



STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

STATE HUMAN RESOURCES | DIRECTOR'S REVIEW PROGRAM

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December 16, 2014

TO: Connie Goff, PHR
Rules and Appeals Program Manager

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

SUBJECT: Anita Brunner v. North Seattle Community College (NSCC)
Allocation Review Request ALLO-13-110

This position review was based on the work performed for the six-month period prior to June 24, 2013, the date NSCC Human Resources (NSCC HR) received Ms. Brunner's 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 written comments provided by both parties. Based on my review and analysis of Ms. Brunner's assigned duties and responsibilities, I conclude her position is properly allocated to the Program Coordinator classification.

Background

On June 24, 2013, NSCC Human Resources (NSCC HR) received Ms. Brunner's Position Questionnaire (PQ), requesting that her Program Coordinator position be reallocated to the Program Specialist 2 class (Exhibit B-2).

NSCC HR conducted a position review and notified Ms. Brunner on October 9, 2013 that her position was properly allocated to the Program Coordinator class (Exhibit B-1).

On December 9, 2013, State Human Resources, OFM received Ms. Brunner's request for a Director's review of NSCC's allocation determination (Exhibit A-1).

On November 4, 2014, I conducted a Director's review telephone conference with the parties. Present for conference were Anita Brunner, Program Coordinator, NSCC; Inti Tapia, Council Representative, WFSE; Kathy Rhodes, Dean of Enrollment Services, NSCC; David Bittenbender, HR Administrator, NSCC, and Martin Logan, Seattle District Human Resources.

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

Ms. Brunner works in the Admissions, Registration, Records and Credentials (ARRC) Office at NSCC. Ms. Brunner has primary responsibility for coordinating the day-to-day technical clerical support activities for the college's registration process. This includes providing guidance and direct support and assistance to students registering for classes at NSCC. She ensures students are able to register for classes by setting their registration appointments, coordinating and troubleshooting waiting lists for all classes, maintaining the prerequisites system for each class, and creating and assigning entry codes for each quarter. She also performs enrollment verification functions and provides direct support to the office's front counter.

Ms. Brunner's major job duties are summarized from the PQ (exhibit B-2) as follows:

35% **Duty**

Coordinate Registration

Tasks

Registration Appointments – Create, assign and distribute appointments for students to begin registering.

Coordinate and troubleshoot Waiting List for all classes each quarter.

Maintain the prerequisites system for each class by following CAS paperwork or dean's request.

Troubleshoot/Problem Solve registration issues when needed.

Create, assign and distribute entry codes each quarter.

30% **Duty**

Support Front Counter and Phones in ARRC.

Tasks

Indirect supervisor and training of part time students and hour staff at the Front Counter and phones.

Train full time staff as needed on the HP throughout campus.

Troubleshoot/Problem Solve both Front counter and phone when needed.

HP training for all new staff at NSCC.

Advise students, faculty and staff regarding policies and/or procedures or academic necessities.

20% **Duty**

Maintain and Program and Update all the SMS screens on the list

Tasks

Prerequisites

Online Reg. Dates

Maintain Waiting Lists

Running and working with the DATAX Reporting system for different needs

Entry codes – Create and distribute

Job Scheduling

Data Cleanup

Program and Run the Degree Audit program

15% **Duty**

Enrollment Verifications

Tasks

Produce Electronic and paper verifications

Understand FERPA Guidelines

Facilitate Clearinghouse Process

Communicate with National Student Clearinghouse

Supervisor's Comments

Jayne Strom-Strebe, Interim Assistant Registrar, completed the Supervisor's Portion of the PQ (Exhibit B-2). Ms. Strom-Strebe indicated on the form that Ms. Brunner's description of her assigned duties and responsibilities is accurate and complete.

Summary of Ms. Brunner's Perspective

Ms. Brunner asserts her position has independent responsibility for planning, organizing, directing and coordinating operations and performing other duties consistent with the Program Specialist 2 class. Ms. Brunner asserts in her comments that she has responsibility for the following:

- Working autonomously to manage the registration operation activities for NSCC
- Working closely with various external groups and having decision-making authority on what is allowed and required for students to begin taking classes in the following areas;
 - Air Washington Grant Director
 - Worker Retraining/OCE&E Office's
 - National Student Clearinghouse – as one of the NSC Administrator's for NSCC

- Exercising full decision-making authority and independent judgment in managing day-to-day operations.
- Providing professional advice, representing and assisting the Dean/Registrar in support of Program goals.
- Teaching all new employees on the HP student database.
- Serving as the Enrollment Verification representative for NSCC.
- Programming and maintaining the College's class prerequisite registration system.

Ms. Brunner also asserts her duties include having responsibility for providing consultation to students regarding the registration process, serving as the program's liaison, exercising independent judgment in interpreting and applying program specific policies and procedures and resolving problems.

Ms. Brunner asserts her position should be reallocated to the Program Specialist 2 class.

Summary of NSCC's reasoning

NSCC asserts the scope of Ms. Brunner's position duties do not reach the overall scope of responsibility for planning, organizing, directing and coordinating the program at a level anticipated by the PS 2 class.

NSCC asserts Ms. Brunner's position meets the Definition and Distinguishing Characteristics of the Program Coordinator classification by coordinating the student registration program's technical clerical support activities for NSCC. NSCC asserts she exercises independent judgment in interpreting and applying rules, policies and procedures related to coordinating administrative processes and procedures for the duties she performs.

For these reasons, NSCC asserts Ms. Brunner's position is properly allocated to the Program Coordinator Class.

Comparison of Duties

When comparing the assignment of work and level of responsibility to the available class specifications, the Class Series Concept (if one exists) followed by the 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 Program Specialist 2

The Class Series Concept for the Program Specialist 2 states:

Positions in this series coordinate discrete, specialized programs consisting of specific components and tasks that are unique to a particular subject and are separate and distinguished from the main body of an organization. Positions coordinate program services and resources; act as a program liaison and provide consultation to program participants and outside entities regarding functions of the program; interpret, review and apply program specific policies, procedures and regulations; assess program needs; and develop courses of action to carry out program activities. Program coordination also requires performance of tasks

and application of knowledge unique to the program and not transferable or applicable to other areas of the organization.

Examples of program areas may include, but are not limited to: business enterprises, fund raising, volunteer services, community resources, election administration and certification, juvenile delinquency prevention, recreational education and safety, energy education, aeronautic operations and safety, student housing, financial aid, and registration.

The Definition for Program Specialist 2 states:

Positions at this level work under general supervision and plan, organize, direct and coordinate operations for programs such as the business enterprise, volunteer services and community resources, elections examination/administration programs. Incumbents oversee day-to-day program operations, function as the program representative and resource, have extensive contact with program participants and outside entities, and resolve problems within a delegated area of authority. Unusual problems, probable outcomes and solutions are presented to higher levels for resolution. Incumbents may be delegated limited authority to approve budget expenditures and may assist higher-level staff with developing and coordinating statewide program activities.

As stated in the Definition of this class, positions at this level have independent responsibility for planning, organizing, directing and coordinating program operations. Incumbents oversee day-to-day program operations. Ms. Brunner's position does have primary responsibility for coordinating the daily technical clerical administration of the student registration process for the ARRC. However, her level of responsibility for directing the day-to-day activities of the registration process do not reach the Program Specialist 2 level responsibility for planning, organizing, directing and coordinating program operations.

For example, incumbents at this level coordinate services and resources, assess program needs, and develop courses of action to carry out program functions and activities. While Ms. Brunner's duties include coordinating the daily technical clerical administration of the registration process, her position does not have responsibility for assessing and participating in establishing program standards and identifying areas for program development. This scope and level of responsibility rests with her supervisor and other higher-level staff such as the Dean.

Positions at this 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. Brunner's position does not fully reach this level of responsibility. During the review period Ms. Brunner did work with the Washington Grant Director to establish the registration process which included working with the Director to determine prerequisite for students taking classes for the newly established academic program. However, the primary focus of her position is to coordinate the program's administrative clerical processes to ensure proper registration procedures are followed.

For example, the primary focus of her position and the majority of duties as a whole are more clerical in nature and supportive to overall daily program operations. Ms. Brunner serves as the department's contact and resource for the student registration process. Ms. Brunner creates, assigns and distributes registration appointments for students to begin registering. She

maintains the class waiting list and prerequisite system. She also serves as the Enrollment Verification representative for the College. She responds to generally recurring and routine verification inquiries and requests from outside agencies, colleges or universities regarding student enrollment information.

In addition, Dean Rhodes stated during the review telephone conference that she relies on Ms. Brunner to perform her duties independently and to address routine questions and concerns. Ms. Brunner exercises independent judgment to address generally recurring registration issues and explaining registration processes to students and others. Ms. Brunner follows established guidelines and procedures to address and resolve registration issues and problems and she consults with her supervisor for situations that are new or unclear. This overall scope of responsibility is generally more in alignment with Program Coordinator level responsibility of conferring regularly with representatives of off-campus organizations and agencies regarding the interpretation and implementation of program and institutional policies.

Further, Ms. Brunner does not have responsibility for performing other tasks consistent with this level such as attending meetings and/or conferences as the program representative or developing and making public presentations on program related topics. She does not have limited authority to approve budget expenditures or assist higher-level staff with developing and coordinating statewide program activities.

In total, Ms. Brunner's overall scope and level of responsibility for directing the activities of the student registration function do not fully reach the Program Specialist 2 level responsibility. For these reasons her position should not be allocated to the Program Specialist 2 class.

Comparison of Duties to Program Coordinator

The Definition for the Program Coordinator classification states: "[c]oordinate the operation of a specialized or technical program."

The Distinguishing Characteristics for the Program Coordinator classification state:

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.

On a best fit basis, Ms. Brunner's position duties more accurately align with the Definition and Distinguishing Characteristics of the Program Coordinator classification. Ms. Brunner has primary responsibility within her unit to coordinate and provide direct technical support to the ARRC Office's student registration activities. She uses her specialized knowledge to

independently carry out daily technical clerical support activities for the student registration program.

For example, Ms. Brunner performs a variety of specialized administrative clerical tasks to support the student registration process. The majority of her work involves performing direct technical clerical support activities regarding the registration process. This includes creating up to 20,000 registration appointments each quarter. She assigns and distributes appointments to students to register via online services. She uses the College's Student Management System to create, assign, and distribute class entry codes. She monitors and maintains the class Waiting Lists to ensure the waiting list is functioning properly and updated daily. She also ensures that the class prerequisite system has the proper information to reflect instructor and department requirements to allow students into the appropriate classes.

Ms. Brunner exercises independent judgment in interpreting and applying rules, policies and procedures related to registration processes and procedures. Ms. Brunner has extensive contact with on-campus students and staff in carrying out daily registration activities. She independently advises students, staff, program participants and/or the public regarding student registration policies, processes and procedures.

For example, she independently coordinates the student appointment and class waiting list processes. She maintains class prerequisite information, distributes entry codes, and provides student enrollment verification information. She also supports the front counter and phone services, provides training and performs other clerical support functions including maintaining and updating lists and student data.

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).

The Program Specialist 2 and the Program Coordinator classes describe examples of work that may apply to either class such as working with program participants, resolving conflicts, and assisting higher-level staff. However, when considering both class definitions and the level of supervision and decision-making, the Program Coordinator class provides a better fit for the scope of Mr. Brunner's duties.

In this case, while Ms. Brunner coordinates the daily operations of the registration process, the primary focus of her position, the level of her delegated authority, and the majority of duties as a whole more accurately align with the Program Coordinator classification. For these reasons her position should remain allocated to the Program Coordinator 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: Anita Brunner
Inti Tapia, WFSE
Martin Logan, NSCC
Lisa Skriletz, SHR

Enclosure: List of Exhibits

ANITA BRUNNER v NSCC

ALLO-13-110

List of Exhibits

A. Anita Brunner Exhibits

1. Director's review request form received December 9, 2013 with SCCD Reallocation Determination for Anita Brunner
2. Copy of Anita Bender's Position Questionnaire
3. Position Statement regarding reallocation request
4. Sample of general Agenda items in weekly meetings with Dean Kathy Rhodes
5. Two sample emails stating responsibility for setting up HP student database with new employees

B. Seattle Community Colleges Exhibits

1. Allocation determination letter to Anita Brunner dated October 9, 2013
2. Position Questionnaire for Anita Brunner's position received on June 24, 2013 (Director's Note: Date verified during review conference)

C. Class Specifications

1. State HR class specification for Program Coordinator, 107N
2. State HR class specification for Program Specialist 2, 107I