



**STATE OF WASHINGTON**  
**OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR**

DIRECTOR'S REVIEW PROGRAM  
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November 13, 2012

TO: Teresa Parsons, SPHR

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

SUBJECT: Robert Cairy v. Department of Enterprise Services  
Allocation Review Request ALLO-11-068

Director's reviews regarding the allocation of the following positions have been completed:

Robert Cairy (ALLO-11-068)  
Jesse Smith (ALLO-11-069)

**Director's Determination**

The Director's review was based on a review of the Position Description Forms (PDFs) describing each employee's duties and responsibilities on October 1, 2011. As the Director's designee, I carefully considered the written documents in each file. Based on my review and analysis of Robert Cairy's assigned duties and responsibilities, I conclude the Printing and Duplication Specialist 3 class provides the best fit overall, based on the existing job classes.

**Background**

On October 1, 2011, the former Department of Printing consolidated with other agencies into the newly created DES as a result of Engrossed Substitute Senate Bill 5931. Therefore, the Department of Printing and its classification system ceased to exist on September 30, 2011. As a result, the employees' positions, which had previously been allocated as Envelope Adjuster were placed into the Washington General Service (WGS) classification system. Because the WGS classification plan does not include the specific job classes previously used by the Department of Printing, DES allocated the employees' positions to an existing WGS job class on a best fit basis. In addition, DES Y-rated the employees' salaries pursuant to Article 40.4 of the Collective Bargaining Agreement between the State of Washington and the Coalition, including Teamsters Local 767M (Exhibit 2).

On October 14, 2012, Mr. Cairy requested a Director's review of DES's allocation decision. The attached letter, dated October 12, 2012, summarizes our discussions for moving forward with the review of the above cases.

### **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**

The duties and responsibilities listed in the Position Description Form are described as follows:

- 80% Reporting to the Plant Manager, the Envelope Adjuster (EA) is responsible for the production and inspection of envelope products. The EA continually makes finishing adjustments to the running envelope converter, working to maintain acceptable product tolerances. This adjusting involves walking along the length of the 30-foot machine (as often as every five to ten minutes) to move lateral and rotary operational fixtures and components. The EA also performs the following duties, responsibilities, and tasks:
- Maintains quality levels and pays close attention to details to ensure the final production of a useable envelope product.
  - Visually inspects the envelope product for obvious defective printing areas (e.g., washed-out color, blank printing, scumming, tinting, toning) or obvious converting defects (e.g., fold movement, poorly sealed pockets, or intermittent glue sticking).
  - Maintains accurate job production records using production tally sheets.
  - Follows Printflow schedule to produce jobs and uses Monarch to accurately track jobs.
  - Establishes piece counts, pallet-batch counts, and product identifications.
  - Uses agency's established procedures to record wastage while striving to minimize waste at all times during the production cycle.
  - Fills out production records in accordance with agency requirements to accurately reflect waste on all orders. (Monarch shop floor)
  - Measures and maintains firmly established production levels on a weekly basis.
  - Maintains an acceptable machine run speed and production average (e.g., 500 epm base production speed).
  - Consistently works to minimize machine down time.
  - Maintains good housekeeping on and around the envelope converter and workstation on a daily basis.
  - Completes a batch-count load flag. During peak production, the EA may assign this task to an entry-level employee to ensure efficient pressroom operations.
  - Performs other duties as assigned by the Plant Manager.

- 20% Performs normal preventative and emergency machine maintenance (e.g., replacing bearings, hubs, belts, etc.).
- Lubricates machine-drive components.
  - Cleans machine components, sections, and parts as needed.
  - Rebuilds specific operational components such as nip wheels, perforators, scorers, gluer units, etc., during off-peak production periods and machine down times.
  - May perform assigned bindery / warehouse tasks (e.g., loading or un-loading of product or raw materials, which involves using a pallet jack, driving a forklift, and hand-stacking materials).
  - Performs maintenance tasks as needed to correct problems occurring at off-peak periods in the production cycles.
  - Performs housekeeping tasks in area surrounding the machine.
  - Operates forklift and powerjack when needed.
  - Other duties as assigned.

### 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

The Definition of the Printing and Duplication Specialist 3 class states:

This is the senior, specialist, or leadworker level of the series. Leads assigned staff and functions as a fully qualified technician performing journey level technical tasks operating offset duplicating, or bindery machines. Regularly assigns, instructs, and checks the work of others. May supervise and train lower technicians, clerical staff, temporary or resident clerical staff, volunteers, or interns.

There are no Distinguishing Characteristics for this class.

There is no job class currently available within the general government classification system which specifically addresses the senior-level duties Mr. Cairy performs in operating the RA Envelope converting machine to produce envelopes. However, on a best fit basis to the job classes available, Mr. Cairy's duties most closely fall within the scope and level of responsibility stated in the Definition of this class.

This class describes one aspect of Mr. Cairy's duties of performing senior level work as the Envelope Adjuster (EA), responsible for the production and inspection of envelope products. This includes continually making finishing adjustments to the running envelope converter and

working to maintain acceptable product tolerances. This includes responsibility for making adjustments along the 30-foot machine to move lateral and rotary operational fixtures and components.

This class also generally describes Mr. Cairy's responsibility for producing envelopes with printed labels. Mr. Cairy visually inspects envelopes for defective printing areas. This is supported by the description of duties in position description form which states that he, "...visually inspects the envelope product for obvious defective printing areas (e.g., washed-out color, blank printing, scumming, tinting, toning) or obvious converting defects (e.g., fold movement, poorly sealed pockets, or intermittent glue sticking)." The scope of this work is generally consistent with the level of responsibility described by this class of performing tasks such as setting up and operating offset duplicating machines to reproduce forms, memoranda, letterheads, manuals, pamphlets, and other materials in one or more colors.

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).

While this class may not fully address the work performed by Mr. Cairy regarding the duties and responsibilities assigned to his position, effective October 1, 2011, the class which most closely matches Mr. Cairy's position is the Printing and Duplicating Specialist 3.

A position's allocation is not a reflection of performance or an individual's ability to perform higher level work. Rather, an allocation is based on the majority of work assigned to a position and how that work best aligns with the available job classifications. In this case, based on a review of the written documentation provided to the available job classes, the Printing and Duplication Specialist 3 job class provides the best overall fit for the duties and responsibilities assigned to Mr. Cairy's position.

### **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. The main telephone number is (360) 664-0388, and the fax number is (360) 586-4694.

***If either party plans to hand-deliver an appeal to the PRB, please call the above number for details.*** The PRB Office is currently located at 521 Capitol Way South, Olympia.

However, on or around **November 26, 2012, PRB staff will move to a new location in the Insurance Building on the Capitol Campus, 302 – 14<sup>th</sup> Avenue S.W., 4<sup>th</sup> Floor, Olympia, Washington. Call (360) 664-0388 to verify the appeal was received.**

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

c: Robert Cairy  
Brian Earl, Local 767M  
Tony Brown, DES  
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

**ROBERT CAIRY v. DES**

**ALLO-11-068**

**List of Exhibits**

1. Request for Director's Review Form, received October 14, 2011
2. October 1, 2011 reallocation decision letter from DES
3. Position Description Form in effect on October 1, 2011
4. Class specification for Printing and Duplication Specialist 3
5. Letter to Brian Earl, Local 767M, from Teresa Parsons, Director's Review Supervisor, October 12, 2012