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

September 23, 2013

TO: Steve Sloniker, Staff Representative
Washington Public Employees Association (WPEA)

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

SUBJECT: Amy Mayes v. Department of Revenue (DOR)
Allocation Review Request ALLO-13-006

On June 18, 2013, I conducted a Director's review conference regarding the allocation of the following positions in the Business Licensing Service (BLS) Unit at DOR: Jennifer Boothe, Christopher Malloy, Amy Mayes, Gwen Michael, Reva Nordstrom, Ashley Parker, Laurie Smalley, Wendy Wallace, and Faline Wells. WPEA Staff Representative Erina Hammond represented the employees, who were all present for the conference with the exception of Ashley Parker. Human Resources Consultants Dorothy Hibbard and Joanna Falcatan represented DOR.

On July 25, 2013, I had a follow-up telephone conference with Ms. Hammond and Ms. Hibbard and received additional written summaries on August 16 and September 6, 2013.

Director's Determination

The Director's determination is a two-part decision based on two separate allocation decisions by DOR.

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 the duties and responsibilities assigned to the employees' positions, I have determined the following:

> For the December 26, 2012 decision, which reflected duties assigned from early 2012 through the time of desk audits performed in June/July 2012, the Office Assistant 3 (OA 3) is the appropriate classification.
>
> After the position review and desk audits but prior to DOR issuing the December 26, 2012 decision, the BLS Unit reorganized, which resulted in reallocation of the

employees' positions to the Customer Service Specialist 1 (CSS 1) class. For this decision, dated December 20, 2012, I conclude the positions should be reallocated to the Customer Service Specialist 2 (CSS 2) classification.

Background

December 26, 2012 allocation decision

The initial position review was prompted by a management-initiated request for DOR's Human Resources (HR) Office to review positions in the Registration Unit within Business Licensing Service (BLS) in early 2012, which resulted in an allocation decision dated December 26, 2012.

Ms. Mayes' position is part of the Registration Unit within Business Licensing Service (BLS). The BLS Unit had moved from the Department of Licensing (DOL) to the Department of Revenue (DOR) on July 1, 2011 (Exhibit D-7). The BLS organizational chart at the time of the request shows the Office Assistant 3 (OA 3) positions reporting to the Registration Unit Supervisor (Exhibit B-4). On February 29, 2012, the Registration Unit Supervisor (employees' supervisor), Danielle Hart, Office Support Supervisor 2, asked DOR's HR Office to review the allocations of the OA3 positions. Ms. Hart stated, in part, that the OA 3 description "does not capture the full extent of duties or knowledge required by BLS staff. . . . the OA3s work closely with all sections in BLS. The OA3s instruct taxpayers on meeting state and local tax requirements" (Exhibit B-2-a). With the request, Ms. Hart included the former PDFs and Job Analysis Record Forms from DOL (Exhibits B-2-b and B-2-c) and a PDF dated September 26, 2011 (Exhibit B-2-d).

In addition to the information submitted by Ms. Hart, Ms. Hibbard reviewed the PDFs on file at the time of the request, date stamped November 14, 2012 (Exhibit B-5) and performed desk audits of the employees' positions in June and July 2012. Updated PDFs for the OA 3 positions in the Registration Unit had been completed in May/June 2012 (Exhibit A-4, also noted as employees' exhibit A).

On December 26, 2012, Ms. Hibbard determined that the duties and responsibilities reviewed as part of Ms. Hart's initial request in February 2012 followed by desk audits in June and July 2012 fit the OA 3 classification. Ms. Hibbard determined the majority of duties involved processing business license applications (Exhibits B-1 and A-6).

December 20, 2012 allocation decision

Subsequent to the desk audits, the BLS Section reorganized and the Registration Unit merged with the Renewal Unit (Exhibit A-8). Ms. Hibbard explained that "[o]nce the BLS had been at DOR for over a year, management determined that a small reorganization was needed" (Exhibit D-7, page 1). The reorganization included "moving the renewal unit under the same supervisor as the registration unit" (Exhibit D-7, page 2). As a result, Ms. Hart updated the PDFs for the employees in the Registration Unit, which she and Janet Shimabukuro, Assistant Director for Taxpayer Services, signed on December 10, 2012 (Exhibit A-11, also noted as employees' exhibit G).

The updated PDFs resulted in the reallocation of the employees' positions from the OA 3 class to the CSS 1 class on December 20, 2012, with an effective date of December 10, 2012 (Exhibit A-10). The results of the desk audit decision, dated December 26, 2012, went out after the

employees' positions had been reallocated to the CSS 1 class; however, the December 26, 2012 decision pertained to the earlier timeframe (Exhibits B-1 and A-6).

On January 18, 2013, the employees requested a Director's review of DOR's allocation determinations. The Director's review request form indicates that the request is based on the December 26, 2012 decision, which the employees affirmed during the conference (Exhibits A-1 and A-2). However, the addendum indicates, in part, the following (Exhibit A-3):

> With the reallocation, we have acquired additional duties . . . along with our current responsibilities. The reallocation resulted in a promotion from OA3 to CSS1. However we believe we are still working out of our classification.
>
> In essence we believe we should have been reclassified as a result of the Desk Audit.

After the Director's review conference, I requested additional clarification about whether the employees' request applied to both of DOR's decisions, dated December 26, 2012 (for the earlier review period) and December 20, 2012 (as a result of the reorganization and updated PDFs) (Exhibit D-1). On July 24, 2013, WPEA Staff Representative Erina Hammond clarified the employees "intended to appeal both decisions" (Exhibit D-3). On July 25, 2013, I had a telephone conference with Ms. Hammond and Ms. Hubbard. Because DOR believed the employees' request had just pertained to the December 26, 2012 decision regarding the earlier review period, I provided DOR and opportunity to explain the rationale for reallocating the positions to the CSS 1 class in December 2012 (Exhibits D-4 and D-5).

On August 16, 2013, Ms. Hubbard provided DOR's rationale, explaining that management had combined the Registration and Renewal Units, which expanded the employees' duties, "adding more customer service duties and reducing the clerical duties." Ms. Hubbard determined the employees' duties were encompassed in the OA 3, CSS 1 and CSS 2 classes "without a clear majority . . . falling into any of the three." She ultimately determined "these positions do provide assistance and problem resolution to their clients, but the judgment used is limited to established procedures and processes." As a result, Ms. Hubbard determined the employees' duties fit the CSS 1 class but did not "rise to the independence required by the CSS 2" class (Exhibit D-7).

On September 6, 2013, Ms. Hammond provided comments in response that emphasized the independent nature of the employees' work, stating that the employees use a "high level of independent judgment" on a daily basis. Ms. Hammond referenced comments from the employees' supervisor that supported use of independent judgment, including decisions around "which course of action to take" (Exhibit D-8).

<u>Summary of Employees' Perspective (Boothe, Malloy, Mayes, Michael, Nordstrom, Parker, Smalley, Wallace, Wells)</u>

The employees assert their positions should have been reallocated to the CSS 2 class as a result of the position review and desk audits conducted in early 2012. The employees contend the work they perform goes beyond clerical processing of applications and that their positions perform customer service functions in addition to processing business licensing applications. The employees assert they interact with customers on a daily basis and review and analyze each application to ensure the proper endorsements are included with each business license.

The employees indicate that business license requirements vary, depending on factors such as type of business, location, or whether the business plans on having employees. They indicate their positions serve as primary contacts for partnering agencies and cities and constantly work with these other entities to ensure business owners are properly registered. The employees assert their positions have responsibility for answering taxpayer questions and correcting problems during the initial application process.

The employees assert that all applications coming into BLS go through the Registration Unit, including applications they review and forward to the Specialty License Unit. The employees contend they regularly answer calls for the call center, work the front counter, and provide information to customers for all areas of BLS. As a result, the employees assert their positions are required to have knowledge in all areas, including special endorsements and corporate licensing, and that they answer the same questions as the other CSS positions in BLS. They assert they contact other agencies and request information to get the taxpayer (business owner) registered, taking customers through the process from start to finish. The employees assert the work unit has become more customer interactive over time and that they continue to partner with new cities and constantly communicate with other agencies like Labor & Industries (LNI), Employment Security (ES), and Secretary of State (SOS). The employees further assert they independently perform clean up of accounts, which involves coordination with other agencies, cities, and customers (taxpayers). The employees believe the duties and responsibilities reviewed for both of DOR's allocation decisions reach the CSS 2 classification.

Summary of DOR's Reasoning

December 26, 2012 allocation decision

DOR asserts that at the time of the initial request and subsequent desk audits in early 2012, these positions spent a majority of their time processing business license applications. DOR contends the majority of the work had been clerical in nature and involved processing, reviewing and verifying information, ensuring complete applications and notifying applicants when pertinent information was missing. For example, DOR asserts the positions created and maintained customer accounts in several databases, issued UBI numbers and ensured there were no duplicates. DOR recognizes the employees provided assistance to licensees in resolving issues and that they provided detailed licensing information to the public, including explanations of related laws, policies, procedures, and licensing fees.

However, DOR contends these functions fit with the OA 3 class, which describes independent performance of complex clerical assignments requiring substantive knowledge of a variety of regulations, rules, policies, procedures, and processes. While DOR considered the CSS classes during the desk audits, DOR contends the majority of work at that time had been clerical and did not meet the threshold of less than 10% clerical support identified in the CSS class series concept. DOR acknowledges the employees have worked autonomously and describes the employees' work as very valuable. However, DOR contends the majority of work performed at the time of the desk audits best fit the OA 3 classification (December 26, 2012 decision, Exhibit B-1).

December 20, 2012 allocation decision

DOR contends the second allocation review resulted from changes in duties as a result of a reorganization. DOR states that the merging of the Registration and Renewal Units under the

same supervisor resulted in added customer service duties and a reduction in clerical duties assigned to the employees' positions. DOR asserts the employees now respond to phone calls previously handled by the Renewal Unit, which involves more complex issues regarding renewals in addition to their registration duties. DOR agrees these duties go beyond OA 3 work because they provide assistance and problem resolution to their clients. However, DOR contends the judgment used is limited to established procedures and processes and does not rise to the level of independence required by the CSS 2 class. Therefore, DOR contends the CSS 1 class is the appropriate allocation based on the assignment of duties, effective December 10, 2012 (December 20, 2012 decision, Exhibits A-10 and D-7).

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

December 26, 2012 allocation decision

The PDF on file at the time of the February 2012 position review request by the employees' supervisor, Ms. Hart, described the positions, in part, as follows:

> This position works under the Registration Unit supervisor in the Business Licensing Service (BLS), processing Business License Applications, change requests, business inquires and other miscellaneous correspondence from business and partner agencies.

At that time, 70% of the positions' work involved processing business license applications, which included creating and maintaining customer accounts in a variety of databases, issuing Unified Business Identifier (UBI) numbers, checking for duplicate accounts, notifying customers when information was missing, and sending electronic notifications to client agencies.

While there was a customer service component to the work (20% involved serving as a liaison, providing assistance in resolving issues and explaining complex policies, laws, and processes), the overall focus of the position was to process applications with the majority of tasks being clerical in nature. As a result, the duties assigned to the employees' positions best aligned with the **Office Assistance 3 (OA3)** definition and distinguishing characteristics, which included independently performing a variety of complex clerical assignments requiring substantive knowledge of a variety of regulations, rules, policies, procedures, and processes.

When Ms. Hart requested a position review in February 2012, she indicated that the OA 3 description "[did] not capture the full extent of duties or knowledge required by BLS staff." Specifically, she noted the positions worked closely with all sections in BLS, as well as partner agencies and cities, to "instruct taxpayers on meeting state and local tax requirements." Ms. Hart further indicated these positions researched complex issues requiring a detailed

understanding of DOR and BLS databases, on-line applications, and "in-depth knowledge of business licensing" (Exhibit B-2-a). Ms. Hart described the main areas of change as follows (Exhibit B-3, pages 1 and 2):

- Coverage for Call Center phones (answering questions for BLS Call Center staff on a continuous basis)
- Coverage for the front counter
- BLS fax/email, Secure Messaging, working closely with public disclosure
- Being the main point of contact for LNI, ES and DOR and city
- Verifying transmittals received, journal vouchers, splitting money if necessary and preparing for LNI and SOS documents
- Coverage for other divisions when needed, including TAA [Taxpayer Account Administration] BLS mail and scanning stations
- Contacting customers for missing information

Updated PDFs from May/June 2012 show a shift in duties and responsibilities that reduce the processing functions associated with business licensing to 45% with a 30% focus on responding to "a high volume of customer inquires" and providing "information to other state agencies, local jurisdictions, and taxpayers via electronic correspondence and also by telephone." This PDF also describes 20% as serving as a liaison, providing assistance in resolving issues and explaining complex policies, laws, and processes (Exhibit A-4, also referenced as Exhibit A).

During the Director's review conference, the employees emphasized the following duties their positions perform in assisting taxpayers and resolving issues related to all areas of BLS:

- Collect data and initiate the opening of tax accounts
- Maintain clean accounts pertaining to duplicate UBI issues
- Work closely with cities in cleaning up accounts
- Conduct research on complex issues requiring a detailed understanding of the DOR database, BLS database, on-line applications, and business licensing.
- Apply knowledge of Secretary of State (SOS) and legal entity requirements
- Prepare ES generated applications, SOS, and L&I validated documents for scanning and determine whether attachments should be removed or money divided.
- Work with three different types of electronic communication inboxes: BLS communication; BLS Registration Unit communication; and Secured Messaging.
- Review sort, prioritize and distribute to proper unit or work flow queue.
- Work closely with public disclosure requests section
- Answer corporate renewal questions
- Assist with BLS Call Center phone coverage on a continuous basis
- Provide front counter coverage for the BLS Specialty Unit staff during weekly meetings and as needed.
- Assist Taxpayer Account Administration (TAA) mail station in preparing documents for forwarding and/or scanning as needed.

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 **Customer Service Specialist** class series concept states the following:

> Positions in this series provide assistance and problem resolution to agency clients/customers and are located in a designated customer service program. The intent of the series is to assist clients/customers in identifying agency processes and procedures, resolving client/customer problems related to agency programs and interpreting agency related laws, policies and procedures. . . .
>
> This series is not clerical in nature. Clerical support duties are incidental to the total work assignment (less than 10%). Clerical support, for the purposes of this series, includes tasks such as maintaining filing systems, maintaining logs, updating computer or manual data systems, office and telephone reception, completing office forms, compiling and completing recurrent reports, performing routine typing, copy work and preparing mailings.
>
> This occupational category is considered a technical occupational category. Positions assigned to this occupational category have authority to accept, grant or deny agency services or may mediate between the business of the agency and the client . . .

The Office Assistant class series concept states that positions perform "a variety of clerical duties in support of office or unit operations." At the OA 3 level, positions independently perform assignments requiring substantive knowledge of a variety of regulations, rules, policies, procedures, processes.

In a broad context, positions allocated to the Office Assistant series provide elements of customer service, such as responding to inquiries requiring substantive knowledge of policies and procedures. However, when allocating to the **Customer Service** class series, clerical duties are incidental to the total work assignment (less than 10%).

At the time of the initial review request and desk audits, a significant portion (45%) focused on processing functions. While components of customer service existed, the overall focus at the time was to process business license applications. Therefore, allocation to the Office Assistant 3 (OA 3) classification, as reflected in DOR's December 26, 2012 decision, was appropriate.

December 20, 2012 allocation decision

As the duties and responsibilities assigned to the positions in the Registration Unit evolved and the focus shifted to customer service in addition to clerical responsibilities, DOR reallocated the positions to the Customer Service Specialist class series. The reallocations occurred after the BLS Unit reorganized and expanded the duties assigned to the positions, "adding more customer service duties and reducing the clerical duties . . ." (Exhibit D-7).

In summary, the updated PDF, dated December 10, 2012, includes the following (Exhibit A-11, also referenced as Exhibit G and included as an attachment to Exhibit D-7):

> This position, as part of the Registration/Renewal Team in the Business Licensing Service, contributes by ensuring businesses meet licensing and renewal requirements. Licensing and renewal requirements can include proper insurance, accurate reporting of owner and location information, recording of minors' duties, and other information that helps the regulatory agencies properly track the business. . . .

50% Uses independent judgment and an extensive knowledge of the Business Licensing Service Program and its laws to provide a high level of customer service to Business owners, state and city partners and the general public which includes:

- Acting as a liaison between 9 State agencies with over 200 different types of licenses and over 50 city partners. Provide assistance in resolving the licensee's issues and needs. Provide detailed licensing information to the public, explaining complex policies, laws, forms and other materials while maintaining appropriate confidentiality.

- Assists business owners, BLS partners and the general public via telephone and email correspondence using clear communication skills. . .

- Independently provides business licensees and applicants with assistance and resolution of problems or complaints, decides how to handle it, follows through with a resolution, and successfully communicates the outcome to the customer.

- Informs business owners and the general public of their rights and responsibilities under the laws pertaining to business licensing and renewals.

- Advises applicants of deficiencies in their renewal or application information and educates them on how to correctly submit the documents.

- Researches program records for information to be used for application and renewal purposes and historical data.

- Quote licensing fees and order customized licensing packets upon customer request.

- Issue business license and renewals vial mail, fax or email at licensee request.

35% Research, data analysis and processing of Business Licensing Documents, which requires substantive knowledge of numerous laws, rules, regulations, policies, and procedures and includes creating and maintaining accounts; researching accounts involving multiple state agency databases; cleaning up duplicate UBI

accounts; issuing licenses and registrations, as well as refunds when appropriate; and updating and maintaining the integrity of licensee records.

10% Back up Business Licensing phone teams and Specialist license counter as needed.

5% Participate in unit improvements, complete special projects, and assist in evaluating BLS database programs.

The **Customer Service Specialist 1 (CSS 1)** definition reads as follows:

> Under close to general supervision, provides assistance and problem resolution to clients/customers regarding the options, rights, regulations, and services available. Provides agency interpretation and applies knowledge of laws, regulations, and processes in the resolution of inquiries, complaints and problems.

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. CSS 1 typical work examples include the following:

- Assists clients/customers by providing agency interpretation on policies, procedures and laws, provides explanations on forms, pamphlets and other materials;
- Reviews and researches file documentation to resolve client/customer-related complaints; advises clients/customers of proper procedures involved in appealing agency decisions;
- Responds to questions on all agency programs and how to access agency services;
- Assists clients/customers with establishing accounts, accepting all modes of payment for services and applying agency cash handling policies.

Although Ms. Mayes' position provides assistance and problem resolution to customers and her duties are encompassed in the CSS 1 class, this is the beginning level of the class series. Ms. Mayes performs duties using a level of independence that exceeds this classification.

For example, the documents for both position review periods show a progression in customer service functions assigned to the Registration Unit positions. During the Director's review conference, the employees indicated that they perform their duties with minimal supervision. As examples, the employees clean up accounts without supervisory approval, and they issue business licenses, including the proper endorsements, without a review by their supervisor. This is supported by the employees' PDFs, which indicate they perform duties using "independent judgment and extensive knowledge of the BLS program and related laws, regulations, and processes" to assist customers (Exhibit A-11, page 2).

In total, the employees' positions exceed the requirements of the CSS 1 level class.

The **Customer Service Specialist 2 (CSS 2)** definition reads as follows:

> Independently resolves complaints, inquiries and client/customer service problems while maintaining appropriate confidentiality. Provides agency interpretation and applies

> knowledge of laws, regulations, and processes in the resolution of inquiries, complaints and problems.

CSS 2 typical work examples include the following:

- Acts as liaison between clients/customers and agency; gives presentations and offers assistance to other State and Federal agencies;
- Independently resolves client/customer problems by identifying the issues, determining procedural steps necessary to bring resolution, working with program staff to implement resolution, and communicating results to the client/customer;
- Creates and manages customer profiles and maintains integrity of the data and information while delivering specialized services

In performing her duties, Ms. Mayes uses independent judgment to assist business licensees, applicants, and partner agencies and cities. This involves acting as a liaison between the licensing public and regulatory state and city agencies regarding license renewal and registration requirements. She determines how to handle issues that arise, follows through with a resolution, and communicates the outcome to the customer (Exhibit A-11, pages 2 and 3).

The employees' supervisor, Ms. Hart, provided examples of decisions made by the employees when discrepancies occur between existing UBI numbers, which may be due to a new federal employee identifier number (FEIN), a married couple with the same UBI number, or different business structures registered with another agency (e.g. a partnership registered with the Secretary of State). The employees also have to factor in specific city requirements, depending on location. When discrepancies occur, Ms. Hart indicated, in part, the following (Exhibit B-12):

> . . . my team member is the deciding factor if a new UBI number is to be issued or if the business retains the existing UBI number.
>
> . . . and also [whether to] re-register any trade names the business had previously
>
> . . . My team members contact the customer, gather the facts, and make the decision of what route is best for the customer. . . .
>
> . . . When it comes to cleanup of UBI numbers, my team members do communicate this to the other agencies . . . and ultimately are the deciding factor of which course of action to take . . .

Ms. Hart's comments demonstrate how the employees independently resolve customer problems, identify issues, and determine the next procedural steps needed to bring resolution, which is consistent with CSS 2 level work.

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 concurred with the former Personnel Appeals Board's conclusion 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. Allegri v. Washington State University, PAB Case No. ALLO-96-0026 (1998).

In total, the level of independence and decision-making authority used when working with business licensing customers, with regard to DOR's December 20, 2012 decision, best fit the Customer Service Specialist 2 (CSS 2) classification and should be reallocated accordingly.

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: Employees
Dorothy Hibbard, DOR
Lisa Skriletz, SHRD

Enclosure: List of Exhibits

<u>AMY MAYES v DOR</u>
ALLO-13-006

A. Amy Mayes Exhibits

1. Letter requesting Director's Review dated January 17, 2013
2. Director's Review Form received January 18, 2013 (2 pages)
3. Part V of Director's Review form
4. Updated OA3 Position Description from May/June 2012 (also marked as Exhibit A)
5. Example of CSS2 position description
6. December 26, 2012 desk audit results and allocation determination for OA3
7. Unit work log
8. Current BLS organizational chart
9. Former BLS organizational chart
10. December 20, 2012 letter from HR reallocating positions to CSS1
11. December 10, 2012 CSS1 Position Description, signed by incumbent, supervisor and appointing authority (also marked as Exhibit G)
12. Example of phone logs kept by employees on daily basis (57 pages)
13. Example of tracked long distance outgoing phone calls (5 pages)
14. Registration Unit's workload tracking sheet 2010
15. Registration Unit's workload tracking sheet 2011
16. Registration Unit's workload tracking sheet 2012
17. Registration Unit's workload tracking sheet 2013
18. Registration Unit's estimated phone call #1
19. Registration Unit's estimated phone call #2

B. DOR Exhibits

1. Allocation determination letter December 26, 2012
2. Initial email request for position review February 29, 2012 with attachments:
    a. Memo requesting review
    b. Position Description from DOL
    c. Job Analysis from DOL
    d. Position Description from DOR
3. March 5, 2012 email string between Danielle Hart and Dorothy Hibbard
4. BLS Organizational Chart
5. Position Description for position 71024769 November 14, 2011 (identical PDF for each position in work group – same as B-d-d)
6. Phone log example provide by Reva Nordstrom during June 2012 desk audit
7. Unit Work Log
8. Office Assistant class concept
9. Office Assistant 3 classification specification
10. Customer Service Specialist 1 classification specification
11. General information sheet received November 29, 2012 during meeting with affected staff

12. December 3, 2012 email from Danielle Hart
13. December 4, 2012 email from Danielle Hart

C. Class Specifications

1. Office Assistant class concept
2. Office Assistant 3 classification specification 100J
3. Customer Service Specialist 1 classification specification 102A
4. Customer Service Specialist 2 classification specification 102B

D. Documents submitted after the Director's Review Conference

1. July 23, 2013 email from Teresa Parsons to the parties requesting clarification about employees' request and other documents.
2. July 23, 2013 email from Dorothy Hibbard, DOR, clarifying information about the PDFs.
3. July 24, 2013 email from Erina Hammond, WPEA, clarifying that the employees intended to appeal both of DOR's allocation decisions.
4. July 24, 2013 email from Teresa Parsons to parties scheduling follow-up conference with Ms. Hammond and Ms. Hibbard.
5. July 25, 2013 email from Teresa Parsons to parties summarizing the follow-up conference and setting dates to provide additional written summaries.
6. July 25, 2013 from Dorothy Hibbard, DOR, affirming DOR's response date.
7. August 16, 2013 email from Dorothy Hibbard, DOR, with attached summary and rationale for DOR's December 20, 2012 allocation decision, relevant PDF (same as exhibit A-11, also marked as exhibit G), and class specifications.
8. September 6, 2013 email from Erina Hammond, WPEA, with employees' written summary in response to DOR's rationale for December 20, 2012 allocation decision (response to exhibit D-7).