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MARY CIRILLI &
 DIANE LINDNER (JONES),
 Appellants,

v.

Administrator, DIVISION OF
 PERSONNEL,
 Respondent.

Case No. 81-39-PC

* * * * *

DECISION
 AND
 ORDER

This matter is before the Commission as an appeal from a decision by the respondent denying the appellant's reclassification request. The following issue was identified for hearing:

Whether or not the decision of the Administrator to deny the reclassification of appellant's position from Community Services Specialist II [Confidential] to Community Services Specialist III [Confidential] was correct.

FINDINGS OF FACT

1. At all times relevant to the proceeding, the appellants have been employed as co-directors of the Alternative Work Patterns Unit of the Bureau of Special Employment Programs in the Division of Human Resources, Department of Employment Relations.

2. The concept of alternative work patterns includes the use of part-time, flextime and job sharing in employment.

3. The appellants' duties and responsibilities were accurately described in their position descriptions, which are identical and which were signed by the appellants on May 2, 1980. A copy of Ms. Jones' position description and supervisory analysis form is attached hereto and incorporated by reference as if fully set forth as a part of the finding.

4. Among the various responsibilities performed by the appellants were the following:

- a. Acting as a "national resource" and assisting state agencies in the area of job sharing. This responsibility originated in 1976 when the appellants obtained federal funding for a job sharing project. Some responsibilities continued even though the funding ended in 1978.
- b. Working on a pre-retirement work options project. (Goal B) This project has begun in 1978 and continued through the period relevant to the appeal. The project's purpose was to look at older state workers who were working in an alternative work pattern in order to determine the effect of the alternative work pattern on the employe and his/her work unit. The appellants contracted out the actual research for the project to a University of Wisconsin research team.
- c. Implementing §230.215, Wis. Stats. which is a legislative declaration promoting permanent part-time positions, flexible-time work schedules and other alternative work patterns within state government. (Goal C)
- d. The pre-retirement planning program referred to in Goal E included housing, psychological and financial considerations regarding retirement for state employes.
- e. The Midwest Intergovernmental Personnel Council grant referred to in Goal H required the appellants to travel throughout a five state region and provide training and consultation to local and state governments within the region.
- f. The appellants also developed policy comments regarding the use of alternative work patterns as an option to the layoff process.

5. Of the consulting and technical assistance activities carried out by the appellants, approximately 10% involved the private sector, 30% involved state agencies and local units of government within Wisconsin and the remaining 60% involved other states and local units of government outside of Wisconsin. These figures fluctuated during the period that the appellants served as co-directors of the Alternative Work Patterns Unit.

6. As experts in the area of alternative work patterns, the appellants were twice called to testify before Congressional committees and were asked to attend conferences throughout the country.

7. The class descriptions for the Community Services Specialist 2 - Confidential (CSS 2) and Community Services Specialist 3 - Confidential (CSS 3) read as follows:

Community Services Specialist 2 - Confidential

Definition:

This is responsible general advisory and technical assistance work in all matters relating to the operations of local units of government within the state. Employees in this classification are responsible for providing a broad range of technical assistance and information to requesting local units in an assigned geographic area of the state and acting as a statewide consultant in one or more of the specialty areas related to community development and local government operations. The work includes providing technical assistance and information to local units in the same manner as a Community Services Consultant 1 and for providing specialized information and technical assistance to local governmental units and organizations, state agencies, and other Community Services Consultants on a statewide basis. Requests are acted upon independently and work is reviewed through conferences and staff meetings, primarily for informational purposes.

Areas of Specialization:

Data Processing, Recreation, Solid Waste Disposal, Sewer and Water Grants, Community Planning and other areas of specialization requiring a statewide specialist.

Examples of Work Performed:

1. Perform duties similar to a Community Services Consultant 1.
2. Provide coordination and liaison between state agencies and local units of government and other local organizations in the area(s) of specialization.
3. Attend agency staff meetings, conferences, and workshops pertaining to the specialty area(s) and plan and coordinate informational meetings designed for local governmental, state agency, and bureau personnel.
4. Provide specialty program information to individuals, groups, and agencies upon request.
5. Abstract and summarize current informational materials in the area(s) of specialization, compile reports, and conduct research or surveys to obtain new data.
6. Represent the bureau in the various capacities which may be required for a particular specialty, such as attending hearings, reviewing legislation and serving on committees.

Community Services Specialist 3 - Confidential

Definition:

This is responsible statewide consultative and technical assistance work in a major area of specialization related to community development. Positions in this class are based in the central office but travel will be required in connection with the activities necessary to serve the community services field consultants, local governmental units, and individuals and organizations throughout the state as the bureau expert in the specialty field. The work includes providing and coordinating information on federal and state programs related to the specialty; assisting local governmental units and organizations in developing appropriate programs and applying for necessary funding; and developing and maintaining working relationships with state and federal agencies. Depending on the specialty field, individuals may plan, coordinate and implement programs, such as in the area of training or provide technical assistance, such as in the area of housing. Work is performed independently with review for informational purposes only.

Areas of Specialization:

Housing, Training, Data Processing, Recreation, Solid Waste Disposal, Sewer and Water Grants, Community Planning and other comparable specialties requiring a full-time statewide specialist.

Examples of Work Performed:

1. Advise and assist all types of local governmental units, local and regional organizations, bureau field consultants, and other staff members on available programs and funding sources, technical information and its application, and current problems in matters relating to in the area of specialization.
2. Provide specialized technical assistance to local units in the areas of advance planning, program development, and proposal preparation.
3. Establish and maintain close working relationships and coordination with state and federal agencies involved with administering and developing programs in the specialty field.
4. Review existing legislation related to the area of concentration and recommend revisions or additions, as well as recommending new legislation or the approval of current legislative proposals.
5. Develop programs to facilitate the implementation of legislative directives in the area of expertise.
6. Act as a clearinghouse for information in the specialized area, including the development of data sources and the coordination of available information.
7. Recommend and organize research and survey projects in the specialty field in area where adequate information is not available from other sources.
8. Plan, coordinate and implement pre-service and in-service community development training programs for local governmental personnel and elected officials.
9. Survey training needs, arrange for funding, develop programs, provide for efficient use of all training resources, evaluate training programs, and make recommendations to improve specific training programs and to further the state's overall community services training program.

8. The appellants managed the alternative work patterns units as a team. The principle behind "team management" is that better management results will be achieved through discussions with the other member of the team even though one person, i.e., one member of the team, has the ultimate responsibility for making the management decision in the specific area. In the present case, the appellants had joint and equal responsibility for running the alternative work patterns unit and they were held jointly accountable for the unit's programs. However, individual programs operated by the unit were assigned to one of the appellants who then utilized the

team management concept for making the major decisions in the assigned area. Approximately bimonthly, the areas were reassigned or switched to the other appellant. When one appellant was travelling, the other appellant would cover the absent appellant's assigned programs, as well.

9. The appellants were able to successfully apply the team management concept to the alternative work patterns unit because they kept each other fully abreast of the developments in each other's assigned programs.

10. Team management added complexity to the appellants' positions. As a consequence of using team management, the alternative work patterns unit was able to handle more programs than if the unit had been managed by one person assisted by a deputy. However, the team management arrangement could have been replaced by a permanent division of existing projects between the two appellants without decreasing the number of projects handled by the unit.

11. The appellants' positions are better described by the CSS 3 class description.

CONCLUSIONS OF LAW

1. This matter is appropriately before the Commission pursuant to §230.44(1)(a), Wis. Stats.

2. The appellants have the burden of showing, by a preponderance of the evidence, that the respondents reclassification decision was incorrect and that their positions are better described by the CSS 3 class description.

3. The appellants have met their burden of proof.

4. The respondent's decision to deny the reclassification of the appellants' positions to CSS 3 was incorrect.

OPINION

This appeal presents an issue of first impression before the Commission: What effect, if any, should team management responsibilities have on classification decisions. Neither the CSS 2 nor the CSS 3 class descriptions appear to contemplate either the concept of team management or out-of-state consultation responsibilities. Both areas are major aspects of the appellants' positions. As a result, applications of the class descriptions to the appellants' positions is quite difficult.

Respondent's only witness, a personnel specialist, agreed that the appellants performed the CSS 3 work examples but argued that alternative work patterns did not constitute a "major area of specialization" comparable to such specialties as housing, training, data processing and recreation. Respondent conceded that if only one person had full responsibility for the alternative work patterns unit, that person would appropriately be classified at the CSS 3 level because the out-of-state responsibilities and the "national resource" role would offset the less than major area of specialization. Respondent conceded that the individual tasks performed by both appellants were at the CSS 3 level.

The Commission concludes that the national scope of the appellants responsibilities in the area of alternative work patterns acts to offset any determination that on a statewide basis, alternative work patterns is not as major an area of specialization as such fields as housing, data processing or recreation.

Once that hurdle is passed, the cases revolve on the issue of team management. The testimony is clear that, at any given moment, the appellants were individually assigned final responsibility for some rather than all of the units ongoing projects. The appellants were in constant communication in order to keep each other up to date on the developments in their areas. Then, every other month or so, they decided how to reassign the projects between them. Day-to-day decisions about each project were made by the appellant who was assigned to that specific program. The other appellant was notified of the decisions that were made but was only consulted on those decisions considered to be major.

The concept of team management required that both appellants be aware of the status of all of the projects in their unit, whether or not at that moment, a specific project had been assigned to them. The appellants' supervisor testified that the appellants were held jointly accountable for all the programs in the unit. Given the large amount of travel involved, each appellant had to be able to take over responsibility of all of the program in the event of the other person's absence. If necessary, each of the appellants was expected to be in a position to answer questions and make decisions about all of the projects undertaken by the unit. Use of the team management concept caused each of the appellants to have joint authority and responsibility over the entire function of the unit, even though at any specific moment, the final authority for a given project may have rested with the other appellant. This breadth of authority should have been recognized in the respondent's classification decision by granting the appellants' reclassification to the CSS 3 level. Instead, the respondent issued its reclassification decision as if the functions of the unit had

been permanently divided between the two appellants who then fulfilled their responsibilities in isolation of each other.

ORDER

The respondents reclassification decision is rejected and this matter is remanded to the respondent for further action in accordance with the decision.

Dated: August 4, 1983 STATE PERSONNEL COMMISSION


DONALD R. MURPHY, Chairperson

KMS:lmr


DENNIS P. MCGILLIGAN, Commissioner

Parties:

Mary Cirilli
Diane Lindner
c/o P. Scott Hassett
110 East Main Street
Madison, WI 53703

Howard Fuller
Secretary, DER*
P.O. Box 7855
Madison, WI 53707

*Pursuant to the provisions of 1983 Wisconsin Act 27, published on July 1, 1983, the authority previously held by the Administrator, Division of Personnel over classification matters is now held by the Secretary, Department of Employment Relations.

POSITION DESCRIPTION

DER-PERS-10 (Rev 1-78)
 State of Wisconsin
 Department of Employment Relations
 DIVISION OF PERSONNEL

1. Position No 301080	2. Cert/Reclass Request No 80-115	3. Agency No 512
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4. NAME OF EMPLOYEE Diane Jones	5. DEPARTMENT, UNIT, WORK ADDRESS DER Division of Human Resources Alternative Work Patterns Unit
6. CLASSIFICATION TITLE OF POSITION Community Services Specialist II	
7. CLASS TITLE OPTION (To be Filled Out By Personnel Office)	8. NAME AND CLASS OF FORMER INCUMBENT
9. AGENCY WORKING TITLE OF POSITION	10. NAME AND CLASS OF EMPLOYEES PERFORMING SIMILAR DUTIES
11. NAME AND CLASS OF FIRST-LINE SUPERVISOR	12. FROM APPROXIMATELY WHAT DATE HAS THE EMPLOYEE PERFORMED THE WORK DESCRIBED BELOW?

13. DOES THIS POSITION SUPERVISE SUBORDINATE EMPLOYEES IN PERMANENT POSITIONS? AND ATTACH A SUPERVISORY POSITION ANALYSIS FORM (DER-PERS-84) Yes No IF YES, COMPLETE

RECEIVED

14. POSITION SUMMARY - PLEASE DESCRIBE BELOW THE MAJOR GOALS OF THIS POSITION

OCT -4 1982
 Personnel
 Commission

15. DESCRIBE THE GOALS AND WORKER ACTIVITIES OF THIS POSITION (Please see sample format and instructions on back of last page)

- GOALS. Describe the major achievements, outputs, or results. List them in descending order of importance
- WORKER ACTIVITIES: Under each goal, list the worker activities performed to meet that goal
- TIME %. Include for goals and major worker activities.

TIME %	GOALS AND WORKER ACTIVITIES
20%	<p>(Continue on attached sheets)</p> <p>A. Supervise alternative work patterns staff.</p> <p>A1. Assure that employe development is focused appropriately for II staff members.</p> <p>A2. Assure that the goals and objectives of each activity are met and time-tables are adhered to.</p> <p>A3. Review employee activities to meet individual and overall objectives. Make adjustments where necessary.</p> <p>A4. Plan and direct weekly staff meetings.</p> <p>A5. Write position descriptions and complete necessary personnel transactions for employees in Alternative Work Patterns Section.</p> <p>A6. Coordinate the activities of the separate grants within the unit (See attached sheet)</p>

16. SUPERVISORY SECTION - TO BE COMPLETED BY THE FIRST LINE SUPERVISOR OF THIS POSITION (See Instructions on Back of last page)

- a. The supervision, direction, and review given to the work of this position is [] close [] limited [] general
- b. The statements and time estimates above and on attachments accurately describe the work assigned to the position. (Please initial and date attachments)

Signature of first-line supervisor Candice [Signature] Date 5/2/80

17. EMPLOYEE SECTION - TO BE COMPLETED BY THE INCUMBENT OF THIS POSITION

I have read and understand that the statements and time estimates above and on attachments are a description of the functions assigned my position. (Please initial and date attachments)

Signature of employe Diane Jones Date 5/2/80

18. Signature of Personnel Manager Catherine [Signature] Date 7/1/80

POSITION DESCRIPTION

14. Position Summary (Continued)

Provide direction for state agencies in the implementation of Alternative Work Patterns provision of Chapter 230 and in pre-retirement planning for their employees. Implement a federal grant to test the viability of alternative work patterns for older workers, and assure that all relevant portions of the contract are met. Advise Department Secretary regarding policies and procedures for flextime and part-time employment. Provide overall direction for the Pre-Retirement planning program.

Time % - Goals and Worker Activities (continued)

- A7. Maintain budget control and provide documentation budget for biennial budget review and annual review processes.
 - A8. Perform performance evaluations at regular intervals for all employees.
 - A9. Hear and act upon grievances at first step.
 - A10. Handle all personnel transaction for Pre-Retirement Work Options project and pre-retirement planning.
 - A11. Provide overall direction of staff in project operations and new areas.
- 40% B. Overall responsibility for implementing and administrating a research and demonstration project designed to study employment patterns of older state employees.
- B1. Develop and maintain extensive contacts with Agency Heads and Personnel Administrators in State agencies to orient them to older worker project and encourage their participation. Develop promotional informational materials and provide agencies with information on Pre-Retirement Work Options.
 - B2. Overall responsibility for providing technical assistance to agencies in implementing alternative work patterns for older workers.
 - B3. Assess project progress on a weekly basis and institute changes in response to problems analyzed by comparing progress to that projected on work plan. Provide staff with up to date information on developments in alternative work patterns including flexible work hours, job-sharing, and pre-retirement options. Provide overall direction of staff in project operations and new areas.
 - B4. Analyze experiences (pro and con) and results of Project.
 - B5. Produce a replication manual prior to end of Project's second year.
 - B6. Produce monthly, quarterly, first year and final reports for division and the U.S. Dept. of Labor.

Goals and Worker Activities (continued)

- B7. Create and convene Advisory Board at appropriate intervals.
 - B8. Research legislation and all barriers pertaining to participation of pre-retirees and older workers in job-sharing endeavor. Make recommendations re: needed legislative and administrative changes in order to encourage participation of this population.
 - B9. Provide overall coordinating of all Project research activities.
 - B10. Develop implementation of research design in Civil Service System.
 - B11. Direct work of research analyst and coordinate with University sub-contractor to assure adequacy of research design, data collection procedures as well as sufficiency and accuracy of records maintained.
- 15% C. Provide overall direction in the implementation of Chapter 230.215.
- C1. Recommend administrative rules and policy in this regard.
 - C2. Develop criteria for evaluation of flextime/job-sharing plans of state agencies.
 - C3. Evaluate agency performance in flextime and job-sharing and prepare a report with recommendations to the Secretary of DER.
 - C4. Develop and conduct training module to be included in Supervisory Training program.
 - C5. Provide overall supervision in resolving administrative barriers to job-sharing and flexible work hours.
- 5% D. Provide overall direction and coordination in all Alternative Work Patterns administrative activities.
- D1. Maintain overall Fiscal control over all Project budgets to assure line items are adhered to.
 - D2. Assure that outcomes are achieved as contracted. Handle all personnel transaction for Pre-Retirement Work Options project and pre-retirement planning.
- 5% E. Overall responsibility for the supervision of the planning and implementation of the Pre-Retirement Planning program.
- E1. Weekly assess the progress of the planning and implementation and institute changes in response to problems analyzed.
 - E2. Provide overall direction in the development of statewide procedures for pre-retirement planning and in the ongoing evaluation of the Pre-Retirement Planning sessions.
 - E3. Maintain working relationships with VTAE Division heads, directors and agency contact persons to assure there is a flow of information, pre-retirement planning sessions are set up, and state employees are informed of the sessions.
 - E4. Provide overall direction in the research and development of a proposal to replicate pre-retirement planning programs at the county and city level of government.

Time% Goals and Worker Activities (Cont'd)

- 5% F. Based on analysis of successes and failures of all activities in the Alternative Work Patterns Section, make recommendations to legislature, make presentations to and participate in meetings/conferences related to these issues and provide information to individuals, agencies on request.
- 5% G. In conjunction with Division Administrator, assist in conduct needs analysis, planning, gathering of resources and implementation of on-going activities to strengthen the use of human resources within the state Civil Service system.
- G1. Periodically review current literature to keep abreast of new ideas and techniques that impact the area human resources.
- G2. Research and analyze the application and possible effectiveness of those ideas on the Wisconsin Civil Service System and its human resources.
- G3. Assist Division Administration in writing proposals based on identified needs.
- G4. Seek out possible funding sources.
- 5% H. Write and submit grant to Midwest Intergovernmental Personnel Council to train and implement job sharing and flexible work hours in 5 midwestern states.
- H1. Establish working contacts in the 5 states.
- H2. Make presentations in support of the grant.
- H3. Develop the overall procedures for selecting and implementing the four pilots.
- H4. Provide overall direction in the development of the technical assistant sessions and the evaluation tool both for the individual pilots and the technical assistant sessions.
- 5% I. Utilize experience gained in implementing job-sharing to provide advice and assistance to other groups, agencies or employers wishing to implement job-sharing or flexible work hours endeavors.
- I1. Present workshops on alternative work patterns.
- I2. Work as advisors to groups interested in setting up alternative work patterns.

STATE OF WISCONSIN
SUPERVISORY ANALYSIS FORM

This form is to be completed by the POSITION'S SUPERVISOR for both filled and vacant positions and must be submitted as part of any Position Description for a position performing supervisory responsibilities (i.e., if #13 of the Position Description is checked YES). This form will be used to determine 1) if the position is performing supervisory functions for collective bargaining purposes and thus should be allocated to a supervisory classification; and 2) what supervisory classification is appropriate based on the total duties of the position.

According to s. 111.91(19) Wis. Stats., a supervisor is any individual "who has authority, in the interest of the employer, to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline employes, or to adjust their grievances, or to authoritatively recommend such actions" and "whose principal work is different from that of the subordinates." The criteria used by the Wisconsin Employment Relations Commission to apply this definition include: the number of employes supervised, the amount of time spent supervising, the number of other persons exercising greater, similar, or lesser degrees of authority over the same employes; whether the supervisor is primarily supervising an activity or the employes performing the activity; and the amount of independent judgment and discretion exercised in the supervision of employes.

POSITION IDENTIFICATION DATA

1. Department and Division Dept. of Employment Relations--Human Resource	Division of	2. Name of Employee (if filled) Diane Jones
3. Bureau, Section and Unit Alternative Work Patterns Unit		4. Current Civil Service Classification Community Services Specialist II
5. Name and Class of Supervisor Dana Warren--Acting Division Administrator		6. Name and Complete Civil Service Title of Former Incumbent (if any) None

7. Supervisory Responsibilities

a. In view of the definition statement and criteria listed in the second paragraph of this form, is the incumbent of this position responsible for directly supervising the activities of other classified employes and/or for supervising the activities of lower level supervisors? YES X NO _____

b. List the civil service titles of permanent classified employes (full or part-time) directly supervised by the incumbent. If this position supervises lower level supervisors, indicate the number of employes supervised by the (se) lower level position(s) in parentheses after the classification title of the position. (NOTE: LTE, student, patient/inmate, and unclassified employes should be specifically identified since the direction of these types of employes is not considered to warrant supervisory status.)

~~Administrative Assistant 4; Administrative Assistant 4 (1 and 1/2); Research Analyst 3 (1/2); Program Assistant 2; Typist; Administrative Assistant 4; Program Assistant 3 (1/2); Clerical Assistant (work experience) (1/2).~~

c. What percentage of this position's total time is allocated to each of the following?

- 1) Supervisory functions (i.e., hiring, dismissal, disciplining employes, performance evaluation, settling grievances) 20%
- 2) Activities relating to supervisory responsibilities (i.e., establishing operating procedures, reviewing work of subordinates, counseling subordinates on performance, training and orienting new employes, performing related administrative functions, etc.)? 15%
- 3) Performance of other work activities similar to those of the employes supervised? 15%
- 4) Performance of other non-supervisory work activities different from those of the employes supervised (including program administration)? 50%

*NOTE: The totals of 1), 2), 3), and 4) should equal 100%. *100%

d. Organizational Relationships

List (in order of descending authority) the names and classification titles of all other positions in the employing unit in the chain of command over the employes listed in 7.b.

Dana Warren, Acting Division Administrator

Hugh Henderson, SECRETARY

Attach a copy of the organization chart for the immediate work unit (i.e., the organizational unit which includes the employes supervised) including the names and classes of all employes.

Supervisory Activities

- a. Does this position have and exercise on a regular basis the authority to change the work assignments of employees supervised as the needs of the program require? YES X NO _____
- b. In what way(s) does this position participate in the hiring of employees under its supervision? (SELECT THE ONE MOST APPROPRIATE ITEM.)
- X 1) Independently interviews and selects new employees from employment lists.
 - ____ 2) Independently interviews applicants and effectively recommends hiring.
 - ____ 3) Participates in employment interviews and effectively recommends hiring.
 - ____ 4) Participates in employment interviews and provides observations concerning applicants.
 - ____ 5) May participate in employment interviews and may be consulted relative to the hiring decision.
 - ____ 6) Briefs applicants and/or new employees on job requirements and work procedures.
 - ____ 7) Normally does not participate in the hiring process.
- c. In what way(s) is this position responsible for initiating and/or taking formal disciplinary actions relative to the employees supervised? (SELECT THE ONE MOST APPROPRIATE ITEM.)
- X 1) Effectively recommends formal discipline (up to and including discharge) to a level in the chain of command where such an action can be authorized.
 - ____ 2) Effectively recommends formal discipline (up to and including discharge) to the next higher level in the chain of command, if different than #1).
 - ____ 3) Independently gives written and verbal reprimands.
 - ____ 4) Independently gives verbal reprimands only.
 - ____ 5) Discusses discipline problems with higher level supervisory/management personnel and recommends written or verbal reprimand be administered.
 - ____ 6) Counsels employees on unsatisfactory performance and/or work behavior which does not warrant formal disciplinary actions.
 - ____ 7) Normally is not involved in recommending or initiating formal disciplinary actions or for counseling employees supervised relative to work performance.
- d. In what way(s) is this position responsible for formally evaluating the performance of the employees supervised? (SELECT THE ONE MOST APPROPRIATE ITEM.)
- ~~X~~ 1) Prepares formal performance evaluations. signs as first line supervisor, and discusses evaluations with employees.
 - ____ 2) Effectively recommends performance evaluations to higher level supervisory/management personnel and discusses or participates in evaluation discussions with employees.
 - ____ 3) Effectively recommends performance evaluations but does not participate in discussions of evaluations with employees.
 - ____ 4) Is consulted on contents of employee performance evaluation.
 - ____ 5) Counsels employees on an on-going basis relative to daily work performance but is not directly involved in the formal performance evaluation process.
 - ____ 6) None of the above.
- e. Does this position have the authority to settle work related complaints (i.e., informal grievances) of employees under its supervision prior to the filing of a formal grievance? YES X NO _____
- f. Is this position identified as a formal step in the employee grievance procedure? YES X NO _____ (If no, list below the name and class of the first formal step in the grievance procedures for the employees listed in 7.b.?)

Supervisor's Signature

Carol Lober

DATE

5/2/80

To be completed by incumbent (for filled positions):

- I agree with the preceding statements.
- I do not feel that the preceding statements are accurate for the reasons indicated below.
- No Comment

Employee's Signature

Miss F. Jones

DATE

5/2/80