



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR REVIEW PROGRAM
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April 26, 2013

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

FROM: Kris Brophy, SPHR
Director's Review Investigator

SUBJECT: Kimberly Chandler v. Shoreline Community College (SCC)
Allocation Review Request ALLO-12-048

Director's Determination

As the Director's designee, I carefully considered all of the documentation in the file, including the exhibits presented during the Director's review process and the verbal comments provided by both parties. Based on my review and analysis of Ms. Chandler's assigned duties and responsibilities, I conclude her position is properly allocated to the Procurement and Supply Specialist 1 (PSS1) classification.

Background

On May 7, 2012, SCC Human Resources (SCC-HR) received Ms. Chandler's Position Review Request (PRR) form, requesting that her position be reallocated from the Program Assistant class to the Procurement and Supply Specialist 2 (PSS2) classification (Exhibit B-3).

SCC-HR, conducted a position review and by letter dated July 18, 2012, notified Ms. Chandler that her position was being reallocated to the PSS 1 classification (Exhibit B-4).

On August 16, 2012, the Office of the State Human Resources Director received Ms. Chandler's request for a Director's review of SCC's allocation determination (Exhibit A-1).

On March 20, 2013, I conducted a Director's review telephone conference. Present for the conference were Ms. Kimberly Chandler; Ms. Robin Ledbetter, Council Representative, WFSE, and Ms. Veronica Zura, Human Resource Consultant, SCC.

During the conference Ms. Chandler entered additional exhibits. Ms. Zura submitted a final rebuttal reply on March 25, 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. Chandler serves as the technology purchasing agent for the Technology Support Services department within the Office of Administrative Services at SCC. Her position is responsible for the centralized purchasing of all information technology equipment and software for the college. Ms. Chandler performs a variety of purchasing functions for the TSS department including researching, advising, and preparing purchases, negotiating with vendors, processing equipment orders, tagging equipment and maintaining inventories of IT and related equipment. Ms. Chandler also provides administrative clerical support to the department and assists students and staff with providing routine technical support to mobile devices.

Ms. Chandler's duties and responsibilities are summarized from the PRR (Exhibit B-3) as follows:

- 60% Purchasing technology for entire campus – consulting with clients, corresponding and negotiating with vendors, researching purchases, advising campus on standards, processing paperwork, processing equipment, credit card reconciliation, purchasing database maintenance. Facilitating all equipment returns and repairs. Issuing and tracking state tags on required equipment.
- 30% Technology Support – provides mobile device support for campus, troubleshoots user accounts, wireless access and Pharos printing issues. Create wireless guest accounts, HP-UX password resets, and helpline support. Also assists with website updates.
- 10% Administrative Support – Completion of travel paperwork, budget tracking, meeting notes, tracking and ordering department supplies, monthly copier readings, inventory database entry and miscellaneous duties assigned by supervisor.

Ms. Chandler reports to Mr. Gary Kalbfleisch who is the Director of the Technology Support Services department. Mr. Kalbfleisch indicates in Exhibit B-3 that Ms. Chandler's description of her assigned work activities is accurate and complete.

In Exhibit B-7, Ms. Chandler provided clarification to Ms. Zura during her review of the scope and level of purchasing authority she has in her position.

She explained that with regard to contracts, she has worked with Mr. Kalbfleisch to negotiate pricing on contracts such as Google, Omniupdate, and Dell. She clarified that this involved only

pricing and not the language within the contracts, as they are mostly standard forms used for all customers.

She also provided information regarding the following Purchasing Guidelines for the College:

- All purchases over \$3,300 require Vice President signature
- Purchases between \$3,000 - \$10,000 require three quotes if there is no contract
- Purchases between \$10,001 - \$42, 300 require three written quotes from three sources if there is no contract
- Purchases over \$42,301 require formal sealed bid process – Request for Proposal (RFP)

Ms. Chandler indicated in her comments that she has not written a RFP due to the current state contracts that are in place with their vendors.

Summary of Ms. Chandler's Perspective

Ms. Chandler asserts she is solely responsible for purchasing information technology equipment for the entire campus. Ms. Chandler asserts the majority of her duties meet the requirements of the PSS 2 classification of conducting information technology purchasing projects for information technology equipment. Ms. Chandler asserts this includes working with technicians to develop and maintain purchasing specifications that comply with the college's IT network based on current offerings from vendors; advising staff on standards, researching needed equipment, negotiating with vendors, scheduling ship dates, working within tight deadlines, processing purchases, and receiving and processing the shipped goods. She states that she also allocates storage, tags and inventories the purchased items and maintains inventory databases. Ms. Chandler asserts she resolves vendor issues and surpluses outdated equipment.

Ms. Chandler asserts her duties include the analysis of bids for multi-commodity contracts or procurement of products by working together with a team consisting of the TSS Director, Mr. Kalbfleisch, and the department's IT technicians to negotiate the products, and that all contracts must go through the Vice President of Administrative Services to be approved; therefore no other individual on campus has the authority to analyze contracts on campus.

Summary of SCC's Reasoning

SCC asserts that although Ms. Chandler completes purchasing activities for amounts up to \$5,000 per purchase, the scope of her purchasing activities does not reach the PSS 2 level of responsibility. SCC asserts Ms. Chandler does not have the level of independent responsibility for the development of specifications and the analysis of bids for products and services as defined in the Distinguishing Characteristics of the PSS 2 class. Specifically, SCC asserts that the limitations placed on Ms. Chandler's purchasing authority are below the threshold required to develop specifications and conduct a formal analysis of bids as required at the PSS 2 level (Exhibit B-7). In total, SCC contends that her duties do not include the formal analysis of bids for multi-commodity purchase contracts or the formal analysis of bids for the procurement of products given the purchasing limits placed on her position and the overall scope of her purchasing activities for the college.

Therefore, SCC asserts that the scope and level of responsibility assigned to Ms. Chandler's position is consistent with PSS 1 level class.

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 Procurement and Supply Specialist 2

The Definition for this class states:

Plans, coordinates, and performs procurement of services, supplies, materials, parts and equipment for an agency, institution or facility or on behalf of client agencies, institutions, colleges and universities in accordance with state laws and requirements. Maintains inventory and accountability functions of purchased items or services.

The Distinguishing Characteristics for this class state:

Under general supervision, conducts purchasing projects for specialized commodity areas. Activities include analysis of bids for multi-commodity purchase contracts and/or procurement of products, development of specifications and analysis of bids for products and services. Resolves vendor performance problems.

[Emphasis added]

Ms. Chandler's position does not fully reach the level of responsibility for planning, coordinating, and procuring parts and equipment and conducting purchasing projects as required by the Definition and Distinguishing Characteristics of this class.

Although Ms. Chandler conducts the purchasing process for all IT equipment, parts and supplies for the college campus, the primary focus of her position, and the overall scope of her purchasing projects do not include responsibility for developing specifications and analyzing bids for multi-commodity purchase contracts or products as required.

During the review conference Ms. Zura indicated that the majority of Ms. Chandler's purchasing for IT equipment is conducted under an existing department purchasing schedule. The majority of Ms. Chandler's purchasing duties involve independently reviewing and prioritizing purchase requests from across campus, researching and locating vendors and purchasing the appropriate equipment, software and related IT products under both existing IT Master contracts and independent vendors as needed. Ms. Chandler prepares purchase requisition documents which are forwarded to her supervisor who holds budgetary authority and signature approval for purchases.

Her duties also include initiating and processing change orders. She routinely advises campus staff on College network and other standards, and works with vendors to resolve issues and independently assess options regarding price matching and/or obtaining free shipping or other forms of price breaks.

However, Ms. Chandler does not have responsibility for fully negotiating services, base agreements or contracts for technology services or products as required. In her comments in exhibit A-4, Ms. Chandler acknowledges that all IT contracts must be negotiated by the TSS Director and the Vice President of Administrative Services. Therefore, Ms. Chandler does not negotiate contracts, and her level of responsibility for negotiating purchased equipment includes negotiating price matching and free shipping with vendors rather than such activities as negotiating services, base agreements or contracts regarding IT equipment and/or services as anticipated at the PSS 2 level.

In exhibit A-9, Ms. Chandler provided an example of an IT purchasing project she conducted for a satellite office of the College. Ms. Chandler states in her comments that she often works with departmental IT staff to develop the purchase requirements of standard equipment used to fill purchase orders and project requirements when they occur. Ms. Chandler works with departmental IT staff to determine equipment and related purchase needs but does not independently develop new specifications with complex variables as required. Additionally, she does not regularly analyze bids as the majority of her purchasing does not rise above the level required to conduct a formal analysis of bids per RCW 43.19.190 (see Ms. Zura's comments in exhibit B1). Thus, the overall level of this work does not fully reach the scope of this class of developing specifications and analyzing bids for compliance with bid specifications which include complex variables.

Additionally, while 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 PSS 2 class, as stated on the class specification:

Prepares and implements the agency's or institution's procedures relative to supply functions; collects and evaluates supply and equipment usage data; projects departmental supply needs; determines optimum stock levels, maximum authorizations, standard unit pack, and reorder points;

Assists in coordination or is responsible for maintenance of equipment registers and master inventory records;

Receives, examines and determines need for, and adequacy of, requisitioned items and approves requests or makes appropriate recommendations dependent upon availability of funds or other considerations;

Determines that specifications are adequate for commodities used; determines available sources of supply;

Analyzes bids for compliance with bid specifications with complex variables;

Devises evaluation tools to assist clients in selection of alternate products;

Conducts research for new sources of supply; locates and contacts vendors and suppliers;

Analyzes history of performance by suppliers and quality of goods and services;

Arranges for, conducts and/or directs tests and product sampling to ensure compliance with specifications;

Negotiates services, base agreements and contracts as directed;

Interviews vendors, business representatives and departmental/institutional officials regarding purchasing in assigned commodity areas; provides information in response to inquiries;

Assists in coordination of transfers of excess supplies and equipment to, from, and between departments, facilities, institutions, and/or agencies;

A portion of Ms. Chandler's duties are consistent with some of these statements. For example, Ms. Chandler does collect and evaluate supply and equipment usage data. However, according to Ms. Zura, the College's Financial Services Director has responsibility for preparing and implementing the institution's procedures relative to supply functions. Ms. Chandler determines departmental supply needs and reorder points. She receives requisitioned items and handles repairs of faulty and damaged equipment following receipt. She is also responsible for renewing existing software and equipment maintenance contracts.

Ms. Chandler stated during the review telephone conference that she reviews the history of performance by suppliers and quality of goods and services received. She also assists in coordinating transfers of supplies and equipment to departments.

However, Ms. Chandler does not arrange for, conduct, and/or direct tests and product sampling to ensure compliance with specifications. TSS departmental IT technicians determine that specifications are adequate for the equipment that is purchased and used. Additionally, Ms. Chandler does not devise formal evaluation tools to assist clients in selection of alternate products but rather provides information and assistance based on her knowledge of IT departmental standards.

Further as stated earlier, Ms. Chandler does not analyze bids for compliance with bid specifications with complex variables. She does not fully conduct research for new sources of supply. She primarily contacts existing vendors and suppliers as the majority of IT equipment is under a Master IT contract at the State level. And finally, she does not fully negotiate IT services, base agreements and contracts as this responsibility rests at a higher level.

The majority of Ms. Chandler's position duties involve independently reviewing and prioritizing purchase requests from across campus, researching and locating vendors and purchasing the appropriate equipment, software and related IT products under both existing IT Master contracts and independent vendors as needed. These duties are consistent with and more appropriately aligned with PSS 1 level of responsibility.

Comparison of Duties to Procurement and Supply Specialist 1

The Definition for the Procurement and Supply Specialist 1 class states: (formatted for readability)

Orders, receives, stores, inventories, and issues a variety of services, materials, supplies, parts, and equipment for an institution or agency or on behalf of client agencies, institutions, and colleges and universities;

[P]rocesses ordered items and services to and from vendors and/or surplus property office;

OR

[P]rocures supplies, services, materials and equipment, issues bids and awards contracts within dollar limitations assigned by the purchasing authority in support of institution- or agency-wide purchasing activities or on behalf of client agencies for designated buying areas;

[A]ssigns work to subordinate employees.

[Emphasis added]

While there is significant overlap between the PSS 1 and 2 level classes, the overall level and scope of responsibility of Ms. Chandler's position is more accurately aligned with the level of work described by this class.

Ms. Chandler serves as the designated technology purchasing agent for the Technology Support Services department. Her position conducts centralized purchasing for a variety of Information Technology equipment and software for the college. She independently orders, receives, stores, inventories, and issues supplies, parts, and information technology equipment for the SCC campus. This is consistent with the Distinguishing Characteristics statement of procuring supplies, services, materials and equipment within dollar limitations assigned by the purchasing authority in support of institution wide purchasing activities for a designated buying area.

Ms. Chandler performs a variety of purchasing functions including researching, advising, and preparing purchases, negotiating with vendors regarding for price, shipping breaks or other related cost adjustments. She also processes equipment orders and tags and inventories IT equipment.

Further, the typical work statements provide the following description of work performed at this level:

For identified commodities and services, determines appropriate course of action/procurement methodology including, but not limited to, competitive bids, sole source acquisitions, requests for proposal or direct negotiations;

Reviews and prioritizes requests in accordance with approved guidelines;

Performs ongoing contract and contractor evaluations to ensure goods and services are delivered and in accordance with contract requirements and prices remain competitive with general market;

Researches for new sources of supply; locates and contacts vendors and suppliers;

Participates in negotiations to correct performance, price adjustments or contract termination;

Meets with contractor representatives and customers to resolve contractual issues;

Initiates change orders and supplemental agreements for goods and services;

Verifies shipments by checking field orders and purchase orders against the shippers' packing list and parts received;

Maintains record systems and perpetual inventory records, which may include establishing and maintaining commodity master records;

Represents agency as attendee at trade shows and purchasing conventions;
Reviews trade publications to stay current with market trends;

Communicates with suppliers to stay current with industry developments;

Maintains other records as required;

Maintains good public relations and safety practices;

May plan for, identify, classify, assign, and work with commodity code numbers for all items requisitioned by State agencies on a recurring basis;

May serve on multi-agency client committees to evaluate input relative to specification development and contract award;

May prepare items for proper disposal;

Ms. Chandler's duties are fully consistent with these statements. Ms. Chandler independently reviews and prioritizes purchase requests from across campus. She purchases the appropriate equipment, software and related IT products under both existing IT Master contracts and through independent vendors as needed. She independently determines the appropriate procurement methodology including sole source acquisitions. She obtains price quotes in accordance with the College's established purchasing guidelines. This includes researching and locating vendors for items that are not under the State's IT Master contracts and obtaining price quotes as required.

Her duties also include initiating and processing change orders. She routinely advises campus staff on College network and other standards. She communicates with vendor representatives usually via email or the phone to resolve purchasing issues, and initiates change orders. Ms. Chandler works with vendors to resolve issues and independently assess options and negotiates with vendors regarding price matching and/or obtaining free shipping or other forms of price breaks.

Ms. Chandler evaluates vendors to ensure goods and services are delivered and in accordance with purchasing requirements. She also researches new supply sources and locates and contacts vendors and suppliers. She verifies shipments and maintains record systems and inventory records.

She conducts online research to stay current with market trends. She also maintains budgetary and other records for the department.

During the review telephone conference, Ms. Chandler clarified that she works fully independently on a daily basis to complete the required purchasing and related functions of her position, and to answer questions and perform the necessary purchasing functions for internal

clients and external vendors. Her latitude for independent judgment and her degree of decision making authority is fully in line with the requirements of the PSS 1 level class.

Therefore, as a whole, Ms. Chandler's responsibility for serving as the TSS purchasing agent more closely align with the level of duties described by the PSS 1 class.

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).

Further, positions are to be allocated to the class which best describes the majority of the work assignment. Ramos v DOP, PAB Case No. A85-18 (1985).

A position's allocation is not based on an individual's ability to perform higher-level work or on an evaluation of performance. Instead, a position's allocation is based on the majority of work assigned to a position and how that work best aligns with the available class specifications. In this case, the level, scope and diversity of the overall duties and responsibilities of Ms. Chandler's position best fit the Procurement and Supply Specialist 1 classification. Her position should remain allocated to that 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: Kim Chandler
Robin Ledbetter, WFSE
Veronica Zura, SCC
Lisa Skriletz, SHRD

Enclosure: List of Exhibits

Kim Chandler v Shoreline CC

ALLO-12-048

List of Exhibits

A. Kim Chandler Exhibits

1. Director's Review Form for Kim Chandler received August 16, 2012 (3 pages)
2. July 18, 2012 SCC allocation determination letter from Veronica Zura to Kim Chandler (2 pages)
3. An unsigned copy of the PRR submitted for review (6 pages)
4. Cover letter from Kimberly Chandler to Karen Wilcox dated October 4, 2012 submitting exhibit list with exhibits (2 pages)
5. A copy of an "Equipment Installation Form" (1 page)
6. A copy of a Purchasing request from director (1 page)
7. An email string providing an example of negotiating and resolving a vendor performance problem (4 pages)
8. An email string regarding working on a contract renewal (2 pages)
9. Examples of purchasing projects (2 pages)

Exhibits submitted during the review telephone conference

10. Kim Chandler statement submitted at the March 20, 2013 conference (1 page)
11. A copy of the "Signing and Contracting" policy dated September 1, 2007 (

B. Shoreline Exhibits

1. Cover letter dated September 20, 2012 from Veronica Zura to Karen Wilcox submitting exhibit list with exhibits (1 page)
2. 2006 Position Description for Kimberly Chandler (6 pages)
3. Position Review Request Form May 7, 2012 with supervisor signature (7 pages)
4. Allocation determination letter from Veronica Zura to Kim Chandler dated July 18, 2012 SCC (2 pages)
5. Procurement and Supply Specialist 1 Class Specification with notes and highlights (2 pages)
6. Procurement and Supply Specialist 2 Class Specification with notes, highlights, and questions with notes (3 pages)
7. Email from Kimberly Chandler to Veronica Zura regarding interviews with Ms. Chandler and Mr. Kalbfleisch, supervisor (2 pages)
8. Office of Administrative Services organizational charts (3 pages)
9. Position Description Form for Director - Technology Support Services with highlights (3 pages)

Exhibit submitted following the telephone review conference

10. Final response memo from Veronica Zura to Karen Wilcox dated March 25, 2013 regarding Kim Chandler's exhibits submitted at the March 20, 2013 conference

C. Class Specifications

1. Class Specification for Procurement and Supply Support Specialist 1(115E)
2. Class Specification for Procurement and Supply Support Specialist 2, (115F)
3. Class Specification for Procurement and Supply Specialist 1, (114E)
4. Class Specification for Procurement and Supply Specialist 2, (114F)