

August 16, 2007

RE: Richard Osberg v. Department of General Administration (GA)  
Allocation Review No. ALLO-06-020

Dear Mr. Osberg:

On August 7, 2007, I conducted a Director's review meeting at the Department of Personnel, 2828 Capitol Boulevard, Olympia, Washington, concerning the allocation of your position. Present at the Director's review meeting were you; Sherri-Ann Burke, Senior Field Representative for the Washington Federation of State Employees; Terry Wilson, Human Resources Director for GA; and Dawn Chillers, Human Resource Consultant for GA.

### **Background**

In January 2006, your former classification, Sign Painter Lead, was crosswalked to the new Highway Maintenance Specialist 3 classification. In August 2006, your division manager suggested that you and your subordinates request reallocation of your positions.

On August 3, 2006, you completed and signed a Position Description (PD) form for reallocation of your position from Maintenance Specialist 3 to Maintenance Specialist 4. Your supervisor and department head agreed that the job duties you defined were an accurate reflection of your position. Your request for reallocation was received in the GA Human Resources Office on September 5, 2006.

As a result of those requests, your subordinates were reallocated to the Maintenance Mechanic 1 classification and the Highway Maintenance Specialist 3 classification. You had asked that your position be reallocated to the Maintenance Specialist 4 classification.

By letter dated September 6, 2006, GA determined that your position should be reallocated to the Facility Services Coordinator 2 classification. On September 25, 2006, you submitted a Director's Review Request form requesting a review of GA's decision and asking that your position be reallocated to the Maintenance Specialist 4 classification.

### **Summary of Mr. Osberg's Perspective**

You assert that GA should have reallocated your position to the Maintenance Specialist 4 classification because this class encompasses your duties and level of responsibilities and because it represents the anticipated job progression for advancement within the Maintenance Specialist series. You argue that the Facility Services Coordinator 2 classification does not encompass your duties and responsibilities in the areas of:

- Staff supervision
- Ordering and maintaining the material inventory for the sign shop
- Developing cost estimates for work requests and tracking costs to be included in billings
- Overseeing the sign shop budget and providing information for budget proposals
- Overseeing, scheduling and prioritizing work requests for on-campus and off-campus jobs statewide for a variety of state employers as well as non-profit employers such as school districts, fire districts, counties and cities
- Maintaining service records for sign shop vehicles and equipment
- Providing information and answering questions for sign shop customers and GA management
- Coordinating and tracking the progress of work contracted to privately owned businesses
- Interpreting local, state and federal regulations and codes regarding signage issues

### **Summary of GA's Reasoning**

GA acknowledges that the Facility Services Coordinator 2 classification does not address your supervisory responsibilities. However, GA contends that your position does not fit the class series concept or the distinguishing characteristics of the Maintenance Specialist 4 classification. GA asserts that the Maintenance Specialist classes are geared toward highway related activities which is not the focus of your position. GA contends that when your subordinate was reallocated to the Maintenance Specialist 3 level, it created a salary compression between your position and his. As a result, HR looked for the best fit that would encompass the majority of your work while reducing the salary compression issue. GA determined that the Maintenance Specialist 4 level was not the best fit because your position does not supervise staff performing general maintenance, repair or construction of facilities or construction projects. Rather, GA felt that your position was focused on supervising signage activities for facilities located on the Capitol campus and off-campus and not responsible for signage for highways as anticipated by the Maintenance Specialist series. Therefore, GA determined that the Facility Services Coordinator 2 classification was the best fit for your position.

### **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. See Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Salary inequity is not an allocation criterion and should not be considered when determining the appropriate allocation of position. See Sorensen v. Dept's Of Social and Health Services and Personnel, PAB Case No. A94-020 (1995). I understand GA's concerns regarding salary compression between your position and your subordinate and the importance of maintaining internal alignment. However, consistent with the direction provided in Sorensen, salary compression is not a decisive factor in determining the proper allocation of a position.

As the Director's designee, I carefully reviewed all of the documentation in the file and considered the clarifying information the parties provided during the review meeting. I specifically reviewed the Facilities Services Coordinator 2 classification and the Transportation and Highway Maintenance and Repair series, including the Highway Maintenance Specialist 3 and 4 classes. Based on my review of the documents, the available classifications, and my analysis of your assigned duties and responsibilities, I conclude that your position should be reallocated to the Maintenance Specialist 4 classification.

### **Rationale for Determination**

The definition for the Facility Services Coordinator 2 classification states: "[i]n the Work Management Center of the Department of General Administration, plans, coordinates, estimates and schedules maintenance and construction project requests in excess of \$1,000.00."

GA's Work Management Center has been renamed the Customer Service Center. Your position is located in the GA sign shop and reports to the Campus Operations Manager. Your position is not located in the Customer Service Center, but the sign shop does receive some work orders through them. You also receive work requests directly from customers who have "open work requests" with the sign shop. You create the work orders for open work requests that you receive from customers. You also plan, coordinate, estimate and schedule maintenance and construction for signage. Some of the duties and responsibilities of your position fit within a portion of the Facility Services Coordinator 2 definition. In addition, while not allocating criteria, some of your duties and responsibilities are found in some of the typical work statements from the Facility Services Coordinator 2 classification including:

- Evaluates requests by agency customers (facility tenants) to estimate, plan, coordinate and schedule maintenance and construction activities
- Coordinates, estimates and plans with customers on facility management organization related work requirements
- Using project documents, inspects job site, communicating with requestor to determine the exact intent of work; assures project meets fire safety, building, environmental and construction codes and regulations; inspects job
- Estimates material and work hours necessary to accomplish project; coordinates ordering of unique project material

However, neither the definition nor the typical work statements address your supervisory responsibilities for the sign shop and its staff.

The class series concept for the Transportation and Highway Maintenance and Repair category states:

Positions in this series perform highway, tunnel or landscape maintenance, drilling, parts or equipment service; or inspect repair, test certify and install a variety of motor truck scales; or build, maintain, install and repair highway signs, sign supports, pavement markings and traffic control devices. Some positions manage the scheduled or unscheduled maintenance program involving Washington National Guard armories, buildings and facilities state-wide or supervise a variety of journey trades workers or general maintenance mechanics performing work on physical plant, campus buildings, grounds, or equipment. Some positions supervise field operations' on constructions and maintenance projects either statewide or for a specified program. (Emphasis added.)

Your position fits within this concept. You are responsible for building, maintenance, installation, and repair of signs on and off the Capitol campus and you supervise a journey trade worker and a general maintenance mechanic who perform work on signs for buildings and grounds. The work produced by the sign shop includes a variety of interior and exterior signs, roadway signs and markings, banners, posters and promotional items for state-owned facilities and grounds and other non-profit employers throughout the state.

The distinguishing characteristics for the Highway Maintenance Specialist 3<sup>1</sup> classification state:

This is the senior, specialist, or leadworker level of the series. Serves as district or area sign installer reporting to the District Traffic Engineer, Operations-Maintenance Superintendent or designee and assembles, erects, maintains and makes minor repairs to highway signs, sign supports, pavement markings and traffic control devices in field or shop. Some positions lead a crew of sign fabricators in a central sign shop and fabricates and repairs signs. Regularly assigns, instructs and checks the work of others. May supervise and train lower technicians. (Emphasis added.)

Your position fits within these distinguishing characteristics. While not allocating criteria, your duties and responsibilities are encompassed in some of examples of work statements from the Highway Maintenance Specialist 3 classification, including the statement that says "[m]ay supervise lower level staff." However, the distinguishing characteristics and examples of work do not encompass the breadth of the duties and responsibilities involved in oversight and supervision of the sign shop.

The distinguishing characteristics for the Highway Maintenance Specialist 4 classification state:

This is the supervisory or expert level of the series. Supervises a variety of journey tradesworkers or general maintenance mechanics performing work on physical plant, campus buildings, grounds, or equipment; or manages the Department of Transportation Central Sign Shop and supervises the fabrication and distribution of all types of transportation signing throughout the state. Some positions supervise field operations on construction and maintenance projects either state-wide or for a specified program. Develop, implement, and monitor training. Implements and

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<sup>1</sup> Effective July 1, 2007, the class titles for this series were revised but the content of the classifications did change. The titles for Highway Maintenance Specialist 3 and 4 were revised to Maintenance Specialist 3 and 4.

evaluates workflow priorities. Develops and disseminates instructions and information to unit personnel. Organizes, conducts and facilitates staff meetings.

Your position fits within these distinguishing characteristics. You supervise a journey level trade worker and a general maintenance mechanic who perform signage work for on-campus and off-campus buildings and grounds. You oversee GA's central sign shop and supervise the fabrication, distribution and installation of signs for customers throughout the state. You oversee training for your staff; implement and evaluate workflow priorities; disseminate instructions and information to your staff and others; and conduct staff meetings.

While not allocating criteria, your duties and responsibilities are encompassed in the examples of work statements from the Highway Maintenance Specialist 4 classification. For example, you:

- Assist in the development of the departmental budget; select, train, and evaluate employees; participate in employee discipline; order materials and maintain an adequate inventory of required materials to carry on shop or maintenance work; supervise preventative maintenance on buildings and facilities; enforce safety rules and regulations; maintain records on work performed; write reports as required
- Follow up on departmental inquiries and complaints to effect remedial actions and timely project completions
- Manage inventory levels to assure adequate supply within budget restraints
- Direct shop personnel in the operation and preventative maintenance of the shop equipment
- Plan the design and layout of nonstandard signs
- Plan, budget and schedule anticipated work and equipment to meet a variable workload for state sign supply
- Conduct periodic employee safety and training meetings
- Meet with other agency managers for scheduling and determining sign design and manufacture, and compliance with state and federal regulations

I agree with GA that the original intent of the Transportation Highway Maintenance and Repair category was the performance of highway related activities. However, I have carefully and thoroughly analyzed the specific language included in the series in relation to the duties and responsibilities of your position. On a best fit basis, of the available classifications, I find that the Highway Maintenance Specialist 4 classification best encompasses the overall scope of your duties and level of responsibility of your position. Your position should be reallocated.

### **Appeal Rights**

WAC 357-49-018 provides that either party may appeal the results of the Director's review to the Personnel Resources Board by filing written exceptions to the Directors' determination in accordance with Chapter 357-52 WAC.

WAC 357-52-015 states that an appeal must be received in writing at the office of the Board within thirty (30) calendar days after service of the Directors' determination. The address for the

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Personnel Resources Board is 2828 Capitol Blvd., P.O. Box 40911, Olympia, Washington, 98504-0911.

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

Sincerely,

Holly Platz, SPHR  
Director's Review Investigator

cc: Terry Wilson, GA  
Sherri-Ann Burke, WFSE  
Lisa Skriletz, DOP

List of Exhibits for Osberg ALLO-06-020

1. Mr. Osberg's review request form, received September 25, 2006 with attachments
  - a. September 6, 2006 letter from GA reallocating Mr. Osberg's position to the Facility Services Coordinator 2 classification
  - b. Position Description form signed by Mr. Osberg on August 3, 2006, and received by GA Human Resources Office on September 5, 2006
2. Packet of Exhibits submitted by GA on November 9, 2006
  - a. November 7, 2006, response to request for review
  - b. September 6, 2006 letter from GA reallocating Mr. Osberg's position to the Facility Services Coordinator 2 classification (duplicate of 1-a)
  - c. Position Description form signed by Mr. Osberg on August 3, 2006, and received by GA Human Resources Office on September 5, 2006 (duplicate of 1-b)
  - d. Division of Buildings and Grounds Timecards from 10/1/2005 to 10/11/2006
3. Packet of Exhibits submitted by Mr. Osberg on February 5, 2007
  - a. Email dated February 1, 2007 from Karen Wilcox to Mr. Osberg re: scheduling process for review request
  - b. Performance and Development Plan (PDP) indicating "No interim reviews were reported: Moved under Maintenance Ops during this reporting period. (11-16-06)
  - c. PDP for 09/05 to 09/06
  - d. PDP for 11/06 to 11/07
  - e. Position Description form signed by Mr. Osberg on August 3, 2006, and received by GA Human Resources Office on September 5, 2006 (duplicate of 1-b)
  - f. List of missing timecards for Mr. Osberg's subordinates
4. Organization Chart for Campus Operations dated 9/18/2006 submitted by GA during 8/7/06 review meeting
5. Additional Exhibits submitted by Mr. Osberg during 8/7/06 review meeting
  - a. Organization Chart for Campus Operations dated 4/25/07
  - b. Samples of documents showing supervisory responsibilities with various dates ranging from January 27, 1998 to July 17, 2007
  - c. Work orders from November 1, 2006 to June 1, 2007
  - d. List of state and local customers
  - e. Material orders, inventory control and transfers for billing from January 2007 to May 2007
6. Classification specification for Facility Services Coordinator 2, class code 70940
7. Transportation Highway Maintenance & Repair specifications, including Highway Maintenance Specialist 3, class code 596J, and Highway Maintenance Specialist 4, class code 596K