

June 22, 2011

TO: Teresa Parsons, SPHR
Director's Review Program Supervisor

FROM: Kris Brophy, SPHR
Director's Review Program Investigator

SUBJECT: Tina Klampher v. Central Washington University (CWU)
Allocation Review Request ALLO-10-060

Director's Determination

This position review was based on a management-initiated request to review the work performed by Ms. Tina Klampher. As the Director's designee, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review conference, and the verbal comments provided by both parties. Based on my review and analysis of her assigned duties and responsibilities, I conclude her position is properly allocated to the Information Technology Specialist 3 (ITS 3) classification.

Background

On September 9, 2010, CWU HR received a draft Position Description Worksheet (PDW) for Ms. Klampher's position from her supervisor, Chris Pratz as part of a management-initiated review of all positions within the unit (Exhibit B-1). Ms. Klampher did not sign the PDW, but later submitted her own description of duties with revised workload percentages which was used by Mr. Sarchet in his review (Exhibit A-2). Mr. Sarchet met with Mr. Pratz on October 4, 2010 and with Ms. Klampher on October 20, 2010. On October 26, 2010 CWU issued its allocation decision, concluding Ms. Klampher's position was properly allocated to the ITS 3 (Exhibit A-3).

On November 22, 2010, the Department of Personnel received Ms. Klampher's request for a Director's review of CWU's allocation determination.

On May 5, 2011, I conducted a Director's telephone review conference with Ms. Klampher and Mr. Sarchet, Human Resources Consultant.

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).

Duties and Responsibilities

Ms. Klampher works as an Information Technology Desktop support specialist within the University's Information Technology's Computer Support Services Department. Her primary duties involve supervising student IT technicians and directing university-wide deployment of applications and updates to computers using the ZENworks agent. She creates enterprise images for computers. She ensures successful delivery of enterprise antivirus software to computers.

Ms. Klampher reports directly to Mr. Chris Pratz, Manager, Computer Support Services. Mr. Pratz submitted a draft Position Description Worksheet (PDW) (Exhibit B-1) to document her duties and responsibilities. Ms. Klampher subsequently submitted a description of job duties with revised workload percentages to Mr. Stephen Sarchet (Exhibit A-2). Mr. Sarchet used the description of duties and revised percentages of time in making his determination. Ms. Klampher describes her major job duties as follows:

- 40% **Enterprise Wide Software and Hardware Standards for Desktop Support:**
Perform analysis, installation, maintenance, quality assurance, troubleshooting, problem resolution, and/or consulting tasks for complex computing systems, applications, database management systems, projects or operational problems.

Apply advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks such as directing or facilitating the installation of complex systems, hardware, software, application interfaces, or applications; developing and implementing quality assurance testing and performance monitoring. Test and evaluate new software and/or hardware technology products, document characteristics, and make recommendations for all CWU geographical locations.

Plan, analyze, test, configure, load, build and set standards for new hardware and software standard system load on Desktop Systems enterprise wide (Images). Resolve complex installation problems; create and support processing environments for all operating systems, software and hardware applied to main campus and all remote university centers using Test Lab that I implemented and created for this purpose. Write documentation and set procedures for all Computer Support Technicians to follow in building enterprise systems.

Design/re-design systems which may include such tasks as system modeling, system mapping and planning system connectivity; or re-configuring existing systems.

- 25% **Student Support Supervisor and eHelpdesk Work Order System:**
Assign work and prioritize for all incoming service calls to Student, ITS 3 and ITS 4 Technicians via eHelpdesk. Administer eHelpdesk work order system and database. As Administrator set up Groups, Technicians and set roles and permissions within the system.

Establish job performance standards, evaluate performance, post available positions, develop interview procedures, interview, hire, schedule, and approve requests for time off. Counsel student technicians on behavior, ethics and job expectations and performance. Develop and write policy and procedures for all

desktop computer related support. Assess and develop training materials and conduct advanced instruction on the use of information technologies. Develop and implement quality assurance testing and performance monitoring.

15% Application Development and Deployment:

Test, configure and build self installing complex applications on main campus and all university centers using various advanced diagnostic tools and sub programs and deploy with ZENworks.

15% Enterprise Wide Anti-Virus Protection:

Maintain, monitor and repair server system and database, apply updates, maintain application console system, troubleshoot configurations, set configurations and update schedules, policies, exceptions and scans for all systems enterprise wide.

5% Provide Desktop Support:

Provide desktop computer support for CWU systems including onsite service, remote service of desktop computers using various utilities meeting CWU security criteria, and technical support via telephone or email. Travel to CWU Centers to provide this support will be required.

Support windows OS on all Macintosh Systems. Backup for ITS 4 Lead Macintosh Technician.

Provide technical support for all current CWU computer operating systems, all supported CWU desktop software applications, and for peripherals including, but not limited to, printers, monitors, interface devices and cameras.

Interaction with vendors or manufacturers to order parts and facilitate warranty service is required.

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Supervisor's Comments

Mr. Pratz submitted the draft PDW, as part of a management-initiated review of all positions within the unit (Exhibit B-1). Mr. Pratz indicated on the form that Ms. Klampher's position should be allocated to the ITS 4 level class. During the meeting with Mr. Sarchet on October 4, 2010, Mr. Pratz confirmed Ms. Klampher had been performing the duties as described for at least six months and would continue to perform those duties in the future.

Mr. Pratz provided additional written comments during Mr. Sarchet's review process (Exhibit B-2). In his comments, Mr. Pratz clarified Ms. Klampher works collaboratively with another technician on various aspects of the ZEN 10 software system. This person maintains the ZENworks Control Center (ZCC) which is the software platform that runs ZEN on the servers. Ms. Klampher is in charge of the ZEN desktop agent which runs on client machines (i.e. staff desktop computers). She has responsibility for managing and deploying the ZEN 10 desktop agent on all CWU computers. In the PDW, Mr. Pratz clarified this also includes responsibility for developing and deploying software bundles, images, and applications for remote deployment.

Mr. Pratz clarified the ZEN desktop agent is a software program that is essentially bundled in with all the initial workstation authentication and login procedures. Upon log in to a user's

computer, the ZEN desktop agent queries a set of servers in Networks and Operations and an identity is established along with that person's affiliation with the University. It then performs several functions including passing on stored information to the workstation which allows the login process to proceed. It also delivers applications and registry keys which allows users to remotely login to other desktop computers (i.e. pc's) on campus.

Mr. Pratz further clarified the application delivery component has more than one aspect. Network applications can be created and associated with specific users or groups of users. Ms. Klampher has lead responsibility for creating, testing and approving these types of applications for production. Once she approves them for production they are passed to the other technician for deployment.

Mr. Pratz stated in his comments that Ms. Klampher also has responsibility for plain application deployment. Mr. Pratz stated that with a plain application deployment, an "installer file" is created for a specific platform (e.g. Windows XP service pack three). The installer file runs a routine check for the previous version, removes it if necessary, and installs the new version of the program on the work station. Network applications by contrast are located in a networks application folder and are only available upon login. Network applications can follow a user from one work station to another while plain applications are installed only on the local hard drive in a single specific location. Mr. Pratz stated Ms. Klampher creates the network applications to be associated with the users, and she creates the installer packages for the plain application installation process.

Summary of Ms. Klampher's Perspective

Ms. Klampher asserts her position serves as a senior-level applications specialist through her responsibility for maintaining the University's server-based desktop management systems which includes campus wide maintenance of desktop computers, lap tops and software.

Ms. Klampher asserts her level of decision-making authority, her responsibility for managing and deploying updates of applications and updates to University computers using the ZENworks agent, her responsibility for creating enterprise images for computers, and her responsibility for delivering and maintaining the University's enterprise antivirus software reaches the ITS 4 class.

Summary of CWU's Reasoning

CWU asserts the overall level and scope of duties and responsibilities assigned to Ms. Klampher's position does not reach the ITS 4 level of responsibility. CWU contends the tasks/projects for which she is responsible do not require an understanding of the customer's business from a senior business perspective. CWU asserts the level of her work does not integrate new technology, nor does it affect how the University's mission is accomplished. While CWU acknowledges the portion of her work involving monitoring and maintaining the University's anti-virus software and creating and maintaining enterprise computer images may reach senior-level responsibility; these responsibilities account for only 25% of her time.

CWU further asserts her responsibilities for the ZENworks application is limited in scope to a portion of the application – the ZENworks agent. CWU contends principal responsibility for the application rests with other higher-level technicians.

CWU contends Ms. Klampher performs her other duties at a level consistent with the ITS 3 level class. She uses established procedures and innovative approaches to complete her assignments and coordinates with other ITS staff on projects. For these reasons, CWU asserts her position is properly 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.

The Class Series Concept for the Information Technology series states in relevant part:

“Positions in this category perform professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

This category broadly describes positions in one or more information technology disciplines such as: Application Development and Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering...IT Project Management, Systems Software, Web Development, or Voice Communications.”

Ms. Klampher's position performs professional information technology application and desktop maintenance support functions and should therefore be allocated to a class within the Information Technology series.

Comparison of Duties to Information Technology Specialist 4

The Definition for this class states:

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.

Overall, Ms. Klampher's scope of responsibility, complexity of duties, level of analysis and level of decision-making authority does not reach the ITS 4 class definition. While a portion of Ms. Klampher's position reaches aspects of the work performed at the ITS 4 level such as maintaining the University's enterprise anti-virus software; the overall level, scope and diversity of her assigned duties and responsibilities are more closely in line with the ITS 3 class.

The Computer Support Services department provides technical support to the University's IT computing infrastructure. Ms. Klampher's position serves as the department's desktop support specialist. Her assigned area of responsibility encompasses university-wide operations which reaches the requirement of the definition of this class for independently resolving complex computing needs within an assigned area of responsibility which impacts, "...divisional, or multiple business units with multiple functions."

However, the overall scope and complexity of her assigned duties do not reach the ITS 4 level. Ms. Klampher's responsibilities for the ZENworks application are limited in scope to providing technical support to a portion of the application – the ZENworks agent. This limits her responsibility for performing functions at a level representative of this class such as planning and directing large-scale projects, conducting capacity planning, designing multiple-server systems, or directing or facilitating the installation of complex applications. Ms. Klampher does not develop and implement quality assurance testing and performance monitoring; plan, administer, and coordinate organization-wide information technology training; act as a liaison on the development of applications; represent institution-wide computing and/or telecommunication standards and philosophy at meetings, or develop security policies and standards.

Ms. Klampher stated during the telephone review conference that she works to establish standard baseline configurations which includes testing and saving on the network server. She independently takes new software updates, develops scripts, and tests them on the hardware. She installs the operating system and configures and tests the applications. This includes installing all common software packages. The overall level, complexity and scope of her responsibilities in this area do not reach the ITS 4 scope of responsibility.

Ms. Klampher performs information technology systems specialist work as the designated desktop support specialist the University's server based desktop management system. While a portion of Ms. Klampher's work involves certain aspects of the ITS 4 level class, in total, the majority of her work does not reach the level of responsibility required by the Definition of this class.

Comparison of Duties to Information Technology Specialist 3.

The Definition for the Information Technology Specialist 3 (ITS 3) class states:

In support of information systems and users in an assigned area of responsibility, independently performs consulting, designing, programming, installation, maintenance, quality assurance, troubleshooting and/or technical support for applications, hardware and software products, databases, database management systems, support products, network infrastructure equipment, or telecommunications infrastructure, software or hardware.

Uses established work procedures and innovative approaches to complete assignments and coordinate projects such as conducting needs assessments; leading projects; creating installation plans; analyzing and correcting network malfunctions; serving as

system administrator; monitoring or enhancing operating environments; or supporting, maintaining and enhancing existing applications.

The majority of assignments and projects are moderate in size and impact an agency division or large workgroup or single business function; or internal or satellite operations, multiple users, or more than one group. Consults with higher-level technical staff to resolve complex problems.

ITS 3 level positions work independently and perform functions within an assigned area of responsibility. They identify and resolve problems within a scope of operation such as a division, or large workgroup or single business function, multiple users or more than one group. The work methods used and the level of independent decision making required often combines following pre-defined standards as well as developing innovative approaches to resolve problems or issues that arise. While fully capable of working independently, complex problems are resolved through consulting with higher-level technical staff.

The University's Computer Support Services department provides centralized support to the CWU IT infrastructure. Ms. Klampher's position has independent responsibility for maintaining the University's server-based desktop management systems which includes responsibility for installing and maintaining new and upgraded software on desktop computing systems; creating application objects used to install software, and providing campus-wide desktop support to desktop computers, lap tops and software. She uses established work procedures and innovative approaches to complete her assignments. She independently works with other technicians to provide applications systems maintenance support to an existing application as stated in the definition. She resolves complex problems by consulting with higher-level technical staff.

Although the Typical Work examples do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following provides an example of the level of work assigned to the Information Technology Specialist 3 class, as stated on the class specification:

Follows structured processes to determine requirements...;

Independently installs and configures hardware/software;

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;

...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.

Consults on desktop productivity tools/software;

Ms. Klampher's responsibilities for maintaining the University's server-based desktop management systems, and the scope and level of her responsibility for maintaining the university's desktop computers, lap tops and software are consistent with these statements.

Ms. Klampher's responsibilities for performing Helpdesk duties, supervising lower level Helpdesk staff and assisting them with technical problems, diagnosing software, hardware, or

network problems on computer desktops are also consistent with these statements. In total, Mr. Klampher's position has an overall scope and level of individual responsibility which is consistent with ITS 3 level work. The primary thrust of her position, and the majority of his duties as a whole, falls within the scope and level of responsibility stated by the Definition for the ITS 3 level class.

This is supported in Lower Columbia College v. Farland, PRB Case No. R-ALLO-09-035 (2010), which states in relevant part:

...she was responsible for maintaining and supporting the Angel system and the Hershey system. Her duties and responsibilities included consulting, installing updates, maintenance, quality assurance, troubleshooting and technical support and required her to use innovative approaches to complete assignments. The maintenance and support of the Angel system has been an ongoing responsibility of Ms. Farland's position. In addition, the Angel system impacts multiple users and more than one group – students and faculty. In performing her work, Ms. Farland consults with other technical staff to resolve complex problems. The majority of her duties and responsibilities are encompassed by the ITS3 classification.

In Salsberry v. Washington State Parks and Recreation Commission, PRB Case No. R-ALLO-06-013 (2007), the Personnel Resources Board addressed the concept of best fit. The Board referenced Allegrì v. Washington State University, PAB Case No. ALLO-96-0026 (1998), in which the Personnel Appeals Board noted that while the appellant's duties and responsibilities did not encompass the full breadth of the duties and responsibilities described by the classification to which his position was allocated, on a best fit basis, the classification best described the level, scope and diversity of the overall duties and responsibilities of his position.

Based on the level, scope and diversity of the overall duties and responsibilities assigned to Ms. Klampher's position, her 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:

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 P.O. Box 40911, Olympia, Washington, 98504-0911.

NOTE: To hand-deliver or fax an appeal to the PRB, please note the following changes:

- **Through July 15, 2011**, you may file in person at **600 South Franklin**, Olympia, Washington. Fax number (360) 753-0139.
- **Beginning July 18, 2011**, you may file in person at **521 Capitol Way South**, Olympia, Washington. Fax number (360) 586-4694.

For questions, please call (360) 664-0388.

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

c: Tina Klampher, CWU
Stephen Sarchet, CWU
Lisa Skriletz, DOP

Enclosure: List of Exhibits

TINA KLAMPHER v CWU

ALLO-10-060

List of Exhibits

A. Tina Klampher Exhibits

1. Director's Review Request Form for Tina Klampher, received by the Department of Personnel on November 22, 2010.
2. Description of Job Duties with percentage of time worked from Tina Klampher, submitted during the position review.
3. Allocation determination letter from Stephen Sarchet to Tina Klampher dated October 26, 2010.

B. CWU Exhibits

1. Position Description Worksheet submitted by supervisor, Chris Pratz, September 9, 2010, with questions from Stephen Sarchet in the formatting fields.
2. Supervisor comments from Chris Pratz to Stephen Sarchet in response to questions asked by Stephen Sarchet (see B-1). The numbering format corresponds to the questions in the comment fields on the PD Worksheet.
3. Original Position Description form for Tina Klampher's position dated 2005.
4. IT services Organizational Chart for CWU.

C. Class Specifications

1. DOP Class specification for Information Technology Specialist 3 (479K).
2. DOP Class specification for Information Technology Specialist 4 (479L).