



**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

August 1, 2013

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

FROM: Kris Brophy, SPHR  
Director's Review Investigator

SUBJECT: Mike B. Campbell v. Washington State University (WSU)  
Allocation Review Request ALLO-13-013

**Director's Determination**

This position review was based on the work performed for the six-month period prior to August 28, 2012, the date WSU Human Resources received Mr. Campbell'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 verbal comments provided by both parties during the review telephone conference. Based on my review and analysis of Mr. Campbell's assigned duties and responsibilities, I conclude his position is properly allocated to the Warehouse Operator 3 classification.

**Background**

On August 28, 2012, WSU HR received Mr. Campbell's Position Questionnaire (PQ) requesting that his Warehouse Operator 3 position be reallocated to the Program Specialist 2 classification (Exhibit B-2).

By letter dated December 27, 2012, WSU HR notified Mr. Campbell that the request to reallocate his position was denied and that he was properly allocated to the Warehouse Operator 3 classification (Exhibit B-1).

On January 25, 2013, the State Human Resources Division received Mr. Campbell's letter appealing WSU's allocation determination (Exhibit A-1).

I conducted a Director's review telephone conference with the parties on June 12, 2013. Present during the conference were Mr. Mike Campbell, Mr. Rick Finch, Waste Management Manager, Ms. Kendra Wilkins-Fontenot, Labor Relations Officer, WSU HR; and Ms. Sabrina McPherson, Human Resource Consultant, WSU HR.

### **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**

Mr. Campbell provides administrative and technical support to the Surplus Stores operations within the Waste Management department on the University's main campus. Mr. Campbell coordinates and conducts online, auction and warehouse sales to University departments, state agencies, municipalities, non-profit organizations, and the general public. He interprets and applies WSU policies in the surplus and sale of state merchandise. His duties also include leading and assigning daily tasks to Warehouse Operator staff and instructing staff on forklift operations. He is responsible for processing, displaying and testing surplus property. He also has responsibility for the organization and cleanliness of warehouse and outside staging areas and performing a variety of other tasks.

Mr. Campbell's duties and responsibilities are summarized from the PQ (Exhibit B-2) as follows:

#### 50% Administer sales of warehouse goods -

- Promote and market surplus merchandise to university departments, state agencies, NPO's and the public according to WSU Surplus mission statement.
- Provide final assessment of WSU surplus property determining fair market value and optimal sales avenues.
- Coordinate online sales of surplus goods to agencies and general public through sites such as eBay, Public Surplus and GovDeals.
- Coordinate sales of surplus goods at branch campus and extension offices.
- Produce marketing and outreach literature providing sales information to all agencies and the public through online services, email, newspapers, specialized circulars, radio, etc.
- Act as a liaison to University departments, state agencies, NPOs and the public to interpret and apply university/state policy for the sale, disposal or re-purposing of state property.
- Maintain sales levels to outside agencies according to established sales goals.
- Prepare and maintain WSU surplus warehouse for weekly public sales and monthly/bimonthly live auctions.

#### 35% Warehouse Supervision, Lead

- Assign and enter work for surplus warehouse staff through Facilities Focus.

- Routinely assess warehouse space and outside areas to identify areas needing improvement to create a more efficient workplace.
- Conduct daily meetings with warehouse staff to evaluate recent accomplishments and immediate needs.
- Provide input to supervisor and manager during evaluation of warehouse staff.
- Oversee evaluation and pricing of sales merchandise in surplus warehouse.
- Arrange shipment of electronic waste and electronic commodities to state accredited recyclers.
- Train Waste Management staff in forklift operation.
- Operate forklifts, electric pallet jacks, medium and light duty trucks for loading and unloading equipment.

10% Administrative

- Meet with supervisors and managers at regular intervals to discuss policy/procedure/safety concerns for unit.
- Provide sales reports and data to administrators.
- Consult with supervisors and managers regarding Surplus standards and areas of development to find new revenue streams.
- Reinforce positive work habits, correct deficiencies when needed.

Mr. Rick Finch is the Waste Management Manager and Mr. Campbell's second-level supervisor. Mr. Finch completed the supervisor's section of the Position Questionnaire and stated in his comments that Mr. Campbell has lead duties but has not been delegated supervisory responsibilities except in the supervisor's absence. He also states Mr. Campbell provides input on employee performance and brings issues requiring corrective action to his supervisor or manager. He also participates on hiring committees with respect to hiring new employees.

Summary of Mr. Campbell's Perspective

Mr. Campbell asserts his position exceeds the Warehouse Operator 3 level of responsibility. Mr. Campbell disagrees with WSU's assertion that his position does not meet the PSS 2 class on the basis that he does not have responsibility to plan, organize, direct, and coordinate the operations for the Warehouse – surplus sales as a whole. Mr. Campbell contends his position is highly autonomous with higher-level responsibilities for overseeing the day-to-day operations of Surplus Stores under the supervision of his supervisor. Mr. Campbell asserts the audit process was incomplete in that his immediate supervisor, Mr. Redmond, did not participate in the audit review process and did not provide input regarding Mr. Campbell's delegated duties and responsibilities with respect to the Surplus Stores' operations.

Mr. Campbell asserts that he represents the Surplus Sales program and regularly confers with internal and external customers and organizations regarding Surplus Stores operations. Mr. Campbell asserts that he participates in establishing program standards and identifying areas for program development. Mr. Campbell asserts he is a full participant in assessing program needs and identifying areas of improvement, and in developing approaches and processes for meeting those needs, as well as testing and implementing processes with an eye for further improvement.

Mr. Ronald Redmond, Program Support Supervisor 2, is Mr. Campbell's immediate supervisor. Mr. Redmond did not participate in the University's position review process, but did provide input subsequent to the University's allocation determination. Mr. Redmond supports Mr. Campbell in his request and provides comments which are noted in exhibit A-3. In his comments, Mr. Redman states that the scope of Mr. Campbell's duties involving the specialty online and other sales of used merchandise and equipment, his outreach and marketing activities and his computer recycling and computer rebuilding and troubleshooting tasks all extend beyond the requirements of the Warehouse Operator 3 classification. In his comments, he states that, "there are a few tasks that are grouped with warehousing that are actually not warehouse work and are more specialized towards Surplus Stores or determining sale price and selling method for used merchandise."

Mr. Redmond states that with respect to Mr. Campbell's outreach and marketing tasks, Mr. Campbell is the first line of communication for responding to questions from all customers about the surplus items that are available for sale, and for responding to questions about the surplus program and its policies. He also states that it is Mr. Campbell's responsibility to make sure all sale items are properly priced, and to determine how items get sold or recycled or thrown out as trash. He also states that Mr. Campbell's position requires a working knowledge in computer component recycling, and a strong understanding in rebuilding and troubleshooting computers. This includes knowledge in knowing the methods for the destruction of digital media. Mr. Redmond states Mr. Campbell's position requires the ability to perform these tasks in addition to having knowledge in these areas.

Finally, Mr. Redmond states that Mr. Campbell's duties also include organizing the daily work load of the warehouse staff, which includes making surplus pickups and deliveries, organizing the warehouse, and providing training to staff on determine pricing for surplus items and also operating the forklift.

#### Summary of Washington State University's Reasoning

WSU asserts Mr. Campbell's position does not perform the primary functions of the Program Specialist 2 class. WSU asserts Mr. Campbell does not have responsibility to plan, organize, direct and coordinate operations for Warehouse – surplus sales as a whole. While WSU acknowledges that Mr. Campbell acts as a point of contact and often subject matter expert in his field, the duties he performs relative to those functions continue to fall within the functions identified in the Warehouse Operator class series and Warehouse Operator 3 class specifically. WSU asserts that while he works closely with supervisors in explaining surplus standards, his authority to implement changes is delegated to his supervisor, Mr. Redmond. WSU asserts Mr. Campbell's duties are best described by the Warehouse Operator 3 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.

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).

### Comparison of Duties to Program Specialist 2

The Class Series Concept for the Program Specialist 2 states:

Positions in this series coordinate 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. Positions coordinate program services and resources; act as a program liaison and provide consultation to program participants and outside entities regarding functions of the program; interpret, review and apply program specific policies, procedures and regulations; assess program needs; and develop courses of action to carry out program activities. Program coordination also requires performance of tasks and application of knowledge unique to the program and not transferable or applicable to other areas of the organization.

Examples of program areas may include, but are not limited to: business enterprises, fund raising, volunteer services, community resources, election administration and certification, juvenile delinquency prevention, recreational education and safety, energy education, aeronautic operations and safety, student housing, financial aid, and registration.

The Definition for Program Specialist 2 states:

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 program. 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.

Positions at this level have independent responsibility for planning, organizing, directing and coordinating all program operations. Incumbents coordinate services and resources, assess program needs, and develop courses of action to carry out program functions and activities.

Positions at this level also act as the program's primary representative and resource. They serve as a liaison and provide consultation to program participants and outside entities regarding the functions and content of the program. Incumbents contact program participants and outside entities extensively and resolve problems.

Mr. Campbell's position does not meet this level of responsibility.

While it is true Mr. Campbell is the first line of communication for responding to questions from customers about the surplus items for sale, and that he is responsible for responding to questions about the surplus program and its policies to internal staff and external customers and organizations, his position does not plan, organize, and direct all operations for the Warehouse

– surplus sales operations as a whole. This responsibility rests with his supervisor, Mr. Redmond. In addition, the other specialized Surplus Stores functions he performs with respect to coordinating surplus sales through different venues falls within the duties stated within the Warehouse Operator 3 class of overseeing the disposal of surplus or excess property. This includes the scope of his responsibility for coordinating the specialty sales of used equipment, his outreach and marketing activities, and his computer recycling and computer rebuilding and troubleshooting tasks.

Additionally, allocation to the Program series requires an assignment of work that is unique and specific to a particular program but not work that is specifically described by another existing class specification. If there is a class that encompasses the body of work, allocation to the specific class must take primary consideration. Therefore, allocation to a "Program" class should only occur when there are no other viable options for allocation. There are classes which specifically address the body of work under review in this appeal. Since these classes specifically describe the scope of work and specific duties performed by Mr. Campbell with respect to the Warehouse – surplus sales operations, allocating his position to a class within the Program series is not appropriate.

This is further supported by Personnel Resources Board (PRB) decisions in which the Board has concluded that while one class appeared to cover the scope of a position, there was another classification that not only encompassed the scope of the position, but specifically encompassed the unique functions performed. In Alvarez v. Olympic College, PRB No. R-ALLO-08-013 (2008), the Board held that "[w]hen there is a definition that specifically includes a particular assignment and there is a general classification that has a definition which could also apply to the position, the position will be allocated to the class that specifically includes the position. [See Mikitik v Depts. of Wildlife and Personnel, PAB No. A88-021 (1989)."

For these reasons, Mr. Campbell's position should not be allocated to the Program Specialist 2 class.

#### Comparison of Duties to Warehouse Operator series

The Class Series Concept for the Warehouse Operator class series states:

Positions in this class series either supervise or perform warehouse functions in a central warehouse or a major area within a large warehouse. These positions are located in separate buildings devoted to receiving, storing and shipping supplies, equipment, furnishings or provisions.

The Definition for the Warehouse Operator 3 class states:

This is the senior level of the series. Positions lead staff and participate in the work of procuring, receiving, storing, inventory control, or shipping operations in a commissary or warehouse, or electronic/communications stockroom, or a combination of these activities. Some positions manage the retail store and/or food counter at a large institution.

The overall focus and scope of Mr. Campbell's position, and the majority of his duties as a whole, are more accurately described by the Definition of the Warehouse Operator 3 classification. Mr. Campbell leads Warehouse Operator staff and coordinates and performs a

variety of senior-level warehousing functions involving the procuring, receiving, storing, inventory control, and selling of surplus merchandise and equipment.

There are no Distinguishing Characteristics for the Warehouse Operator 3 class; therefore one can look to the typical work statements for guidance. The following typical work statements for the Warehouse Operator 3 class describe the type of work performed by incumbents in these positions:

Assigns personnel and equipment used in a commissary or warehouse operations; trains subordinates in warehousing activities;

Requisitions electronic/communication components or equipment by listing parts numbers, description, quantity and estimated cost;

Checks and oversees or supervises the checking of all incoming shipments and goods received; makes proper entries on inventory cards; responsible for receiving, checking, storing, and shipping dry goods, foodstuffs, drugs, and janitorial, office, farm, garden, hardware, industrial, and mechanical supplies and equipment; and/or communication parts and components;

Secures oral, telephone or written bids on items not covered by previous contract and for special items such as wire rope and special steel, and awards a contract; locates suppliers and secures bids for special machinery, steel or brass molding of forms or the fabrication of special equipment or parts; electronic components and equipment;

Meets with sales people and representatives of electronic/communication equipment vendors and purchases or recommends the purchase of their goods;

Recommends quality and kinds of materials to be purchased, prepares specifications and requisitions; confers with operating officials on their needs;

Maintains accounts and reconciliations of physical inventories using manual or automated system;

Maintains inventory levels in accordance with established guidelines and to meet customer demands;

Oversees disposal of surplus or excess property including flammable or hazardous materials;

Operates various material handling machines such as forklift trucks, pallet jacks, and straddle forks;

Prepares budget data for assigned functions;

According to the PQ for his position, approximately 50% of Mr. Campbell's time is spent coordinating and administering the sales of warehouse goods including determining the fair market assessment, marketing, and performing online and other sales of surplus University merchandise to various university departments, state agencies, non-profit organizations and the public. He coordinates the sales of surplus goods at branch campus and extension offices. He

produces marketing and outreach literature providing sales information to all agencies and the public through online services, email, newspapers, specialized circulars, and radio.

Mr. Campbell serves as a liaison to University departments, state agencies, NPOs and the public to interpret and apply university/state policy for the sale, disposal or re-purposing of state property. He also maintains a level of sales with outside agencies according to established sales goals. He also prepares and maintain WSU Surplus warehouse for weekly public sales and monthly/bimonthly live auctions. All of these duties fall within the scope of responsibility stated by the typical work statement of this class, "Oversees disposal of surplus or excess property."

Further, approximately 35% of his time is spent lead warehouse Operator staff in Surplus stores warehousing functions. He assigns and enters work for Surplus warehouse staff who perform a variety of tasks including operating forklifts, electric pallet jacks, and driving medium and light duty trucks for loading and unloading surplus equipment from around campus. Mr. Campbell's duties also include organizing the daily work load of the warehouse staff, which includes making surplus pickups and deliveries, organizing the warehouse, and providing training to staff on how to assess surplus item's prices, and how to operate the forklift.

Mr. Campbell conducts daily meetings with warehouse staff, routinely assesses warehouse space and outside areas to identify areas needing improvement to create a more efficient workplace. He oversees the evaluation and pricing of sales merchandise in the Surplus warehouse and arranges shipment of electronic waste and electronic commodities to state accredited recyclers.

Mr. Campbell also performs a variety of administrative support functions relative to the surplus stores operations. This includes meeting with supervisors and managers at regular intervals to discuss policy/procedure/safety concerns for unit. He provides sales reports and data to administrators. He consults with supervisors and managers regarding surplus standards and areas of development to find new revenue streams.

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).

In this case, the majority of the duties assigned to Mr. Campbell's position and his level of responsibility are best described by the Warehouse Operator 3 classification. Mr. Campbell's 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.

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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 4<sup>th</sup> 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: Mike Campbell, WSU  
Kendra Wilkins-Fontenot, WSU  
Lisa Skriletz, SHR

Enclosure: List of Exhibits

**MIKE CAMPBELL v WSU**

**ALLO-13-013**

List of Exhibits

A. Mike Campbell Exhibits

1. Letter of appeal from Mike Campbell requesting a Director's review received by Director's review program January 25, 2013
2. PRB appeal form from Mike Campbell received January 25, 2013

Cover Letter from Mike Campbell dated March 12, 2013 submitting the following exhibits:

3. Supervisor's comments from Ronald Redmond
4. Time Card hours for Mike Campbell from 2/24/12 through 6/30/12
5. Time Card hours for Mike Campbell from 7/1/12 through 8/24/12
6. A copy of the Performance evaluation for Mike Campbell for period 8/11 through 7/12
7. Flow chart of Surplus Work Phases for Mike Campbell's position

B. WSU Exhibits

Cover letter from Kendra Wilkins-Fontenot dated February 26, 2012 submitting the following exhibits:

1. Allocation determination memorandum dated December 27, 2012
2. Position Questionnaire submitted by Mr. Campbell dated August 28, 2012
3. Plant Services Organizational Chart dated March 2012
4. Position Description for Mike Campbell's position (Includes no date or signatures)
5. State HR Warehouse Operator 1 Class Specification, 117I
6. State HR Warehouse Operator 3 Class Specification, 117K
7. State HR Program Specialist 2 Class Specification, 107I