



STATE OF WASHINGTON

OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES DIVISION | DIRECTOR'S REVIEW PROGRAM

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July 21, 2015

TO: Connie Goff, PHR
Rules and Appeals Program Manager

FROM: Kris Brophy
Director's Review Investigator

SUBJECT: Guy Cramer v. Olympic College (OC)
Allocation Review Request ALLO-14-108

Director's Determination

As the Director's designee, I carefully considered all of the documentation in the file, including 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. Cramer's assigned duties and responsibilities, I conclude his position should be reallocated to the Information Technology Specialist 2 (ITS 2) classification.

Background

On May 30, 2014, OC Human Resources (OC-HR) received Mr. Cramer's Position Review Request (PRR) form, requesting that his position be reallocated to the Information Technology Specialist 2 (ITS 2) classification (Exhibit B-4).

OC-HR, conducted a position review and by letter dated October 17, 2014, notified Mr. Cramer that his position was being reallocated from the Information Technology Technician 1 class to the Information Technology Technician 2 classification (Exhibit B-1).

On November 4, 2014, State Human Resources, OFM received Mr. Cramer's request for a Director's review of OC's allocation determination (Exhibit A-1).

On June 17, 2015, I conducted a Director's review telephone conference with the parties. Present for the conference were Guy Cramer; Charlie McWorter, Director, Instruction Technology, OC; Ocie Thiele, Human Resource Consultant, OC; and Jacquie Curry, Human Resource Consultant, OC.

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).

Organization Structure

Mr. Cramer works for the Instructional Technology department at OC. His position provides IT technical support to the Instructional Technology and Network Services departments. Mr. Cramer reports to Charles McWhorter, Director of Instructional Technology.

Position Purpose

Mr. Cramer provides information technology support to the College's Wireless Communications and PBX Telecommunications systems. His position provides network infrastructure troubleshooting and maintenance to facilitate phone moves, additions and changes. This includes providing vendor support and responding to trouble tickets through the college's I-Support system.

Duties and Responsibilities

Mr. Cramer's duties and responsibilities are summarized from the PRR (Exhibit B-4) as follows:

30% Duty

With little or no supervision I perform maintenance of the network infrastructure and coordinate moves; additions; and changes to our cable plant. I correct network malfunctions and implement emergency fixes when needed. I consult with our network team and our customers in order to analyze technology needs and resolve network issues; connectivity issues; installation of new network equipment; wireless access points. I install data communications equipment and assist with ordering. Replace faulty hardware modules in network equipment. I configure, reconfigure, and install network switches. Install wireless access points and add new cable drops where needed. Work closely with vendors in order to support network capable devices: Maverick's, building automation; keyless door systems; and security cameras. I monitor and test system connectivity. Maintain documentation of the IOS/OS configurations for all network equipment; while keeping all enterprise infrastructures current to Washington State and industry standards.

Tasks

- Daily moves; additions; and changes.
- Installation of network gear and cabling.
- Troubleshooting of the network.

30% Duty

I work with Network team, contractors and independently on cabling projects; coordinating data power and cable pathways for new and remodel construction. It is a requirement that I have extensive knowledge of TIA/EIA standards and BICSI standard guidelines. Understanding how to read blueprints is a valuable skill in order to communicate with contractors and inspect what contractors are doing; troubleshooting network infrastructure issues in the field; and in project planning meetings. I document and maintain documentation on network infrastructure for moves, additions, and changes. I maintain documentation inventories for cabling, cabling supplies, UPS, Emergency Supplies, and network telephone equipment. I also have experience with other trades: electrical, plumbing and construction, in order to effectively communicate with architects, other college departments, and contractors to efficiently accomplish new and remodeling projects.

Tasks

- New cable drops.
- Troubleshoot network infrastructure
- Documentation
- Project planning

30% Duty

With little or no supervision I do most of the phone moves, additions, and changes throughout Olympic College enterprise. I work with the PBX on a daily basis, if there is an issue with the system I am able to diagnose and troubleshoot the problem with our network team and in conjunction with our technical support for the system. This requires me to know the Avaya operating system and the cable plant; so I can troubleshoot phone issues. Phone and computer moves, additions, and changes are a daily component of my job. When there is a request made to move a phone and/or computer I need to coordinate across several departments: with IT technicians; Facility Services; and the Client's requesting the move; in order to ensure that the customer's experience is as free from disruption as possible. Daily phone issues can be as easy as TTY two like stations, or progressively more complex; upgrading a station to digital; troubleshooting an existing station, resetting voice mail passwords; creating from the ground up a net new phone; or an addition of a net new cable drop for phone and computer.

Tasks

- Resolve phone issues.
- Coordination with other departments for moves; additions and changes.

10% Duty

With little or no supervision I assist with the day to day operation of Instructional Technology; troubleshooting TWS and ITV issues. I assist in the maintenance and installation of classroom technology and I am one of the lead technicians

who direct a team of Student Employees in the installation of media equipment throughout the Olympic College enterprise; under strict guidelines. Obtained training in new technology in order to better serve our customers; I am certified in Extron Electronics: Configurable Control Systems for Higher Education. I train new Technicians on the operation and function of Video Conferencing equipment; Polycom and Aver. I assist colleagues in troubleshooting audio/video problems and follow up on reports of trouble calls. Responsible for ensuring that media enhanced instruction takes place; that network connection to other ITV classrooms is made and that all media equipment is operating properly. I am media support technician for the faculty, the students, and fellow technicians.

Tasks

- Troubleshoot TWS
- Train technicians in the operation of ITV equipment.

Supervisor's Comments

Mr. Simpson completed the Supervisor Portion of the PRR. He indicates in Exhibit B-3 that Mr. Cramer's description of assigned work activities is accurate and complete.

Summary of Mr. Cramer's Perspective

Mr. Cramer asserts the majority of his duties meet the requirements of the ITS 2 classification. He believes the specialized work he performs as a Network Technician reaches the scope and level of responsibility stated in the ITS 2 class. He states in the PRR that his position provides a higher level support role with more independence and greater decision making authority than indicated in the IT Technician 2 class.

Summary of OC's Reasoning

OC asserts Mr. Cramer performs does not have the scope or level of responsibility required by the ITS 2 class. OC asserts that the primary focus of Mr. Cramer's position is to perform routine duties consisting of making moves, additions and changes to computers and phones for the Instructional Technology department. OC asserts this level of IT support is consistent with IT Technician 2 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.

Comparison of Duties to Information Technology Technician 2

The Class Series Concept states:

Positions in this category perform **entry-level** information technology systems and/or applications support work for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

This series is distinguished from the Information Technology Systems Specialists by the requirement for following established procedures and guidelines to complete information technology system and application support tasks.

[Emphasis added]

The State HR *Glossary of Classification Terms* defines "Entry" as:

Entry - Performs beginning level work under close or direct supervision. Incumbents typically work within narrowly established guidelines and parameters. Duties are often repetitive and routine and decision-making is limited. Clear work directions and parameters are provided and outcomes are reviewed by higher levels.

The Information Technology Technician series is intended to describe positions which perform entry-level IT support work. This involves following narrowly established guidelines. Duties are often repetitive and routine. Decision-making authority is limited. Clear work directions and parameters are provided and outcomes are reviewed by higher levels on regular basis.

In addition, this series is distinguished from Information Technology Specialist series by the scope and level of IT work involved, and the degree to which incumbents follow established procedures and guidelines to complete information technology support tasks. This involves the amount of supervision and degree of independence with which the employee works.

First, the level of independence and scope of supervision Mr. Cramer receives in performing his duties extends beyond the intent of this class series. This includes the amount of oversight he receives, the latitude he has in determining the work methods and priorities to apply in completing his work on a daily basis, the scope and level of decision-making authority that has been delegated to his position, and the extent to which his completed work assignments are reviewed. For example, Mr. Cramer reports to Mr. McWhorter, the Director of Instructional Technology. Mr. Cramer independently prioritizes and completes his daily work assignments, and his work is generally reviewed after it is completed. This reaches beyond the scope of supervision anticipated by this series in which the work is frequently reviewed for accuracy, completion, and adherence to instructions.

Therefore, Mr. Cramer's overall level of supervision and scope of independence in completing his work assignments reaches beyond the scope anticipated by the Information Technology Technician series.

There is no Definition for the Information Technology Technician 2 class.

The Distinguishing Characteristics for this class state:

Under general supervision, follows established procedures to perform routine technical tasks such as testing, installing, maintaining, supporting, and/or averting hardware/software system failures on client applications, hardware and software products, network infrastructure equipment, or telecommunications software or hardware. Incumbents have a working knowledge of computer systems and are able to complete routine tasks without help. Problems/issues are referred to a higher level or to another support group for resolution. In a training capacity, may participate in basic programming or computer analysis.

In addition, although the examples of typical work identified in a class specification do not form the basis for an allocation, they lend support to the scope and level of work performed by that classification. The Information Technology Technician 2 typical work statements include the following:

Installs, tests, and maintains hardware and software products. Performs routine preventive maintenance tasks for computers, peripheral, and/or data communication equipment;

Works with new users to complete access request forms, researches the access requested, types memos requesting access and transmits for approval. Sets up access and passwords upon approval;

Creates log-in ID's, resets passwords;

Receives and records trouble reports from customers. Executes scripts. Routes trouble tickets to a higher level for resolution. Notifies customers about outages, system problems, etc;

Serves as a liaison between the customer and information technology support services;

Maintains service logs and/or on-line trouble logs and resolve client requests;

Assists with moves related to network operations and employees;

Calls vendors to do cabling for networks and phones;

While a portion of Mr. Cramer's work involves performing routine information technology support work, as a whole, Mr. Cramer's position duties exceed the requirements of the IT Technician 2 class.

For example, Mr. Cramer's duties extend beyond the scope of this class of receiving and recording trouble reports from customers and routing trouble tickets to a higher level for resolution. Mr. Cramer performs these duties independently. Mr. Cramer independently completes moves, additions and changes related to network operations and employees in addition to assisting higher level technicians with more complex tasks. Additionally, while Mr. Cramer contacts vendors regarding cabling installation issues, his duties also include performing cable drops and performing other related tasks.

As a whole, the overall scope and level of responsibility assigned to Mr. Cramer's position reaches beyond the requirements of the Information Technology Technician 2 class. Mr. Cramer has the latitude to independently establish and adjust his daily work priorities and assignments.

Therefore, the focus and scope of duties, and the overall level of responsibility assigned to his position extend beyond requirements of the Information Technology Technician 2 class and his position should not be allocated to that class.

Comparison of Duties to Information Technology Specialist 2 (ITS 2) class states:

The Definition for the Information Technology Specialist 2 (ITS 2) class states:

In support of information systems and users, performs standard consulting, analyzing, programming, maintenance, installation and/or technical support.

Under general supervision, follows established work methods and procedures to complete tasks on computers and/or telecommunication software/hardware, applications, support products, projects, or databases for small scale systems or programs or pieces of larger systems or programs. Performs standard tasks such as consulting with customers to identify and analyze technology needs and problems; responding to and resolving trouble reports from users; processing equipment and service orders; coordinating installations, moves, and changes; analyzing problems for parts of applications and solving problems with some assistance; supporting and enhancing existing applications in compliance with specifications and standards; conducting unit, system or usability testing; writing specifications and developing reports; developing and conducting application, software and/or system operation training for users; or serving as part of a problem solving team addressing more complex issues. The majority of tasks are limited in scope and impact individuals or small groups. Complex problems are referred to a higher level.

Mr. Cramer's level of responsibility for providing network support for Wireless Communication and PBX Telecommunications are consistent with these statements. Mr. Cramer follows established work methods and procedures to complete standard level network infrastructure support tasks. The majority of his tasks are limited in scope and impact individuals or small groups. He has some latitude on resolving issues and moderate or complex issues are referred to a higher level IT specialist position for resolution.

Mr. Cramer provides standard-level technical IT support for the Instructional Technology department. For example, his duties include processing equipment and service orders. He coordinates installations, moves, and changes for cabling projects with the College's Network team, contractors and departmental staff. This includes coordinating with others regarding data power and cable pathways for new and remodel construction. He also responds to and resolves trouble reports from users, and independently consults with customers to identify and analyze problems. Mr. Cramer troubleshoots standard problems and resolves issues or refers complex problems to higher level specialists for resolution which is consistent with this class.

Although the examples of work do not form the basis for an allocation, they lend support to the work envisioned within a classification. The following examples of work are listed under the ITS 2 class and most relate to the duties he performs:

Gathers customer service and equipment needs for ...hardware and software products, network infrastructure equipment, or telecommunications software or hardware. Attends fact gathering sessions, accesses and retrieves data, and analyzes problems. Solves problems with some assistance;

Processes equipment and service orders, coordinates installations, moves, and changes;

Installs system hardware and software, performs standard maintenance, preventive maintenance, modification, testing and debugging. Tests according to appropriate standards;

Runs tests using hardware and software diagnostic tools such as network analyzing equipment and operating system diagnostics to identify and either resolve or refer problems to other staff for analysis;

Provides help desk technical support, and/or responds to trouble reports from users and identifies and resolves problems within their control. Performs component-level diagnostics to determine need for replacement, identifies and replaces faulty components to board level. Calibrates and/or tests for proper operation;

Monitors reports, billings, documents, and activity logs;

Creates and supports operation of test environments for hardware and/or software.

Assists higher-level analysts with larger projects.

May assist higher-level staff in testing more complicated software/hardware or software/hardware with larger operational consequences;

These examples of work are consistent with the duties Mr. Cramer performs.

For example, Mr. Cramer resolves network and connectivity issues. He installs new network equipment and wireless access points. He installs data communications equipment and assists with ordering. He replaces faulty hardware modules in network equipment. He configures, reconfigures and installs network switches. He also installs wireless access points and adds new cable drops where needed. His duties include working vendors to support network capable devices. He also works with vendors to report system bugs and to resolve issues.

Mr. Cramer performs standard IT support to the College's PBX telecommunication system such as upgrading analog stations to digital, troubleshooting existing stations, installing new phone lines which include independently completing new cable drops. Mr. Cramer coordinates requests to move with departmental staff, IT technicians, and Facility Services staff.

In total, when considering the over scope of duties and the level of supervision and decision-making Mr. Cramer exercises in his position, the ITS 2 class provides a better fit.

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).

Therefore, when determining the appropriate classification for a specific position, the duties and responsibilities of that position must be considered in their entirety and the position must be allocated to the classification that provides the best fit overall for the majority of the position's duties and responsibilities. *Dudley v. Dept. of Labor and Industries*, PRB Case No. R-ALLO-07-007 (2007).

In this case, the level, scope and diversity of the overall duties and responsibilities of Mr. Cramer's position best fit the ITS 2 classification. His position should be reallocated to that class.

Appeal Rights

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

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

The mailing address for the Personnel Resources Board (PRB) is PO Box 40911, Olympia, Washington, 98504-0911. The PRB Office is located on the 3rd floor of the Raad Building, 128 10th Avenue SW, Olympia, Washington. The main telephone number is (360) 407-4101, and the fax number is (360) 586-4694.

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

c: Guy Cramer, OC
Ocie Thiele, OC

Enclosure: List of Exhibits

GUY CRAMER v OLYMPIC COLLEGE

ALLO-14-108

List of Exhibits

A. Guy Cramer Exhibits

1. Director's Review Form received November 4, 2014
2. October 17, 2014 Olympic College allocation decision
3. Position Review Request Employee Portion dated May 30, 2014
4. Letter to Review Committee from Guy Cramer

B. OC Exhibits

1. Position Review Decision Dated August 14, 2014, pages 1-2
2. Class Spec, page 3
3. Org Chart, pages 4-5
4. Employee Position review Request, pages 6-10
5. Supervisor Portion Position review Request, pages 11-12
6. Class Spec, IT Tech Technician 2, page 13
7. Class Spec, IT Tech Spec 1, pages 14-15
8. Class Spec, IT Tech Spec 2, pages 16-17
9. HR Analysis Sheet, page 18

C. Class Specifications

1. State HR Class Specification for IT Technician 2
2. State HR Class Specification for IT Specialist 1
3. State HR Class Specification for IT Specialist 2