



**STATE OF WASHINGTON**  
**OFFICE OF FINANCIAL MANAGEMENT**  
STATE HUMAN RESOURCES | DIRECTOR'S REVIEW PROGRAM  
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April 16, 2015

TO: Connie Goff  
Rules and Appeals Program Manager

FROM: Cherie Willhide, SPHR  
Director's Review Program Investigator

SUBJECT: Brandon Reed v The Evergreen State College  
Allocation Review Request ALLO-14-043

**Director's Determination**

This position review was based on the work performed for the six-month period prior to January 27, 2014, the date The Evergreen State College Human Resources (TESC HR) office received Mr. Reed's request for a position review. As the Director's Review Investigator, I carefully considered all of the documentation in the file, including the exhibits and the verbal comments provided by both parties presented during the Director's review conference. Based on my review and analysis of Mr. Reed's assigned duties and responsibilities, I conclude his position should be reallocated to the Fiscal Specialist 2 classification.

**Background**

On January 27, 2014, TESC HR received a Position Review Request from Mr. Reed asking that his position be reallocated from a Fiscal Specialist 1 to an exempt Financial Aid Systems Coordinator position, or an Information Technology Systems 3 position (Exhibit B-5).

On February 13 and 19, 2014, TESC HR office interviewed Mr. Reed regarding his positions duties and responsibilities.

On March 4, 2014, TESC HR met with Mr. Reed's supervisor, the Student Financial Services Manager, Ms. Beatrice Sapp, to discuss Mr. Reed's duties and responsibilities.

On March 10, 2014, TESC HR met with Mr. Tony Alfonso, the Director for Computing & Communications, to discuss Mr. Reed's duties and responsibilities.

On March 27, 2014, TESC notified Mr. Reed that his position was being reallocated from Fiscal Specialist 1 to a Forms and Records Analyst 3, at range 46, step J. (Exhibit B-2).

On April 15, 2014, TESC provided Mr. Reed with a corrected notice that his position was being reallocated from Fiscal Specialist 1 to a Forms and Records Analyst 3, at range 46, step H. (Exhibit B-1).

On May 13, 2014, the Office of the State HR Director received Mr. Reed's request for a Director's review of TESC's allocation determination (Exhibit A-1).

On March 17, 2015, I conducted a Director's review conference. Present during the conference were Brandon Reed; Sharon Storer, Assistant Director for Human Resource Services TESC; and Lucy Macneil, Human Resources Consultant, OFM State 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. Little-Stamper v. Washington State University, PAB Case No. 3722-A2 (1994).

### **Duties and Responsibilities**

Mr. Reed works in the Student Financial Office of The Evergreen State College, which is part of the Business Services Division. Mr. Reed supports the Student Financial Services Manager by serving as the office lead for accounts receivable and accounts payable that flow through the Student Financial Services office. Mr. Reed serves as the expert in the use of the Banner and CashNet technology systems for the office. Mr. Reed uses the systems to retrieve information, analyze, research, and develop efficiencies to assist the Student Financial Services Manager in saving the college money. Mr. Reed provides customer service and accounting functions associated with student and non-student receivables.

Mr. Reed described his main job duties in his position review request dated January 10, 2014 (Exhibit B-5) as follows:

- 20% Manage Banner tuition tables, detail codes, student records, billing, Monthly/quarterly/yearly set up.
- 20% Manage CashNet on-line payment system, set up e-Markets, troubleshoot errors through event log viewer, e-refunds, cashiering, and dynamic billing.

- 10% Customer Service – answer community member questions regarding student financial services. Process Parent Plus Loans.
- 10% Non-student accounts receivables. Book invoices into Banner, send out late notice correspondence, and reconcile non-student accounts.
- 15% Serve as lead to student accounts staff. Answer questions regarding college financial policies.
- 10% Serve on outside organizations such as Banner Users Group, Data Standards Team, FERPA remodel chair, hiring committees, assist with Bookstore programs, conferences.
- 10% Communicate between Registration and Records, Financial Aid, Administrative Computing and Student Financial Services updates, changes, and issues affecting students.
- 5% Assist Cashier's with opening, closing and balancing.

Mr. Reed explained during the Director's Review Conference that his duties and responsibilities have changed over the last two years to include more technology related responsibilities as the college increased its reliance on software to ensure accurate and efficient financial processing. Mr. Reed stated that he is responsible for updating, testing, and troubleshooting the Banner and CashNet modules used by the Student Financial Services Office. Mr. Reed uses the E-Visions program to establish on-line payment opportunities for other departments, such as accepting payments for plays or other functions occurring on campus. Mr. Reed stated that he is responsible for ensuring the coding is correct so that the money is credited to the proper account. Mr. Reed is also responsible for training and assisting other staff within the Student Financial Services Office on the use of these systems.

### **Summary of Mr. Reed's Perspective**

Mr. Reed stated that he feels his position should either be allocated as an exempt position similar to the TESC position of Financial Aid Systems Coordinator or as an ITS 2 position.

Mr. Reed stated that as TESC relies more and more on technology within the Student Financial Services department, he began to question the allocation of his position. Mr. Reed asserts that there are other positions within TESC that have similar duties and responsibilities to his position and those have been made exempt. Mr. Reed also questioned the ability to assign a position with varied responsibilities such as his, into a pre-set classification structure.

Mr. Reed stated that after looking at other positions both within and outside of TESC, he felt he needed to appeal the allocation decision.

### **Summary of TESC's Reasoning**

TESC Assistant Director for Human Resource Services, Sharon Storer stated when the position review request came in, the HR Division met with Mr. Reed and spent considerable time discussing his duties and responsibilities. Ms. Storer also met with Mr. Reed's supervisor and the Director of IT services. Ms. Storer stated that although Mr. Reed's position is responsible for several technology related functions, the primary function for his position, or the reason the position exists, is not technology related. After reviewing the IT Specialist series, the Fiscal Specialist 1 classification, and the Forms and Records 3 classification, and after consultation with her supervisor, Ms. Storer determined that the Forms and Records Analyst 3 was the best fit of the overall duties and responsibilities for Mr. Reed's position.

TESC asserts Mr. Reed's position is properly allocated to Forms and Records Analyst 3 class.

#### Consideration of Exempt Positions

During the conference, I explained to Mr. Reed that agency exempt positions are not covered under RCW 41.06 and, as such, do not fall under the purview of the Director's Review process. Therefore, I cannot consider agency exempt positions when making an allocation determination.

#### 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 Information Technology series

The Class Series Concept for the Information Technology Specialist class states, in part, the following:

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

This category broadly describes positions in one or more information technology disciplines such as: Application Development And Maintenance, Application Testing, Capacity Planning, Business Analysis and/or Process Re-Engineering, Data Base Design And Maintenance, Data Communications, Disaster Recovery/Data Security, Distributed Systems/LAN/WAN/PC, Hardware Management And Support, Network Operations, Production Control, Quality Assurance, IT Project Management, Systems Software, Web Development, or Voice Communications.

*Positions which perform information technology-related work to accomplish tasks but are non-technical in nature would not be included in this occupational category.*

[Emphasis added]

Mr. Reed's position does not meet the intent of this series of performing professional information technology systems and/or applications support for client applications, databases, computer hardware and software products, network infrastructure equipment, or telecommunications software or hardware.

While Mr. Reed's position performs some information technology related tasks such as ensuring the interface between CashNet and Banner are functioning properly, ensuring that the system coding is accurate so that the money goes to the correct accounts, and establishing billing documents in E-vision. The primary purpose of Mr. Reed's position is not to perform information technology systems or applications support but to ensure the systems are in place to carry out the financial functions of the Student Financial Services section. In addition, Mr. Reed's technology application duties are limited to the work within the Student Financial Services section and not throughout the University or even the Business Services Division. Therefore, the focus of his position and majority of his duties as a whole do not meet the intent of the Class Series Concept of the Information Technology Specialist class series.

### Comparison of duties to Forms and Records Analyst 3

The Definition for Forms and Records Analyst 3 reads as follows:

Positions at this level are specialists in two or more system areas such as financial records, student records, resident records, and/or health records, or function as a management consultant for complex manual and/or electronic forms and/or records problems, or provide management consultation and determinations on responses to public record requests. Incumbents may oversee the work of subordinate staff and coordinate the day-to-day delivery, distribution, access, maintenance and retention of manual and/or electronic forms and/or records.

While Mr. Reed serves as a specialist in student financial records and conducts other financial recordkeeping tasks, his position is not focused on the retention or disposition of those records, nor does he provide consultation to management on responding to public records requests. During the Director's review hearing, Mr. Reed stated that the primary responsibility for records retention and responding to public records requests were with the President's Office at TESC. Mr. Reed stated that when public records requests come in which involve records held by the Student Financial Service section, he provides those designated files to the president's office as instructed. Therefore, the focus of his position and the majority of his duties as a whole do not meet the definition of this class.

### Comparison of duties to Fiscal Specialist series

The Class Series Concept for the Fiscal Specialist class states the following

Provide administrative support to administrator or manager in line with the fiscal and/or business management. Apply principles of financial management to perform such functions as record keeping, auditing, analysis, budgeting, payroll, travel, purchasing and other types of fiscal operations.

The State HR Glossary of Classification Terms defines Administrative work as follows:

Determines or participates in making policy, formulates long-range objectives and programs, and reviews the implementation of programs to conformance to policies and objectives.

Mr. Reed's position serves as the lead for the Student Financial Service section and assists the section manager in ensuring that the business practices are in alignment with state and federal regulations, state policies and tax policies. His position is also responsible for all the technology modules that are in use by the section, and ensures that the unit's business processes are in alignment with the new technology.

Of the available classes in the class plan, on a best fit basis, Mr. Reed's position falls within the overall scope of the Fiscal Specialist class series.

#### Comparison of duties to Fiscal Specialist 2

The Fiscal Specialist 2 Definition reads as follows:

Under general direction, perform a variety of complex and varied fiscal administrative support functions such as analyzing and developing budgets for grants, contracts, state funds, and/or program funds, establishing and maintaining comprehensive fiscal recordkeeping systems, analyzing, establishing and maintaining cost center and/or self-sustaining accounts, maintaining professional fee records and coordinating unit-wide fiscal support functions such as payroll, travel reimbursement, purchasing and fiscal planning. Positions at this level typically function in support of units with diverse activities such as research, teaching, patient care, and community service programs.

SHR's Glossary of Classification Terms defines *general direction* as follows:

General direction – 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. Employee may deviate from standard work methods, guidelines and 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 and producing expected results.

The majority of Mr. Reed's work assignments more closely align with the duties described by this class. Mr. Reed is fully competent and qualified in independently performing specialized fiscal duties under the general direction of his supervisor.

In addition, the Fiscal Specialist 2 typical work examples more closely align with the scope of his duties and the level of his responsibilities including:

- Develop, modify, and maintain multiple record keeping and reporting systems for varied and complex sources of funding; develop procedures for implementation, execution, control and review/audit of fiscal operations;
- ...Develop, recommend, and/or establish charge schedules for cost center and/or self-sustaining accounts;
- Analyze, modify and recommend Improvements in subsidiary and general fiscal recordkeeping systems; apply knowledge of accounts and program relationships, data flow, audit trails and internal controls to design and implement financial data systems;
- Select, develop, implement and/or modify manual or automated fiscal reporting/tracking systems to address specific unit needs.

Mr. Reed's position is responsible for ensuring all cash transactions conducted by the Student Financial Services unit are loaded correctly into CashNet and that the money correctly transfers to the Banner system. Mr. Reed was also responsible for implementing a new cashiering system in CashNet. He worked with the project manager and technology assistant to analyze the previous process to determine what screens need to look like in the system and develop the behind the scenes coding.

Mr. Reed's duties also include working with his manager to determine how updates to student tuition rates impact the accounting tables within the Banner system. Mr. Reed then updates the coding in the tables to ensure the system functions as intended and money is credited to the appropriate accounts. Mr. Reed also establishes specialized online payments through E-market. For example, if the drama department is holding a play on campus, they will contact Mr. Reed to set up an account for the event. It is Mr. Reed's responsibility to establish a webpage, load the information, and set up the correct coding in the system to facilitate payment and to ensure that the money goes into the correct account.

The nature and scope of these tasks are consistent with fiscal specialist responsibility of establishing and maintaining comprehensive recordkeeping systems and analyzing, establishing and maintaining cost center or self-sustaining accounts to ensure the accurate and timely completion of fiscal duties for the Student Financial Services unit.

Therefore, the majority of the functions Mr. Reed performs, and the scope of his duties as a whole, are most in line with the Fiscal Specialist 2 level of work described above. This includes the following tasks he performed during the review period:

- Developing and maintaining accounting systems in support of student funding through Banner and CashNet systems

- Preparation and distribution of monthly and quarterly reports.
- Ensuring the data flow between the CashNet and Banner systems is functioning properly and money is credited to the appropriate account.
- Creating and implementing a new cashiering system in CashNet.

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

A position's allocation is not a reflection 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 classifications. Based on the level and scope of the overall duties and responsibilities assigned to Mr. Reed's position, the Fiscal Specialist 2 classification is the best fit.

### **Appeal Rights**

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

The mailing address for the Personnel Resources Board (PRB) is P.O. Box 40911, Olympia, WA 98504-0911. 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 PRB Office is located on the 3rd floor of the Raad Building, 128 10<sup>th</sup> Avenue SW, Olympia, Washington, 98504-0911. 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.

cc: Brandon Reed  
Sharon Storer, TESC HR

Enclosure: List of Exhibits

## List of Exhibits

### A. Brandon Reed Exhibits

1. Appeal of position review letter dated May 13, 2014
2. Response to exempt vs. classified position determination
3. Response to Information Technology Specialist Series comparison
4. Response to the conclusion of the position review determination
5. Financial Aid Systems Coordinator position description
6. Information Technology Specialist 2 – College Advancement
7. Information Technology Specialist 2 – WWU Business Office

### B. TESC Exhibits

1. Position review determination (Revised Salary Only) dated April 15, 2014 *(It came to our attention that we had based Mr. Reed's salary based on the rules for promotion rather than based on an allocation decision. Our union contract differs on the two.)*
2. Initial position review determination March 27, 2014 with incorrect salary amount.
3. Position description of Fiscal Specialist 1 *(I am including a copy of Mr. Reed's job description per your request but did not consider it in the review process)*
4. Business Services Organizational Chart
5. Cover letter and Position Review Request received January 27, 2014 from Mr. Reed
6. Employee interview questions
7. Fiscal Specialist 1 Job Specification
8. Fiscal Specialist 2 Job Specification
9. Information Technology Specialist 1
10. Information Technology Specialist 2
11. Information Technology Specialist 3
12. Forms and Records Analyst 1
13. Forms and Records Analyst 2
14. Forms and Records Analyst 3
15. Information Technology Technician 2 *(while I do not refer to this job classification in the determination letter, I did consider this job class as a possible fit for Mr. Reed)*
16. RCW 41.06.070(2)(a) *(because Mr. Reed was asking to be classified into an exempt position, I reviewed the requirements in the RCW and made the determination that Mr. Reeds job duties did not fall within the scope of requirements as outlined in the RCW.)*

## Classification Specifications

1. Fiscal Specialist 1
2. Fiscal Specialist 2
3. Information Technology Specialist 1
4. Information Technology Specialist 2
5. Information Technology Specialist 3
6. Forms and Records Analyst 1
7. Forms and Records Analyst 2
8. Forms and Records Analyst 3
9. Information Technology Technician 2