



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

DIRECTOR'S REVIEW PROGRAM  
521 Capitol Way South, P.O. Box 40911, Olympia, WA 98504-0911  
(360) 664-0388 · FAX (360) 586-4694

August 27, 2012

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

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

SUBJECT: Ed Flaisig v. Department of Enterprise Services (DES)  
Allocation Review Request ALLO-11-082

Mr. Flaisig's position was reallocated due to the consolidation of the Department of Printing into the Department of Enterprise Services on October 1, 2011. Effective that date, Mr. Flaisig's position was reallocated from the Department of Printing's classification of Color Digital Press Operator to the Washington State job class Digital Printing Operator. As the Director's designee, I carefully considered the position description on file for his position effective that date, and the information presented during the Director's review conference along with the verbal comments provided by both parties. Based on my review and analysis of Mr. Flaisig's assigned duties and responsibilities, I conclude his position should be reallocated to the Printing and Duplication Specialist 2 class.

**Background**

On October 1, 2011, the former Department of Printing merged with the newly created DES as a result of Engrossed Substitute Senate Bill 5931. The Department of Printing and its classification system ceased to exist on September 30, 2011. Because the WGS classification plan does not include the specific job classes previously used by the Department of Printing, Mr. Flaisig's position as a Color Digital Press Operator was placed into the Washington State job classification of Digital Printing Operator on a best fit basis (Exhibit 2). Mr. Flaisig's position was Y-rated pursuant to Article 40.4 of the Coalition Collective Bargaining Agreement.

On October 14, 2011, the Office of the State Human Resource Director (OSHRD) received Mr. Flaisig's Request for a Director's Review form appealing DES's reallocation determination (Exhibit 1).

On July 10, 2012, I conducted a consolidated Director's review conference regarding the allocation of the following positions within DES:

Janine Barndt (ALLO-11-081)

Ed Flaisig (ALLO-11-082)

Present for the Director's review conference were Janine Barndt; Ed Flaisig; Carl Lofgren (observing); Brian Earl, Graphics Communications Conference, Local 767M, and Mr. Tony Brown, DES-HR.

### **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**

Mr. Flaisig works the first shift as a journey level digital press operator for the Printing Division of DES. During the review conference, Mr. Flaisig stated he performs a variety of high quality low-volume printing work for the Print shop, including performing pre-flight (i.e. pre-press) functions and setting up and running print jobs on the Kodak "NexPress" digital press. The NexPress is a four-color processing digital perfecting press capable of running up to 14x20 sheets. It has a fifth unit which is used for clear or other finishing processes.

As stated in the Position Description Form (PDF) for his position (Exhibit 3), Mr. Flaisig receives print documents in a variety of digital formats and prepares them for reproduction. He prepares and programs the digital press for production runs. He monitors the production run and resolves paper jams and other production issues that arise. He makes adjustments on the equipment to ensure quality and color match to digital proofs. He reviews finished products and re-directs work when needed which includes working with customer requests and specifications to produce final products. He monitors inventory levels for supplies, contacts vendors for service calls and performs daily and routine servicing of the digital press.

The duties and responsibilities for Mr. Flaisig's position, effective October 1, 2011 are summarized as follows:

- 70% Operate network digital color production printing system. Keep informed and educated as required to take full advantage of software and hardware updates. Includes image enhancement, screening, pagination, image merge and deletion. Interpret job ticket information and enter job setup requirement into print device. Mail merge client address lists from electronic media to create personalized mail.

Perform routine system maintenance: monitor system status for problems and replace components as necessary. Determine if service technicians need to be contacted and/or utilized to correct quality or other production problems. Consult with system engineers via telephone to perform special diagnostics using various commands.

Monitor jobs within the system.

- 10% Operate computer and software for reproduction, which includes downloading files to the press and organizing files and printing documents. Operate any auxiliary

equipment that is complementary to the digital press and necessary to meet the customer's needs.

- 10% Work with customer service regarding production quantity, finishing, information on submitting documents electronically to be printed on the networked digital color press. Provide information and instruction to customer service staff regarding job production status, options, due dates, and production capabilities of the digital color press. Staff contact is by telephone and in person.
- 5% Ensure all materials are in place to complete production.
- 3% Perform other duties as required
- 2% Retrieve customer files from digital archives

#### Summary of Mr. Flaisig's Perspective

Mr. Flaisig asserts there is no class in the general government classification system which fully and accurately describes his duties and responsibilities for his work as a journey level operator of the Kodak NexPress. Mr. Flaisig asserts his duties exceed the requirements of the general government classifications in general and the Digital Printing Operator class specifically. Mr. Flaisig asserts the Digital Printing Operator class does not address the level of technical complexity required to work on the Kodak NexPress. Mr. Flaisig asserts the NexPress is not an office machine but rather a hybrid form of press containing both offset printing and digital imaging (color copying) components. Mr. Flaisig asserts a new class needs to be created to adequately describe the full scope of his printing-related duties.

#### Summary of DES's reasoning

DES acknowledges the existing general government job classes may not provide a perfect fit for the unique functions assigned to employees operating equipment in the print shop. However, DES asserts that of the available class specifications within the general government classification system, the Digital Printing Operator class best fits Mr. Flaisig's position.

#### 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.

#### Comparison of duties to Digital Printing Operator

The Definition for this class states:

Operates one or more office machines such as high speed business photocopiers, reader/scanners, engineering print machines, folding and inserting, bursting, and binder machines for a major portion of time.

This class does not adequately address the type of equipment and scope of technical responsibility Mr. Flaisig exercises in operating the department's Kodak NexPress.

Incumbents in this class operate one or more office machines such as photocopiers and other office machines. During the review conference, Mr. Flaisig clarified that the NexPress is not an office machine but rather a hybrid form of press containing both offset printing and digital color imaging components. He explained the press uses a blanket and image cylinder consistent with offset printing. However, instead of using traditional plates to transfer images, the printer uses a computer-controlled digital imaging process which allows different images to be created for each page as they are run through the printer, which is similar in this respect to a color copier. The digital imaging process allows far more variability during the printing process than a traditional offset printing press. The NexPress also utilizes up to 14 x 20 sheets which are larger than those used in copy machines. This is also the upper size limit for this type of printer used in the industry.

Mr. Flaisig stated the press requires regular daily and ongoing maintenance similar to a traditional press. Although the press does not utilize ink rollers, Mr. Flaisig explained he and Mr. Flaisig perform their own maintenance on the equipment which includes working with the vendor (KODAK) up to and including performing field engineer level repairs when needed.

Further, Mr. Flaisig stated they use the press to produce a variety of materials including booklets, calendars, posters, flyers, small production run books, and generally produce between 100 to 5000 copies depending on the print job. Mr. Flaisig stated the NexPress is used specifically to produce high-quality low-volume runs of 50 to 100 copies which balances with the high volume runs competed by the other presses in the print shop.

He explained that he and Mr. Flaisig are responsible for performing pre-press (i.e. "preflight") functions which involves preparing digital print documents for processing. He stated print files come into the computer workstation located in the press room where they are first opened on the computer. The file is reviewed and changes are made then saved to a file. A master file is created which is then sent to a hot folder and then to the printer. He stated skill is required to know how to manipulate the software programs to prepare and process the material for printing.

Therefore, Mr. Flaisig does not operate office machines but rather a hybrid form of press containing both offset printing and digital imaging (color copying) components. Additionally, the overall scope and level of complexity reaches beyond the requirements of this class. For these reasons his position should not be allocated to this class.

#### Comparison of Duties to Printing and Duplicating Specialist 2

The Definition for this class states:

Functions as a fully qualified technician performing journey level technical tasks operating offset duplicating, or bindery machines. Positions work independently and exercise judgment and discretion in determining the scope or level of service. Performs repairs of machinery. Work is typically reviewed on a spot check basis after decisions have been made. Unusual problems that may occur are brought to a higher level technician with probable outcomes and solutions. May supervise and train lower level operators, clerical staff, temporary or resident clerical staff, volunteers, or interns. [Emphasis added]

Based on the job classes currently available within the general government classification system, the overall thrust of Mr. Flaisig's position, and the majority of his duties as a whole falls within the scope and level of responsibility stated in the Definition of this class.

This class more closely describes the type of equipment Mr. Flaisig operates in his position, and this class more accurately describes the scope of duties and technical level of responsibility assigned to his position. Mr. Flaisig functions as fully qualified technician, performing journey level technical tasks on an offset duplicating-based digital printing press.

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 Printing and Duplicating Specialist 2 class, as stated on the class specification:

Reviews instructions and schedules to determine equipment set-ups and operates ...equipment accordingly;

Sets up and operates offset duplicating machine to reproduce forms, memoranda, letterheads, manuals, pamphlets, and other materials in one or more colors;

Cleans machines, checks performance, and makes minor repairs and adjustments; schedules maintenance and service calls;

Requisitions supplies and equipment;

Mr. Flaisig's duties are consistent with these statements. Mr. Flaisig sets up, feeds, and operates a hybrid 14 x 20 inch, four-color offset-duplicating digital printing press. He produces a variety of complex and technical products including booklets, calendars, posters, flyers, and small production run books, business cards and other products. He performs pre-flight functions, prepares the printing equipment, and inspects and maintains proper quality control of printed materials. He performs maintenance and makes necessary adjustments and repairs to the press when needed.

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 does not fully address the level and degree of complexity of work performed by Mr. Flaisig in operating the Kodak NexPress, based on the overall duties and responsibilities assigned to his position, effective October 1, 2011, the class which most closely matches Mr. Flaisig's position is the Printing and Duplicating Specialist 2.

It is clear Mr. Flaisig performs skilled work in a professional manner. A position's allocation is not a reflection of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the

available job classifications. Based on the level and scope of the overall duties and responsibilities assigned to Mr. Flaisig's position, his position should be reallocated to the Printing and Duplicating Specialist 2 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.

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: Ed Flaisig, DES  
Brian Earl, GCC  
Tony Brown, DES  
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

**Ed Flaisig v DES ALLO-11-082**

List of Exhibits

1. Request for Director's Review Form for Ed Flaisig, received October 14, 2011.
2. Reallocation decision letter for Ed Flaisig from DES dated October 1, 2011.
3. Position Description Form in effect on October 1, 2011.
4. Printing and Duplicating Specialist 2 Class Specification, 205F.
5. Digital Printing Operator Class Specification, 206H.