



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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June 24, 2013

TO: Janet Davies

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

SUBJECT: Janet Davies v. Central Washington University (CWU)
Allocation Review Request ALLO-12-061

On April 24, 2013, I conducted a Director's review telephone conference regarding the allocation of your position. In addition to you, Human Resources Consultant Vanessa Weaver participated in the Director's review conference on behalf of CWU. Human Resources Director Staci Sleigh-Layman and Human Resources Consultant Katelyn Muir also participated in the conference.

Director's Determination

This position review was based on the work performed for the six-month period prior to April 25, 2012, the date you submitted your request for a position review to CWU's Human Resources (HR) Office. As the Director's designee, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review conference, and the verbal comments provided by both parties. Based on my review and analysis of your assigned duties and responsibilities, I conclude your position is properly allocated to the Office Assistant 3 (OA 3) classification.

Background

You completed a Position Review Request (PRR) and submitted it to your HR Office on April 25, 2012, requesting that your Office Assistant 3 (OA 3) position be reallocated to a Program Specialist classification (Exhibit B-1). Your supervisor, Scott Wade, Director of University Advancement, completed and signed the Supervisor Portion of the PRR on June 12, 2012 (Exhibit B-2).

On October 22, 2012, HR Representative Vanessa Weaver provided the Results of Classification Review, which determined the duties and responsibilities of your position best fit the OA 3 classification (Exhibit A-2).

On November 15, 2012, you requested a Director's review of CWU's allocation determination (Exhibit A-1). The following summarizes your perspective as well as your employer's:

Summary of Ms. Davies' Perspective

You assert the Development (fundraising) function within the University Advancement organization is a specialized program comprised of specific components and tasks unique to a particular subject and separate from the main body of the organization. You contend your position works closely with the CWU Foundation and has direct and exclusive involvement with charitable gifts from private funds supporting students and faculty programs at the university. You contend the primary purpose of your position is to process and receipt charitable donations and to provide stewardship to private donors. You further contend your position works with a separate Foundation accounting system that requires specific knowledge about processing charitable transaction types, as well as applicable Internal Revenue Service (IRS) regulations. You assert your position's duties best align with the Program Specialist 2 classification.

Summary of CWU's Reasoning

CWU asserts the University Advancement Department is not a specialized program area. CWU further asserts the primary focus of your position is to support the office and that the majority of your time is spent performing a variety of transferrable clerical and office support tasks in support of University Advancement's daily operations. CWU recognizes the work you perform is very important and valued by the university. However, CWU maintains that the processing of charitable and non-charitable gifts, daily gift acknowledgement, collection of donation documents, and posting of daily transactions into the Raiser's Edge database are primarily clerical in nature. Overall, CWU contends your position is properly allocated to the Office Assistant 3 classification.

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

Your position is assigned to the Information/System/Research section of the University Advancement Department, and you report to the Director of University Advancement, Scott Wade, who reports to the Department Chief of Staff (Exhibit B-3). Your position's working title is Gift Processor. You describe your position's purpose, in part, as follows (Exhibit B-1):

This position exists primarily to process and accurately receipt the charitable gifts received daily by the CWU Foundation through the fundraising effort in accordance with IRS Regulations governing charitable giving and to generate

appropriated donor acknowledgements and stewardship elements according to the University Advancement stewardship plan.

. . . manages the stewardship elements of the scholarship and endowment process which includes generating reminders to students, tracking receipt of scholarship thank you letters, tracking scholarship mailings to donors and generation of a cover letter and report, tracking distribution or mailing of approximately 300 endowment reports annually.

In summary, your duties include the following:

25% Daily Batch Generation

- Process charitable and non-charitable transactions received daily.
- Analyze each transaction and apply knowledge of rules governing charitable gifts.
- Enter information in Raiser's Edge (RE) relational, web-based database.
- Collect donation documents and post daily donations from a variety of sources, including:
 - Personal or business checks
 - Credit cards
 - Stock sales
 - IRA rollovers
 - Donor Advised Funds
 - Semi-monthly payroll contributions
 - Gifts in Kind
 - Money orders
 - Auto bill payer
 - Electronic fund transfer
 - On-line NetCommunity transactions
- Apply soft credit payments against pledges
- Enter new individual and matching fit pledges
- Apply coding and link gifts to membership module
- Complete reference fields
- Reconcile daily batch totals
- Commit batch to RE database

25% Daily Gift Acknowledgement

- Export data to Excel, format, and save to shared drive
- Export data and save to web-based hosted environment
- Download data to shared drive for generation of thank you letters, receipts and envelopes.
- Merge and format daily letters
- Modify template letters to add parking pass, gift club level, tribute information, etc.
- Print letters on appropriate letterhead and prepare for individual signature (e.g. University Advancement Director, President, Dean)

- Fold letters and stuff addressed envelopes with tax receipt, courtesy parking passes for Associate level donors, and matching gift reminder insert, etc.
- Compare stuffed envelopes against gift batch documentation.
- Copy credit card transactions, deposit sheets, and retain related gift documentation to satisfy Foundation audit requirements.
- Return originals to Foundation

The above sections account for 50% of your overall duties. A summary of the remaining duties includes the following:

- Issue parking permits according to UA Stewardship Plan, which includes logging donor name and permit number on tracking sheet; entering permit number and valid date range in constituent record; preparing, copying, and mailing the permit.
- Weekly generation of Giving Reports for Deans and Development Officers
- Twice monthly charitable payroll, including adjustments in RE database for deletions or additions of charitable gift from CWU employees. Calculate pledge or renewing gift in constituent record.
- Monthly reconciliation with Foundation – export query data from RE to Excel and create separate monthly reports for cash donations, charitable Gifts in Kind and non-charitable Gifts in Kind.
- Review reports and reconcile with Fiscal Technician.
- Quarterly tributes – code gifts received in honor or in memory of constituents.
- Annual recurring campaigns, such as Wildcat Club or Kitna Golf Tournament.
- Annual scholarship stewardship – request final scholarship award list of Foundation scholarship recipients, remind scholarship recipients of donor thank you letters, track information, prepare mailings, and maintain and update Excel spreadsheet and G-drive.
- Annual endowment stewardship – maintain Excel spreadsheet, export information from RE database for merging with cover letter for each report, track for proper distribution, merge, print, collate, ensure proper signatures, and prepare for delivery or mailing.

Your supervisor, Director of University Advancement Scott Wade, completed the supervisor portion of the PRR, and there is no disagreement with your characterization of your position's duties and responsibilities. Mr. Wade affirmed that your position handles the majority of the gift processing decisions without his review (Exhibit B-2).

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.

The class series concept on the **Program Assistant** class specification includes the definition of **program**, which is also supported by the State HR Glossary of Classification Terms, and reads as follows:

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

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

The Program Assistant has been defined as performing "specialized technical/clerical duties in support of a program activity." The distinguishing characteristics include the following:

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

The Program Coordinator level is defined as coordinating the operation of a specialized or technical program. The distinguishing characteristics include the following:

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

- Project, monitor, maintain, initiate and/or approve expenditures on program budgets

OR

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

The class series concept for the Program Assistant and Program Coordinator positions indicate that "[d]uties are not of a general support nature transferable from one program to another." Further, "[p]erformance of clerical duties is in support of incumbent's performance of specialized tasks."

When considering the totality of the duties you perform, the majority fit within the Office Assistant 3 classification and are transferable, complex clerical functions performed in other areas. For example, you apply your knowledge of policies and procedures related to charitable gifts to process charitable and non-charitable transactions, collect and track data using an Excel spreadsheet and database, merge and format letters, print and prepare letters for appropriate signature and distribution, review and reconcile batch reports, and ensure proper retention of gift documentation.

While some of your duties may overlap with the Program Assistant level of work, the overall focus of your position is to provide support to the University Advancement Department through gift processing, which is primarily clerical in nature. Allocation to the program classes includes substantial involvement with program customers, such as students, staff, faculty, and administrators. While I recognize you do correspond with students and work with CWU Foundation and outside entities to accomplish your work, the primary focus of your work involves analyzing and processing charitable and non-charitable gift donations in support of University Advancement rather than direct assistance to donors and scholarship recipients.

The **Program Specialist** class series also involves coordination of "discrete, specialized programs consisting of specific components and tasks that are unique to a particular subject and are separate and distinguished from the main body of an organization." The **Program Specialist 2** is the first class in the series and has been defined as follows:

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

Your position has not been assigned a level of responsibility that involves planning, organizing, directing and coordinating program operations. Therefore, allocation to the Program Specialist series is not appropriate.

The **Office Assistant** class series concept states that positions perform "a variety of clerical duties in support of office or unit operations."

The **Office Assistant 3 (OA 3)** definition states the following:

Under general supervision, independently perform a variety of complex clerical projects and assignments such as preparing reports, preparing, reviewing, verifying and processing fiscal documents and/or financial records, composing correspondence such as transmittals and responses to frequent requests for information, establishing manual or electronic recordkeeping/filing systems and/or data base files, and responding to inquiries requiring substantive knowledge of office/departmental policies and procedures. Positions may perform specialized complex word processing tasks in a word processing unit or complex rapid data inquiry and/or entry functions.

The OA 3 distinguishing characteristics include the following:

Assignments and projects are of a complex nature. Independent performance of complex clerical assignments requires substantive knowledge of a variety of regulations, rules, policies, procedures, processes, materials, or equipment.

Problems are resolved by choosing from established procedures and/or devising work methods. Guidance is available for new or unusual situations. Deviation from established parameters requires approval. Work is periodically reviewed to verify compliance with established policies and procedures.

It is clear you have strong working knowledge and substantial experience processing donations through the University Advancement and CWU Foundation. Your position meets the OA 3 class level by independently working on complex clerical assignments that require substantive knowledge of regulations, rules, policies, procedures, processes. The majority of your duties involve processing and receipting charitable donations and performing other complex clerical assignments such as creating and maintaining Excel spreadsheets for tracking purposes; exporting data; merging and formatting letters and preparing labels for mailing or delivery; running batch reports; and reviewing, reconciling, tracking, maintaining, and storing gift documentation that support donations coming into the university. These duties fully meet the requirements of the definition and distinguishing characteristics of the OA 3 class.

Further, 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 OA 3 typical work statements that best align with the overall scope of duties and level of responsibility assigned to your position include the following:

- Resolves problems and responds to inquiries regarding rules, regulations, policies, department procedures, and department services . . . ;
- Reviews documents, records . . . for completeness, accuracy, and compliance with rules; determines and explains action necessary to achieve compliance or approval;
- Composes office correspondence such as requests for documentation and responses to requests for information . . . ;
- Reviews and verifies fiscal reports for accuracy; investigates and corrects errors to ensure compliance with established procedures and policies; uses basic arithmetic to perform computations;
- Establishes and maintains complex electronic or manual file systems or data base files;
- Prepares or assists in the preparation, compilation, and coordination of reports and records . . . ;
- Compiles and produces material . . . requiring specialized knowledge and judgment in selection and treatment of data and format . . . ;
- Performs complex word processing tasks such as merging and sorting, integrating text with graphics, spreadsheet, and data base files, uploading/downloading . . . uses spreadsheet and data base software to develop and maintain records . . .

A position's allocation is not based on an evaluation of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the available job classes.

Further, the Personnel Resources Board has previously determined that most positions within the civil service system occasionally perform duties that appear in more than one classification. However, 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).

The overall scope of duties and level of responsibility assigned to your position best fit the Office Assistant 3 (OA 3) job classification.

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: Vanessa Weaver, CWU
Lisa Skriletz, SHR

Enclosure: List of Exhibits

JANET DAVIES v CWU
ALLO-12-061

A. Janet Davies Exhibits

1. Director's Review Form received November 15, 2012 (2 pages)
2. October 22, 2012 CWU allocation determination (3 pages)
3. Employee Justification for Reallocation (3 pages)

B. CWU Exhibits

1. Position Review Request received April 25, 2012 (11 pages)
2. Position Review Request supervisor portion signed by Scott Wade June 12, 2012 (2 pages)
3. University Advancement Organizational Chart (1 page)
4. IT Data Processor 1 Classification Specification 480F
5. Program Assistant Classification Specification 107M
6. Office Assistant 3 Classification Specification 100J

C. Classification Specifications to be considered

1. Program Specialist 2 Classification Specification 107I
2. Program Coordinator Classification Specification 107N