



STATE OF WASHINGTON
OFFICE OF THE STATE HUMAN RESOURCES DIRECTOR
DIRECTOR'S REVIEW PROGRAM
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April 11, 2013

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

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

SUBJECT: Cecilia Icenogle v. Department of Enterprise Services (DES)
Allocation Review Request ALLO-12-035

Director's Determination

This position review was based on the work performed for the six-month period prior to February 3, 2012, the date DES Human Resources received Ms. Icenogle'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. Icenogle's assigned duties and responsibilities, I conclude her position is properly allocated to the Information Technology Specialist 3 classification.

Background

On February 3, 2012, DES HR received Ms. Icenogle'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).

DES HR notified Ms. Icenogle on May 1, 2012 that her position was properly allocated to the Information Technology Specialist 3 class (Exhibit B-1).

On May 29, 2012, the Office of the State Human Resources Director received Ms. Icenogle's request for a Director's review of DES's allocation determination (Exhibit A-1).

On February 26, 2013, I conducted a Director's review conference. Present for the conference were Ms. Cecilia Icenogle; Mr. Tony Jones, Council Representative, WFSE; Michelle Tuscher, Vault Infrastructure, DES; Ms. Sheri Clarke, Classification and Compensation Manager, WFSE; Jeff Sprehn, Ms. Nichols former supervisor; Nick Fuchs, Infrastructure and Operations Manager, DES; Nick Pender, Chief Information and security Manager, DES; Cecilia Garcia De Probart, former Human Resource Consultant, DES; and Anita, Bingham, Operations and Labor Relations Manager, DES.

The parties submitted additional information as part of my review process. Ms. Icenogle submitted a final rebuttal reply on March 29, 2013. 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. Icenogle works as an Information Technology Exchange Administrator and Desktop Support specialist within the Enterprise Technology Solutions Infrastructure Group at DES. Her primary functions include serving as the DES Exchange administrator, which includes providing Active Directory and Exchange mailbox support to end users throughout the agency. She also serves as a Desktop Support specialist.

Ms. Icenogle describes her major job duties as follows:

65% Exchange Administration.

Provide tier 3 support for 800+ mailboxes and accounts. Administer, create, manage, and maintain Active Directory accounts and Exchange mailboxes, distribution lists, calendars, conference rooms, resources, service accounts, workstations, contacts and users using Exchange Management Console, Power Shell, scripting, network servers, and other network tools. Troubleshoot all issues pertaining to Windows 2003 Active Directory running on Windows XP and Windows 2008 R2 Active Directory, and Exchange 2010 Management Console running on Windows 7. Apply patches to update software programs used as tools for Exchange and Active Directory support. Interact with customers and programmers whose programs are dependent on accurate names of AD objects and SMTP addresses. Work with Enterprise level Shared Email Services Group on outages and other issues at the enterprise level. Apply fixes, work arounds, one-on-one user training and coordinate efforts with supervisor, other Exchange administrators, Shared Email Services Group, customers, and Service Desk. Coordinate interagency efforts such as mailbox migrations, mailbox or distribution list administration with same groups as mentioned above.

20% Desktop Support

Provide tier 2 support for end users. Follow installation plans to independently install and configure workstation and printer replacements and upgrades. Activities for workstations include supporting the design of standard desktop images. Desktop service maintenance including deployment of releases, upgrades, patches and hot fixes. Implementation of standard desktop image for workstations and installation/configuration of specialized applications as needed. Activities for printers include installing printer drivers on server, installing printers on workstations, deploying new/replacement printers on the network, sunseting

printers and workstations, reconfiguring the defaults for printers. Document instances of desktop equipment or component failure, repair, installation, and removal. Interacts with vendors to resolve straightforward problems. Orients users on functionality, implement security policies and standards. Support inventory of monitors, keyboards, hard drives, modems, network cards, and other components and equipment.

- 10% Respond to high priority calls through paging system and in coordination with the Service Desk. Using ITIL best practices, independently respond to work stoppages, outages, and straightforward customer support calls for incidents and requests. Includes desk side visits where necessary; support for printing and connectivity issues (in coordination with network management) to internal users, homeworkers, mobile staff, etc. using TCP/IP, VPN and/or OWA.
- 5% Preparation and deployment of workstations and other duties. Makes purchases for urgent requests internally. Preparation and deployment of workstations including installing specialized software prior to deployment, set up laptops, mice, keyboards, and power supplies and verification of the wireless system. Upon completion, removal of restoration of equipment to a standard image.

Supervisor's Comments

Ms. Icenogle reported to Mr. Jeff Sprehn during a portion of the review time period, and then to Ms. Trudi Nichols, Desktop Support Supervisor. Ms. Nichols completed the supervisor's portion of the PRR. In her comments, Ms. Nichol's indicates that Ms. Icenogle's duties are not fully accurate and complete.

In her comments, Ms. Nichols states:

Cecilia provides Tier 1, 2, and 3 level support for end users. As the help desk doesn't troubleshoot incoming calls, Tier 1 support falls to being the responsibility of both LAN and Desktop Support employees.

Ms. Nichols also states:

Though I agree some of these duties are being performed, I do not concur with these duties consuming 65% of this position's activities. Since the ITS 4 Exchange position was vacated, the ITS 3 [i.e. Ms. Icenolge] which serves as the backup Exchange position, has done an excellent job at filling-in during the recruitment of an ITS 4 Exchange Administrator. However, as the Desktop Support activities, as evidenced by the increased ticket count, has almost doubled since our move to 1500 Jefferson, the ITS 4 Exchange position duties have been performed on an "only as needed" basis. In other words, to my knowledge, there have been no configuration changes, no capacity or usage studies conducted, nor has any analysis or testing of new hardware or software related to the Exchange system been performed.

Mr. Nick Pender, was the former Infrastructure and Operations Manager and Ms. Icenogle's second-level supervisor during the majority of the time period under review. Mr. Pender provided additional written background information (see exhibit B-12) regarding the scope of organizational and operational changes that occurred during the

review time period. He describes the impact of those changes on DES IT operations. In his comments, Mr. Pender states that:

Shared services email was an initiative sponsored by Governor Gregoire that required the 38 cabinet agencies to consolidate their individual ... email [systems] into a consolidated email implementation provided by DIS at the time and CTS today.

Prior to the consolidation each agency had their own Exchange email servers that required "technical specialists" to fully administer those implementations. In order to fully administer them the Exchange Admins [Administrators] were responsible for configuring an array of file servers that required setting up gateway servers, spam filtering software, SMTP relays, installing and configuring complex Exchange email software which required a variety of unique and advanced skills to administer Exchange which is why they became specialists.

Depending on the agency requirements staff with those skill sets were at the ITS4 level and above and referred to as Exchange Admins. The Shared Email service DIS/CTS offered bundles, Spam Filtering, SMTP Relay, and the email archiving (Vaulting) as part of the service. As each agency consolidated their Exchange implementations into the shared service the role of the agency Exchange Admin changed as they were no longer required to provide the full Exchange administration they did prior.

...Two ITS4's in Cecilia's team went to work for CTS because they needed more staff to support the consolidated Shared Email Service, a full Exchange implementation and less staff to support the new model where some functions of Exchange Administration were delegated to the individual organizations. In many agencies the need for an Exchange Admin(s) changed because they needed less support, some left as in the former DIS and some are now performing different functions in their respective agencies as many of the unique skills required to support a full Exchange implementation crossed over to other advanced software support areas in the organization.

... we were in transition at this time and multiple Exchange Admins came into DES from the five agencies that were consolidated... we knew we were not going to need that many after our consolidation and the migration to the shared email service. At the time we knew that hiring someone with full Exchange Admin experience would mean those skills could transfer into other areas within our larger organization due to the number of enterprise level applications DES now has responsibility for. We did not fill the position...

In closing I agree that Cecilia stepped in to do some of the work that was done by the ITS4 that left DIS-DES and she was instrumental in accomplishing the goal of migrating the DIS Exchange implementation to CTS. I do not agree that the work she did over that period of time was at the ITS4 level over 50% of the time as most of the work she discusses in her response was operational work that is well defined and can be performed at the ITS3... level...

I do agree there was complex work associated with the splitting up of the agencies but the complexities were not the responsibility of Cecilia during that time. The split of the vault between the 3 agencies, CTS, OFM, and DES

required some engineering, stakeholder work with the 3 agencies, and configuration of the Symantec Vault on the part of CTS, however none of that work was done by Cecilia and there was a full time project manager coordinating the work with tasks being delegated to the operational staff that had access and familiarity with their respective agency Exchange implementations.

Ms. Icenogle's Response

Ms. Icenogle provided the following response to Mr. Pender's comments: (Exhibit A-6)

...Historically, the Exchange administrator for DIS was an ITS4. This position for the Exchange administrator should have been an ITS4. I have filled this role for the past 18 months. Most of the work I do is not routine maintenance. The work needed for troubleshooting Exchange related issues and tickets are at a higher level work. Between maintenance and tickets in Exchange, those take up 65% of my time...

...Furthermore, even if the Vault Project was managed at that time under the "coordination" of a project manager, as Nick put it, each administrator for his or her domain did all the work. I was not included in all their meetings and did not get much direction from the project manager. In fact, when I discussed my work with him one day, he was surprised by all the challenges I had encountered. He and I did not meet on a regular basis to keep the multi-agency projects moving along. I moved these projects along mostly on my own and met the deadlines set by the project.

Splitting up of the former DIS complicated my part of the Vault Project. ...None of the other four agencies had to go through such a complicated process. Credit should be given to the complexity of that work which I encountered for my projects.

I have described the projects I worked on and the duties I performed during the six months prior to the date of my reallocation request, which I feel were at the ITS4 level. What Nick Pender referred to as far as the duties of an Exchange administrator are more what he envisions once DES has consolidated in the months and years to come rather than the reality of the projects and duties that I actually performed, as presented in my exhibits and statements during the hearing, and I continue to administer the former DIS Exchange environment.

Summary of Ms. Icenogle's Perspective

Ms. Icenogle asserts her position serves as a senior-level applications specialist through her responsibility for serving as the DES Exchange administrator, and providing enterprise-wide desktop support to end users which includes campus wide maintenance of desktop computers, lap tops and software.

Ms. Icenogle asserts her level of decision-making authority, her responsibility for managing and deploying updates of applications and updates to Exchange 2010, her responsibility for creating enterprise images for computers, and her responsibility for delivering, maintaining, and serving as the DES Exchange Administrator reaches the ITS 4 class.

Summary of DES's Reasoning

DES asserts the overall level and scope of duties and responsibilities assigned to Ms. Icenogle's position do not reach the ITS 4 level of responsibility. DES asserts Ms. Icenogle has not been assigned the duties of a senior-level specialist. DES contends that in her role at DES-ITS, Ms. Icenogle uses existing and established work procedures to support the division. DES contends she has not been assigned leadership roles to develop solutions nor does she direct projects for her team and/or division. DES asserts the tasks for which she is responsible do not require an understanding of the customer's business from a senior business perspective. DES asserts the level of her work does not integrate new technology, nor does it affect how the DES's mission is accomplished.

DES contends Ms. Icenogle performs her other duties at a level consistent with the ITS 3 level class. She uses established procedures and innovative approaches to complete her assignments and coordinates with other ITS staff on projects. For these reasons, DES 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. Icenogle's position performs professional information technology application and desktop maintenance 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.

One aspect of Ms. Icenogle's position reaches the scope of the ITS 4 level class. The DES Enterprise Technology Solutions Infrastructure Group supports the DES computing infrastructure for the agency. Ms. Icenogle serves as the agency's Exchange Administrator and she also serves as a Desktop Support specialist. Her assigned area of responsibility encompasses agency-wide operations which reaches the requirement of the definition of this class for independently resolving complex computing needs within an assigned area of responsibility which impacts, "...divisional, or multiple business units with multiple functions."

However, the overall scope and level of complexity of duties assigned to her position do not reach the ITS 4 level of responsibility. Incumbents in this class serve as a senior-level specialist in an assigned area of responsibility and/or serve as a team or project leader. Incumbents apply advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks as the primary focus of their position. Ms. Icenogle's position does not reach this level of responsibility.

Senior Level Specialist

Ms. Icenogle does not perform her functions as a senior-level specialist that requires applying advanced technical knowledge and considerable discretion to evaluate and resolve complex tasks. The majority of Ms. Icenogle's responsibilities for the Exchange and Active Directory and serving as a Desktop Support specialist primarily focus on providing direct technical support to end users utilizing the system. This limits the scope of her responsibility for performing functions as a senior level technician representative of the Distinguishing Characteristics of this class.

For example, the scope of Ms. Icenogle's position does not include such tasks as conducting capacity planning, designing multiple-server systems, or directing or facilitating the installation of complex applications or systems. Mr. Pender states in his comments (Exhibit B-12), that Ms. Icenogle's duties during the review period did not encompass performing higher Exchange administration functions consistent with ITS 4 level work such as, "... configuring file servers that required setting up gateway servers, spam filtering software, SMTP relays, installing and configuring complex Exchange email software."

Project Leader

Ms. Icenogle does not serve as a team or project leader. For example, Ms. Icenogle does not plan and direct large-scale projects. In her comments, (Exhibit A-5), Ms. Icenogle states that the

projects she worked on during the review time period included updating the asset inventory system, cleaning up Active Directory objects, and migrating mailboxes from former Exchange servers as a result of the DES consolidation of agencies.

As discussed during the review conference, a portion of Ms. Icenogle's duties relative to the mailbox migration project did include using an advanced Power Shell tool to conduct research associated with the project; which, according to Ms. Tuscher is not typical work for an ITS 3. Ms. Icenogle changed network speeds on computers when those computers were relocated to the new DES building. However, these activities are more tactically focused, and do not rise to the level of complexity of directing large scale projects as anticipated by this class. This is supported by her supervisor, Ms. Nichols, who indicated in her comments in exhibit B-3 that Ms. Icenogle does not direct large scale projects as part of her position duties.

This is further supported by Mr. Pender's comments in exhibit B-12 that, "I do agree there was complex work associated with the splitting up of the agencies but the complexities were not the responsibility of Cecilia during that time. The split of the vault between the 3 agencies, CTS, OFM, and DES required some engineering, stakeholder work with the 3 agencies, and configuration of the Symantec Vault on the part of CTS, however none of that work was done by Cecilia and there was a full time project manager coordinating the work with tasks being delegated to the operational staff that had access and familiarity with their respective agency Exchange implementations."

Finally, Ms. Icenogle 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 as a senior-level specialist at meetings.

While one aspect of Ms. Icenogle's position of providing agency-wide Exchange administration and desktop support tasks 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.

The majority of Ms. Icenogle's position duties focus on serving as the systems administrator for the Exchange Active Directory and Exchange mailboxes. She functions independently to administer, create, manage, and maintain Active Directory accounts and Exchange mailboxes, and associated distribution lists, calendars, conference rooms, resources and other items. She uses Exchange Management Console, Power Shell, scripting, network servers, and other network tools to troubleshoot and resolve problems. These duties are consistent with and more appropriately aligned with the ITS 3 level of responsibility.

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. Icenogle'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.

The ETS Support Services department provides centralized support to the DES IT infrastructure. Ms. Icenogle's position has independent responsibility for maintaining the DES server-based desktop management systems which includes responsibility for installing and maintaining new and upgraded software on desktop computing systems; creating application objects used to install software, and providing enterprise-wide support to desktop computers, lap tops and software. She uses established work procedures and innovative approaches to complete her assignments. She resolves complex problems by 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 an example of the level of work assigned to the Information Technology Specialist 3 class, as stated on the class specification:

Follows structured processes to determine requirements...;

Independently installs and configures hardware/software;

Uses advanced hardware and software diagnostic tools such as network analyzing equipment and operating system diagnostics to identify and either resolve or refer problems to other staff for analysis;

...Maintains, modifies, installs, tests, and debugs system-level software such as operating systems, device drivers, memory managers, and communications software. Provides maintenance and operations support for applications.

Consults on desktop productivity tools/software.

Ms. Icenogle's level of responsibility as the DES Exchange Administrator and providing end user desktop support including maintaining desktop computers, lap tops and peripherals and associated software are consistent with these statements.

Ms. Icenogle performs a variety of activities in support of new users which includes setting up a desktop for the user, creating Active Directory accounts to provide access to the DES network, setting up mailboxes, establishing vault settings by placing users in groups based on retention schedules. She also removes user AD accounts, changes vault retention policy settings, and deletes mailboxes when end users leave the organization.

Ms. Icenogle troubleshoots Windows 2003 Active Directory issues running on Windows XP and Windows 2008 R2 Active Directory, and Exchange 2010 Management Console running on Windows 7. She applies patches in order to update software programs used as tools for Exchange and Active Directory technical support.

She interacts with customers and programmers whose programs are dependent on accurate names of AD objects and SMTP addresses.

She applies fixes, develops solutions, provides one-on-one user training and coordinates efforts with her supervisor, other Exchange administrators, the Shared Email Services Group, various customers, clients, and the Service Desk.

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. Icenogle'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 her 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 Allegrì 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. Icenogle'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 4th 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: Cecilia Icenogle, DES
Tony Jones, WFSE
Anita Bingham, DES
Lisa Skirletz, OSHRD

Enclosure: List of Exhibits

CECILIA ICENOGLLE v DES
ALLO-12-035

List of Exhibits

A. Cecilia Icenogle Exhibits

1. Director's Review Request form from Cecilia Icenogle, received May 29, 2012 (5 pages)
2. Copy of the DES allocation determination letter from Cecilia Garcia(de Probart) dated May 1, 2012 with attachments:
 - 1) Position Review Request employee portion (5 pages)
 - 2) Position Review Request supervisor portion (3 pages)
 - 3) Additional information from Cecilia Icenogle (17 pages)
 - 4) Additional information from management (6 pages)
 - 5) IT Specialist 1 Class specification (2 pages)
 - 6) IT Specialist 3 Class specification (2 pages)
3. Cecilia Icenogle's exhibit booklet submitted August 30, 2012:
 - A. Position transition documents (11 pages)
 - B. Charts of Cecilia's roles, CTS and DES roles (3 pages)
 - C. Rebuttal to comments from Jeff Sprehn and Trudi Nichols (3 pages)
 1. Phone call request spreadsheet (30 pages)
 2. Request tickets spreadsheet (224 pages)
 3. Processes documents (examples of work) (7 pages)
 4. Vault project documents (examples of work) (8 pages)
 5. Vault meetings documents (examples of work) (22 pages)
 6. DES consolidated documents (examples of work) (9 pages)

Exhibits received during the review conference

4. Position Description form for Cecilia Icenogle, dated April 2010 (2 pages)
5. Opening statement from Cecilia Icenogle (6 pages)

Exhibit received following the review conference

6. Cecilia Icenogle's final reply rebuttal to Nick Pender's additional written comments (1 page)

B. DES Exhibit cover letter from Cecilia Garcia (De Probart) dated July 13, 2012 enclosing the following exhibits:

1. May 1, 2012 DES allocation determination letter to Cecilia Icenogle from Cecilia Garcia (De Probart) (6 pages) with the following attachments:
 2. PRR employee section submitted to HR for reallocation (5 pages)
 3. PRR supervisor section submitted to HR for reallocation (3 pages)
 4. Email from Cecilia Garcia requesting clarification of duties (3 pages)
 5. Ms. Icenogle's response to request for clarification (14 pages)
 6. Responses from management (6 pages)
 7. IT Specialist 1 class specification
 8. IT Specialist 3 class specification
9. Former DIS organizational chart
10. DES organizational chart
11. DES October 3, 2012 response to Ms. Icenogle's exhibits (3 pages)
Exhibit received following review conference
12. Response from Nick Pender, former Infrastructure and Operations Manager, DES regarding the background information provided by Ms. Icenogle during the review conference. See exhibit A-6 (1 page)

C. Class Specifications

1. 479L class specification for IT Specialist 4