



STATE OF WASHINGTON
OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR

DIRECTOR'S REVIEW PROGRAM
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December 13, 2012

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

FROM: Kris Brophy, SPHR
Director's Review Investigator

SUBJECT: Donna Walther v. Shoreline Community College (SCC)
Allocation Review Request ALLO-12-022

Director's Determination

This position review was based on the work performed for the six-month period prior to January 9, 2012, the date SCC Human Resources received the request for a position review. As the Director's Review Investigator, I carefully considered all the documentation in the file, the exhibits, and the verbal comments provided by both parties during the review telephone conference. Based on my review and analysis of Ms. Walther's assigned duties and responsibilities, I conclude her position should be reallocated to the Program Coordinator classification.

Background

In Exhibit A-4, Ms. Walther states she originally submitted her request for review in June 2011. In her letter Ms. Walther asserts the request form was not processed properly and was not submitted to Human Resources at that time.

In Exhibit B-13, Ms. Zura, Human Resource Consultant, indicates that Ms. Walther submitted a position review request to SCC HR on December 8, 2012. However, the position review request did not contain the Supervisor's response or signatures. Ms. Zura indicates that she outlined the review process with Ms. Walther and called the Supervisor to obtain the necessary information so that Ms. Walther's request could be processed.

On December 29, 2011, Ms. Walther submitted a completed Position Review Request form to SCC HR. However, on January 5, 2012, Ms. Walther submitted an updated position review request which did not contain the Supervisor's response and signature.

On January 9, 2012, SCC's Human Resources office received Ms. Walther's completed Position Review Request (PRR) form with her supervisor's signature asking that her position be reallocated to the Program Specialist 2 classification. Ms. Walther signed the form on January 5,

2012. Her supervisor completed and signed the supervisor's portion of the form on January 6, 2012.

On March 27, 2012 SCC notified Ms. Walther that her position was being reallocated from Program Assistant to Secretary (Exhibit B-3).

On April 2, 2012, the Office of State Human Resources Director received Ms. Walther's request for a Director's review of Shoreline Community College's allocation determination (Exhibit A-1).

On October 17, 2012, I conducted a Director's review telephone conference. Present during the call were Donna Walther; David Cunningham, Dean, Workforce and Continuing Education; Robin Ledbetter, Council Representative, WFSE; Veronica Zura, Human Resource Consultant, SCC; and Stephen Smith, V.P. for Human Resources, SCC.

Following the review conference, the parties submitted additional information. Ms. Zura submitted a final rebuttal statement on November 7, 2012. This information has been added to the record and incorporated as exhibits herein.

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. Walther previously worked within the Continuing Education department at the College's satellite campus at the Lake Forest Park shopping complex. Following closure of the department in 2010, her position was reassigned to the main campus where her position was assigned responsibility for assisting in the development and implementation of the Plus 50 Career Builder program. Ms. Walther currently supports the Plus 50 Career Builder program which is located within the Workforce Education Division at SCC. Her position exists to carry out the objectives of the program which is to provide short term training to individuals over fifty years of age to return to work and help facilitate their re-entry into the workforce or facilitate job retention by increasing their skill base as quickly as possible.

Ms. Walther oversees the day to day operations and coordinates several functions including course development and scheduling, faculty hiring, marketing of the program, keeping faculty informed of pertinent information, and serving as a resource to students, campus departments and outside agencies.

Ms. Walther's duties and responsibilities include:

- 10% Program research and development, liaison with partner 50+ colleges - Assesses participant's needs, analyzes class evaluations, determines which classes and specialized training to offer, identifies new areas for future program development, develops strategies and processes for implementing program objectives.

- 10% Technical assistance and resource person to program participants, faculty, advisory committee, campus departments and outside agencies by responding via telephone, e-mail, making presentations and in person office visits.
- 10% Liaison to faculty – Monitors enrollments and determines whether or not a class will run based on budget. Participates in personnel decisions involving hiring of part-time faculty; acts as liaison to part-time faculty – gathers information relative to classroom needs, communicates information to them relative to teaching operations, enrollment, procedures, logistical support and reports their needs to various college departments such as TSS, Facilities, Bookstore, Scheduling Administrator, Campus Security. Maintains information distribution location in library. Prepares contracts and sets up payroll. Acts as a liaison between publisher, instructor and bookstore relative to textbook ordering.
- 15% Management of Logistics – Oversees daily operations regarding running of classes, and troubleshoots any problems relating to scheduling, set-up of computer labs and classrooms, access to rooms, acts as an emergency contact by being available by cell phone during evenings and Saturday[s] to troubleshoot problems when classes are in session.
- 20% Marketing – Develops marketing approaches and ideas, writes and edits copy for e-letters, flyers, web-sites and other promotional materials, oversees production and distribution, works with large databases, transmits e-mail blasts, arranges printing and mailing of Direct Mail materials, promotes program internally and to external organizations. Raises funds for scholarships and program operational support by making office visits, negotiating contracts and writing grant proposals.
- 15% Course design/scheduling classes – prepares course descriptions, codes data, calculates IFTE's and credit equivalency numbers and other pertinent data to submit to institutional Data staff for state reporting purposes. Plans and creates quarterly schedule of classes, conveys scheduling information to Scheduling Administrator and communicates any changes to appropriate college departments, faculty and students.
- 20% Special events, training classes and lectures – coordinates all arrangements including negotiation and preparation of contracts, development of marketing materials, preparation of material for Web-site setting up on-line payment and registration processes, arrange for catering, room space and oversees the event to see that it runs smoothly. Assists students with registrations coordinating with Enrollment Services to make sure processes are streamlined.

Mr. David Cunningham, Dean of Workforce and Adult Education, is Ms. Walther's supervisor. During the review telephone conference he states that Ms. Walther's description of duties and responsibilities in the PRR is accurate and complete. In the PRR, Dean Cunningham states that Ms. Walther's decision making authority includes independent responsibility for making all logistical decisions necessary to deliver the day-to-day and weekly services to the program's target population. This includes using her time to sustain and develop partnership relationships with faculty, advisory committee members and partnership organizations, and to make decisions relative to campus documentation and coding needs.

Dean Cunningham submitted an additional statement in support of Ms. Walther's request for reallocation. In his comments, Dean Cunningham indicates that he disagrees that Ms. Walther's

duties are secretarial in nature. In his comments, Dean Cunningham states that, "In my view Donna worked hard to construct this program..."

In his comments, Dean Cunningham states:

I will acknowledge that Donna and I worked closely and discussed the various aspects of the program on a monthly basis but this was the norm for all my reports. I meet with these folks formally on a monthly schedule to go over program details and address issues. I also meet with them informally on a daily and weekly basis as part of my duties... I kept in close touch with her work as I did with everyone but I did not require that she ask permission for every program management decision. There were times when she would run a question by me or ask my advice on a decision – perhaps on a course cancellation – but generally, I did not have to supervise or monitor her every action...

Summary of Ms. Walther's Perspective

Ms. Walther asserts her position does not perform secretarial duties, make travel arrangements, schedule meetings, or keep her supervisor's calendar. Ms. Walther asserts the nature, scope and level of responsibility of her position extends beyond the Program Assistant class to include performing the duties of a Program Specialist 2. Ms. Walther asserts her duties include independent responsibility for planning, organizing, directing and coordinating operations for the Plus 50 Career Builder program. Ms. Walther asserts she has primary responsibility for managing the program and directing operations to include performing program research and development, acting as the primary liaison with partner "Plus 50" colleges, determining courses to offer, hiring faculty, identifying new areas for future program development, developing strategies and processes for implementing program objectives. Ms. Walther asserts she coordinates services and resources, assesses program needs, and develops courses of action to carry out program functions and activities.

Summary of Shoreline Community College's reasoning

SCC asserts that Ms. Walther's duties and responsibilities are routine and secretarial in nature. SCC asserts her duties are consistent with the Secretary class. SCC asserts that while Ms. Walther has contact with the public, her work does not require specialized program knowledge, is recurring and routine in nature, and performed under established guidelines.

SCC asserts Ms. Walther relieves her supervisor of the day-to-day logistics of office support for the Plus 50 Career builders program. SCC asserts Ms. Walther performs routine recurring secretarial duties for faculty such as updating the quarterly class schedule, developing and drafting content for annual flyers and mass distribution letters, and responding to inquiries from staff and others regarding departmental services. SCC contends Ms. Walther supports department staff by submitting room schedule requests, placing text book and other instructional material orders, and copying handouts/syllabi as needed. SCC asserts Ms. Walther applies knowledge of the Dean's schedule in setting their mutual appointments, and takes notes during those meetings. SCC asserts Ms. Walther's work is reviewed by the Dean at monthly meetings. SCC further contends Ms. Walther's duties do not require the interpretation of policies, procedures, and regulations related to the program specialty. SCC asserts Ms. Walther does not have any budget coordination responsibilities.

In total, SCC asserts Ms. Walther's position is properly allocated to the Secretary classification.

Comparison of Duties to 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 to the Secretary series

The Class Series Concept for the Secretary classes states:

In support of a supervisor and/or staff members, provides secretarial services and assistance for the purpose of facilitating the supervisor's and/or staff members' own work and relieving the supervisor and/or staff members of day-to-day clerical detail. Applies knowledge of supervisor's and/or staff members' work commitments including status of projects and nature of contacts. Secretarial duties include making travel arrangements, scheduling meetings, taking notes and transcribing minutes, screening calls and visitors, keeping supervisor's and/or staff members calendar(s) and committing supervisor's and/or staff members' time.

Some of Ms. Walther's duties are secretarial in nature and fit within this class series concept such as taking meeting notes along with her supervisor during the program's advisory committee meetings. However, the primary focus of her position, and the majority of her duties as a whole are technical in nature, performed independently and in direct support of the Plus 50 Career Builders program. Her duties require her to use knowledge and experience which is unique to that program.

Ms. Walther works independently and does not provide secretarial services and assistance for the purpose of facilitating her supervisor's work and relieving her supervisor of day-to-day clerical detail. In Exhibit A-32, Dean Cunningham indicates that the work identified in the Secretary classification does not apply to Ms. Walther's position. During the review telephone conference Mr. Cunningham confirmed there is an Administrative Assistant position that reports to him. This individual is responsible for providing administrative and other related clerical support services to his position. Ms. Walther does not have responsibility for making travel arrangements, scheduling meetings, screening calls and visitors, or keeping Dean Cunningham's calendar or committing Dean Cunningham's time. Thus, the majority of Ms. Walther's duties are performed independently of the daily administrative office needs of the Dean.

Additionally, this series does not address Ms. Walther's program-specific knowledge and experience required to perform her duties, or the extent of her program specific contacts with clients, the public, faculty, and outside entities. This series does not address the position purpose, or the overall scope and breadth of impact of Ms. Walther's duties and responsibilities coordinating the Plus 50 Career Builders program's daily operations. For these reasons her position should not be allocated to a class within the Secretarial series.

Comparison of Duties to the Program Series

The Department of Personnel Glossary of classification terms defines a program as:

A specialized area with specific complex components and tasks that distinguish it from other programs (or the main body of an organization). A program is specific to a particular subject and has a specific mission, goals, and objectives. A program typically has an identifiable funding source and separate budget code.

The specific components and specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, and independent functioning. Typically requires public contact relating specifically to program subject matter, clients, and participants.

Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of an incumbent's performance of specialized tasks. Independent performance of these duties usually requires at least a six-month training period.

The Shoreline Community College Plus 50 Career Builder program meets the definition of a program. The program's policies, procedures and activities related to providing specialized adult educational services to individuals over 50 years of age. The Plus 50 Career Builder program is a non-credit bearing adult Continuing Education program focused on helping persons 50 and over acquire the skills needed to return to employment. These services are distinct and are not readily transferrable to regular SCC processes for course scheduling, registration, graduation and reporting. In addition, the scope of clerical work Ms. Walther performs is done in support of the specialized tasks associated with the Plus 50 Career Builder program.

Ms. Walther's position performs specialized clerical tasks in support of the Plus 50 Career Builder adult education program and therefore should be allocated to a class within the Program series.

Comparison of Duties to Program Specialist 2

The Class Series Concept for the Program Specialist 2 states:

Positions in this series coordinate discrete, specialized programs consisting of specific components and tasks that are unique to a particular subject and are separate and distinguished from the main body of an organization. Positions coordinate program services and resources; act as a program liaison and provide consultation to program participants and outside entities regarding functions of the program; interpret, review and apply program specific policies, procedures and regulations; assess program needs; and develop courses of action to carry out program activities. Program coordination also requires performance of tasks and application of knowledge unique to the program and not transferable or applicable to other areas of the organization.

Examples of program areas may include, but are not limited to: business enterprises, fund raising, volunteer services, community resources, election administration and certification, juvenile delinquency prevention, recreational education and safety, energy education, aeronautic operations and safety, student housing, financial aid, and registration.

The Definition for Program Specialist 2 states:

Positions at this level work under general supervision and plan, organize, direct and

coordinate operations for programs such as the business enterprise, volunteer services and community resources, elections examination/administration programs. Incumbents oversee day-to-day program operations, function as the program representative and resource, have extensive contact with program participants and outside entities, and resolve problems within a delegated area of authority. Unusual problems, probable outcomes and solutions are presented to higher levels for resolution. Incumbents may be delegated limited authority to approve budget expenditures and may assist higher-level staff with developing and coordinating statewide program activities.

Positions at this level have independent responsibility for planning, organizing, directing and coordinating program operations. Incumbents coordinate services and resources, assess program needs, and develop courses of action to carry out program functions and activities. Ms. Walther's position does not fully meet this overall level of responsibility.

Dean Cunningham states in his comments that since entering her position, Ms. Walther has worked to support the development of the Plus 50 Career Builder program on the SCC campus. He indicates that Ms. Walther's duties include independent responsibility for supporting the development, implementation and administration of the processes and procedures of the program. This includes supporting the program's original research and development, developing courses, preparing quarterly class schedules, and performing other technical clerical support functions related to course registration, course evaluation, informational and statistical reporting, and website development. He indicates that Ms. Walther conferred regularly and was an active participant in working with the Dean, faculty and advisory committee members and other staff to assist in developing and implementing the program's administrative policies, procedures, and core programmatic functions.

However, while Ms. Walther has responsibility for overseeing the program's day-to-day operations, and supporting the administrative clerical functions of the Plus 50 program, she does not plan, organize, and direct program operations at the level anticipated by this class. Ms. Walther performs a variety of routine and specialized administrative clerical activities. This includes coordinating day-to-day operations and processes such as hiring new faculty, writing course descriptions, establishing the quarterly class schedule, developing marketing materials and other programmatic information. However, the primary focus of Ms. Walther's position is to coordinate the program's administrative clerical processes and functions regarding the program's educational and other activities, she does not have full, independent responsibility to fully plan, organize and direct the operations of the program.

Positions at this level act as the program's primary representative and resource. They serve as a liaison and provide consultation to program participants and outside entities regarding the functions and content of the program. Incumbents contact program participants and outside entities extensively and resolve problems. Ms. Walther's position does not fully reach this level of responsibility. Ms. Walther does not serve as the primary representative and resource for the program. The duties she performs are technical in nature and supportive to overall program operations. Ms. Walther's position does not have responsibility for reviewing and applying program specific policies, procedures and regulations, assessing program needs and developing courses of action or resolving problems in order to carry out program activities. This level of responsibility rests with her supervisor, Dean Cunningham. During the review telephone conference Mr. Cunningham indicated he has ultimate responsibility for addressing and resolving programmatic issues and problems that arise.

Ms. Walther's principal responsibility is to provide specialized administrative clerical support to the Plus 50 Career Builder program. Dean Cunningham states in his comments that he relies

on Ms. Walther to act as the department's resource for coordinating daily operations and processing the flow of clerical work needed for faculty and staff to carry out the program's activities. Dean Cunningham stated during the review telephone conference that he relies on Ms. Walther to perform her duties independently. In total, her overall scope and level of responsibility for directing the activities of the Plus 50 Career Builder program do not reach the Program Specialist 2 level responsibility for planning, organizing, directing and coordinating all program operations.

For these reasons her position should not be allocated to the Program Specialist 2 class.

Comparison of Duties to Program Assistant

The Class Series Concept for the Program Assistant class series states:

Perform work requiring knowledge and experience that is specific to a program. Organize and perform work related to program operations independent of the daily administrative office needs of the supervisor. Represent the program to clients, participants and/or members of the public.

A program is a specialized area with specific complex components and discrete tasks which distinguish it from the main body of an organization. A program is specific to a particular subject. The specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, independent functioning and typically, public contact. Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of incumbent's performance of specialized tasks.

The Definition for the Program Assistant classification states:

Perform specialized technical/clerical duties in support of a program activity.

The Distinguishing Characteristics for this class states:

Under general supervision, perform work requiring knowledge and experience specific to the program. Provide students, staff, program participants and/or the public with information and interpretation of policies and activities related to the program specialty. Compose written communications, and establish and maintain records relating to program operations.

In total, Ms. Walther's duties reach beyond the requirements of this class of working under general supervision to perform specialized technical/clerical duties in support of a program. While a portion of her work involves performing a variety of routine and recurring tasks, the majority of her work includes higher level responsibility for coordinating the program's day-to-day operations and scheduling and monitoring program activities to determine consistency with the program's educational goals. Because the majority of her duties extend beyond the requirements of this class, her position should not be allocated to the Program Assistant class.

Comparison of Duties to Program Coordinator

The Definition for the Program Coordinator classification states: "[c]oordinate the operation of a specialized or technical program."

The Distinguishing Characteristics for the Program Coordinator classification state:

Under general direction, perform work using knowledge and experience specific to the program. Exercise independent judgment in interpreting and applying rules and regulations. Independently advise students, staff, program participants and/or the public regarding program content, policies, procedures and activities; select/ recommend alternative courses of action and either:

(1) Project, monitor, maintain, initiate and/or approve expenditures on program budgets

OR

(2) Have extensive involvement with students, staff, the public and/or agencies in carrying out program activities, and coordinate, schedule and monitor program activities to determine consistency with program goals.

Ms. Walther's position meets the Definition and Distinguishing Characteristics of the Program Coordinator classification.

Ms. Walther works under general direction and coordinates the daily operations of the Plus 50 Career Builder program. She uses her specialized knowledge to independently coordinate and carry out the daily office support activities for the program. She exercises independent judgment in interpreting and applying rules, policies and procedures related to coordinating administrative processes and procedures for the program.

Ms. Walther has extensive contact with on-campus students, faculty and staff in carrying out program activities. She independently advises students, staff, program participants and/or the public regarding the Plus 50 Career program's courses, class schedules, operational policies and procedures, special events, and other related activities. She makes recommendations to the Dean regarding course cancellations. She promotes the program on campus with outside organizations and attends state and national continuing education conferences. She contacts representatives of off-campus organizations regarding the interpretation and implementation of Plus 50 Career program. For example, she worked with two local retirement facilities to establish a tuition scholarship fund for students in the program.

Additionally Ms. Walther performs a variety of specialized technical clerical tasks in support of the program including providing information and advice to faculty, staff, and students regarding program administrative procedures and processes. She researches and provides recommendations to the Dean regarding courses to offer for the program. She participates in personnel decisions involving the hiring of part-time faculty. This includes initiating contact with prospective faculty, scheduling interviews with the Dean and providing input to her supervisor during the hiring process.

Ms. Walther assists faculty by gathering information relative to their classroom needs. She gathers and provides information to faculty regarding program operations, enrollment, and office procedures. She coordinates logistical support with other college departments on campus including Facilities, Bookstore, Scheduling Administrator, and Campus Security. Ms. Walther also acts as the liaison between program faculty, publishers and the bookstore relative to the ordering of textbooks. Ms. Walther composes printed materials including marketing materials. She develops content for posting on the program's website.

Additionally, Ms. Walther gathers, compiles, analyzes and prepares narrative and/or statistical information regarding program operations. She prepares course descriptions, codes data, calculates IFTE's and credit equivalency numbers and other data which is submitted to the campus's Institutional data staff for state reporting purposes. She monitors and prepares information in relation to established program goals which includes gathering and preparing enrollment and other programmatic data and information which is reported to the Dean and during presentations to the advisory committee. Ms. Walther monitors enrollments to determine if a class will run based on budget. Monitor program activities in relation to established program goals; within established program parameters, determine variance from program standards;

Ms. Walther's overall level of responsibility and decision making authority, as well as her responsibility for coordinating administrative processes and reporting functions for the Plus 50 Career Builders program fit within the Program Coordinator classification.

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. Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

In this case, the majority of the duties assigned to Ms. Walther's position and her level of responsibility and delegated authority are best described by the Program Coordinator classification. Ms. Walther's position should be reallocated to the Program Coordinator Class.

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 PRB Office is located on the 4th floor of the Insurance Building, 302 Sid Snyder Avenue SW, Olympia, Washington. The main telephone number is (360) 902-9820, and the fax number is (360) 586-4694.

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

c: Donna Walther
Veronica Zura, SCC
Lisa Skriletz, OSHRD

Enclosure: List of Exhibits

Donna Walther v. Shoreline Community College (ALLO-12-022)

List of Exhibits

A. Donna Walther Exhibits

1. Director's Review Form for Donna Walther received April 2, 2012
 2. Shoreline CC allocation determination dated March 27, 2012
 3. Secretary classification specification (100S)
 4. Memo to Dave Cunningham, Dean, from Ms. Walther, April 1, 2012 regarding HR processing of review request
 5. Appeal Statement from Donna Walther dated March 27, 2012 regarding allocation determination
 6. Position Description for Lake Forest Park's Program Assistant position submitted by Donna Walther to supervisor for reallocation in July 2011
 7. A copy of the Position Review Request with no signatures or date-stamps
 8. A copy of the SCC allocation determination letter
 9. Donna Walther's HR exit interview form dated April 29 2012
 10. Reference letter from Dean Cunningham dated April 30, 2012
 11. Position Description of Program Manager at Clark College
 12. Resignation letter from Donna Walther dated April 6, 2012
 13. Annual Program Plan for the Plus 50 Career Builder Program
 14. Planning document for Fall, Winter, Spring 2011-2012
 15. Course building process form for Plus 50 Career Builder Program
 16. Course planning form – designed by Ms. Walther
 17. Communications Log of marketing activity
 18. Example of an "Email blast" promoting special class
 19. Article submitted to Seattle Mayor's office
 20. Web site home page set up by Ms. Walther
 21. Class schedule prepared quarterly
 22. Example of an "Email blast" promoting program
 23. Brochure promoting program
 24. Plus 50 Work Camp promotional piece
 25. Direct mail marketing postcard for Plus 50 Program
 26. Direct mail marketing postcard for special lecture on employment and the older worker
 27. Promotional piece for employment and the older worker
 28. Promotional piece for visiting professor lecture series
 29. Example of monthly newsletter
 30. Schedule of visiting professor lecture series
 31. Contract negotiated and written by Ms. Walther
- Exhibits submitted as part of Director's Review
32. Statement from Dean Cunningham dated October 15, 2012

33. Memo from Donna Walther to the Director of State Human Resources dated October 8, 2012 submitting additional statement regarding her assigned duties and responsibilities with attachments
34. Memo from Donna Walther to Karen Wilcox dated November 1, 2012 submitting final rebuttal statement to Veronica Zura's comments

B. Shoreline CC Exhibits

1. Letter from Veronica Zura to Karen Wilcox et al dated May 15, 2012 submitting list of Exhibits and background rational
 2. Position Review Request form for Donna Walther received by SCC HR on January 9, 2012
 3. SCC allocation determination letter from Veronica Zura to Donna Walther dated March 27, 2012
 4. Classification Specifications used with notes
 5. Veronica Zura's notes from interview with Ms. Walther
 6. Veronica Zura's notes from interview with Mr. Cunningham, supervisor
 7. Office of the President Organizational chart
 8. Office of Academic and Student Affairs Organizational chart 2
 9. Office of Academic and Student Affairs Organizational chart 2-E1
 10. Dean of Workforce Education Position Description
 11. Memo from Veronica Zura to Karen Wilcox et al dated June 6, 2012 submitting SCC – HR's response to Ms. Walther's Director's Review exhibits
- Exhibits submitted as part of Director's Review
12. Memo from Veronica Zura to Karen Wilcox, et al dated October 26, 2012 submitting rebuttal response to Donna Walther's additional comments.
 13. Final reply from Veronica Zura to Kris Brophy, et al dated November 7, 2012

C. Class Specifications

1. DOP class specification: Program Assistant, 107M
2. DOP class specification: Secretary, 100S
3. DOP Class Specification: Program Coordinator, 107N