



**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

December 4, 2013

TO: Amanda Hacker, Staff Representative
Washington Public Employees Association (WPEA)

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

SUBJECT: Scott Sigman v. Olympic College (OC)
Allocation Review Request ALLO-13-030

On September 10, 2013, I conducted a Director's review telephone conference regarding the allocation of Scott Sigman's position. Present during the Director's review conference were you and Mr. Sigman, as well as Human Resources Consultant Jacquie Curry, who represented Olympic College (OC).

Director's Determination

This position review was based on the work performed for the six-month period prior to January 14, 2013, the date Mr. Sigman submitted his request for a position review to OC's Human Resource Services (HRS) 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 Mr. Sigman's assigned duties and responsibilities, I conclude his position should be reallocated to the Program Coordinator classification.

Background

Mr. Sigman's position is assigned to the Social Sciences and Humanities Division and reports to Kathleen Olmstead, Administrative Assistant 3. On January 14, 2013, Mr. Sigman completed the Employee Portion of a Position Review Request (PRR) asking that his Program Assistant position be reallocated to the Program Coordinator classification (Exhibit B-2-a). Ms. Olmstead signed the Supervisor Portion of the PRR on the same date, indicating her agreement with Mr. Sigman's descriptions of his duties and responsibilities (Exhibit B-2-b). Ms. Curry conducted interviews with Mr. Sigman and Ms. Olmstead, and she discussed her findings with Gina Huston, Dean of Social Sciences and Humanities, and Mary Garguile, Vice President of Instruction.

Ms. Curry ultimately concluded that Mr. Sigman's duties best fit the Program Assistant classification, and she denied Mr. Sigman's request. While Ms. Curry recognized "there are specific elements of [Mr. Sigman's] duties that are specialized tasks," she determined the majority of his duties best fit the Program Assistant classification (Exhibit A-2, page 2).

On April 9, 2013, Mr. Sigman requested a Director's review of OC's allocation determination.

Summary of Mr. Sigman's Perspective

Mr. Sigman asserts his primary duties involve complex scheduling for OC's Social Sciences and Humanities Division. As such, he states that he receives the prior year's schedule and forwards the relevant content to division faculty so that faculty can provide him with their schedules. Mr. Sigman then makes changes within the system and compiles all of the faculty schedules in the proper format on a quarterly basis, ensuring the information is correct before going into the packet sent to the community, as well as the online schedule. Mr. Sigman states that he also ensures all of the coding is correct and that courses appear as intended by division faculty.

Additionally, Mr. Sigman indicates that he tracks and updates course outlines that are due for review every five years on a rotating basis. In performing this task, Mr. Sigman explains that he sends course outline files to the appropriate faculty member, updates changes as requested, and ensures Core Abilities are added, as required for the accreditation process and as one of the program goals. Mr. Sigman indicates that he routes updated course outlines through two separate review committees, receives feedback for file originators, reviews final electronic copies for coding, changes, and accuracy, and submits to the Instructional Policies Council. Mr. Sigman contends he tracks this process from start to finish, coordinating the flow of documents and changes between committees and faculty members.

Mr. Sigman further asserts that he coordinates assignments for adjunct faculty and tracks and assesses faculty loads to ensure they meet the requirements of the collective bargaining agreement. In addition, Mr. Sigman indicates that he coordinates the ordering of textbooks and course materials between division faculty and the bookstore, works with publishing firms, and helps coordinate classrooms for instructors based on their preferences. Mr. Sigman further asserts he collects and reviews faculty syllabi each quarter to ensure they include required learning outcomes, monitors class capacities and coordinates requests to adjust class size between faculty and the division dean. Mr. Sigman notes that he also coordinates arrangements for gathering faculty across three campuses for meetings requested by the division dean.

In performing his duties, Mr. Sigman contends he works independently under general direction, which his supervisor clarified with Ms. Curry, and he contends his overall duties and scope of responsibility fit the Program Coordinator classification (Exhibit A-10).

Summary of OC's Reasoning

OC asserts the majority of Mr. Sigman's duties involve scheduling in conjunction with full-time division faculty and maintaining department course outlines and program files by coordinating with faculty. OC also notes that Mr. Sigman coordinates textbooks and course materials between full-time and adjunct faculty, publishing firms, and the college bookstore and that he creates and maintains division web pages as required. OC acknowledges his supervisor's comment that his position works under general direction but notes that he performs recurring

assignments within established guidelines, policies, and procedures. OC also notes that he prioritizes his daily tasks. However, OC contends that Mr. Sigman does not apply independent judgment, advise program participants, or make recommendations at the Program Coordinator level. OC contends he elevates more complex questions or issues to his supervisor.

OC contends Mr. Sigman's position serves as the primary contact for the division, provides limited information regarding program policies and activities, and performs a variety of public relations functions. In addition, OC contends Mr. Sigman's position has been tasked with composing correspondence and printed materials and editing materials for accuracy and appearance as related to program activities prior to distribution. OC further indicates his position may interpret statistical data and historical activity of reports, schedule meetings, maintain and monitor budget activities related to book orders, establish and maintain division records and files, and prepare narratives and reports regarding program operations. OC recognizes Mr. Sigman confers with other campus departments and outside agencies in performing his duties and that elements of his duties can be considered specialized tasks. However, OC contends Mr. Sigman's overall duties and responsibilities fit within the scope of the Program Assistant classification (Exhibit A-2, page 2).

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

In summary, the Employee Portion of the PRR describes duties as follows (Exhibit B-2-a):

45% Scheduling in conjunction with full-time Social Sciences and Humanities division faculty.

- Receive quarterly construction schedule from Instructional Support Services and extract schedule to specific disciplines within division.
- Organize the schedule using Microsoft Word and Excel to delineate by instructor, subject and locations (Bremerton, Poulsbo, and Shelton).
- Send out individual and discipline schedules to faculty responsible for schedule preparation within their program.
- Schedule discipline meetings between the division Dean and faculty.
- Provide the division Dean and full-time faculty with past enrollment data to assist in the scheduling process. Input changes into the Student Management System [SMS].
- Make scheduling changes as directed by the division Dean.
- Review schedule of classes within SMS for accuracy and correct coding that demarcates campus location, format of course (face-to-face, hybrid, online, or web-enhanced), days and times, course fees, enrollment capacity, and

necessary clusters to combine sections of courses that are taught concurrently by a single instructor.

- Perform bi-quarterly analysis of all full time faculty loads to ensure that a faculty member remains within the load allowance provided by the collective bargaining agreement. Provide offers of employment to adjunct faculty members as it pertains to the priority hiring list and their seniority within a subject matter.
- Receive and process adjunct faculty acceptance and process by either data entry in SMS or sending a Scheduled Adjustment Form (SAF) to Instructional Support Services.
- Review adjunct faculty schedules to ensure compliance with part-time load standard of no more than 85% of full-time.
- Appraise and review the VIEW [printed course schedule] and proof for accuracy making corrections as needed. Forward to faculty for review and submit any changes to Instructional Support Services upon approval of the division Dean.
- Collect faculty and adjunct faculty syllabi each quarter and assess each to determine that course learning outcomes are included . . . keep on file for two academic years and then purge.

35% Maintain department course outlines and program files by coordinating with full-time division faculty.

- Maintain division records of all courses contained within the Social Sciences and Humanities Division. Receive yearly course information from Instruction Support Services regarding the current status of courses within the division noting which courses are current, in need of review during the upcoming academic year, or past due for review.
- Forward individual course outlines to division faculty for review and revision as required. Every course is on a five year review cycle.
- Accept changes in course outline from faculty and evaluate for correct coding when there are course changes or when a course is to be added or deleted.
- Ascertain whether core abilities have been addressed in accordance with college mission and vision. Route through faculty review group for recommendations to the Dean and originator of the course.
- Once all assessments have been made, route course outline to Instruction Support Services for further review and inclusion in upcoming Instructional Policy Council.
- After changes are accepted or rejected, a final signed electronic copy is filed in the division office according to discipline.

15% Coordinate textbooks and course materials of full-time and adjunct faculty with publishing firms and the Olympic College Bookstore.

5% Create and maintain division web pages as required.

Mr. Sigman's supervisor, Ms. Olmstead, signed the Supervisor Portion of the PRR agreeing with his description of duties (Exhibit B-2-b). Although she indicated that he worked under general

supervision, she provided further clarification to Ms. Curry that portions of his work fit under general direction (Exhibit A-2, page 2).

In addition, Mr. Sigman submitted letters from faculty members in the Social Sciences and Humanities Division that lend support to the level of coordination he performs. Mr. Sigman works directly with these faculty members in coordinating class schedules and assignments, textbook ordering, course outlines and syllabi. He also acts as a liaison between faculty, staff, students, and other departments (Exhibits A-11; A-12 and A-13).

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 for program classes states the following:

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.

There is no dispute that Mr. Sigman's position fits within the program class series because he supports program activities for the Social Sciences and Humanities Division.

The **Program Assistant** definition states that positions "[p]erform 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.

Aspects of Mr. Sigman's duties fit within the Program Assistant classification. Some of the duties he performs can be described as specialized technical clerical duties. He serves as the primary contact for the division and provides information to students, staff, and program participants. He also prepares written communications and establishes and maintains program records. However, when looking at the scope of his work overall, he does perform a number of coordinating, scheduling, and monitoring functions that more closely align with the Program Coordinator class.

The **Program Coordinator** definition states that positions “[c]oordinate the operation of a specialized or technical program.” The distinguishing characteristics state, in part, 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 . . .

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.

Mr. Sigman serves as a liaison between division faculty and campus departments and committees and works under the general direction of the division dean and the administrative assistant, his supervisor. The majority of his duties involve coordinating the course schedule for the division on a quarterly basis and continually reviewing, monitoring, updating, and coordinating the exchange of information between faculty members, committees, Instructional Support Services, and the dean as it pertains to course outlines and other course materials. In addition, Mr. Sigman monitors student enrollments and class capacities; course scheduling and classroom logistics; textbook ordering, including work with publishers; and monitoring and coordinating of adjunct faculty assignments and workloads. All of these functions are performed in relation to program goals, accreditation, OC's mission and strategic plan, and in accordance with collective bargaining agreements.

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. Program Coordinator typical work examples that align with Mr. Sigman's duties and responsibilities include the following:

- Provide information and advice to students, staff, program participants . . . ;
- Monitor program activities in relation to established program goals; within established program parameters . . . ;
- Use word processing, graphics, statistical, spreadsheet and/or data base software;
- Perform complex scheduling including independently prioritizing needs of program clients;
- Perform the duties of Program Assistant.

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. Allegrì v. Washington State University, PAB Case No. ALLO-96-0026 (1998).

While I recognize that Mr. Sigman performs duties that overlap between the Program Assistant and Program Coordinator classes, the level, scope and diversity of the overall duties and responsibilities assigned to his position best fit the Program Coordinator 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: Scott Sigman
Jacquie Curry, OC
Lisa Skriletz, SHR

Enclosure: List of Exhibits

SCOTT SIGMAN v OLYMPIC COLLEGE
ALLO-13-030

A. Scott Sigman Exhibits

1. Director's Review Form received April 9, 2013 (3 pages)
2. March 23, 2013 OC allocation determination letter (3 pages)
3. Delivery receipt for allocation determination
4. Comparison of duties for Program Assistant and Program Coordinator generated by Mr. Sigman (3 pages)
5. HR verification of PRR receipt on 1/14/13
6. March 18, 2013 email regarding status update for position review
7. Position Review Request employee portion signed 1/14/13 (5 pages)
8. Performance and Development Plan – Evaluation (1 page)
9. Performance and Development Plan – Expectations (1 page)
10. Review of Ms. Curry's Notes (Exhibit B1)
11. Justification/Letter of Support from Charles Barker, Psychology Faculty (1 page)
12. Justification/Letter of Support from Dr. Sonia Apgar Begert, English Faculty (2 pages)
13. Justification/Letter of Support from Kathryn Hoene, English Faculty (4 pages)

B. Olympic College Exhibits

1. OC's Worksheet and analysis with class specification notes
2. Position Review Request
 - a. Employee Portion
 - b. Supervisor Portion
3. Program Assistant Class Specification with notes 107M
4. Program Coordinator Class Specification 107N
5. Position Description
6. Organizational Chart
7. OC Allocation Determination Letter March 23, 2013 – page 1
8. Acknowledgment of delivery of Allocation Determination letter

C. Class Specifications

9. Program Assistant Class Specification 107M
10. Program Coordinator Class Specification 107N