



**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 4, 2014

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

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

SUBJECT: Marvin McGreaham v. Central Washington University (CWU)  
Allocation Review Request ALLO-13-056

**Director's Determination**

This position review was based on the work performed for the six-month period prior to March 19, 2013, the date CWU Human Resources (CWU-HR) received Mr. McGreaham's request for a position review. As the Director's Review Program 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. McGreaham's assigned duties and responsibilities, I conclude his position should be reallocated to the Painter classification.

**Background**

On March 19, 2013, Mr. McGreaham submitted a Position Review Request (PRR) with CWU-HR, asking that his position be reallocated to the Maintenance Mechanic 3 (MM3) classification (Exhibit B-2).

Mr. Stephen Sarchet, Human Resource Representative, conducted a position review and notified Mr. McGreaham on July 12, 2013 that his position was properly allocated to the Maintenance Mechanic 2 class (Exhibit B-1).

On July 30, 2013, State Human Resources received Mr. McGreaham's request for a Director's review of CWU's allocation determination (Exhibit A-1).

A Director's review telephone conference was conducted with the parties on February 26, 2013. Present for the meeting were Marvin McGreaham; Cody Mertell, Maintenance Mechanic 2; and Stephen Sarchet, CWU-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. McGreaham works for the Facilities Maintenance Department (FMD) on the CWU campus. He performs skilled painting work in buildings and facilities across the CWU campus. Mr. McGreaham occasionally performs carpentry and other skilled trades work to complete his painting assignments and to support other construction or remodel projects across campus.

Mr. McGreaham describes his major job duties in the Position Review Request (PRR) form as follows:

90% Painting.

10% Carpentry, Cabinetry, Ceiling Repairs, Concrete

Mr. McGreaham stated during the review telephone conference that his position used to perform a variety of skilled trades work on campus. This included performing skilled carpentry, floor laying, masonry, and other general maintenance work. However, following the resignation of the department's full-time painter two years ago, he has since been serving as the department's primary painter. Mr. McGreaham stated that he occasionally uses his carpentry and other trades skills to prepare work sites for painting or assisting with other minor projects such as repairing and installing a new chair railing in an office prior to painting and installing wood storage shelves in a dance studio. However, according to Mr. McGreaham these activities in total represent about ten percent of his time.

Mr. McGreaham acknowledges that he does not lead other employees but periodically directs the work of other maintenance employees who are occasionally assigned to assist him in completing work orders.

Mr. Robert Hendrickson, Maintenance Specialist 4, is Mr. McGreaham's supervisor. Mr. Hendrickson completed the Supervisor's section of the PRR. In his comments, Mr. Hendrickson states that Mr. McGreaham spends approximately ninety percent of his time painting.

In addition, Mr. Hendrickson states in his comments that Mr. McGreaham:

...and the other FMD's maintenance mechanic 2's receive work orders from their lead or me on a daily basis. A majority of the maintenance work orders are performed with little or no supervision. They are expected to work independently and schedule their work with the tenant on the normal maintenance work orders. The leads and I routinely inspect the routine work and will schedule the work on

the larger jobs when there are multiple shops involved. I personally respond to client concerns dealing with schedule conflicts or budgetary questions.

He states in his comments that the materials and procedures Mr. McGreaham uses in his daily routine are typical for patch and paint work and do not change dramatically from day to day. This includes the color selection of the paint which normally matches the existing finish on the material to be painted. He states that Mr. McGreaham must receive approval for any changes in color prior to application of the product. Mr. Henrickson indicates that the scope and level of work performed by Mr. McGreaham is best described by the Maintenance Mechanic 2 class.

#### Summary of Mr. McGreaham's Perspective

Mr. McGreaham asserts he is performing work at the MM 3 level by performing journey level work in more than one trade or craft and specializing in painting for the majority of his work.

Mr. McGreaham contends his knowledge, skills, and level of independence fit the MM 3 class level of responsibility of serving as a specialist. Mr. McGreaham asserts his duties require the intensive application of knowledge and skills. Mr. McGreaham asserts he applies his knowledge of painting and carpentry to satisfactorily complete his work assignments independently with little or no supervision. He states that he makes all of his own decisions with regard to the planning, supplies, and techniques needed to complete his work assignments.

In total, Mr. McGreaham believes the MM 3 is the correct classification for his position.

#### Summary of CWU's Reasoning

CWU asserts Mr. McGreaham's position does not reach the MM 3 level of responsibility of serving as a lead or performing senior-level work. CWU asserts Mr. Henrickson and the MM Leads retain responsibility for resolving complex or difficult issues which could have broad potential impact to the department and the University. CWU asserts this limits the overall level of responsibility assigned to Mr. McGreaham's position.

CWU asserts the scope of Mr. McGreaham's duties do not involve performing specialist level work as defined in the Glossary of Classification Terms. His duties do not require the "...intensive application of knowledge and skills in a specific segment of an occupational area." In addition, CWU asserts the organizational and supervisory structure of the FMD does not require the use of MM 3 specialist level positions.

CWU acknowledges that the majority of duties performed by Mr. McGreaham is directly related to painting. However, CWU asserts that the Maintenance Mechanic 2 rather than the Painter class is appropriate because of the carpentry and other skilled trade work he performs in getting work sites prepared for painting and completing other occasional work projects to which he is assigned.

For example, CWU asserts Mr. McGreaham works under general supervision and the majority of his duties involve performing journey-level assignments within established standards and guidelines and without specific instruction consistent with the MM2 class specification.

CWU acknowledges Mr. McGreaham is a valued employee and performs his duties well. However, based on the scope of his duties and overall level of responsibility assigned to his

position, CWU believes the Maintenance Mechanic 2 classification is the proper allocation for Mr. McGreaham's position.

#### 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.

#### Comparison of Duties to the Maintenance Mechanic series

The Class Series Concept for Maintenance Mechanic series states:

Position in this series perform general maintenance, repair, remodeling and construction duties utilizing working knowledge of several related skill fields such as electrical, plumbing, carpentry, welding, painting and machinist work. Incumbents inspect, repair, install and maintain physical facilities, locks and maintain and repair machinery and equipment. Positions may be required to lead or supervise and instruct offenders, inmates or residents in general maintenance activities.

This series is intended to describe positions which perform a variety of general maintenance, repair, remodeling and construction activities requiring a working knowledge of a variety of skill fields. The thrust of Mr. McGreaham's position is now more narrowly focused on performing work almost exclusively in the single skilled trade area of painting rather than performing a variety of general maintenance, repair, remodeling and construction activities on buildings, facilities and equipment. His position does not meet the overall intent of this class series.

#### Comparison to Duties to Maintenance Mechanic 3

The Definition for the Maintenance Mechanic 3 class states:

This is the senior, specialist or leadworker level of the series. Positions at this level perform skilled work in more than one trade or craft. Incumbents typically specialize in one trade or craft but perform journey-level and semi-skilled work in a variety of disciplines. Incumbents perform construction, maintenance, repair and modification of buildings, facilities, mechanical equipment, machinery and specific apparatus and utilize a working knowledge of several related skill fields such as plumbing, electrical, welding, carpentry, and machinist work.

#### Lead

The "Glossary of Terms" defines "lead" as follows:

**Lead** - An employee who performs the same or similar duties as other employees in his/her work group and has the designated responsibility to regularly assign, instruct, and check the work of those employees on an ongoing basis.

Mr. Henrickson oversees all work orders and projects. Mr. Henrickson assigns work orders to the Maintenance Mechanic Lead to assign or to Mr. McGreaham directly. Therefore, although Mr. McGreaham may occasionally direct the work of other employees assisting him on work orders or projects, his position does not have designated responsibility to lead the work of others on a regular and ongoing basis.

### Senior

The Glossary of Classification Terms defines "senior" as:

**Senior** - The performance of work requiring the consistent application of advanced knowledge and requiring a skilled and experienced practitioner to function independently. Senior-level work includes devising methods and processes to resolve complex or difficult issues that have broad potential impact. These issues typically involve competing interests, multiple clients, conflicting rules or practices, a range of possible solutions, or other elements that contribute to complexity. The senior-level has full authority to plan, prioritize, and handle all duties within an assigned area of responsibility. Senior-level employees require little supervision and their work is not typically checked by others.

The overall scope and complexity of Mr. McGreaham's assigned duties with respect to his decision making authority do not reach senior level responsibility. It is uncontested that Mr. McGreaham performs skilled trades work. He independently devises methods and processes to resolve issues or situations that arise with respect to his assigned work. His knowledge, skills and experience allow him to prepare work sites for painting and perform occasional carpentry-related tasks on other assigned work projects. However, the majority of work that Mr. McGreaham performs does not require him to independently devise methods and processes to resolve complex or difficult issues that have broad potential impact. Mr. Henrickson and the MM 3 leads have responsibility over the outcomes of making decisions that carry high consequences of error relative to the department's work orders and other maintenance projects.

Additionally, Mr. McGreaham's position does not have senior-level responsibility to plan, prioritize, and handle all duties within his assigned area of responsibility. For example, Mr. Henrickson retains authority to approve or deny color changes requested by Mr. McGreaham to meet a particular client's needs. He also approves or denies any changes to the scope of work regarding assigned work orders. Further, Mr. McGreaham does not have responsibility for approving deviations and does not have independent decision-making authority for those outcomes. This limits the overall level of authority Mr. McGreaham has to plan, prioritize, and handle all duties within his assigned area of responsibility.

### Specialist

The Glossary of Classification Terms defines "specialist" as:

**Specialist** - Duties involve intensive application of knowledge and skills in a specific segment of an occupational area.

Mr. McGreaham's position does not serve in a specialist capacity. Mr. McGreaham performs his work as a member of a maintenance crew in response to work orders assigned by his supervisor. Mr. McGreaham performs the majority of his painting work under general supervision and without specific instruction. In response to work orders, Mr. McGreaham meets

on-site with a client, evaluates the job requirements and the work site, determines the materials and repairs needed to complete the work, and completes the work. This includes performing journey level work patching, preparing, and completing the painting work. Any deviations from the initial work order such as a color change by the client require his supervisor's approval.

The overall scope of his duties, and the majority of time that he spends performing his work does not require the intensive application of knowledge and skills in order to complete his work as a specialist as required.

Mr. McGreaham is not a senior, specialist, or lead worker. In addition to not meeting the intent of this series, his position does not meet the primary allocating requirements of this class.

### Comparison of Duties to Maintenance Mechanic 2

The Definition for the Maintenance Mechanic 2 class states:

This is the journey, working or occupational level of the series. Positions at this level perform a variety of skilled work in the operation, maintenance, repair, remodeling and construction of buildings, grounds, machinery, mechanical facilities and equipment, and hospital facilities, systems and equipment. Incumbents work independently and utilize a general knowledge of several related skill fields such as plumbing, electrical, welding, carpentry, and machinist work.

The Department of Personnel's Glossary of Classification Terms defines "journey-level" as:

...Fully competent and qualified in all aspects of a body of work and given broad/general guidance, can complete work assignments to standard under minimal supervision. Also referred to as the working or fully qualified occupational level.

Mr. McGreaham's position previously performed a variety of skilled trades work on campus. This included performing skilled carpentry, floor laying, masonry, and other general maintenance work. However, following the resignation of the department's full-time painter approximately two years ago, he has since been serving in that role. Mr. McGreaham is occasionally called upon to use his carpentry and other trades skills to prepare work sites or painting surfaces prior to painting. He is also called upon at times to use his carpentry and related trades skills to assist other maintenance staff with minor repair or remodeling projects. However, as each party acknowledged during the review telephone conference, this is a minor portion of his work as the majority of his work now almost exclusively consists of painting.

Mr. McGreaham's duties are consistent with performing journey level work. Mr. McGreaham is fully competent and qualified in all aspects of the body of work he performs. He works under general guidance and completes his work assignments independently to standard under minimal supervision.

The PRB 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. Alvarez v. Olympic College, PRB No. R-ALLO-08-013 (2008).

Additionally, in *Cerna v. Employment Security Dept.*, PAB No. ALLO-03-0014 (2003), the Board stated that "[i]t is not intended for a more generic classification to be used to allocate a position where the duties and responsibilities of the position are more precisely described by a more specific classification." [See also *Nance v. Eastern Washington University*, PAB No. 3769-A2 (1995)]. Board quoted above in *Waldher*; *Firouzi*; *Makari*; *Korndorfer v. DOT*; R-ALLO-08-026, R-ALLO-09-005, R-ALLO-09-006, and R-ALLO-09-009.

Therefore, because Mr. McGreaham's position is now narrowly focused on performing work in a single trade area rather than performing a variety of general maintenance, repair, remodeling and construction work on buildings, facilities and equipment, his position no longer meets the intent of the Maintenance Mechanic series or the allocating requirements of the MM2 class. His position is more appropriately addressed by another class which specifically addresses the scope and body of work that he performs.

Based on the focus and scope of the duties and responsibilities assigned to Mr. McGreaham's position, allocation to the MM 2 classification is not appropriate.

#### Comparison of Duties to Painter

The definition for this class states:

Performs journey-level skilled painting work.

It is uncontested that Mr. McGreaham spends approximately ninety percent of his time performing skilled painting work for the FMD across the CWU campus.

Although the typical work statements identified in a class specification do not form the basis for an allocation, they lend support to the work envisioned within that class. Additionally, because this class does not contain distinguishing characteristics one can look to the typical work statements for guidance.

The typical work identified in the Painter class specification states:

Prepares and cleans surfaces by use of sandpaper, burners, scrapers, sanding machines, dusters, power washers, power sanders and paint removers;

Preparatory to painting, make minor repairs in plaster, sheetrock, metal, wood and masonry surfaces by filling with putty, caulks, fiberglass, resin, etc.;

Mixes paints and allied products; matches colors; applies undercoats and finish coat to furnishings, equipment and exterior and interior surfaces of buildings and other structures by means of brush, roller or spray equipment; use tinting machines; erects and removes portable mechanical scaffolding;

Cleans brushes, containers, spray guns and other equipment;

Performs glazing, paper hanging, stencil lettering; tape, texture and patch wall coverings using trowels, taping knives, texture machines; repair plaster, sheetrock, cement and marble;

Lay out and stripe parking lots and crosswalks using striping machine;

Estimates materials and time needed to complete jobs; May direct and instruct helpers, patients or inmates;

Tape and flush smooth wall sheetrock joints using trowels, hawks, taping knives and other taping equipment; apply texture material to walls and ceilings using texture machines, pumps and hand tools; install vinyl and paper wall coverings;

Install, work from and remove scaffolding, stages, planks, ladders, jacks, spider staging and other work platforms;

Drive service truck as required; load and unload materials and supplies;

Develop preliminary cost estimates for installations and repairs;

Provide required assistance using respirators and protective clothing in support of the asbestos abatement program;

May operate and perform minor maintenance on sandblasters, power washers, striping machines, airless and conventional paint sprayers, and spray booth; operate engraving machine, Leteron machine;

May operate ladder and boom trucks and forklift;

May refinish gym floors and other hardwood floors; sealing, stripping, and sanding.

The majority of Mr. McGreaham's duties are fully consistent with these statements. Mr. McGreaham spends approximately ninety percent of his time performing skilled painting work. For example, Mr. McGreaham prepares and cleans surfaces, makes repairs in plaster, sheetrock, metal, wood and masonry surfaces, and tapes and applies texture material. He mixes paints and allied products and normally matches colors to the existing finish color of the material to be painted. He then applies undercoats and finish coats primarily to interior surfaces of buildings and facilities across campus. His duties also include meeting with clients to determine the scope of the work order and estimating materials and time needed to complete each job.

Mr. McGreaham works under general supervision and the majority of his duties involve performing journey-level painting assignments within established standards and guidelines and without specific instruction consistent with the Painter class specification. Mr. Henrickson stated in his comments that materials and procedures Mr. McGreaham uses in his daily routine are typical for patch and paint work and do not change dramatically from day to day. Mr. McGreaham also occasionally directs and instructs other maintenance staff in completing assigned work orders.

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. See Dudley v. Dept. of Labor and Industries, PRB Case No. R-ALLO-07-007 (2007).

It is very clear that Mr. McGreaham is a valued employee. A position's allocation is not based on an evaluation of performance or an individual's ability to perform higher-level work. Rather, it is based on the majority of work assigned to a position and how that work best aligns with the available job classes.

Based on the primary focus of Mr. McGreaham's position and in comparison of his assigned duties and responsibilities to the relevant job classes, his position does not meet the requirements of the Maintenance Mechanic series. Instead, his position is more appropriately addressed by Painter class which specifically addresses the scope of work assigned to his position.

Mr. McGreaham's position should be reallocated to the Painter 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: Marvin McGreaham  
Stephen Sarchet, CWU  
Lisa Skriletz, SHR

Enclosure: List of Exhibits

**MARVIN MCGREAHAM v CWU**  
**ALLO-13-056**

List of Exhibits

A. Marvin McGreaham Exhibits

1. Director's Review Form from Marvin McGreaham received July 30, 2013
2. Handwritten attachment to Director's Review request
3. Explanation of request for review

B. CWU Exhibits

1. Allocation Determination memo from Stephen Sarchet to Marvin McGreaham dated July 12, 2013
2. Position Review Request form for Marvin McGreaham with Employee and Supervisor's portion received by CWU HR on March 19, 2013
3. Position Description Form for Marvin McGreaham's position dated August 2006
4. Maintenance Organizational Chart June 2012
5. State HR Class Specification for Maintenance Mechanic 2, 626K
6. State HR Class Specification for Maintenance Mechanic 3, 626L

C. Director's Exhibits

1. State HR Class Specification for Painter, 619F