



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM
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March 5, 2014

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

FROM: Kris Brophy, SPHR
Director's Review Program Investigator

SUBJECT: Wendy McFadden v. Olympic College (OC)
Allocation Review Request ALLO-13-047

Director's Determination

This position review was based on the work performed for the six-month period prior to April 30, 2013, the date OC Human Resources received the 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 Ms. McFadden's assigned duties and responsibilities, I conclude her position should be reallocated to the Program Support Supervisor 2 classification.

Background

On April 30, 2013, OC HR received Ms. McFadden's Position Review Request (PRR), requesting her Program Support Specialist 2 (PSS2) position be reallocated to Program Manager (PM). Ms. Dianna Larsen, Dean of Enrollment Services, is Ms. McFadden's supervisor. Dean Larsen completed and signed the supervisor's portion of the PRR form on May 17, 2013.

OC HR notified Ms. McFadden on June 19, 2013 that her request to reallocate her position to Program Manager B was denied; however, based on changes to her assigned duties, her position was being reallocated to the Program Support Supervisor 1 (Exhibit B-1).

On July 15, 2013, State HR received Ms. McFadden's request for a Director's review of OC's allocation determination (Exhibit A-1).

On January 9, 2014, I conducted a Director's review telephone conference. Present during the call were Wendy McFadden; Amanda Hacker, Staff Representative, WPEA; Naomi Saunders, Shop Steward; Dianna Larsen, Dean of Enrollment Services; Lynnette DeShaw, HR Director, OC; and Jacquie Curry, Human Resource Consultant, OC.

The parties submitted additional information following the telephone review conference. The last information was received on February 5, 2014. This information has been added to the record and incorporated as exhibits herein.

Rationale for Director's Determination

The purpose of a position review is to determine which classification best describes the overall duties and responsibilities of a position. A position review is neither a measurement of the volume of work performed, nor an evaluation of the expertise with which that work is performed. A position review is a comparison of the duties and responsibilities of a particular position to the available class specifications. This review results in a determination of the class that best describes the overall duties and responsibilities of the position. Liddle-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

Duties and Responsibilities

Ms. McFadden works in the Veterans Services Office (VSO) at OC. As indicated in exhibit A-11, VSO serves and supports the student population of Veterans and eligible dependents of Veterans. The department's services include:

- Assisting Veterans and eligible dependents of Veterans to apply for benefits and support participation in their applicable VA education or retraining programs
- Provide orientations to student veterans to understand and use their VA educational and Vocational Rehabilitation benefits
- Certify VA Educational and Vocational Rehabilitation benefits for students attending VA approved degree programs at OC
- Determining student eligibility for OC tuition waivers

Ms. McFadden serves as the Veterans Program specialist for the VSO. Ms. McFadden supervises the office's support staff, and oversees a variety of programmatic and administrative clerical activities in support of the department. She supervises the day-to-day operation of the Veteran's services activities, directs and coordinates the office's Veteran's benefits services functions, and performs other office administrative tasks.

Ms. McFadden's duties and responsibilities are summarized in the PRR (Exhibit B-5). She describes her duties as follows:

50% Major Duty:

As head of the Veteran's Services Program, I am responsible for a multitude of complex duties. I direct all program activities and advise OC administrators, faculty, staff and public entities regarding every aspect of the program as any particular situation may require.

Tasks:

I evaluate documents, files and reports to gather information and resolve issues as they relate to Veteran's educational benefits. I collaborate with all campus and external entities to help support student success and completion of educational goals.

25% Major Duty:

I direct the Veteran's Services Program operations to ensure the Olympic College stays within VA rules and regulations in order to enable the school to have exemplary compliance visits from Federal VA auditors.

Tasks:

I create systems so that all Veteran's Services' work is performed as efficiently and effectively as possible. I hold training sessions for all staff and direct the Program Assistant as she trains the Federal VA Work Study Students to perform tasks that support the Veterans' Services' mission.

I direct and train VSO staff to ensure that prospective students and students using VA educational benefits receive orientations regarding the benefits and are properly certified according to their particular benefits. I advise school counselors, advisors and other staff regarding the various VA educational benefits and how these may work with OC degree programs.

20% Major Duty:

I direct staff in their performance of all in-house audit reviews and gathering of data and in certifying, as may be required by the VA and the school.

Tasks:

I devise systems and procedures to perform in-house audits and gather data and expedite certifying.

5% Miscellaneous duties and tasks as required.

Ms. Dianna Larsen, Dean of Enrollment Services, was Ms. McFadden's supervisor during the review time period. Dean Larsen completed and signed the supervisor's section of the PRR on May 17, 2013. Dean Larsen indicates that portions of Ms. McFadden's description of her assigned duties and responsibilities are not fully accurate and complete.

In her comments, Dean Larsen states Ms. McFadden works under general supervision and is expected to plan, organize and coordinate VSO operations and coordinate day-to-day activities. This includes providing unique information and advice to veteran students, their family members, OC staff and the general public. She also applies federal policies, procedures and regulations to the certification veteran benefits. Dean Larsen disagrees with some of Ms. McFadden's statements regarding her decision making authority. She states Ms. McFadden is expected to resolve usual problems and take unusual issues and complaints regarding processes and customer service issues to her supervisor. Dean Larsen states Ms. McFadden requires her prior approval for vacation requests and for staff to work overtime. Ms. Fadden also requires her approval for hiring decisions and to take corrective action for the Program Assistant position working in the VSO. She also indicates that Ms. McFadden must also obtain her supervisor's input for any deviation from standard regulations and policies required by the VA.

Dean Larsen also disagrees with Ms. McFadden's statements regarding her fiscal responsibilities. In her comments, Dean Larsen states, "...The administrative allowance of \$10,000 to \$12,000 paid

by the federal government for the certification of benefits is in a college account, but expenditures must be authorized by me, her supervisor. Supplies are expected to be ordered in conjunction with other Registration supply orders, which are placed by the Senior Secretary in Registration.”

Summary of Ms. McFadden's Perspective

Ms. McFadden asserts her duties have changed to now include responsibility for supervising a full-time Program Assistant position and for managing the budget for the Veterans' Services Program.

Ms. McFadden asserts her responsibility for administering the VA educational benefits program at OC provides an essential management service to the College which meets the requirements of the Program Manager series. Ms. McFadden asserts she advises and assists with minimal direction, her senior administrator and other administrators within the College on matters pertaining to the Veterans Services program. Ms. McFadden asserts the work she performs is highly specialized and critical to the College. She asserts she achieves the goals and objectives of the program by providing, obtaining, and/or coordinating activities regarding the VSO as they affect the institution. She contends that she independently performs all administrative management functions for the Veterans Services Office. She asserts she also works within the scope and context of federal and State laws regarding Veteran educational benefits to independently interpret and apply VA rules and regulations in order to advise and resolve issues for administrators, faculty, and public entities regarding VA educational benefits.

Ms. McFadden asserts she fully supervises the work of the staff in the office, formulates new policies and procedures related to administrative processes, and represents the program with internal staff and outside organizations such as the VA. Ms. McFadden asserts she develops and uses student veteran enrollment and other program services information to generate reports that are used by the Dean and other administrators to identify areas of improvement in program services. Ms. McFadden contends she developed a budget proposal which was used by the Dean to support the increase of the Program Assistant position from part-time to full-time status due to increased staffing needs within the department.

In total, Ms. McFadden asserts the overall scope and level of responsibility assigned to her position meets the requirements of the Program Manager B class.

Summary of OC's Reasoning

OC asserts Ms. McFadden's position does not reach the Program Manager level of responsibility. OC contends Ms. Larson retains authority and responsibility for managing the VA Services Program. OC asserts Dean Larsen has overall responsibility for setting the program's goals and objectives, developing the program's budget and adjusting allotments, controlling allocations of program resources, setting and adjusting program priorities, and evaluating the program's effectiveness.

OC acknowledges a portion of Ms. McFadden's work reaches the Program Support Supervisor 2 class. However, OC asserts the majority of her duties are performed at the Program Support Supervisor 1 level and her position is properly allocated to that 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 Veterans Benefits Specialist 2

The Definition for this class states:

Independently assists veterans and their families in the development and review of the most complex claims and performs outreach activities for respective field office; may present appeals to the Federal Department of Veterans Affairs; or manages a caseload of veterans under the Veterans Estate Management Program (VEMP).

The Distinguishing Characteristics for this class state:

Positions at this level perform at least two of the following activities:

1. develop, review and perform case management for complex claims such as post traumatic stress disorder, exposure to agent orange, discharge upgrade, and/or Ex-POW related claims, all of which require extensive medical documentation and personal history;
2. at least 20% of the time, perform the full range of outreach activities which can consist of providing training to agency staff/contracted claims staff and provide information/assistance to veterans and their family members in remote or temporary settings or outreach visitation for the purpose of assessing clients social needs and ensure the case plan is being followed;
3. at least 15% of the time conduct intensive inter-agency coordination with local, State and Federal agencies as well as give presentations to community based organizations regarding Federal or State programs and benefits; or,
4. in accordance with RCW 73.04.130, 131, 135 and 140 manages the estate of any incapacitated veteran or incapacitated veterans' dependent under the VEMP.

Ms. McFadden's duties and responsibilities fit within the broader scope and context of this class of assisting Veterans and dependents. Ms. McFadden independently assists Veterans and eligible dependents of Veterans to apply for benefits to support their participation in applicable VA education or retraining programs within a college setting. However, Ms. McFadden's position does not meet the intent and primary allocating factors of this class of developing and reviewing complex claims and performing outreach activities for a field office; nor does she present appeals to the Federal Department of Veterans Affairs, or manage a caseload of veterans under the Veterans Estate Management Program (VEMP).

For these reasons position should not be reallocated to the Veterans Benefit Specialist 2 class.

Comparison of Duties to the Program Series

The Office of the State HR Director's *Glossary of Classification Terms* defines a program as:

A specialized area with specific complex components and tasks that distinguish it from other programs (or the main body of an organization). A program is specific to a particular subject and has a specific mission, goals, and objectives. A program typically has an identifiable funding source and separate budget code.

The specific components and specialized tasks involve interpretation of policies, procedures and regulations, budget coordination/administration, and independent functioning. Typically requires public contact relating specifically to program subject matter, clients, and participants.

Duties are not of a general support nature transferable from one program to another. Performance of clerical duties is in support of an incumbent's performance of specialized tasks. Independent performance of these duties usually requires at least a six-month training period.

The services provided by the Veterans' Services Office at OC meets the definition of a program. The office's policies, procedures and activities are distinct and not transferable to other departments or services at OC. Ms. McFadden's position should be allocated to a class within the Program series.

Comparison of Duties to Program Manager A.

Ms. McFadden's position does not exercise the scope or breadth of authority anticipated by the Definition and Distinguishing Characteristics of the Program Manager class.

The Definition for the Program Manager A class states: "[s]upervises a division of a major administrative department, operating unit or program undertaking relieving the senior official of operating and administrative detail. Plans, coordinates and implements all functions required by the activity."

The Distinguishing Characteristics of the Program Manager A classification state:

Program Managers administer, supervise, direct and advise on activities involved in providing an essential management service within the institution. They are responsible for advising and assisting, with minimal direction, the senior official and other administrators in the organization on matters pertaining to the program. The primary purpose of these positions is to achieve the goals and objectives of the program by providing, obtaining, and/or coordinating activities as they affect the institution.

Positions in this class involve a wide scope of complex duties and responsibilities in the management of a program which may involve a combination of two or more of the following services: Project management, funds management, contract administration, management analysis, property management, space management, program management, budget planning, public information, faculty, administrative, classified staff and student services administration, personnel administration, and staff supervision.

Program Managers exercise independent judgment, and have been delegated decision-making authority. Program manager at the "A" level are typically first-line supervisors, and are characterized by their total responsibility for a program or management services to an administrative supervisor.

The *Glossary of Classification Terms* provides further guidance on the level and scope of work performed by Program Managers. The Glossary defines the duties of a **Program Manager** involve authority over:

- Development of program goals and objectives
- Development of timetables and work plans to achieve program goals and objectives
- Development of program policies and procedures
- Preparation of program budgets, adjustments of allotments and authorizing expenditures
- Controlling allocation of program resources
- Setting and adjusting program priorities
- Evaluating program effectiveness

Ms. McFadden is responsible for supervising staff and directing the VSO veterans' benefit services operations at OC. However, the size and scope of this program, and the level of her responsibility for coordinating these program activities does not reach management-level responsibility for supervising a division of a major administrative department, operating unit or program undertaking as stated in the definition of this class.

Program Managers administer, supervise, direct and advise on activities involved in providing an essential management service within the institution. They are responsible for advising and assisting, with minimal direction, the senior official and other administrators in the organization on matters pertaining to the program. The primary purpose of these positions is to achieve the goals and objectives of the program by providing, obtaining, and/or coordinating activities as they affect the institution. Ms. McFadden's position does not encompass this overall scope of responsibility.

Ms. McFadden does not have management-level responsibility for planning, coordinating and implementing all functions required by the Veterans' Services program. This responsibility rests with her supervisor, Dean Larsen. Dean Larsen retains overall authority for managing the Veterans' Services program.

For example, the latitude for setting program goals for the Veterans' services program is limited. Program goals are established at the federal level by the Veterans Administration (VA). The VA sets annual expectations and conducts annual evaluations each year to determine if expectations have been met towards the established program goals. Program priorities are fixed and cannot be adjusted by the College. Ms. McFadden monitors program activities in relation to the established quarterly program goals, and assists Dean Larsen in meeting these objectives; however, Dean Larsen retains management-level responsibility over the Veterans' benefits services program goals and objectives. Ms. McFadden does not have the latitude to independently establish and adjust program priorities or evaluate program effectiveness at the level of a Program Manager. Dean Larsen retains authority for evaluating the program's overall effectiveness.

In addition, Ms. McFadden does not have responsibility for administering two or more of the following services as required: funds management, contract administration, management analysis, property management, space management, program management, budget planning, public information, faculty, staff and student services administration, personnel administration, or staff supervision. As stated above, Dean Larsen retains authority for these functions.

For example, the budget for the VSO is controlled by Dean Larsen. This includes management-level responsibility for developing the program's budget and making or adjusting budget allotments and controlling allocations of program resources. Ms. McFadden provides operational information to assist Dean Larsen in developing the budget but does not develop the budget on her own. Nor does Ms. McFadden independently allocate program resources but rather orders and maintains office and program materials and supplies. The Dean must also pre-approve overtime to be charged against an administrative allowance given to the College by the federal government for processing veterans' paperwork.

In addition, Ms. McFadden does not develop program-level policies and procedures but rather develops office administration processes and procedures within the specific operating parameters established by the federal Veterans' Administration. Ms. McFadden does supervise program staff, but she must receive approval to work overtime for her position and the other staff positions in the office. This limits her authority for matters pertaining to the personnel administration of her work unit.

In total, Ms. McFadden's position does not rise to the level of responsibility required by this class and her position should not be allocated to this class or any other class within the Program Manager series.

Comparison of Duties to Program Specialist 3

The **Program Specialist 3** definition reads, in part, as follows:

Positions at this level work under general direction and typically have organization-wide program responsibility. For programs with statewide impact, incumbents are specialists who manage one component or assist higher levels in two or more components of the program. . . . Program components are comprised of specialized tasks . . . within a specialty program. Incumbents assist higher-level staff by coordinating all aspects of program services, providing technical assistance and specialized, consultation to program participants, staff and outside entities, and recommending resolution for complex problems and issues related to the program specialty. Incumbents assess program participants' needs and develop specialized services and unique training unique and are responsive to the needs of participants.

This class is intended to describe positions which typically have organization-wide responsibility for managing one component, or assisting higher levels in managing two or more components of large State-wide programs. The overall scope of Ms. McFadden's program responsibilities with respect to the Veterans' Services program do not reach this class level.

Ms. McFadden does not have organization-wide responsibility for the Veterans Services program as required. Dean Larsen retains overall authority for the Veterans' Services program at the College. Ms. McFadden does not have the latitude to independently establish and adjust program priorities or evaluate program effectiveness at the level intended by this class. Her tasks involve coordinating generally recurring Veterans Services activities, as well as directly working with students, staff, faculty, and program administrators, rather than having organization-wide, program-level responsibility. Additionally, program goals are established at the federal level by the Veterans Administration (VA). Program priorities are fixed and cannot be adjusted by the College. Ms. McFadden supervises assigned staff and makes decisions within established federal guidelines and requirements.

The Program Specialist 3 class describes examples of work that may apply to her position such as working with program participants, resolving conflicts, and assisting higher-level staff. However,

when considering the allocating factors in the class definition including the size and scope of the designated program, the scope of responsibility over the program, the level of supervision and decision-making, there are other classes which provide a better fit for her position.

For these reasons Ms. McFadden's position should not be allocated to the Program Specialist 3 class.

Comparison of Duties to Program Support Supervisor 1

The Definition for the Program Support Supervisor 1 classification states:

Supervise support staff involved in the performance of duties associated with a highly specialized or technical program(s). Coordinate the operation of a specialized or technical program(s). Act as liaison between the program and outside organizations.

The Distinguishing Characteristics for the Program Support Supervisor 1 classification state:

With delegated authority, interview and recommend selection of applicants, train new employees, assign and schedule work, act upon leave requests, conduct annual performance evaluations and recommend disciplinary action.

Under general direction, perform work using knowledge and experience specific to the program. Devise and implement new procedures and 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.

Ms. McFadden's duties exceed the Definition and Distinguishing Characteristics of this class. Her duties include responsibility for directing and coordinating daily Veterans' services activities for the VSO. This includes assisting the Dean in the development of departmental administrative clerical policies and developing information to support budgetary requests. She also serves as the primary campus contact for the program and acts as the liaison between the program and internal faculty and staff and outside federal and other advocacy organizations.

Ms. McFadden's level of responsibility and decision making authority, as well as her responsibility for planning, coordinating administering daily office operations and reporting functions for the VSO exceed the Program Support Supervisor 1 classification.

Comparison of Duties to Program Support Supervisor 2

The Definition for this class states:

Supervise program support staff involved in the performance of duties associated with a highly specialized or technical program(s) and assist in the development of program policies and budgets. Act as liaison between the program and outside organizations. [Emphasis added]

The Distinguishing Characteristics for this class state:

With delegated authority, interview and recommend selection of applicants, train new employees, assign and schedule work, act upon leave requests, conduct annual performance evaluations and recommend disciplinary action.

Under general direction, perform work using knowledge and experience specific to the program. Assist in planning, implementing, and evaluating policies; devise and implement new procedures; develop information to support budgetary requests and project income and expenditures. [Emphasis added]

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. Ms. McFadden's position meets the level of responsibility required by the Definition and Distinguishing Characteristics of this class.

Ms. McFadden supervises one full-time Program Assistant employee and four part-time hourly staff. She independently directs and coordinates the daily office and Veterans' services activities for the VSO. She has responsibility for assisting in the development of program policies at the level anticipated by this class. Ms. McFadden assists in the development and improvement of office administrative procedures and processes. During the review telephone conference, Ms. McFadden stated she provides input to her supervisor regarding the administrative procedural aspects of making operational changes due to federal legislation or other VA administrative changes. She also makes recommendations to her supervisor regarding potential changes to veterans' benefit services federal reporting or other administrative requirements.

Ms. McFadden assists in the development of the department's program budget as required. For example, Ms. McFadden's duties included developing and preparing budget proposal information which was used by higher level administration and the College's budget committee to expand the unit's part-time Program Assistant position to a full-time position. This scope of responsibility is fully consistent with developing information to support budgetary requests as stated in the Distinguishing Characteristics of this class.

Additionally, Ms. McFadden does work under the general direction of her supervisor. She has independent responsibility for directing and coordinating the daily office operations for the VSO at the level anticipated by this class. Ms. McFadden provides input to Dean Larsen regarding administrative office processes and procedures relating to federal and state veterans' benefits operating requirements and procedures. This includes internal and external reporting functions relative to VA requirements. While the latitude for setting program goals for the Veterans' services program is limited, and while program priorities are fixed and cannot be adjusted by the College, Ms. McFadden does independently direct and coordinate all daily operational program activities in

relation to the established quarterly program goals, and assists Dean Larsen in meeting these objectives.

During the review telephone conference, Ms. McFadden stated she is the key person in the department for tracking, analyzing and reporting data and other student veteran information to the VA and others. She analyzes, provides and reports key data and data outcomes to the Dean to assist in improving the department's targeted goals with the VA. She supervises the program's administrative clerical reporting processes to ensure proper completion and reporting of student veteran's information to the VA and to oversee the department's student reporting procedures for faculty and staff related to the program's educational activities. Ms. McFadden stated she provides data and information to Dean Larsen; however, the Dean retains management level responsibility for assessing program needs and developing courses of action to carry out the program's functions and activities.

Positions at the Program Support Supervisor 2 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. Ms. McFadden's position reaches this level of responsibility. Ms. McFadden serves as the veterans' services resource and contact for internal faculty and staff and outside agencies regarding all VSO program activities and functions. These duties reach the scope and level of responsibility of serving as the initial primary representative and resource to the program for others on campus.

Dean Larsen relies on Ms. McFadden to act as the department's resource for coordinating the daily process flow of clerical work needed for faculty and department staff to carry out the department's veterans' services activities.

In total, Ms. McFadden's responsibility for directing the activities of the VSO veterans' services functions and activities reach the Program Support Supervisor 2 level of responsibility for planning, organizing, directing and coordinating all program operations; assisting in the development of program policies and budgets; developing information to support budgetary requests and project income and expenditures; acting as the liaison between the program and outside organizations; and developing courses of action to carry out program functions and activities.

For these reasons her position should be reallocated to the Program Support Supervisor 2 class.

Appeal Rights

RCW 41.06.170 governs the right to appeal. RCW 41.06.170(4) provides, in relevant part, the following:

An employee incumbent in a position at the time of its allocation or reallocation, or the agency utilizing the position, may appeal the allocation or reallocation to the Washington personnel resources board. Notice of such appeal must be filed in writing within thirty days of the action from which appeal is taken.

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, Washington, 98504-0911. The PRB Office is located on the 4th floor of the Insurance Building,

302 Sid Snyder Avenue SW, Olympia, Washington. The main telephone number is (360) 902-9820, and the fax number is (360) 586-4694.

If no further action is taken, the Director's determination becomes final.

c: Wendy McFadden, OC
Amanda Hacker, WPEA
Jacquie Curry, OC HR
Lisa Skriletz, SHR

Enclosure: List of Exhibits

WENDY McFADDEN v OLYMPIC COLLEGE
ALLO-13-047

List of Exhibits

A. Wendy McFadden Exhibits

1. Director's Review Request form received by State HR on July 15, 2013
2. Position Review Request - Employee Portion for Wendy McFadden's position
3. Copy of OC Allocation Determination letter dated June 19, 2013
4. Statement from Wendy McFadden regarding the Position Description Form
5. Email from OC HR James Wilson, Interim Director, regarding status of PDF
6. Position Description Form for Wendy McFadden's position dated March 21, 2011
7. Letter of support from Dr. Ron Shade, Vice President of Student Services
8. Letter of support from Kim McNamara, Dean of Student Services
9. Letter of support from Karen Fusco, Director of Access Services
10. a) Statement re: the VSO as a stand-alone operation/administrative unit
b) NAVPA Office survey results
c) Floor plan of the HSS building
11. VSO Annual Administrative Report with attachments labeled (a) - (k)
12. Email from Wendy McFadden to administrators and department heads dated January 24, 2013 re: "Item of Interest Regarding Veterans' Education Funding"
13. Email from Wendy McFadden dated April 1, 2013 to administrators and department heads re: "phone call from Disabled American Veterans"
14. Email from Wendy McFadden dated April 1, 2013 to administrators and department heads re: "Military Tuition Assistance – Reinstated – but ambiguity"
15. Email from Dr. Ronald Shade, Vice President of Student Services to Wendy McFadden dated October 25, 2012 with attachment
16. Email from Dianne, Larsen, Dean of Enrollment Services to Heidi Townsend dated April 24, 2013 re: "HR 4057 (112TH) Improving Transparency of Education...."
17. Email from Wendy McFadden dated November 14, 2012 regarding request for data collection
18. Email from Dusty VanGelder dated May 7, 2013 re: Request to reserve HSS 202 for additional dates
19. Example of developing internal activities and practices (Internal procedures)
20. Example of developing internal activities and practices titled, "Group Intake"
21. Example of developing practices titled, "Working at the VSO"
22. Email from Wendy McFadden to Dusty VanGelder, VSO Program Assistant, dated January 23, 2013 re: task preparation and maintenance of audit reports
23. Emails from Wendy McFadden to Dusty VanGelder, dated March 26, 2013 regarding personnel administration issues.

24. Email to VSO Staff dated December 14, 2012 regarding work schedules.
25. Work schedule for Fall 2012
26. Position Description form for Dusty L. VanGelder dated May 2013
27. PDP Expectations for VSO Program Assistant 5/10/2013
28. PDP Evaluation for VSO Program Assistant 5/10/2013

Exhibits submitted after the review conference:

29. Opening statement from Wendy McFadden
30. Email from Wendy McFadden to Kris Brophy dated January 27, 2014 with two attached organizational charts for Student Services division
31. Email from Amanda Hacker to Kris Brophy dated February 5, 2014 with final response regarding additional exhibits submitted by the parties

B. Olympic College Exhibits

1. Allocation Determination letter from Jacquie Curry & Annie Davis to Wendy McFadden dated June 19, 2013
2. State HR class specification for Program Support Supervisor 1, 107P
3. Organizational chart for Enrollment Services (undated)
4. Letter from Karen Wilcox to parties dated July 26, 2013 regarding exhibits
5. Position Review Request – Employee Portion for Wendy McFadden received by OC HR 4/30/13
6. Position Review Request – Supervisor Portion for Wendy McFadden received by OC HR 5/20/13
7. Employee Statement of fact on “Clear Perspective of Duties and Responsibilities” (received 4/30/13)
8. Position Description for Wendy McFadden’s position received by OC HR on 5/20/13
9. State HR Program Manager A class specification, 107R
10. State HR Program Manager B class specification, 107S
11. State HR Program Specialist 2 class specification, 107I
12. State HR Program Specialist 3 class specification, 107J
13. State HR Program Support Supervisor 2 class specification, 107Q
14. State HR Veterans Benefit Specialist 1 class specification, 163T
15. Spreadsheet outlining job duties prepared by Jacquie Curry & Annie Davis 6/11/13
16. Acknowledgement of delivery of Allocation Determination Letter signed by Wendy McFadden and dated June 19, 2013
17. Handwritten notes taken at interview with Wendy McFadden
18. Typed notes from interview with Wendy McFadden

19. Email from Jim Wilson to Annie Davis & Jacquie Curry dated June 17, 2013 regarding desk audit
20. Copy of Request for Director's Review from Wendy McFadden, dated July 15, 2013 with attachments (14 pages)
21. Email from James Wilson to Jacquie Curry & Annie Davis dated May 30, 2013
22. Email from Annie Davis to Peter Gayton dated May 30, 2013
23. Fax from Annie Davis to Peter Gayton dated June 3, 2013 with attachments (20 pages)
24. Email from Wendy McFadden to Annie Davis dated June 3, 2013
25. Email from Peter Gayton to Annie Davis dated June 5, 2013
26. Email from Jennifer Mislán-Ibarra responding to Amanda Hacker, dated June 5, 2013
27. Email from Peter Gayton to Annie Davis dated June 5, 2013
28. Meeting Scheduled – HRS Position Review Request dated June 7, 2013
29. Email from Amanda to Jacquie Curry & Annie Davis dated June 10, 2013
30. Email from Peter Gayton to Annie Davis June 14, 2013 with attachments (6 pages)
31. Email from Wendy McFadden to Jacquie Curry, Annie Davis & Amanda June 14, 2013
32. Email from Annie Davis to James Wilson dated June 17, 2013
33. Email from Wendy McFadden to Annie Davis dated June 18, 2013
34. Email from Wendy McFadden to Annie Davis dated June 18, 2013
35. Email from Amanda Hacker, WPEA to Wendy McFadden & Annie Davis dated June 30, 2013
36. Email from Jacquie Curry to Amanda Hacker, Wendy McFadden & Annie Davis dated June 30
37. Email from Joan Hanten to David Slown dated July 5, 2013
38. Email from Amanda to Jacquie Curry, Wendy McFadden & Annie Davis dated July 10, 2013

Exhibits submitted after the review conference:

39. Email from Jacquie Curry to Kris Brophy dated January 14, 2014 enclosing an organization chart of Enrollment Services submitted by Dianna Larsen
40. Email from Jacquie Curry to Kris Brophy dated January 29, 2014 with comments from Dianna Larsen regarding the organizational charts submitted by Wendy McFadden (with attached organizational charts - exhibit A-30)