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DIRECTOR'S REVIEW PROGRAM
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April 26, 2012

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

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

SUBJECT: Mike Chase v. Department of Enterprise Services (DES)
Allocation Review Request ALLO-11-090

Mr. Chase'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. Chase's position was reallocated from the Department of Printing's classification of "Over 22" Press Operator Lead" to the Washington State job class Offset Press 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. Chase's assigned duties and responsibilities, I conclude his position is properly allocated to the Offset Press Operator 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. Chase's position was placed into the Washington State job classification of Offset Press Operator (Exhibit 2). Mr. Chase'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. Chase's Request for a Director's Review form appealing DES's reallocation determination (Exhibit 1).

On March 14, 2012, I conducted a consolidated Director's review conference regarding the allocation of the following positions within DES:

Marc Hansen	(ALLO-11-094)
Dixie Hayes	(ALLO-11-095)
Jon Lund	(ALLO-11-096)
Mike Chase	(ALLO-11-090)
Chris Malloy	(ALLO-11-097)

Mr. Chase did not participate in the Director's review conference; however Mr. Malloy was present and provided information regarding both of their assigned job duties. Also present for the conference were Dixie Hayes, Marc Hansen, Mr. Brian Earl, Graphics Communications Conference, Local 767M, and 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. Chase is the second shift journey-level large press operator lead for the Printing Division of DES. He performs a variety of high volume, high-quality complex printing work for the Print shop, including interpreting job tickets, setting up jobs, completing press checks, and ensuring color match.

The PDF for Mr. Chase's position, effective October 1, 2011 describes his duties and responsibilities as follows:

- 90% Journey press operator will spend 90% of their time assigned to various sizes and types of printing presses, working under minimum supervision. Performing all aspects of high volume high quality complex printing. Including job ticket interpretation, job setup, press checks, color match through entire run, making all necessary adjustments to ensure the highest quality printed product in timely manner. Overseeing press assistants and or press apprentices as assigned. Exhibiting thorough competence in the key areas of safety, maintenance, ink systems operation, press operation, troubleshooting, and quality control. Follow Printflow schedule and use Monarch to accurately track work.
- 5% The journey press operator will spend 5% of their time loading paper for printing, relocating paper stock and other printing supplies, this is done by lifting, bending, twisting, squatting, walking, carrying using a pallet jack or forklift.
- 3% The journey press operator will spend 3% of their time developing working relationships with other press, prepress and bindery personnel for the purpose of learning about and understanding layout, pagination, creep, trap, when to run perfect, when to run sheetwise paper grain, window framing, folding, offset from clamp

pressure and other problems that can be recognized in time to prevent higher costs or delays to the production process.

- 2% The journey press operator may spend 2% of their time learning about the entire Department of Printing, how jobs are produced from start to finish. About entering time on shop floor, Design, Customer Service and Planning and other Departments.

As stated in the PDF for his position, Mr. Chase's lead duties include responsibility for prioritizing and delegating work in the absence of the manager. He leads assigned staff and is responsible for estimating ink usage, and ordering inks and other supplies through his supervisor. The PDF states Mr. Chase is the designated shift charge responsible for ensuring all shift employees meet productivity standards, adhere to work schedules, and follow safety policies and procedures.

During the review conference, Mr. Malloy provided clarification of the duties performed by himself and Mr. Chase. Mr. Earl also provided information regarding Mr. Chase's lead duties during the review conference and afterward through an additional telephone conversation.

Mr. Chase's lead responsibilities primarily function around the mechanical and technical aspects of print production rather than administrative or staffing functions. Mr. Chase coordinates and works with Mr. Malloy, his day time counterpart, to estimate ink usage and other supply needs as jobs are scheduled. The Monarch system prepares estimates but he still has to determine actual ink usage and other supply needs in order to keep production flowing appropriately.

Mr. Chase works the second shift on the Komori press. The Komori is a 20 inch by 28 inch six-color inline press that can print up to approximately 11,000 – 12,000 impressions per hour. It has a tower that can be used to coat the sheets for faster finishing which expedites its readiness for bindery or other finish work.

The Komori press has a computer interface with the Print shop's Monarch system which allows the Pre-Press unit to send ink-key profiles for each print job electronically to the Komori computer console. This reduces the amount of manual setting required for a print job. Ink keys are key-like little rods that actually manipulate the amount of ink deposited for pressing.

The press's ability to do six-color processing provides for a larger variety of if inks including metallic inks or whole blues and other special color processing. He explained this press is used to produce the highest-quality print jobs in the shop unless a larger sheet size is required in which case the job goes to the Heidelberg press. The Komori produces a wide variety of products including pocket folders and other high end products. The Komori generally requires the use of a full time press assistant.

Mr. Chase has to make sure everything is working properly while printing at speed, which includes setting the proper ink and water balance, positioning the plate, and providing quality assurance. The maintenance work performed is the same as other large Print shop presses which includes performing roller maintenance, checking bearings, cleaning and reinstalling rollers, and changing filters.

Summary of Mr. Chase's Perspective

Mr. Chase 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 press operator lead on the Komori press. Mr. Chase asserts his duties exceed the requirements of the general government classifications in general and the Offset Press Operator specifically. Mr. Chase asserts the Offset Press Operator class does not address the size and level of technical complexity required to work on the Komori press. Mr. Chase asserts a new class needs to be created to adequately describe the full scope of his 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 Offset Press Operator class best fits Mr. Chase'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 Printer-Lithographer

The Definition for this class states:

Perform journey-level work in the setup and operation of offset presses capable of four-color processes which have three or more ink form rollers and larger offset presses.

The Distinguishing Characteristics for this class states:

Under general supervision, set up and operate offset presses capable of four-color processes which have three or more ink form rollers and larger offset presses. Set up operate a variety of machines such as power cutters, folders, a variety of binding machinery, electronic composing and image setting equipment, horizontal process cameras, and related production equipment. Positions in this class must have a thorough knowledge of at least one of the following categories: Printer (composition and pre-camera layout), Camera/Stripper, Press or Bindery.

Mr. Chase's position exceeds the requirements of this class. Mr. Chase performs journey-level press operator lead work on the Komori six-unit press capable of six-color processing. In addition, his position does not include responsibility for setting up and operating a variety of machines such as power cutters, folders, binding machinery, electronic composing and image setting equipment, horizontal process cameras, and related production equipment. For these reasons his position should not be allocated to this class.

Comparison of Duties to Offset Press Operator

The Definition for this class states:

Operate and maintain offset press equipment 25 x 38 or larger.

The Distinguishing Characteristics for the class state:

Positions in this class perform journey level press work including four-color process.

Mr. Chase performs a variety of very specialized tasks that are unique to specific types of printing press equipment he works on and the technical aspect of his job requires specialized skills to perform his work. However, based on the job classes currently available within the general government classification system to allocate his position, the overall thrust of his position, and the majority of his duties as a whole, fall within the scope and level of responsibility stated in the Definition of this class.

Mr. Chase's position generally meets the primary requirements of this class of operating and maintaining large offset press equipment which includes and in this case exceeds four-color processing. The Komori press Mr. Chase works on has a maximum sheet size of 20 x 28 inches and includes six-color processing. Mr. Chase performs a variety of high-volume, high-quality and complex work on the Komori 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 Offset Press Operator class, as stated on the class specification:

Set up, feed, and operate a 25 x 38 or larger offset press which may include four-color process and complex technical illustrations;

Inspect and maintain proper quality of printed material; make necessary machine adjustments and repairs;

Insure proper feed and process count;

Inspect and install zinc printing plates; apprise Photolithographers of defects, and install corrected plates;

May mix inks for proper color and shade;

May direct work of press helpers and other personnel;

Mr. Chase's duties are generally consistent with these statements. Mr. Chase sets up, feeds, and operates the large and complex six-color Komori press. He produces a variety of complex and technical products including pocket folders and other high-quality products. He inspects and maintains proper quality control of printed materials. Although the Komori has the ability to automatically establish ink key settings, at times he is also required to fine tune or manually set and adjust ink keys for proper color and shading. He also inspects and installs metal printing plates and works with and appraises the Pre-Press unit if corrections are needed due to plate

defects. Mr. Chase makes necessary adjustments and repairs to the Komori press, ensures proper feed and process count, and he directs the work of a press assistant during his shift as necessary.

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. Chase in operating the Komori press, based on the overall duties and responsibilities assigned to his position, effective October 1, 2011, the class which most closely matches Mr. Chase's position is the Offset Press Operator.

It is clear Mr. Chase 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. Chase's position, the Offset Press Operator classification is the best fit.

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: Mike Chase, DES
Brian Earl, GCC
Tony Brown, DES
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

Mike Chase v DES (ALLO-11-090)

List of Exhibits

1. Request for Director's Review Form for Mike Chase, received October 14, 2011.
2. Reallocation decision letter for Mike Chase from DES dated October 1, 2011.
3. Position Description Form in effect on October 1, 2011.
4. Printer-Lithographer Class Specification, 207O.
5. Offset Press Operator Class Specification, 207K.