



**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

April 10, 2014

TO: Robin Ledbetter, Council Representative  
Washington Federation of State Employees (WFSE)

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

SUBJECT: Beckie Jensen v. Green River Community College (GRCC)  
Allocation Review Request ALLO-13-055

On January 14, 2014, I conducted a Director's review telephone conference regarding the allocation of Beckie Jensen's position. You and Ms. Jensen were both present for the conference, and Barbara Iribarren, Human Resource Generalist, represented GRCC. Ms. Jensen's supervisor, Diane Anderson, Enumclaw Campus Manager, also participated in the conference.

**Director's Determination**

This position review was based on the work performed for the six-month period prior to January 15, 2013, the date Ms. Jensen submitted her request for a position review to GRCC's Human Resources (HR) Office. As the Director's designee, I carefully considered all of the documentation in the file, the exhibits presented during the Director's review conference, and the verbal comments provided by both parties. Based on my review and analysis of Ms. Jensen's assigned duties and responsibilities, I conclude her position should be reallocated to the Program Coordinator classification.

**Background**

Ms. Jensen's position is assigned to a satellite campus in Enumclaw, and she reports to the Enumclaw Campus Manager, Diane Anderson, who reports to the Dean for Branch Campuses and Continuing Education, Leslie Moore (Exhibit B-3). On January 15, 2013, Ms. Jensen submitted a Position Review Request (PRR) to GRCC's HR Office asking that her Office Assistant 3 (OA 3) position be reallocated to the Program Coordinator classification. On June 28, 2013, Ms. Iribarren notified Ms. Jensen that the duties, overall scope, and level of

responsibility assigned to her position best fit the Program Assistant classification (Exhibit B-5). Ms. Iribarren explained her rationale for the decision in a June 21, 2013 memo to Deborah Casey, PhD, Interim Vice President of Human Resources (Exhibit B-4).

On July 29, 2013, Ms. Jensen requested a Director's review of GRCC's allocation determination (Exhibit A-1).

### **Summary of Ms. Jensen's Perspective**

Ms. Jensen asserts her position is responsible for implementing student programs and activities. She indicates that she researches events and gives presentations to current and prospective students at the Enumclaw Campus and that she acts as a liaison among faculty, deans, administration and staff. Ms. Jensen emphasizes that her position serves as a lead and works under general direction, noting that she is the campus lead and coordinator during the evening shift and independently makes decisions requiring immediate attention. Ms. Jensen contends she has extensive involvement with students, staff, the public and agencies in carrying out program activities and coordinating, scheduling and monitoring programs. Because she works at a satellite campus, Ms. Jensen states that she has higher level responsibilities in multiple areas including fiscal and cashiering, testing coordinator, room scheduling, student programs, registration, and customer relations. Ms. Jensen further asserts she serves as the department lead for the ABE [Adult Basic Education] and GED program and that she handles all related CASAS testing, scoring, registration and course enrollment paperwork. In addition, Ms. Jensen indicates her position has taken on complex functions within the CampusCE program (web based registration system). Overall, Ms. Jensen believes the Program Coordinator classification provides a better fit for her position's duties and responsibilities.

### **Summary of GRCC's Reasoning**

GRCC recognizes that because the campus is small, Ms. Jensen has extensive involvement with students, staff, and the public in relation to program activities, testing, and handling of college funds. GRCC further acknowledges that Ms. Jensen serves as a lead for the ABE/GED programs and CASAS testing functions. However, GRCC contends the primary focus of Ms. Jensen's position is to support the Enumclaw Campus during the evening shift and act as the campus lead for situations requiring immediate attention or decision making afterhours. GRCC asserts that as the Campus Manager, Ms. Anderson retains overall responsibility but acknowledges Ms. Jensen and her co-worker work collaboratively with Ms. Anderson to accomplish program goals and activities. GRCC describes Ms. Jensen's level of supervision as general supervision rather than general direction. While GRCC agrees Ms. Jensen performs some higher level duties, GRCC contends the majority of her duties involve fiscal responsibilities and testing coordination. GRCC contends the Program Assistant best fits the duties and level of responsibility assigned to Ms. Jensen's position.

### **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

The following summarizes Ms. Jensen's description of her position's purpose on the PRR (Exhibit B-1):

- Responsible for receiving, tracking and reporting all funds.
- Coordinating all campus activities and serving as lead for Student Association, which includes researching, developing and implementing events.
- Coordinating, overseeing, and proctoring exams.
- Lead for assigning all quarterly classroom use.
- Responsible for health and safety, instructional support, and student services for Enumclaw Campus between 4:00 and 9:00 pm.

In summary, the duties and responsibilities assigned to Ms. Jensen's position include the following (Exhibit B-1):

#### 50% Fiscal Responsibility

- Receive, process, and deposit all funds into appropriate accounts.
- Prepare deposits for banking.
- Prepare paperwork required by cashier's office.
- Maintain and modify record keeping systems and spreadsheets.
- Review records for accuracy, investigate and correct discrepancies.
- Report all transactions to business office.
- Update daily and quarterly logs of all transactions.
- Maintain cash box and report status.
- Maintain and order supplies necessary for cash and credit card transactions.
- Maintain and file all receipts.

#### 20% Test Coordinator

- Lead for ABE/GED at the Enumclaw Campus.
- Responsible for all CASAS testing, scoring and appropriate placement into class.
- Tests administered include CASAS; Compass (college placement); GRCC Classroom Proctor; Outside College Proctor; WAMAPS; Spelling.
- Schedule above exams and prepare test setup, collect and apply payments, proctor exams, document and report cheating, and understand and administer testing procedures.

#### 10% Room Scheduling

- Assign credit/noncredit classrooms quarterly by anticipating instructor needs, making changes, and advising instructors of changes.
- Assign rental and contract rooms and monitor the Mutual of Enumclaw calendar for rental date changes (the company has an annual rental contract).

10% Registration and customer service

- Greet students and community members.
- Assist instructors with classroom needs.
- Assist students with registration.
- Direct student workers.
- Secure the building at the end of each evening.

10% Student Programs

- Lead for all Enumclaw Campus student programs.
- Research, develop and implement events.
- Initiate and process paperwork for expenditure of funds.
- Track student funds for accurate distribution.
- Reconcile budget status reports and notify appropriate individual of errors.

Ms. Anderson and the Dean for Branch Campuses and Continuing Education, Leslie Moore, both signed the supervisor portion of the PRR indicating agreement with the description of Ms. Jensen's duties and responsibilities (Exhibit B-2). During the Director's review conference, Ms. Anderson also emphasized that because Enumclaw is a satellite campus, Ms. Jensen's duties involve multiple program areas such as student enrollment, financial aid, cashiering, testing, scheduling, and student programs and events. In addition, Ms. Jensen works independently as the lead, permanent employee present during evening classes, and she independently makes decisions that affect the campus, such as dealing with an instructor's unexpected absence, emergency situations, or campus closures due to weather. She also directs the work of student employees and independently assists students and instructors with a variety of program questions or issues that arise.

Mr. Anderson further stated that Ms. Jensen serves as the lead for the ABE/GED programs, and that she performs complex functions in the Campus CE registration program, which is a web based registration program unique to community and continuing education. During the Director's review conference, Ms. Jensen and Ms. Anderson explained that Ms. Jensen also works independently with faculty to research and identify needs to connect students with the main campus, coordinate events and speakers, request funding for student programs, and then determine how best to use those funds. As an example, Ms. Jensen discussed securing cable in the classroom so students and instructors have access to special events, which involved coordinating with a space analyst in facilities. She also described allocating funds to acquire new desks and chairs for a student work lab.

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 the program classes indicates 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.

Ms. Jensen has extensive involvement with students, staff, and instructors (adjunct faculty) and assists and coordinates functions in all program areas that are typically housed in separate departments on the main campus. As a result, she performs work requiring knowledge and experience, as well as the specific components of each program, at the Enumclaw Campus. Ms. Jensen's position fits the intent of the program series.

The **Program Assistant** definition states that positions "[p]erform specialized technical/clerical duties in support of a program activity." The distinguishing characteristics for the Program Assistant include the following:

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

The State Human Resources (HR) Glossary of Classification Terms defines **general supervision** as follows:

**(1) General supervision**

- Employee performs recurring assignments without daily oversight by applying established guidelines, policies, procedures, and work methods.
- Employee prioritizes day-to-day work tasks. Supervisor provides guidance and must approve deviation from established guidelines, policies, procedures, and work methods.
- Decision-making is limited in context to the completion of work tasks. Completed work is consistent with established guidelines, policies, procedures and work methods. Supervisory guidance is provided in new or unusual situations.
- Work is periodically reviewed for compliance with guidelines, policies and procedures.

The **Program Coordinator** definition states that positions "[c]oordinate the operation of a specialized or technical program."

The distinguishing characteristics for the Program Coordinator 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 and either:

(1) Project, monitor, maintain, initiate and/or approve expenditures on program budgets

OR

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

The State Human Resources (HR) Glossary of Classification Terms defines **general direction** as follows:

- Employee independently performs all assignments using knowledge of established policies and work objectives.
- Employee plans and organizes the work and assists in determining priorities and deadlines. May deviate from standard work methods, guidelines or procedures in order to meet work objectives.
- Employee exercises independent decision-making authority and discretion to decide which work methods to use, tasks to perform and procedures to follow to meet work objectives.
- Completed work is reviewed for effectiveness in producing expected results.

GRCC's determination notes "[t]he primary focus of Ms. Jensen's position is to support the Enumclaw Campus during the evening shift, acting as the campus lead for situations that require immediate attention or decision making afterhours." Further, Ms. Jensen "has extensive involvement with students, staff, and the public in relation to program activities, testing and handing College funds" (Exhibit B-4, page 1). In total, the preponderance of duties fits within the Program Coordinator level.

For example, Ms. Jensen coordinates activities in multiple program areas for the Enumclaw Campus, including testing, scheduling, registration, student programs and the related collection and expenditure of funds. Further, Ms. Johnson and Ms. Moore both indicated that Ms. Jensen performs her duties under general direction rather than general supervision. Ms. Jensen independently coordinates all campus activities, student services, testing, and classroom assignments, and she provides instructional support for the Enumclaw Campus during evening hours.

Half of her position's duties (50%) involve fiscal responsibilities also encompassed in the Cashier class series concept, such as receiving, processing, and depositing all funds and related recordkeeping. However, the other half of her duties and responsibilities include coordinating, scheduling, administering, and proctoring exams, including responsibility for CASAS testing scoring and placement and lead for ABE/GED at the Enumclaw Campus; coordinating and scheduling classrooms for adjunct faculty and use by outside entities; assisting students with registration, enrollment, or any issues they may be having with other campus

departments, such as financial aid; and serving as coordinator for all Enumclaw Campus student programs, including initiating and processing paperwork for expenditure of funds, tracking student funds for distribution, and reconciling budget status reports. These duties coupled with the responsibility to independently coordinate all campus activities and act as the campus lead during evening hours best fit the Program Coordinator level of responsibility.

While examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within a classification. The Program Coordinator examples of work that align with Ms. Jensen's overall duties and level of responsibility include the following:

Within the specialized program:

- Monitor budget status in line with program activities, plans or priorities . . . receive, process and deposit funds . . .;
- Provide information and advice to students, staff, program participants and/or the public regarding program content, policies and activities, recommend alternative courses of action; promote the program on campus with outside organizations;
- Attend meetings and/or conferences as program representative (work with outside agencies regarding student events, negotiate event pricing with vendors, scheduling and logistics) (Exhibit B-1, page 5);
- Monitor program activities in relation to established program goals; within established program parameters, determine variance from program standards;
- Use word processing, graphics, statistical, spreadsheet and/or data base software;
- Perform complex scheduling including independently prioritizing needs of program clients;
- Direct the work of others;
- Perform the duties of Program Assistant;
- May make public presentations related to program specialty.

The Personnel Resources Board (PRB) has previously determined the following:

Most positions within the civil service system occasionally perform duties that appear in more than one classification. However, when determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

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).

Ms. Jensen performs work that touches aspects of multiple classes, including Program

Assistant, Program Coordinator, and classes in the Cashier series. She performs work requiring knowledge and experience specific to GRCC programs, and she provides information and assistance to students, staff, program participants, and the public about GRCC activities and related policies. However, when considering the overall scope and level of responsibility, including her role as the campus lead during evening hours, the Program Coordinator class provides a better match. This is further supported by her supervisor's indication that she works under general direction (Exhibit B-2, page 2).

As a whole, the level, scope, and diversity of the overall duties and responsibilities assigned to Ms. Jensen's 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 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: Beckie Jensen  
Barbara Iribarren, GRCC  
Lisa Skriletz, SHR

Enclosure: List of Exhibits

**BECKIE JENSEN v GRCC**  
**ALLO-13-055**

**A. Beckie Jensen Exhibits**

1. Director's Review form received July 29, 2013 (2 pages)
2. GRCC determination letter (1 page)
3. B. Jensen Explanation of Exhibits and Statement (1 page)
4. Position Review Request- Supervisor portion (2 pages)
5. Classification Specifications for Program Coordinator and Program Assistant (2 pages)
6. Position Review Request- Employee portion (6 pages)
7. June 21, 2013 GRCC Internal determination statement (6 pages)
8. GRCC Position Announcement / Program Coordinator – Welcome Center (2 pages)
9. Student Employee Supervisor Training Record

**B. GRCC Exhibits**

1. Position Review Request- Employee portion (6 pages)
2. Position Review Request- Supervisor portion (2 pages)
3. Enumclaw Campus Organizational Chart
4. June 21, 2013 GRCC Internal determination statement (6 pages)
5. June 28, 2013 allocation notification letter to Beckie Jensen
6. Position appointment/Change form

**C. Class Specifications**

1. Office Assistant 3 100J
2. Program Assistant 107M
3. Program Coordinator 107N
4. Cashier Class Series Concept

**D. Additional Exhibits from GRCC Explaining Position's Background (providing clarity)**

1. Original Job announcement with duties
2. Reallocation requested and approved 2008
3. Copy of Job Description 2009
4. Email from supervisor stating that Ms. Jensen's Job Description will be updated after the Reallocation appeal process is completed
5. Summary of 2012-2013 professional accomplishments per Ms. Jensen
6. Copy of the only signature authority of record – Diane Anderson, Center at Enumclaw Manager
7. Copy of page 5, from findings report dated June 21, 2013