

August 27, 2008

TO: Steven Davis

FROM: Teresa Parsons
Director's Review Program Supervisor

SUBJECT: Steven Davis v. The Evergreen State College (TESC)
Allocation Review Request ALLO-07-088

On June 24, 2008, 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 and your supervisor, Wyatt Cates, Media Services Manager, and Allen Toothaker, Associate Vice President for Human Resource Services at TESC.

Background

On June 26, 2007, you submitted a Position Questionnaire (PQ) to TESC's Human Resource Services, requesting that your Photography Supervisor position be reallocated to the Information Technology Specialist 4 (ITS 4) classification. In a memorandum dated August 26, 2007, Senior Human Resource Consultant Joe Gross issued an allocation determination, concluding the primary focus of your position involved photographic services. Therefore, Mr. Gross determined the duties assigned to your position appropriately fit the Photography Supervisor classification.

On September 28, 2007, the Department of Personnel received your request for a Director's review of TESC's allocation determination. By letter dated May 8, 2008, I asked the parties to respond to the timeliness of your request. In response, both parties indicated that you received your allocation determination via interoffice mail, which is considered an alternate method of service and therefore, regarded as completed upon receipt. Since you received your decision on September 4, 2008, the request for a Director's review was in fact timely.

Summary of Mr. Davis's Perspective

You contend that a large portion of your work falls outside the scope of the Photography Supervisor classification and that you have not performed actual photographer duties in years. Instead, you assert the majority of your work involves digital imaging on a systems level. You describe your position as having an instructional component and a photo services component with the largest piece relating to instruction. In that role, you state that you manage the digital imaging lab (computer lab) hosting up to 24 people at any one time and consisting of twelve user machines, as well as supplemental machines that you built from the ground up. The lab also includes three printers/scanners, which you state you maintain. Although the location of the lab and photo services is centralized, you assert the work you perform and supervise affects the entire campus, as well as the community and the digital lab serves students, staff, and the community.

While you agree the duties relating to the computers are client based, including hardware and software applications, you contend you designed and continue to maintain the computers in the lab, the active database used for billing, scheduling, and ordering photo services, and the system housing the college image collection and all photographic records and digital archives in the history of the college. In addition, you assert you maintain and have custody of all images created for the college and provide a functional server, which is accessed primarily by Publications but is growing to include a variety of galleries. You determine which software applications to use and then customize the software to ensure it runs compatibly with the systems in place. You also create and maintain content for the web server in your area. In summary, you believe your position encompasses the duties of an ITS position, including working with complex computing systems and databases that involve several layers and are accessed by a large number of people. Therefore, you contend the ITS 4 classification is the appropriate fit.

Summary of TESC's Reasoning

TESC acknowledges the work related to photography has evolved over the years to become more digital and computer based and recognizes the digital aspects of photography are not well represented in the Photography class specifications. In addition, TESC recognizes that you were involved in the initial setup of the digital imaging computer lab and software applications and that you and your staff essentially built and created the lab. TESC further acknowledges that you are responsible for the digital database and related systems, which have been described as complex. However, TESC also recognizes that as technology has shifted, software programs are more readily available than in previous years. While your position has an IT component, TESC asserts that you still maintain the responsibility for managing the entire area, which encompasses photo services, as well as digital imaging and your responsibilities related to running the lab. When considering the entire scope of duties and responsibilities assigned to your position, TESC contends the Photography Supervisor is the classification that best describes your position.

Director's Determination

This position review was based on the work performed for the six-month period prior to June 26, 2007, the date you submitted the Position Questionnaire (PQ).

As the Director's designee, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review meeting, and the verbal comments provided by both parties. Based on my review and analysis of your assigned duties and responsibilities, I conclude your position should be reallocated to the Information Technology Specialist 3 classification.

Rationale for Determination

Your position is assigned to Media Services, and you report to the Head of Media Services, who reports to the Dean of the Library (Exhibit C-3). On the Information Technology Position Questionnaire Form, you indicate you have responsibility for conceptualizing and directing services pertaining to both the academic and administrative sides of campus. During the Director's review conference, you explained that your position has two components: 1) instruction on the use of computers in photography (digital photography) and 2) management and supervision of Photo Production Services. You further explained that your position has the responsibility for planning and designing all areas of photography, which have been integrated into one center where a variety of functions ranging from productions services and darkrooms to the digital computer lab are interconnected. You manage and supervise the daily operations of all photography services and instruction, including the following areas:

- Digital production lab
- Supply store
- Computerized film processing
- Physical film archive
- Computerized copy stand
- Production photo studio
- Critique room, finishing area, film developing area
- 13 station BW print lab with computerized heads
- Special projects lab
- 10 enlarger color lab
- 12 station digital imaging studio

During the Director's review conference, both you and your supervisor, Media Services Manager Wyatt Cates, indicated a significant portion of your duties and responsibilities involve work on a systems level in support of digital imaging applications for all areas of the college. For example, you designed, implemented, and now have the responsibility for maintaining a comprehensive image collection database (Portfolio Server) housing the

general archives for images, student collection, and select art galleries, which are available online and serve students, staff, and faculty, as well as the operations for Photo Production Services and Instructional Photography. The image collection contains all of the college's digital images, past and present. The Publications Office also relies on the image server for a variety of publications, including campus web pages. In addition, the image collection provides digital classroom support materials to faculty, including the library's slide collection, which you converted to the digital system and continue to maintain on the server. Faculty members then have the capability to manage collections and add images to web pages.

In addition, you create content and customize features for the web server in your area. You also designed a file maker database, which is now maintained by an ITS 3 position, and you customized and continue to maintain an online ordering and scheduling system for photography services. Mr. Cates indicated he relies on you to update and install systems; troubleshoot; train students, staff, and faculty on using the digital-related technology; research and evaluate various software/hardware; and make all decisions about the purchasing and use of programs and related technology based on compatibility with existing systems. Further, in the Position Questionnaire Form, Mr. Cates wrote, "He is in charge of a complex computer lab . . . as well as the digital production equipment/software . . . [and] a campus wide server that is mission critical to this institution" (Exhibit C-2, page 23).

In reviewing the major duties outlined on the Position Questionnaire Form, nearly all of the duties involve the use of digital, computerized applications and equipment. Exceptions include the traditional dark room setting or the photo supply store, areas you also have supervision over. The following summarizes the duties outlined on the Position Questionnaire Form (Exhibit C-2, pages 2-4):

- 20% Providing digital imaging and photographic direction for campus projects in Academics, Publications, and the community. In this area, you work with Faculty and Staff, College Publications and Student Recruitment, and Community Outreach. While you oversee visual material and ensure proper image acquisition and editing, all of the work is digital and most is web based. As such, you have responsibility for the maintenance and oversight of related systems/applications to allow easy catalog access and customization of web pages.
- 20% Teaching imaging and photography applications, techniques, and concepts to students, staff, and faculty. This includes designing or co-designing workshops directly relating to digital and electronic means of image work, including training in software like Photoshop or Dreamweaver, and digital imaging technologies.
- 20% Supervising, directing, and managing the daily operations of the Photo Areas. This includes planning, purchasing, integrating, developing, troubleshooting, installing, and updating, technology for 20 computers, printers, and scanners as well as directing the work of others supporting these functions. In this capacity, you analyze and assess new directions in the industry, develop strategies for

- providing a multitude of services, and plan and resolve operational issues, much of which involves the assessment of technology and decisions about what to purchase or integrate. Further, you oversee the digital imaging lab used by students, staff, faculty, and at times the community. The lab consists of twelve user machines, film scanners, and printers, and it is used for imaging, graphics, and web design.
- 20% Creating and implementing policies, procedures, and projects for your area of responsibility, which includes a widespread use of digital technologies.
- 10% Researching hardware and software, including server-based applications for database management, web applications, client-side editing and management software, new operating systems, scanners, and printers.
- 10% Direct supervision of the following staff positions:
- Photographer 1, Photo Services
 - Photographer 2, Photo Services
 - Photo Media Specialist, Instructional Photo
 - Information Technology Specialist 1, Digital Imaging Studio

Both your supervisor, Mr. Cates, and the Library Dean, Lee Lyttle, agree with your characterization of duties detailed on the Position Questionnaire Form. Both also agree the nature of photographic services has changed, becoming digital and computer-based, and that the Photography Supervisor classification no longer captures the extent of your work. While Mr. Cates emphasizes the IT nature of your position, Mr. Lyttle describes your position as “primarily a management and pedagogical position, and only secondarily a technical one” (Exhibit C-2, page 26). Mr. Lyttle highlights your responsibility for overseeing all aspects of Photo Services, not just the computer-related aspects. Subsequent to TESC’s position review, Mr. Cates explained the evolution of your position in an email to Allen Toothaker and Laurel Uznanski in Human Resources. In part, Mr. Cates wrote the following (Exhibit B-2):

Over the past several years the majority of Steve’s time has shifted (because of demands from the College) from managing photo production services to managing the DIS [Digital Imaging Studio] (which grew from one computer in the old GIL [Graphics Imaging Lab] to 12 complex multi-media stations in the DIS). Steve’s work in the DIS includes designing, implementing, maintaining and updating computers, software and peripherals. He is responsible for making the area run.

When comparing your duties and responsibilities to the Photography Supervisor classification, I agree this classification does not fully represent the scope of your duties or level of responsibility as it relates to digital technology. While the Photography Supervisor definition of coordinating and administering the operation of a photographic service applies to your position, the definition and distinguishing characteristics do not

adequately encompass the IT aspects of your job. Although examples of typical work do not form the basis for an allocation, they lend support to the work envisioned within a classification. While the typical work identified in the Photographer Supervisor classes touches on the use of digital images with specialized software and computer stations for processing, it does not capture your level of responsibility in this area. For example, your position has the responsibility for planning, purchasing, integrating, developing, troubleshooting, installing, and updating, technology for the computers, printers, and scanners in the digital lab. You also research hardware/software and server-based applications for database management and web applications and have responsibility for maintaining the database housing the entire image collection on campus (over 50,000 records).

In my review of your position, I considered several Media related classes but did not find a classification that was either suitable to your position or reflected the level of responsibility assigned to your position. The classes I reviewed included the Media Laboratory Coordinator, Media Technician Supervisor, Media Maintenance Supervisor, and Media Services Supervisor, as well as the Media Engineer A and B classes. Of these classes, the Media Engineer B classification is most in line with the level of work assigned to your position because the Media Engineer B designs, develops, and implements systems and has total responsibility for media engineering. Your position performs similar functions relating to digital photography. However, I did not find the Media Engineer B was the best fit because this position relates to audio-visual, telecommunications systems and requires knowledge of Federal Communications Commission regulations.

I also considered the Scientific Instructional Technician 4 classification, which is defined as follows:

Positions at this level supervise staff and/or have significant responsibility in planning, developing, implementing, and reviewing scientific instructional support programs requiring knowledge of a scientific discipline, electronics and/or engineering. Responsibilities involve supervising staff performing scientific instructional support including professional and technical work for an entire school, college, or department; or providing technical and scientific expertise in the coordination of projects and programs related to the development of instructional materials for science faculty and external science education professionals.

While a significant portion of your job involves instruction in the area of Photo Production Services and Instructional Photography, your position is not limited to scientific instructional support programs. You also manage all aspects of photo services, including oversight and instruction in digital imaging, as well as researching, developing, evaluating, integrating, and managing system applications.

The Information Technology class series concept reads as follows:

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 encompasses a wide variety of positions in one or more information technology disciplines. Some examples include Application Development and Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering, and Data Base Design and Maintenance. Positions performing information technology-related work to accomplish tasks but are non-technical in nature would not be included in this occupational category.

While not a perfect match, your position works extensively with information technology systems and applications in support of Photo Production Services and Instructional Photography. As such, you manage a complex computer lab for producing digital images, and you manage the campus-wide server housing all of the college's digital collections, which may be accessed by other departments for college use. When considering the evolution in technology related to photography services, the IT class concept better encompasses the totality of your duties and responsibilities than the Photography Supervisor class.

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

In a similar case, the former PAB determined the Appellants, who were in Employment Security Program Coordinator 2 and 3 positions, should be reallocated to Information Technology Specialist 3 and 4 positions (formerly Information Technology Applications Specialists). Butler and Edwards, et. al. v. Employment Security Department, PAB Case Nos. ALLO-00-0033 and ALLO-00-0035 (2002). In Butler and Edwards, the PAB acknowledged the Appellants performed some duties within the Employment Security Program Coordinator classification. However, the PAB concluded "the technical support that Appellants provide[d] to their customers [went] beyond that intended to be encompassed by this classification."

Similar to Butler and Edwards, your position is unique and encompasses both photography and technical support functions. On a best fit basis, the duties and

responsibilities assigned to your position meet the Information Technology class series concept. The distinction between the ITS 3 and ITS 4 is described in the distinguishing characteristics.

At the ITS 3 level, the distinguishing characteristics include the following:

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.

At the ITS 4 level, positions will be involved in many of the same functions, such as designing, programming, installation, maintenance, quality assurance, and troubleshooting. However, the ITS 4 level is distinguished as the "senior-level specialist in an assigned area of responsibility and/or as a team or project leader." In that capacity, ITS 4 positions will apply "advanced technical knowledge" and "considerable discretion" to evaluate and resolve complex tasks to include planning and directing large-scale projects, conducting capacity planning, designing multiple-server systems, directing or facilitating the installation of complex systems, hardware, software, and application interfaces. Further, positions at this level develop and implement testing and performance monitoring and planning and act as a liaison on the development of applications.

At the ITS 4 level, "[i]ncumbents understand the customer's business from the perspective of a senior business person and are conversant in the customer's business language." Further, the majority of work performed has wide-area impact, integrates new technology, and/or affects how the mission is accomplished.

There is no doubt you are a senior-level specialist in the area of photography. I also recognize that you designed the image collection database and built the digital imaging studio, integrating new technology along the way. In that regard, some of your duties and responsibilities reach the level of the ITS 4 classification. However, your assignment of

work primarily impacts the functional area of photography and digital imaging, which can be accessed by multiple users and college departments. Positions allocated to the ITS 4 classification typically perform a range of duties with greater impact to other systems. When considering the total breadth of your assigned duties and responsibilities, the technical duties you perform in the course of instructing digital photography and managing photography services best fit 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:

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 address for the 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.

Enclosure: List of Exhibits