faculty member assigned to direct approved contracts.
- Hire student employees to perform contract tasks as guided by the assigned faculty member.
- Train students on payroll practices and time submission procedures.
- Collaborate with lab manager to ensure IC work is properly documented for invoice creation.
- Calculate charges and create invoice for IC work completed and submit to the Student Business Office for Banner data entry and transmission to customer.
- Monitor IC invoice receivables.
- Process journal vouchers to transfer IC income to departments as necessary.
- Create and process personnel action forms to pay faculty for IC project consultation services.

10% Academic & Student Services

Present Materials Science curricular information and application processes to students interested in declaring a minor. Advisement is in collaboration with

feeder departments and each advisee has a unique course plan to navigate.

Student and Faculty Services:

- Independently advise students, staff, faculty, members of the campus community, and the public regarding the materials science minor content, policies and activities – application procedures, prerequisite courses, course sequencing, and research component.
- As program advisor, recommend alternative courses of action for solutions to individual situations.
- Consult with director for course technical or research content needs evaluation approval.
- Review Materials Science minor applications and transcripts.
- Admit students into minor or advise student on course completion prior to admission.
- Enter minor codes into Banner.
- Manage all Materials Science course registrations. Review override code requests and approve based on preparedness.
- Complete and approve Materials Science minor graduation evaluations for submission to Registrar's Office.
- Maintain AMSEC student database.
- Track student enrollment and minor completion.
- Provide support services to undergraduate students and graduate assistants.
- Arrange field trip transportation for AMSEC courses – contract with vendor and coordinate payment.

Course Scheduling:

- Collaborate with director on Materials Science annual course schedule development.
- Create outlines of possible scheduling scenarios to coordinate student required courses offered in feeder departments and faculty teaching schedule.
- Enter schedule into Banner.
- Analyze schedule modification needs based on courses offered in other departments that would impede student's completion of minor's coursework. Recommend corrective action.
- Process teaching overload approval and contract paperwork.

Curriculum & Catalog:

- Advise director on needed changes to course descriptions and prerequisites. Recommend corrective action.
- Advise AMSEC Curriculum committee on WWU policies and procedures to improve curriculum change to process navigation.
- Complete and coordinate the submission of curriculum forms and catalog copy changes.
- Maintain AMSEC curricular and catalog files.

5%

Other

Events and Seminars

- Schedule and coordinate meetings and events from advisory board to larger public, multi-venue events.
- Coordinate and communicate event information: schedule locations, market event, order refreshments, and communicate to students and departments.

Marketing:

- Maintain and update AMSEC website.
- Develop new website design and coordinate its development with CSE Dean's Office and WWU's WebTech.
- Direct the design of event posters and promotional materials.
- Develop/compose AMSEC promotional information.
- Communicate guest lecturer and special event information to campus.

General Office Operations:

- Support director and AMSEC faculty in general clerical needs such as grant editing, letter writing, etc.
- Schedule meetings, coordinate use of AMSEC meeting spaces, monitor use of meeting room equipment.
- Maintain files and records (hardcopy and electronic), order office supplies, initiate maintenance request, order keys, transmit general correspondence, coordinate catering, distribute department mail, etc.

Mr. Bussell, AMSEC Director, completed the supervisor's section of the PQ. He indicates that Ms. Barnes' description of her assigned duties and responsibilities is accurate and complete, noting with exception; however, that he disagrees with Ms. Barnes' statement that her duties are 100% outside of the Administrative Assistant 3 classification.

Mr. Bussell states in his comments the quantity, scope and complexity of the AMSEC activities have increased and that the Center is now functioning at a much higher and more successful level. He states that he assigned or delegated new tasks to Ms. Barnes' position so that he can focus more time on developing grants and acquiring instruments to support AMSEC's growth and effectiveness on campus. Her position is more directly involved in the various program grant activities.

He states that while he supervises the technical aspects of the Lab Manager position, he has delegated some administrative oversight responsibility of the position to Ms. Barnes. He indicates that she also provides staff supervision to student staff working for AMSEC, and she monitors all the budgets for each program and provides fiscal administration over a number of budget and fiscal activities for the Center. He also states Ms. Barnes represents AMSEC at some college and university meetings such as the Department Manager meetings, and she interacts with the participating departments on campus.

Mr. Bussell states Ms. Barnes has decision making authority for the following functions:

- Administrative oversight of the AMSEC Lab Manager
- Hiring of and assignment of tasks to a work study student employee
- Grant-supported purchasing for AMSEC faculty.

Summary of Ms. Barnes's Perspective

Ms. Barnes asserts she has acted as the department manager for AMSEC since September 2013. She states in exhibit A-1 that the position had previously been classified at the Program Manager level but was reclassified to the Administrative Assistant 3 class without a reduction in duties or a reduction in the level of her responsibilities.

Ms. Barnes asserts that she manages all of the Center's budgets and provides fiscal administration over the fiscal activities for the Center. She asserts that in her role as department manager, she performs the following higher-level duties:

- Manages 12 funds/grants representing a total value of \$2.65 million.
- Performs budget analysis to ensure income and expenses fall within expectations and accounts are reconciled.
- Performs Grant-supported purchasing for AMSEC faculty.
- Identifies issues and recommends corrective action to the director as necessary.

Ms. Barnes asserts she manages all of the administrative processes for AMSEC. This includes staff supervision, interpreting and implementing applicable statutes and policies, collaborating with internal and external stakeholders to improve administrative policy, and managing payroll for 30 to 40 student employees and regular staff.

Ms. Barnes states that she also represents AMSEC in interactions with numerous college departments and at university meetings on campus.

In total, Ms. Barnes asserts the overall scope and level of responsibility assigned to her position meets the requirements of the Administrative Services Manager B class or the Program Manager B class.

Summary of WWU's Perspective

WWU asserts Ms. Barnes' position is better described as being administrative rather than managerial in nature. WWU believes Ms. Barnes' position does not have the scope and breadth of authority required for allocation to the Program Manager level. For example, WWU states in its determination that Mr. Bussell retains overall responsibility for setting the Center's goals and objectives and developing the department's budget.

Further, in the determination, WWU states:

Ms. Barnes does not have authority over: developing program goals and objectives; developing timetables and work plans to achieve program goals and objectives; developing program policies and procedures; setting and adjusting program priorities; evaluating program effectiveness. These responsibilities lie with the Director.

WWU asserts that the, "...primary work Ms. Barnes performs is supportive of program activities, particularly those related to budget and personnel supervision." WWU states in its determination that:

As AMSEC has grown and developed, her position is more directly involved in the various program grant activities under AMSEC. She is responsible for overseeing the program activities and provides supervision to student staff who work for AMSEC. In addition, she monitors all the budgets for each program and provides administration over a number of budget and fiscal activities for the department.

WWU asserts the focus of her position and the majority of her duties as a whole are best described by the Program Support Supervisor 2 class.

Comparison of Duties to Class Specifications

When comparing the assignment of work and level of responsibility to the available class specifications, the class series concept (if one exists) followed by definition and distinguishing characteristics are primary considerations. While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification.

Comparison of Duties to Program Manager series

The Definition for the Program Manager A class states:

Supervises a division of a major administrative department, operating unit or program undertaking relieving the senior official of operating and administrative detail. Plans, coordinates and implements all functions required by the activity.

The Distinguishing Characteristics of the Program Manager A classification state:

Program Managers administer, supervise, direct and advise on activities involved in providing an essential management service within the institution. They are responsible for advising and assisting, with minimal direction, the senior official and other administrators in the organization on matters pertaining to the program. The primary purpose of these positions is to achieve the goals and objectives of the program by providing, obtaining, and/or coordinating activities as they affect the institution.

Positions in this class involve a wide scope of complex duties and responsibilities in the management of a program which may involve a combination of two or more of the following services: Project management, funds management, contract administration, management analysis, property management, space management, program management, budget planning, public information, faculty, administrative, classified staff and student services administration, personnel administration, and staff supervision.

Program Managers exercise independent judgment, and have been delegated decision-making authority.

Program Managers at the "A" level are typically first-line supervisors, and are characterized by their total responsibility for a program or management services to an administrative supervisor.

Program Managers at the "B" level are typically second- or third-line supervisors and are distinguished by their responsibility for total control of a program for a particular academic or administrative unit.

The State HR *Glossary of Classification Terms* provides further guidance on the level and scope of work performed by Program Managers. The *Glossary* defines the duties of a **Program Manager** involve authority over:

- Development of program goals and objectives
- Development of timetables and work plans to achieve program goals and objectives
- Development of program policies and procedures
- Preparation of program budgets, adjustments of allotments and authorizing expenditures
- Controlling allocation of program resources
- Setting and adjusting program priorities
- Evaluating program effectiveness

Ms. Barnes' position does not encompass the full breadth of responsibility and level of decision making authority required for allocation to the Program Manager class.

Program Managers administer, supervise, direct and advise on activities involved in providing an essential management service within the institution. They are responsible for advising and assisting, with minimal direction, the senior official and other administrators in the organization on matters pertaining to the program. The primary purpose of these positions is to achieve the goals and objectives of the program by providing,

obtaining, and/or coordinating activities as they affect the institution. The scope of position duties performed by Ms. Barnes does not fully encompass this overall scope of responsibility.

For example, Ms. Barnes reports to the Director of AMSEC. Her position provides primary administrative support to the director. This includes providing oversight and administration of Center's daily activities including student staff supervision. In addition, she maintains all budgets and provides fiscal administration support for a number of the Center's budget and fiscal activities. This includes having delegated budget authority from the Director for approving departmental income, expenditure, requisition, and journal voucher fund management activities.

However, the size and scope of this program and the level of her responsibility for coordinating these program activities does not reach management-level responsibility for supervising a division of a major administrative department, operating unit or program undertaking as required. While Ms. Barnes has been delegated authority to perform certain higher-level administrative functions, overall responsibility for managing all program-related functions for the department rests with her supervisor, Mr. Bussell.

For example, Ms. Barnes does not have management-level responsibility for planning, coordinating and implementing all functions required by the AMSEC program. This responsibility rests with her supervisor, Mr. Bussell. As a whole, Mr. Bussell retains overall authority for managing the AMSEC program. For example, Ms. Barnes monitors the program's activities and assists Mr. Bussell in meeting program goals and objectives; however, Mr. Bussell retains management-level responsibility for developing the AMSEC program's goals and objectives. Ms. Barnes does not have the latitude to independently develop timetables and adjust program priorities or evaluate program effectiveness at the level of a Program Manager. Mr. Bussell retains authority for evaluating the program's overall effectiveness.

Further, overall management-level responsibility for the budget rests with Mr. Bussell. This includes responsibility for developing the program's operating budget. Ms. Barnes does approve and adjust budget allotments and controls the allocations of program resources within her delegated level of budget authority. This includes administering the financial activity of grants and AMSEC operating, foundation, start-up and self-sustaining funds. She analyzes budget expenditures to ensure income and expenses are within expectations and accounts are reconciled. She either independently recognizes and takes corrective action or makes recommendations to the director. Ms. Barnes also provides financial information to assist the Director in developing budgets but does not fully develop the budgets on her own.

Ms. Barnes does not develop program-level policies and procedures but rather develops office administration processes and procedures. Ms. Barnes does provide administrative oversight to the department's Lab Manager but does not have full supervisory responsibility for that position. This limits her overall level of authority for matters pertaining to the personnel administration of her work unit.

In summary, Ms. Barnes supports the Director of AMSEC. While she exercises a high level of responsibility and independence in performing her duties in support for the department including approving budget expenditures, her duties are best described as providing administrative services support to the AMSEC program rather than full program management support for the department. I concur with WWU's assessment that her position has not been assigned the level of responsibility for planning, developing, integrating, executing or controlling the functions required to implement new processes, create and streamline systems, or participate in budget planning to the extent required for allocation to the Program Manager class series. Mr. Bussell retains overall responsibility and authority for control of the department and the various administrative and programmatic functions that report to him.

Ms. Barnes' position does not fully rise to the level or scope of responsibility required for allocation to the Program Manager A class, or to another class within the Program Manager series.

Comparison of Duties to Administrative Services Manager series

The Definition for this class states:

The Administrative Services Manager is responsible directly to the senior academic or administrative official for planning, organizing, implementing, coordinating and controlling all administrative services for a department, college, division, inter-disciplinary center, conglomerate organization or institution exercising independent judgment and decision-making authority.

The Distinguishing Characteristics for this class state:

An Administrative Services Manager performs, supervises, directs, provides counsel and assists the head of the organization and other personnel in a variety of management services. The primary purpose is to facilitate the administration of the organization.

These positions normally involve a wide variety of duties. The following services, or similar and closely-related activities, are normally included: project management, funds management, contract administration, management analysis, property management, space management, program and budget planning, public information, personnel administration and staff supervision.

Positions at the "A", "B", and "C" levels are distinguished by the variety of functions performed and the degree of authority and responsibility involved. Factors considered are: size of annual budgets, scope of departmental functions, kinds and volume of services rendered, complexity and diversity of functions, number of personnel for whom services are provided, extent of the manager's supervisory role and degree of involvement in activity calling for specialized or technical experience and capability, or a particularly high level of performance and the scope of delegated authority and responsibility for making independent decisions that significantly influence the organization's objectives, programs, services and/or contractual commitments.

Positions at the "A" level are primarily responsible for a small organizational entity of a large university or college (e.g., total annual expenditures of the organizational entity: \$850,000 - \$1,700,000).

The Glossary of classification terms further defines "Administrative" and "Managerial" as follows:

Administrative – Determines or participates in making policy, formulates long-range objectives and programs, and reviews the implementation of programs for conformance to policies and objectives.

Managerial – Plans, coordinates, integrates, executes, controls and evaluates activities and functions of an organization. This includes developing budgets, policies and procedures, service delivery, and staff supervision.

The overall scope and level of Ms. Barnes' work does not fully reach the requirements of the definition and distinguishing characteristics of the Administrative Services Manager A class.

For example, an Administrative Services Manager plans, directs, supervises, provides counsel and assists the head of the organization and other personnel in a variety of management services. While a portion of the duties performed by Ms. Barnes reaches aspects of this class, as a whole, her position does not have primary responsibility for formulating long-range objectives, or reviewing the implementation of AMSEC programs for

conformance to policies and objectives at the level anticipated by this class. Additionally, her position does not have management-level responsibility for planning, coordinating, integrating, executing, controlling and evaluating all administrative services for AMSEC at a level consistent with the requirements of this class.

Ms. Barnes does not have project management responsibilities as this responsibility rests with the Director. Her position does not fully manage funds and contracts. Her responsibilities in this area do align with performing higher-level administrative fiscal support tasks including having budget authority for expenditures for self-sustaining and related funds. Ms. Barnes tracks and monitors expenditures, points out discrepancies, and takes corrective action or makes recommendations. She develops budget estimates for the department's self-sustaining and related funds. Her duties include gathering and entering information into detailed spreadsheets and providing budget information to Mr. Bussell to assist him in making budget planning decisions. Ms. Barnes reviews and audits invoices to ensure correct billing. She tracks, monitors, audits and reports expenditures and discrepancies. However, when considering the overall assignment of work to Ms. Barnes' position, the bulk of her work relates to monitoring and maintaining budget-related fiscal activities for AMSEC program operations.

In addition, Ms. Barnes does not have administrative management responsibilities for administrative functions normally performed at this level such as management analysis, space management, or public information. Ms. Barnes does not have responsibility for performing space and equipment analysis. Ms. Barnes' property management responsibilities involve completing administrative support tasks such as contacting vendors and making purchasing arrangements for laboratory instrument, equipment and supplies.

Ms. Barnes does have responsibility for assisting in departmental personnel administration. Her position does assist the Director in the administration of proper personnel practices and procedures.

However, her position's assigned responsibilities do not fully reach the requirements of this class of planning, organizing, implementing, coordinating and controlling all administrative services for a department as required by the Definition for the Administrative Services Manager A, B and C classes. Therefore, allocation to a class within the Administrative Services Manager series is not the best fit for the overall duties and responsibilities assigned to her position.

Comparison of Duties to the Program Series

The Office of the State HR Director's *Glossary of Classification Terms* defines a program as:

A specialized area with specific complex components and tasks that distinguish it from other programs (or the main body of an organization). A program is specific to a particular subject and has a specific mission, goals, and objectives. A program typically has an identifiable funding source and separate budget code.

The specific components and specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, and independent functioning. Typically requires public contact relating specifically to program subject matter, clients, and participants.

Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of an incumbent's performance of specialized tasks. Independent performance of these duties usually requires at least a six-month training period.

The nature and scope of services and activities provided by AMSEC on the WWU campus meets the definition of a program. Its mission is to educate students in materials science, support interdisciplinary research, and enhance regional industry competitiveness and innovation. The Center's policies, procedures and activities are distinct and not transferable to other departments or services at WWU. Ms. Barnes' position should be allocated to a class within the Program series.

Comparison of Duties to Program Support Supervisor 2

The Definition for the Program Support Supervisor 2 class states:

Supervise program support staff involved in the performance of duties associated with a highly specialized or technical program(s) and assist in the development of program policies and budgets. Act as liaison between the program and outside organizations.

The Distinguishing Characteristics for this class state:

With delegated authority, interview and recommend selection of applicants, train new employees, assign and schedule work, act upon leave requests, conduct annual performance evaluations and recommend disciplinary action.

Under general direction, perform work using knowledge and experience specific to the program. Assist in planning, implementing, and evaluating policies; devise and implement new procedures; develop information to support budgetary requests and project income and expenditures.

The overall scope of Ms. Barnes' position falls more closely within the Definition and Distinguishing Characteristics of this class. As stated in the definition, Ms. Barnes supervises part-time student workers who work in support of the Center's activities. She assists in the development of program policies and budgets. She also acts as a liaison between the Center and outside program participants and organizations.

For example, as stated in the Distinguishing Characteristics, Ms. Barnes assists in developing, implementing and evaluating policies relative to the AMSEC department's program specialty. She assists in the development and improvement of departmental administrative support policies and procedures. She interprets and implements State of Washington, WWU and AMSEC policies and procedures to ensure effective operation of the Center. She provides information to the director, faculty, lab manager, graduate assistants and student employees regarding institutional policies and best practices. She works with the director and lab manager to create improved departmental policies such as industry contracts and lab/room use agreements. She also works collaboratively with college departments to create and maintain AMSEC procedures to correspond with the program's feeder departments including Chemistry, Engineering & Design, Geology, Mathematics and Physics. The overall scope of this work reaches the level of responsibility for assisting in policy development as required by this class.

This class also describes positions which advise students, staff, program participants and/or the public regarding program content, policies and activities and recommending alternative courses of action. Ms. Barnes performs a variety of student and faculty services such as independently advising students, staff, faculty, members of the campus community, and the public regarding the materials science minor content, policies and activities regarding the program's application procedures, prerequisite courses, course sequencing, and research component. She also serves as a program advisor recommending alternative courses of action for solutions to individual situations. She also consults with the Director for course technical or research content needing evaluation approval, and she reviews Materials Science minor applications and transcripts.

Positions at this level develop information to support budgetary requests, project income and expenditures required to maintain program activities, administer program budgets, sign vouchers, receive, process and deposit funds associated with program activities, and maintain records regarding funds. Ms. Barnes' duties align with these tasks. For example, Ms. Barnes has responsibility for approving equipment and other expenditures for grant funded projects for faculty. She also administers budget information and maintains records regarding grants and related funds. Ms. Barnes also advises the director on financial decisions to maintain program activities. This scope of responsibility is fully consistent with developing information to support budgetary requests and projecting income and expenditures as stated in the Distinguishing Characteristics of this class.

Positions allocated at the Program Support Supervisor 2 level also act as the program's primary representative and resource. They serve as a liaison and provide consultation to program participants and outside entities regarding the functions and content of the program. Incumbents contact program participants and outside entities extensively and resolve problems. Ms. Barnes' position reaches this level of responsibility. Positions at this level perform such tasks as coordinating program functions with appropriate agencies and departments to accomplish program activities, promoting the program on campus and with outside organizations, and representing the program at meetings.

Ms. Barnes represents AMSEC and interacts with numerous departments to facilitate administrative and budgetary activities and student services. She coordinates AMSEC operations with the Dean's Office, college departments and campus offices. She attends meetings as an AMSEC representative and acts as the AMSEC's liaison with students, the campus and greater community. She also serves as the AMSEC representative in department manager meetings, training sessions and other campus informational meetings to support operational activities in the areas of student services, human resources, course scheduling, and financial systems. These duties reach the scope and level of responsibility of serving as the initial primary representative and resource to the program for others.

In total, given the overall scope and level of responsibility of her duties, Ms. Barnes' position more appropriately aligns with the Program Support Supervisor 2 class by having responsibility for planning, organizing, directing and coordinating program operations; assisting in the development of program policies and budgets; developing information to support budgetary requests and project income and expenditures; acting as the liaison between the program and outside organizations; and developing courses of action to carry out program functions and activities.

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.

Most positions within the civil service system occasionally perform duties that appear in more than one classification. However, when determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. See *Dudley v. Dept. of Labor and Industries*, PRB Case No. R-ALLO-07-007 (2007).

Based on the level, scope and diversity of the overall duties and responsibilities assigned to Ms. Barnes' position, her position is properly allocated to the Program Support Supervisor 2 class.

Her position should remain allocated to that class.

Appeal Rights

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

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to the Washington personnel resources board. Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is PO Box 40911, Olympia, Washington, 98504-0911. The PRB Office is located on the 3rd floor of the Raad Building, 128 10th Avenue SW, Olympia, Washington. The main telephone number is (360) 407-4101, and the fax number is (360) 586-4694.

If no further action is taken, the Director's determination becomes final.

c: Juliet Barnes, WWU
Elyse Maffeo, PSE, SEIU
Lea Aune, WWU

Enclosure: List of Exhibits

JULIET BARNES v WWU

ALLO-15-030

List of Exhibits

A. Juliet Barnes Exhibits

1. Request for Director's Review
2. "Contact Us" Page from the WWU Website
3. Performance Evaluation
4. Western Washington University's Program Manager B Job Description
5. Western Washington University's Administrative Services Manager A Job Description, Department of Accounting
6. Western Washington University's Administrative Services Manager A Job Description, Department of Environmental Science
7. Western Washington University's Administrative Services Manager A Teacher Education Outreach Program
8. Western Washington University's Program Manager A, Teacher Education Outreach Program
9. Example of Work-Independent Evaluation of Student Material Science Minor Graduation
10. Example of Work- Program Advisor Function
11. Example of Work - Committee as AMSEC Representative
12. Example of Work – Document re: Grants Prepared for Dean's Office
13. MSCI Course Schedule
14. Example of Work / Leadership - Email with Director re: Program
15. Example of Work – Email re: Curriculum Update
16. Example of Work - Provision of Information for Creation of Faculty Appointment
17. Example of Work – Summer Salary Calculations
18. Student Summer Employment
19. Budget Funds Managed
20. Example of Work - Budget Advising
21. Example of Work – Fund Analysis and Journal Voucher
22. Example of Work - Fund Management Communication and Reporting to Maintain Annual Operating Budget Plan
23. Example of Work - Communication and Back-up Analysis of Year-end Balances, etc.
24. Example of Work - Advise re: Updated Fees

25. Example of Work - Advise re: Fees and Funds

26. Example of Work - Budget Analysis

27. Internal Tracking System

B. WWU Exhibits

1. Report of Position Review

2. Position Description

3. Organizational Charts

4. State class specification – Administrative Assistant 3

5. State class specification – Administrative Assistant 4

6. State class specification – Administrative Services Manager A

7. State class specification – Administrative Services Manager B

8. State class specification– Program Manager A

9. State class specification– Program Manager B

10. State class specification – Program Support Supervisor 1

11. Report of Position Review March 13, 2013

12. Advanced Materials Science and Engineering Center (AMSEC)

13. Administrative Assistant 3 – AMSEC Position Description

C. Class Specifications

1. State HR class specification for Program Support Supervisor 2