



**STATE OF WASHINGTON**  
**OFFICE OF FINANCIAL MANAGEMENT**

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM  
P.O. Box 40911 · Olympia, WA 98504-0911 · (360) 902-9820 · FAX (360) 586-4694

June 11, 2013

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

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

SUBJECT: Gloria Saucedo v. Labor and Industries (LNI)  
Allocation Review Request ALLO-12-032

**Director's Determination**

This position review was based on the work performed for the six-month period prior to February 13, 2012, the date LNI Human Resources (LNI HR) received Ms. Saucedo's request for a position review. As the Director's Review Investigator, I carefully considered all of the documentation in the file, the exhibits, and the written comments provided by both parties. Based on my review and analysis of Ms. Saucedo's assigned duties and responsibilities, I conclude her position is properly allocated to the Information Technology Specialist 3 classification.

**Background**

On February 13, 2012, LNI HR received Ms. Saucedo's Position Review Request (PRR), requesting her Information Technology Specialist 3 (ITS 3) position be reallocated to Information Technology Specialist 4 (ITS 4) (Exhibit B-2).

LNI HR notified Ms. Saucedo on April 23, 2012 that her position was properly allocated to the Information Technology Specialist 3 class (Exhibit B-1).

On May 22, 2012, the Office of the State Human Resources Director received Ms. Saucedo's request for a Director's review of LNI's allocation determination (Exhibit A-1).

On April 26, 2013, I conducted a Director's review telephone conference. Present for the conference were Ms. Gloria Saucedo; Mr. Perry Gordon, Council Representative, WFSE; Ms. Cheri Clarke, Classification and Compensation Manager, WFSE; Anna Warner, Administrative Services IT Unit Manager, LNI; Rex Garrett, Core Team Manager, LNI; Vicki Kamin, Human Resource Consultant, LNI; and Jenny Warnstadt, HR Operations Manager, Parks (formerly HR staff at LNI).

During the conference Ms. Saucedo submitted additional exhibits. 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. Saucedo works as an information technology specialist within the Administrative Services Information Technology Unit at LNI. Her position provides business requirements analysis and technical consultation to 20 program areas which use the agency's Accounts Receivable and Collections (ARC) web application. Ms. Saucedo's position is assigned to the ARC Support Desk and she applies her knowledge and understanding of agency business practices, policies, and technical environments to provide business requirements analysis and software testing support. She is responsible for analyzing, developing, and validating system enhancements and operational changes to the ARC application based on end user and other requests.

In her letter of appeal, Ms. Saucedo provides an explanation of the ARC application and its system's functionality. In her comments, she states that ARC is an internal division-wide system with approximately 600 professional and support staff end users located in the six LNI Regional Service locations located throughout the state. The ARC application contains two main components consisting of Accounts Receivable and Collections functions. Ms. Saucedo provides technical support to the Collections function and her co-worker Ms. Carla Reynolds, (ITS 4) supports the Accounts Receivable function.

The Accounts Receivable function processes monies owed and paid to LNI and reports this information into the AFRS statewide account system. The Collections function administers the workload of the Revenue Agents for the agency. Functionality for the Collections system includes establishing payment plans, garnishments and other legal action. The system also maintains ticklers and notes to assist Revenue Agents in managing their caseloads. ARC also interacts with the agency outbound correspondence to produce all collections-related legal documents, payment plans, itemized statements and general debtor correspondence.

Ms. Saucedo reports to Ms. Anna Warner, Administrative Services IT Unit Manager. Ms. Warner completed the supervisor's portion of the PRR. Ms. Warner indicates that Ms. Saucedo's duties are not fully accurate and complete. Her comments regarding Ms. Saucedo's description of duties are provided in *italics* along with Ms. Saucedo's description of major job duties from the Position Review Request (PRR) form as follows:

- 85% Independently obtains business requirements from customer groups for enhancements/repairs to Accounts Receivable Collections (ARC) application. Conducts and facilitates customer meetings to elicit, analyze, and validate business requirements for requested enhancements/repairs to Accounts Receivable (ARC) application. Identify ARC enhancements/repairs through staff trouble tickets and written verbal requests from end users. Recommend new

business and information processes as needed, ensuring alignment and protection of expectations through sound system edits.

Coordinate with technical programmers in recreating and resolving user issues. Consults with affected business areas to establish the parameters of the problem that exists and to determine the most desirable solution. This includes identifying which procedures are affected and what data fields are involved.

Translates the high-level business requirements into functional specifications for ARC IS Core Team (FAST) and manage changes to such specifications. Coordinate and problem solve with any of the 12 other L&I IS Core Teams to resolve interface and integration issues between their application and Accounts Receivable Collection (ARC). Respond to technical questions and provide direction to ARC IS Core Team (FAST). Coordinates with ARC programming staff to determine if desired outcomes are feasible.

Develops and maintains test cases, uses cases and test scripts. Upon notification from ARC IS Core Team (FAST) that system enhancements/fixes have been moved from development to integration, download appropriate test data from production and performs testing to determine accuracy and completeness of the changes. Document and report testing ERROR/bugs to ARC Core Team for repair and testing.

Defines protocols and procedures to be used by end users. Creates instructions and test scripts for end user testing. Evaluates their test results for readiness of changes for movement to production environment. Verify system interfaces remain operational following interactive development cycles. Conduct unit, system and usability testing for application. Writes production implementation release notices to be communicated to end users.

Provide customer support to business areas for ARC Reports which utilizes SAP Business Objects InfoView (formerly BO XI/Crystal Reports). Point of contact for 20 business areas and over 600 agency wide internal customers and stakeholders for Accounts Receivable Collection application.

- 10% Maintain financial institutions address table which is critical in the creation of correct legal documents by revenue agents to collect debts owed to Labor and Industries. Update status/condition requests made by business area for receivables in ARC. Update Unified Business Identifier (UBI) in ARC and Entity Management System (EMS) changes received via email from mainframe application (LINNIS). Update User Default table within ARC to accommodate staff changes in business area.

*In her comments, Ms. Warner indicates that Ms. Saucedo has primary responsibility for the duties described above.*

Provide technical assistance for the management of the 58 ARC document templates for outbound correspondence with utilizes Document Sciences (OCS).

- 5% Primary responsibility to review and approve or deny, as appropriate, access to the ARC application using the STARS system. Assure separation of duties is maintained by staff. Coordinate with revenue agents supervisors regarding assignments/coverage area to assure proper updates occur in ARC.

May be required to assist in developing and presenting oral, written presentations, training sessions to customers in support of the agency Accounts Receivable Collections (ARC) applications.

Coordinate workgroup sessions with affected business area staff managers to gather and define business process and system process requirements. Groups can vary in size and scope.

#### Additional Supervisor's Comments

Ms. Warner states that Ms. Saucedo has the authority to independently determine her work priorities with respect to completing her assigned ARC system work order service requests. She also has authority to work directly with the ARC technical programmers to make decisions pertaining to system changes as defined in the service requests. She also has decision making authority within the agency's audit guidelines to approve STARS access requests.

Ms. Warner also indicates that she does not approve decisions for ARC support desk staff unless it involves a legal or financial decision that impacts the system or agency. She indicates that in these instances she works with Ms. Saucedo's co-worker, Ms. Carla Reynolds, (ITS 4) who is the designated lead for the unit to work with management and to make those decisions.

#### Summary of Ms. Saucedo's Perspective

Ms. Saucedo asserts her position reaches the IT Specialist 4 class by performing senior-level requirements analysis and software testing and serving as a liaison with business program end user stakeholders in eliciting, analyzing, communicating and validating change requirements and enhancements to the agency-wide ARC application system.

Ms. Saucedo asserts the complexity of her work and the level of her decision-making authority and responsibility for serving as a project leader to complete her assignments reaches the ITS 4 level class. Ms. Saucedo asserts this includes her responsibility for coordinating with higher level technical programmers to resolve technical issues and translate high-level business requirements into functional specifications which the ARC IS Core Team (FAST) then uses to process programming changes into the ARC system.

Ms. Saucedo asserts she also coordinates and problem solves with the 12 other L&I IS Core Teams to resolve interface and integration issues between the other agency applications and ARC. She contends she represents the unit at meetings including responding to technical questions and providing direction to the ARC IS Core Team (FAST) and the ARC Priority group which is responsible for the ARC system at the Division level.

Ms. Saucedo asserts that she performs the same duties in support of the ARC application as her counterpart Ms. Carla Reynolds who is allocated to the ITS 4 class.

In total, Ms. Saucedo contends her position should be reallocated to the ITS 4 class.

#### Summary of LNI's Reasoning

LNI asserts the overall level and scope of duties and responsibilities assigned to Ms. Saucedo's position do not reach ITS 4, senior-level responsibility. LNI contends that Ms. Saucedo's position provides journey-level support to the ARC Support Desk by independently responding

to and resolving trouble tickets and written verbal requests from end users regarding the ARC application. LNI asserts the majority of her work, as demonstrated by the examples of work she provided in her exhibits, is consistent with ITS 3 level responsibility.

LNI asserts Ms. Saucedo's position is not the senior-level specialist or project leader assigned to ARC. LNI contends she has not been assigned leadership roles to develop solutions nor does she direct large-scale projects for the unit or at the division level. LNI asserts her co-worker in the ARC unit, Ms. Carla Reynolds (ITS 4) performs higher level functions which includes lead responsibility for the ARC Desk Support unit. LNI asserts Ms. Reynolds has responsibility for addressing larger, more complex projects and serves as the systems-level liaison and representative to higher level management at meetings for the ARC system as a whole. LNI asserts Ms. Saucedo is provided oversight and assistance by Ms. Reynolds and other higher level IT Specialist staff to address complex technical problems or other issues that arise. LNI asserts Ms. Saucedo's position is supportive in nature and performs her duties at the journey level.

LNI contends Ms. Saucedo performs her other duties at a level consistent with the ITS 3 level class. LNI asserts Ms. Saucedo uses established procedures and innovative approaches to complete her assignments and provide technical support to ARC business groups. For these reasons, LNI 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. Saucedo's position performs professional information technology Business Analysis 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.

While one aspect of Ms. Saucedo's position of providing business analysis technical support to the LNI division level ARC application reaches the size and scope of operations required by the definition of this class, the overall scope of her assigned responsibility, the complexity of her duties, and the level of analysis and level of decision-making authority assigned to her position do not reach the ITS 4 class definition.

Incumbents in this class serve as a senior-level specialist in an assigned area of responsibility and perform such duties as serving as a team or project leader to plan and direct large scale projects. Incumbents apply advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks as the primary focus of their position. While portions of Ms. Saucedo's position duties reach certain aspects of this class, the overall thrust of her position, does not reach level of complexity and scope of responsibility anticipated by this class.

The majority of Ms. Saucedo's assigned duties do not require applying advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks as the primary focus of her position.

The majority of Ms. Saucedo's responsibilities for the ARC application focus on providing help desk support functions and assistance. This includes processing operational level enhancements or repairs to the ARC application through staff trouble tickets and written requests rather than performing complex, large-scale systems level business requirements analysis and software testing required at the ITS 4 level. The majority of work orders as provided in exhibit A-8 indicate that Ms. Saucedo consults with affected business program staff at the business unit level to determine the specific parameters of primarily routine business operations problems that exist within the ARC application. These duties are consistent with and more appropriately aligned with the ITS 3 level of responsibility.

Ms. Saucedo stated during the review conference that she works independently and without assistance to determine the most appropriate solution with the requester and then works through the programming phase with the IT Technical programmers. This includes identifying which procedures and data fields or other application components are affected. She then

translates the high-level business requirements into functional specifications for the ARC IS Core Team and coordinates with the assigned ARC IT programming staff to determine if desired outcomes are feasible before working through production and integration. The overall scope and level of impact regarding the majority of these work requests as a whole are moderate in size and do not rise to senior-level responsibility of having wide-area impact, integrating new technology, and/or affecting how the mission is accomplished.

Further, Ms. Warner stated during the review conference that Ms. Saucedo's co-worker in the ARC unit, Ms. Carla Reynolds and other higher level IT Specialists provide oversight and technical assistance to Ms. Saucedo to address complex technical problems or other issues that arise during the completion of Ms. Saucedo's work assignments.

Additionally, Ms. Warner indicates that Ms. Reynolds has lead responsibility for addressing larger, more complex projects and serves as the systems-level liaison and representative to higher level management at meetings for the ARC system as a whole. Ms. Warner indicated that Ms. Reynolds is assigned responsibility for performing higher level functions for the ARC Desk Support unit. This includes performing such functions as:

- Consulting with FAST, ARC's Information Services Technical team, in identifying and designing new or existing system level functionalities.
- Identifying ARC Monthly Statement form design changes or business rule changes and facilitating and directing a committee to discuss issues and possible changes in business process.
- Independently leading project management, analysis and system design for development or enhancements to ARC application to include interfaces with multiple program information systems within LNI.
- Acting as the technical lead to the unit and representing ARC in identifying disaster recovery approaches and developing back-up plans and processes.

This is further supported by Mr. Rex Garrett, Core Team Manager. The LNI Information Services Division's CORE team has overall responsibility for making IT applications systems programming changes for Financial and Administrative Services which includes the ARC application. Mr. Garrett indicated that the ARC CORE team is in charge of overall system issues for ARC. He confirmed that Ms. Saucedo relays issues to the IT CORE and ARC Priority teams and acts as a liaison with those groups, but indicated that her duties are supportive in nature and that she does not participate or have decision making authority at the ITS 4 level of responsibility.

He stated that ARC support desk work orders (i.e. HEAT tickets) can range from routine technical problems to work stoppages. He stated that Ms. Saucedo and Ms. Reynolds do the initial triage. He indicated that if actual coding changes are required the help ticket is reassigned to an ARC IS Technical team member, Barbara Jensen, who takes on project level responsibility to work with the ARC Core Team to process the request. In exhibit B-11, Ms. Warnstadt indicates from her discussions with management during her review, that when production drops are needed to implement system updates to the ARC application, the production drop process is coordinated and directed by the ARC Core team, to which Ms. Saucedo may provide support. Ms. Saucedo relays issues to the team after she has completed her analysis and troubleshooting. She is not responsible for serving as the project manager to direct and/or implement systems level programming changes to the ARC system.

Additionally, the scope of Ms. Saucedo's position does not include performing senior ITS 4 level tasks such as conducting capacity planning, designing multiple-server systems, or directing or facilitating the installation of complex applications or systems. She is not responsible for performing other duties consistent with the ITS 4 level such as developing and implementing quality assurance testing and conducting performance monitoring. She does not have responsibility for planning, administering, and coordinating organization-wide information technology training, acting as a liaison on the development of applications, developing security policies and standards, or representing institution-wide computing and/or telecommunication standards and philosophy at meetings. According to Ms. Warner, these duties are assigned to and are the responsibility of her co-worker, Ms. Reynolds or other IT technology staff.

In total, this limits the overall scope of responsibility of performing senior level functions representative of the Distinguishing Characteristics of this class.

Therefore, because the majority of her work does not reach the level of responsibility required by the Definition and Distinguishing Characteristics of this class, Ms. Saucedo's position should not be reallocated to the ITS 4 level 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.

Ms. Saucedo's position independently provides business requirements analysis and software testing support in her position at the ARC Support Desk. She applies her knowledge and understanding of agency business practices, policies, and technical environments to analyze, develop, and validate business process operational changes to the ARC application based on end user and other requests. She uses established work procedures and innovative approaches

to complete her assignments. She resolves complex problems through 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 examples of the level of work assigned to the Information Technology Specialist 3 class, as stated on the class specification:

Conducts needs assessments, requirements analysis and evaluates products for applications, computing, and/or telecommunication technologies that may be applied to a division, large work group, or single business unit's requirements.

Follows structured processes to determine requirements. Documents work flow, assists clients in defining and prioritizing requirements, analyzes customers' service and equipment needs, provides information to clients on the capabilities and limitations of available systems;

Leads moderately sized projects. ...sets and maintains project schedule, coordinates design, maintenance, and testing, assigning and leading staff, ensures standards are met (quality assurance), develops and implements communications strategy. This may include system modeling, initial database design, system mapping and system connectivity; re-configuring existing systems, or building systems within existing standards.

May provide project management assistance for large or complex projects.

Provides quality assurance for moderate projects, or assists with providing quality assurance for large or complex projects;

Serves as system administrator. Identifies moderate operational problems that impact one division or large work group or single business function.

Provides maintenance and operations support for applications.

Integrates acquisition needs with business plan for customer's unit;

Provides maintenance and operations support for applications.

Supports, maintains and enhances existing applications that generally impact one division, or large work group or single business unit;

Ms. Saucedo's level of responsibility as an ARC Desktop Support specialist providing business requirements analysis and software testing support to the ARC application are consistent with these statements. The primary focus of Ms. Saucedo's position is to provide maintenance and business operations support to the ARC application.

Ms. Saucedo follows structured processes to identify moderate operational problems that may impact at the division, multiple or single business program level. She works independently and uses innovative approaches and documents work flow, assists clients in defining and prioritizing requirements, analyzes needs, and provides information to clients on the capabilities and limitations of the ARC application system.

She leads moderately sized projects which includes coordinating activities that may be applied to a division, large work group, or single business unit's requirements.

She provides provide project management assistance to the ARC Core Team and higher level IT technical staff for larger or more complex projects.

The overall level, scope and diversity of her assigned duties and responsibilities are more closely in line with the ITS 3 class

In total, Mr. Saucedo'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 Allegrini 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. Saucedo'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:

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, WA 98504-0911. 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 PRB Office is located on the 4<sup>th</sup> floor of the Insurance Building, 302 Sid Snyder Avenue SW, Olympia, Washington, 98501-1342. 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: Gloria Saucedo, LNI  
Perry Gordon, WFSE  
Vicki Kamin, LNI  
Lisa Skriletz, SHR

Enclosure: List of Exhibits

**GLORIA SAUCEDA v LNI**

**ALLO-12-032**

List of Exhibits

A. Gloria Saucedo Director's Review Form received May 22, 2012.

Exhibit booklet:

1. Ms. Saucedo's exhibit list and summary of duties
2. Organizational Charts for Information Services
3. Examples of work related to Bi-Monthly Collection Meeting with Diane Bren, with attached organization charts
4. ARC Priority Meeting notes and attached emails
5. Outlook calendars and emails demonstrating Ms. Saucedo's representation at ARC (Accounts Receivable Collection System) meetings
6. Samples of work demonstrating participation in ARC and Mainframe BPS meetings
7. Samples of ARC Production drop release notes with Heat Tickets and other documentation relative to May 3, 2012, March 22, 2012, and October 4, 2011 production drops
8. Document titled, "Open Heat Calls as of 7/18/2012, containing list of HEAT Tickets assigned to the ARC unit.
9. Organization Chart of Information Services with samples of emails from ARC Information Services core team
10. Samples of current Heat Tickets demonstrating higher functions in support of agency collection divisions with five different HEAT Tickets labeled a-e
11. Table Listing HEAT Tickets demonstrating higher level of work in ARC
12. Letter of support from Barbara Jensen, ARC IT Team Lead

Exhibits submitted during review conference:

13. Emails demonstrating work related to Production Drop and higher level activities
14. Support document from Diane Bren regarding performance of higher level duties
15. Document describing the history of Ms. Saucedo's position review request and a description of the life cycle of a service request noted in Exhibit A-4(b4)
16. Addendum to tab A-7(c)

B. LNI Exhibits

1. LNI Allocation determination letter from Jenny Warnstadt to Gloria Saucedo, dated April 23, 2012
2. Position Review Request received by LNI HR February 13, 2012 with supervisor section and comments
3. 2012 Position Review Form and 2009 Position Review Form
  - a) 2009 PDF for position #4298
4. Organizational Chart for IT Unit Administrative Services
5. DOP Class specification for ITS 3, 479k
6. DOP Class specification for ITS 4, 479l
7. 2012 and 2009 PDF for ITS4 position #4298
8. PDFs for ITS4 position numbers:
  - a) 1597
  - b) 4038
  - c) 1018
  - d) 3724
  - e) 4532
  - f) 4510 (Note: verified as listed but not included)
9. ARC database description and outline of programs
10. HEAT ticket report for:
  - a) Carla Reynolds
  - b) Gloria Saucedo
11. HR response to Ms. Saucedo's exhibits