

**State of Washington
Joint Legislative Audit and Review Committee (JLARC)**



**Follow-up: 2002 Study of the
Washington Management Service**

Report 02-9

September 18, 2002

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in alternative formats for persons with disabilities.*

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The Joint Legislative Audit and Review Committee (JLARC) carries out oversight, review, and evaluation of state-funded programs and activities on behalf of the Legislature and the citizens of Washington State. This joint, bipartisan committee consists of eight senators and eight representatives, equally divided between the two major political parties. Its statutory authority is established in RCW 44.28.

JLARC staff, under the direction of the Committee and the Legislative Auditor, conduct performance audits, program evaluations, sunset reviews, and other policy and fiscal studies. These studies assess the efficiency and effectiveness of agency operations, impacts and outcomes of state programs, and levels of compliance with legislative direction and intent. The Committee makes recommendations to improve state government performance and to correct problems it identifies. The Committee also follows up on these recommendations to determine how they have been implemented. JLARC has, in recent years, received national recognition for a number of its major studies.

**FOLLOW-UP: 2002
STUDY OF THE
WASHINGTON
MANAGEMENT SERVICE**

REPORT 02-9

REPORT DIGEST

SEPTEMBER 18, 2002



STATE OF WASHINGTON

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Introduction

The Joint Legislative Audit and Review Committee released its report on the Washington Management Service (WMS) in January 2002 (Report 02-2). The Committee adopted an Addendum to the report in which it expressed its concern over the WMS's rate of growth and requested the Department of Personnel, in collaboration with other state agencies, to:

examine and assess the extent to which positions within the WMS meet all current statutory and administrative system eligibility requirements, and provide information on WMS employees by gender and by the counties in which they are employed.

This report presents the report prepared by the Department of Personnel (DOP) in response to the study addendum.

Background

The Legislature established the Washington Management Service (WMS) in 1993 as a separate personnel system for management positions within the executive branch. Its purpose is to develop and maintain a professional managerial workforce, and to provide agencies increased flexibility for their management positions in the areas of hiring and setting compensation.

Summary of Original Study Findings

The original study, which was mandated in the 2001-03 Operating Budget,¹ was directed to look at three issues relating to the WMS: 1) growth in the number of positions; 2) growth in salary levels; and 3) other compensation practices. Regarding the latter two issues, there were no findings that raised concern.

Regarding the issue of growth in the number of positions, we found that the number of WMS employees increased from 445 when the system was implemented statewide in July 1994, to 4,994 as of July 2001. (It has since increased to over 5,200 as of September 2002.) From July 1998—a point which allows ample time for the system to have been fully implemented—to July 2001, the number of WMS employees increased by 38 percent.

¹ Chapter 7, Laws of 2001, 2nd Ex. Sess. Section 103(6).

This compared to a growth rate of 2.5 percent among non-WMS employees during the same period. As a proportion of the total Merit System 1 workforce, WMS employees increased from 6.6 to 8.6 percent during this same time period. The study also found that the majority of WMS positions are at the lower end of the management hierarchy and that nearly half of the WMS employees added over the past three years do not directly manage any other employees.

The Department of Personnel's Report

In brief, the Department of Personnel found that 50 out of 483 positions examined (10 percent) were improperly placed within WMS. More than three-quarters of the improperly placed positions were from just two agencies, the Department of Social and Health Services and the Department of Corrections. The Department also found that most of the improperly placed positions (82 percent) did not have supervisory responsibilities.

As requested by the Joint Legislative Audit and Review Committee, the Department's report also provides information on all WMS employees by geographic distribution and gender. Key findings include the following:

- Of 5,232 total WMS positions, 3,235—62 percent—are located in Thurston County. (While WMS employees account for just over 9 percent of the total Merit System 1 workforce statewide, they account for 16.6 percent of the Thurston County workforce.)
- Women account for 45.8 percent of the WMS workforce, compared to 52.2 percent of the total Merit System 1 workforce.²
- Minorities account for 13.3 percent of the WMS workforce, compared to 17.2 percent of the total Merit System 1 workforce.³

The full report follows, preceded by a cover letter from the Department Director that summarizes its key findings, as well as the actions the Department has taken and will take in response to those findings.

² Based on data provided by the Department of Personnel in Appendix B of its report, but calculated in a different manner than shown in that appendix.

³ Based on data provided by the Department of Personnel in Appendix C of its report, but calculated in a different manner than shown in that appendix.



STATE OF WASHINGTON

DEPARTMENT OF PERSONNEL

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August 30, 2002

TO: Representative Val Ogden, Chair
Joint Legislative Audit and Review Committee

FROM: Gene Matt 
Director

SUBJECT: Washington Management Service (WMS) Review

Attached is the report on the WMS study that the Joint Legislative Audit and Review Committee asked the Department of Personnel to undertake. For the study, samples of 483 positions representing 54 agencies were reviewed. Department of Personnel staff and human resource professionals from other agencies carefully reviewed each of these positions against WMS inclusion criteria.

200 of the 483 positions were flagged for an additional review for reasons including the following: a need for additional information; differing interpretations of reviewers; different reasoning than the employing agency as to which criterion a position met; and/or, if the position did not seem to meet any of the inclusion criteria. As a result of this second review, approximately 90% of the 483 positions reviewed were found to be appropriately placed in WMS. Fifty positions in twelve agencies were determined to have been inappropriately included in WMS.

In the Executive Summary, and later in the report, we identify actions our agency will take as a result of our findings. We will be asking agencies (with the exception of the Department of Social and Health Services [DSHS] and the Department of Corrections [DOC]) who have improperly placed positions, to either remove those positions from the WMS or reassign duties, if appropriate, to meet the definition for inclusion in the WMS by September 30, 2002. Shortly, we will issue this report to agencies and ask them to report back to us within two weeks with their plan for addressing the improperly placed positions.

Additionally, we have developed new guidelines to help agencies better understand what positions are appropriate for inclusion in the WMS. We are asking all agencies to review the WMS positions in Band 1 and/or that are non-supervisory (areas we found to be most problematic). We will ask that this review be done by October 31, 2002 for agencies with 500 employees or fewer or by December 31, 2002 for agencies with more than 500 employees.



Page Two
August 30, 2002

DSHS and DOC have agreed to place no new positions into their WMS prior to reviewing all of the current positions. They will be asked to report the review status to us on a monthly basis beginning September 30, 2002 until the review is complete by the end of the year. All positions should be appropriate for WMS inclusion by the end of the year.

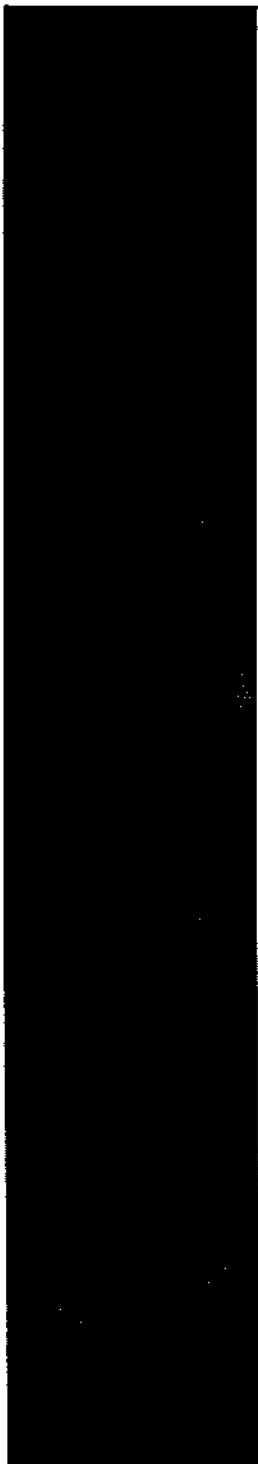
As a result of these reviews, there may be a need to reestablish job classes abolished when the WMS was created. Finally, we have identified Internal Department of Personnel staff to assist and monitor agencies' progress.

Attachment

cc: Tom Sykes
Rob Krell

Washington Management Service

July 1, 2002



Prepared by the
State of Washington
Department of Personnel

At the request of the
Joint Legislative Audit & Review Committee

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EXECUTIVE SUMMARY

In 2001, the Joint Legislative Audit and Review Committee conducted a general review of the Washington Management Service (WMS). As a result of information gathered in that study, concerns were raised about the growth rate of placement of positions in the WMS. The Committee requested that the Department of Personnel, in collaboration with other state agencies, conduct a further review to:

- Examine and assess the extent to which positions within the WMS meet all current statutory and administrative eligibility requirements;
- Document the criteria for inclusion in WMS; and,
- Provide information on WMS employees by gender and geographic location.

This report outlines the review process undertaken by the Department of Personnel, its findings, and future actions to be pursued.

As of April 1, 2002, there were 5,229 WMS positions. Approximately 62% are located in Thurston County, 20% in the Pierce, King, Snohomish corridor, 5% in Spokane, and 2.5% in Yakima. The remainder are dispersed in other locations throughout the state. About 54% of WMS employees are male, 46% are female.

To examine the extent to which positions have been properly placed in the WMS, the Department of Personnel selected a sample of 483 WMS positions representing 54 agencies to review. In selecting this sample, a variety of parameters were applied to ensure adequate representation of the WMS position population in general, as well as an emphasis on potential problem areas (e.g., positions identified as having little or no supervisory responsibilities).

Position descriptions for all 483 positions were carefully reviewed against the WMS inclusion criteria by DOP staff and a group of human resource professionals from other state agencies. As a result of this initial analysis, 200 positions representing 31 agencies were flagged for a second review.

Positions were flagged for numerous reasons including: the need for more information; differing interpretations among reviewers during a quality control step in the initial review process; different reasoning than the employing agency as to which of the criteria a position met; and/or, if the position did not seem to meet any of the inclusion criteria.

The second review phase found that about 90% of the 483 positions sampled in this study were properly placed in the WMS. Most agencies (42 of 54) had accurately reviewed and placed those WMS positions that were included in the sample.

Fifty positions in 12 agencies were found to be improperly placed in the WMS. This represents about 10% of the initial sample of 483 positions.

- Of the 12 agencies with problem positions, eight had only one improperly placed position, while two had two improperly placed positions. Two agencies, the Department of Social and

Health Services and the Department of Corrections, accounted for 38 of the 50 improperly placed positions.

- The majority of the improperly placed positions – 30 of 50, or 60 percent - were in Band 1, the lowest WMS compensation level. It appears that the primary reason for improper inclusion had to do with how some of the defining criteria for “manager” were interpreted by the agencies.
- Most of the improperly placed positions – 41 of 50, or 82 percent – did not have supervisory responsibilities. It should be noted, however, that many appropriately placed positions also do not have supervisory responsibilities.

Given the Legislature's clear intent that the Washington Management Service be administered in a decentralized, flexible manner, it is logical that there would be some variance from agency to agency in its implementation. The improper placements that exist can be easily addressed.

As a result of this study, the Department of Personnel has asked agencies with inappropriate positions to take the following actions to ensure the proper administration and continued success of the Washington Management Service.

1. Agencies with an improperly placed position(s) have agreed to either remove the position, or assign job responsibilities that would make the position(s) appropriate for the WMS.
2. DOP is clarifying its guidance on the WMS inclusion criteria. The guidance is attached and will be distributed to agencies.
3. Agencies are being contacted to review any positions that have been placed in the WMS but not yet assigned a band, and take action to either assign a band or to remove the position.
4. The Department of Social & Health Services and the Department of Corrections have agreed to place no new positions into the WMS until an internal review of all their existing WMS positions has been conducted to verify proper placement.
5. All other agencies will be asked to conduct an internal review of all their present WMS positions that are in Band 1 and/or are non-supervisory to verify proper placement before adding any new positions.

The Department of Personnel is tracking the use of the WMS and the decline or increase in numbers of WMS positions on a regular basis. As appropriate, the Governor and agency directors will be notified of progress and any issues that may need to be addressed.

INTRODUCTION

This report is in response to the request of the Joint Legislative Audit and Review Committee to review a sample of positions from the Washington Management Service to determine appropriate inclusion in the system, and to provide certain demographic information.

The Joint Legislative Audit and Review Committee (JLARC) conducted a mandated study of the Washington Management Service (WMS) in 2001 that focused on employee and salary growth in the WMS since its inception. The findings of that study were published in JLARC Report 01-02 dated January 9, 2002.

As a result of the information gathered in that study, JLARC expressed concern with the growth rate of placement of positions in the WMS. One of the key findings was that, as a proportion of the state agency classified workforce, WMS employees increased from 6.6% to 8.6% between July 1998 and July 2001. The Committee requested that the Department of Personnel (DOP), in collaboration with other state agencies, examine and assess the extent to which positions within the WMS meet all current statutory and administrative system eligibility requirements, and provide information on WMS employees by gender and by the counties in which they are employed. The Committee requested that the review be conducted by July 1, 2002.

The Department of Personnel conducted this review with the assistance of human resource professionals from a variety of state agencies. A sample of 483 of the 5,229 positions in the WMS (as of spring 2002) was reviewed. The review focused on: (1) whether each position was appropriate for inclusion in the WMS; (2) if properly placed, what inclusion criteria applied; and, (3) or if improperly placed.

This report discusses the study's methodology, key findings, and conclusions and action steps to be taken. Supporting information is included in the appendices.

Acknowledgements

State agencies were very cooperative under relatively tight timeframes in providing position descriptions and related information for this review. The Department of Personnel especially extends its gratitude to the twenty-two agency human resource professionals who assisted with the review process. Dorothy Gerard coordinated this study, with the assistance of senior Department of Personnel staff.

Overview of the Washington Management Service

The Washington Management Service is a personnel system established separately for civil service managers in state government agencies. It was created by the 1993 Legislature and is codified in statute as RCW 41.06.500.

The WMS was designed to be a streamlined, flexible personnel system that would facilitate the hiring, development, and retention of qualified managers in the classified service. Key features that distinguish the WMS from the state's traditional personnel system for non-management classified employees include:

- Decentralized administration of the system
- A broad-banded compensation structure which provides flexibility in assigning job responsibilities and recognizing performance differences¹
- Flexibility to consider all qualified candidates who apply for WMS job openings
- Development and performance evaluation that focuses on key management skills and accountability for results
- Disciplinary action "for cause"²

The WMS applies to all classified positions (except higher education) that meet the defining criteria for "manager" as laid out in RCW 41.06.022. To be included in the WMS, positions must be assigned responsibilities that meet one or more of the criteria shown in Exhibit A below.

Exhibit A. Statutory Criteria for Inclusion in the Washington Management Service

- (1) Formulates statewide policy or directs the work of an agency subdivision
- (2) Is responsible to administer one or more statewide policies or programs of an agency or agency subdivision
- (3) Manages, administers, and controls a local branch office of an agency subdivision, including the physical, financial, or personnel resources
- (4) Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets
- (5) Functionally is above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment

¹ WMS positions are placed into one of four broad compensation "bands" rather than into one of several hundred narrowly defined job classes.

² The WMS rules differ from the general service rules in that they delineate specifically what "for cause" entails.

In the mid 1990's when WMS was developed, the Department of Personnel created a WMS Handbook which provides broad guidelines related to the implementation of the Washington Management Service.

Presently³, there are 5,229 positions in the Washington Management Service. WMS positions constitute approximately 9.4% of the overall classified general government service.

About 62% of WMS positions are located in Thurston County, 20% are located within the Pierce, King, and Snohomish corridor, 5% are in Spokane, and 2.5% in Yakima. The remainder are dispersed in other locations in the state. A breakdown by county is shown in Appendix A.

Of the WMS population, 54% are male and 46% are female. The diversity profile is similar to that of the general state employee population at 86.8% Caucasian, 4.1% African American, 4.0% Asian/Pacific Islander, 3.3% Hispanic, and 1.7% Native American. About 5.4% of WMS employees are persons with disabilities.

Once placed in the Washington Management Service, positions are allocated to one of four broad compensation "bands", depending on the scope and level of assigned duties and responsibilities. There is also a "Band 0" which serves as a holding place until a position has been evaluated and placed in one of the four compensation bands. Presently, WMS positions are distributed among the various bands as 1% in Band 0, 24% in Band 1, 57% in Band 2, 16% in Band 3, and 2% in Band 4.

³ Numbers contained in this report are as of spring 2002.

METHODOLOGY

The methodology used for this study was designed to be responsive to the concerns expressed in JLARC's 2001 WMS report and to ensure that an objective, complete analysis was conducted. The methodology, including sampling and review processes, are outlined below.

1. The Department of Personnel applied the following parameters to select a sample from the 5,229 total WMS positions to review:
 - At least 5% from each band;
 - 20% from the 15 agencies listed in the JLARC report as having the highest average percentage of WMS positions;
 - 10-15% of positions identified in the JLARC report as having little or no supervisory responsibility;
 - 15% of positions added to the WMS since July 2001 .
2. From these groupings, a sample of positions was generated using DOP's Human Resource Data Warehouse. The result was a total of 483 positions, representing 54 agencies.
3. Agencies were asked to submit position descriptions for the positions identified, including information on supervisory duties and upon which WMS criterion inclusion in WMS was based.
4. DOP enlisted the assistance of 22 human resource professionals from various agencies to perform the first review phase. To analyze WMS positions, the reviewers used the criteria in the RCW and WAC, as well as the guidelines published in DOP's Job Value Assessment Evaluator's Handbook. The inclusion criteria are listed in Exhibit A on page 6 of this report. A list of those who served as reviewers is shown in Appendix F.
5. Individually, reviewers analyzed groups of positions from agencies other than their own. Then, as a quality control step, positions received another analysis by a separate reviewer.
6. Following this phase, all initial reviewers met and discussed common issues identified and their findings.
7. Problematic or questionable positions underwent a second level review. The second review was conducted by DOP staff and included on-site auditing of some positions.
8. All positions were reviewed not only for whether they should be included in WMS, but also to identify which criterion for inclusion was applied. Positions identified as not clearly meeting criteria for inclusion in WMS were analyzed to determine what they might have in common.
9. Percentages of WMS positions in an agency and number of inappropriate positions were compared to determine whether there appeared to be any relationship.

FINDINGS

As a result of the first phase review, 200 positions of the 483 sample were flagged as needing a second review. Appendix D shows the number of positions per agency for each review phase. There were numerous reasons for forwarding a position on for the second review phase, including:

- The need for additional information or clarification about the position;
- Differing interpretations among reviewers during the quality control step in the initial review process;
- Different reasoning than the employing agency as to which of the criteria a position met; and/or,
- A determination that the position did not seem to meet any of the inclusion criteria.

Properly Placed Positions

The second review phase found that about 90% (or 433) of the 483 positions sampled in this study were properly included in the WMS. Most agencies (42 of 54) had appropriately placed all of those WMS positions that were included in the sample.

The distribution of properly placed positions among the inclusion criteria is shown below in Exhibit B. It is important to note that over 50% of the positions met more than one of the inclusion criteria and, therefore, the tally in this exhibit totals more than the 433 properly placed positions.

WMS positions that were deemed properly included but that did not have supervisory responsibility were singled out to identify which criterion they met. This was specifically looked at because the JLARC report found a significant number of non-supervisory positions had been placed in the WMS in recent years. As shown in Exhibit B, the present review found that there were a number of conditions where the inclusion of non-supervisory positions in the WMS was appropriate. In fact, a number of agencies in state government have non-supervisory positions that are appropriately included in WMS.

Exhibit B. Distribution of Positions Meeting WMS Criteria

WMS Inclusion Criteria	Number of Times Criterion was Applied (All Positions)	Number of Times Criterion was Applied (Non-Supervisory Positions)
1. Formulates statewide policy or directs the work of an agency subdivision	109	39
2. Is responsible to administer one or more statewide policies or programs of an agency or agency subdivision	263	78
3. Manages, administers, and controls a local branch office of an agency subdivision, including the physical, financial, or personnel resources	47	2
4. Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets	121	46

5. Functionally is above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment	168	26
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Improperly Placed Positions

The second review phase found that 50 positions in 12 agencies were improperly placed in the WMS. This represents about 10% of the initial sample of 483 positions. Of the 12 agencies with improperly placed positions, eight had only one such position.

The overall percentage of an agency's workforce included in WMS did not appear to correlate with the proportion of improperly placed WMS positions. Only three of the fifteen agencies with the highest percentage of WMS positions were among the twelve with inappropriate positions.

The WMS band distribution of these positions in comparison to the first and second phase review samples is shown below in Exhibit C.

Exhibit C. Distribution of Sample Positions Among WMS Bands

	First Phase Review Sample	Second Phase Review Sample	Improperly Placed Positions
Band 0	5	3	1
Band 1	133	62	30
Band 2	248	90	18
Band 3	74	28	1
Band 4	23	17	0
Total	483	200	50

As shown above, the majority of the improperly placed positions were in Band 1, the lowest WMS compensation level⁴. The review also found that 9 of the 50 improperly placed positions had supervisory responsibilities.

⁴ As mentioned previously in this report, Band 0 is not a formal compensation band. Rather, it is a placeholder for positions that have not yet been allocated by the employing agency to one of the four compensation bands.

It appears that the primary reason for improper inclusion had to do with how some of the defining criteria for "manager" were interpreted by the agencies. Exhibit D, below, shows which of the inclusion criteria the employing agencies felt these positions met, but were found to be improperly interpreted by the reviewers. *Note that for some positions, employing agencies felt that more than one criterion was met. Therefore, the tally in Exhibit D adds to more than 50.*

Exhibit D. Improperly Placed Positions per Inclusion Criteria

WMS Inclusion Criteria	Number of Times Criteria was Applied
1. Formulates statewide policy or directs the work of an agency subdivision	7
2. Is responsible to administer one or more statewide policies or programs of an agency or agency subdivision	17
3. Manages, administers, and controls a local branch office of an agency subdivision, including the physical, financial, or personnel resources	2
4. Has substantial responsibility in personnel administration, legislative relations, public information, or the preparation and administration of budgets	14
5. Functionally is above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgment	24

It is noteworthy that the reviewers found that, even for properly placed WMS positions, there were variances in how the inclusion criteria were interpreted. In other words, the employing agency may have included the position for "criterion A", but the reviewers felt it should be included because it met "criterion B". Common themes on this issue included:

- Differences among agencies in the interpretation of the term "statewide" - is it statewide for which one person is responsible or a statewide program administered by more than one person (e.g., at a regional level)?
- Differences among agencies in the interpretation of the term "formulates statewide policy"
- Differences among agencies in the interpretation of the term "program"
- Differences among agencies in the application of the criterion "Functionally is above the first level of supervision and exercises authority that is not merely routine or clerical in nature and requires the consistent use of independent judgement"
- Differences among agencies in the interpretation of "preparation and administration of budgets"

CONCLUSIONS

Due to the nature of the sampling method used in this study, basic statistical extrapolation to the entire WMS population is not possible. However, analysis of the information gathered, combined with the knowledgeable comments of the reviewers, leads to the following observations:

- The vast majority (90%) of the sample was found to be properly placed in the WMS. It is reasonable to assume that the vast majority of all WMS positions are also properly placed, as no reason to the contrary was discovered in this study.
- Some agencies have sets of "common" positions that have basically the same duties and responsibilities. If, in this review, one of those positions was found to be proper (or improper), then it is likely that all its common positions are proper (or improper).
- There are two notable findings that might be generally extrapolated to the WMS population. The first is that 9 of the 50 improperly placed positions had supervisory responsibilities. The second is that 30 of the 50 problem positions were in Band 1. It is reasonable to assume that these two issues need further attention as agencies review their WMS positions.

Given the Legislature's clear intent that this program was to be decentrally administered and flexible, it is logical to expect variance in its implementation from agency to agency. Agencies across state government have extremely varied missions, customer bases, and statutory requirements to carry out in doing the work of the state's citizens. Many smaller agencies have responsibility for overseeing large programs carried out by non-state staff. As a result, there are program managers without staff who nonetheless legitimately meet the criteria for inclusion in WMS. Agencies with significant administrative functions tend to have legitimately higher percentages of staff included in WMS due to the statewide oversight that is required. This, in turn, also causes a larger percentage of the agency's staff to be appropriately included in WMS.

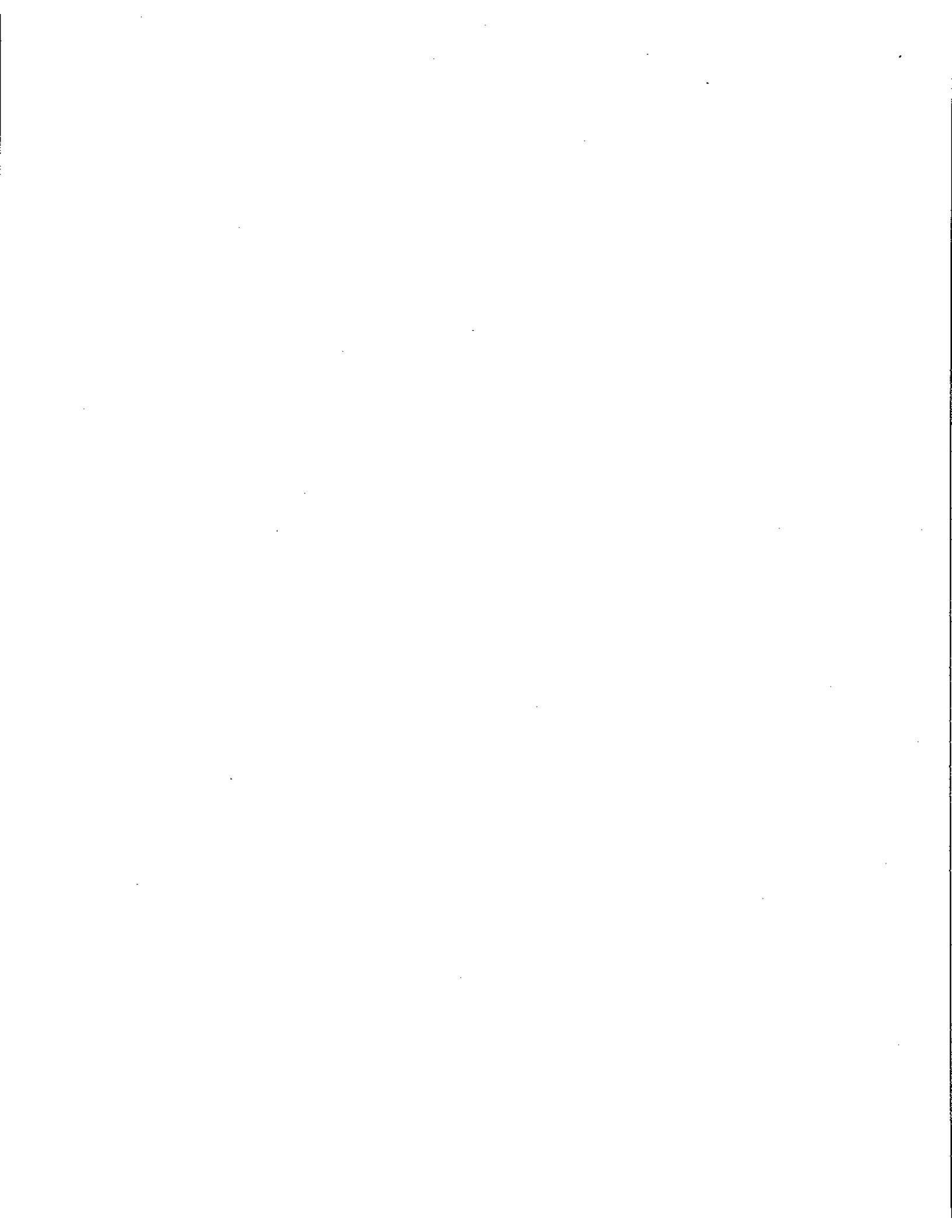
FURTHER ACTIONS

As a result of this study, the Department of Personnel has asked agencies with inappropriate positions to take the following actions to ensure the proper administration and continued success of the Washington Management Service.

1. Agencies with an improperly placed position(s) have agreed to either remove the position, or assign job responsibilities that would make the position(s) appropriate for the WMS.
2. DOP is clarifying its guidance on the WMS inclusion criteria. The new guidance is attached and will be distributed to agencies.
3. Agencies are being contacted to review any positions that have been placed in the WMS but not yet assigned a band, and take action to either assign a band or to remove the position.

4. The Department of Social & Health Services and the Department of Corrections have agreed to place no new positions into the WMS until an internal review of all their existing WMS positions has been conducted to verify proper placement.
5. All other agencies will be asked to conduct an internal review of all their present WMS positions that are in Band 1 and/or are non-supervisory to verify proper placement before adding any new positions.

The Department of Personnel is tracking the use of WMS and the decline or increase in numbers of WMS positions on a regular basis. As appropriate, the Governor and agency directors will be notified of progress and any issues that may need to be addressed.



Appendices

Appendix A. Distribution of WMS Positions by County

Appendix B. WMS Positions by Gender

Appendix C. WMS Positions by Ethnicity

Appendix D. WMS Positions by Agency, Sample, and Review Phase

Appendix E. WMS Position Review Matrix

Appendix F. List of Agency Reviewers

Appendix A. Distribution of WMS Employees by County

County	Total Emps	WMS Emps	%
ADAMS	21	1	4.8%
ASOTIN	75	3	4.0%
BENTON	545	27	5.0%
CHELAN	750	45	6.0%
CLALLAM	976	47	4.8%
CLARK	1666	81	4.9%
COLUMBIA	36	0	0.0%
COWLITZ	494	14	2.8%
DOUGLAS	76	4	5.3%
FERRY	20	0	0.0%
FRANKLIN	381	24	6.3%
GARFIELD	23	1	4.3%
GRANT	362	12	3.3%
GRAYS HARBOR	893	41	4.6%
ISLAND	88	2	2.3%
JEFFERSON	142	5	3.5%
KING	8041	558	6.9%
KITSAP	1022	31	3.0%
KITTITAS	321	9	2.8%
KLICKITAT	184	5	2.7%
LEWIS	769	18	2.3%
LINCOLN	59	1	1.7%
MASON	849	39	4.6%
OKANOGAN	241	3	1.2%
PACIFIC	288	8	2.8%
PEND OREILLE	22	1	4.5%
PIERCE	7606	369	4.9%
SAN JUAN	42	1	2.4%
SKAGIT	620	23	3.7%
SKAMANIA	50	2	4.0%
SNOHOMISH	2732	151	5.5%
SPOKANE	4924	249	5.1%
STEVENS	377	5	1.3%
THURSTON	19446	3235	16.6%
WAHKIAKUM	10	1	10.0%
WALLA WALLA	1109	60	5.4%
WHATCOM	504	16	3.2%
WHITMAN	118	3	2.5%
YAKIMA	2171	137	6.3%

Appendix B. WMS Positions by Gender

Gender	Non-WMS	Percent	WMS	Percent
Female	27,901	52.8	2,394	45.8
Male	24,920	47.2	2,838	54.2
Total	52,821		5,232	

Appendix C. WMS Position by Ethnicity

	Ethnicity	Number	Percent
Non-WMS	Not identified	5	0
	Native American	1,105	2.1
	African American	2,731	5.2
	Asian American	3,115	5.9
	Hispanic	2,335	4.4
	Caucasian	43,530	82.4
	TOTAL		52,821
WMS	Not identified	2	0
	Native American	87	1.7
	African American	217	4.2
	Asian American	217	4.2
	Hispanic	177	3.4
	Caucasian	4,532	86.5
	TOTAL		5,232

Appendix D. WMS Positions by Agency, Sample, and Review Phase

AGY CODE	AGENCIES IN SAMPLE	WMS Positions	# in Sample	2nd Review	Improper Placements
082	Public Disclosure Commission	4	1	1	0
085	Secretary of State	26	3	1	0
090	Treasurer, Office of the State	11	2	0	0
095	Auditor	30	5	3	0
100	Attorney General's Office	34	5	0	0
102	Financial Institutions	24	5	2	0
103	Community, Trade, & Econ Dev	43	8	6	0
107	Health Care Authority	43	10	0	0
110	Administrative Hearings	4	2	0	0
111	Personnel	35	8	0	0
116	Lottery	7	4	1	1
117	Gambling Commission	13	3	1	0
120	Human Rights Commission	4	1	0	0
124	Retirement Systems	34	4	0	0
126	Investment Board, State	6	4	2	1
140	Revenue	120	15	7	1
147	Office of Min&Womens BE	4	1	1	0
148	Housing Finance Commission	37	8	0	0
150	General Administration	88	6	6	0
155	Information Services, Dept of	67	15	0	0
160	Insurance Commissioner	25	3	0	0
165	Accountancy Board	3	1	1	0
185	Horse Racing Commission	1	1	0	0
190	Industrial Insurance Appeals, Bd	8	3	0	0
195	Liquor Control Board	48	3	0	0
215	Utilities & Transportation Comm	45	11	6	0
225	State Patrol	71	6	1	1
227	Criminal Justice Training Comm	18	5	3	1
228	Traffic Safety Commission	13	3	0	0
235	Labor & Industries	166	15	6	1
240	Licensing	116	7	0	0
245	Military Department	23	2	2	0
250	Indet Sentence Review Board	2	2	2	2
275	Public Employ Relations Comm	6	3	3	0
300	DSHS	1805	112	69	32
303	Health, Dept. of	174	11	0	0
305	Veteran's Affairs	29	2	0	0
310	Corrections	543	38	9	6
315	Blind, Services for the	11	2	0	0
350	Superintendent of Public Instru	102	22	6	2
354	Workforce Trng & Ed Coor Bd	7	2	1	1

Appendix D. WMS Positions by Agency, Sample, and Review Phase (continued)

387	Arts Commission	10	2	1	0
390	Historical Society, WA State	7	2	0	0
405	Transportation	580	54	36	0
406	County Road Admin Board	6	1	1	0
407	Transportation Improvement Bd	4	1	1	0
461	Ecology	189	17	0	0
462	Pollution Liability Insurance Ag	2	1	1	0
465	Parks & Recreation Comm	54	5	0	0
467	Outdoor Recreation, Interagency	7	2	1	0
477	Fish & Wildlife	171	8	0	0
490	Natural Resources	70	4	0	0
495	Agriculture	37	4	2	1
540	Employment Security	202	18	17	0
		5189	483	200	50

Appendix E. WMS Position Review Matrix

Agency Code	Agency	Pos #	Working Title	WMS Band	# of Direct Rpts	DEFINITION CRITERIA FOR INCLUSION INTO WMS						
						1	2	3	4	5	Second Review	
082	Public Disclosure Commission	0022	Director of Public Outreach	WMS01	0	X						X
085	Secretary of State	0190	ACP Manager	WMS01	2	X						
085	Secretary of State	0292	Imaging Services Manager	WMS02	13	X			X			
085	Secretary of State	0299	Policy & Digital Signature Act Manager	WMS03	8	X			X			X
090	Treasurer, Office of the State	0024	Application Systems Manager	WMS02	6	X			X			
090	Treasurer, Office of the State	0110	Manager, Cash and Warrant Mgmt Division	WMS03	3	X			X			
095	Auditor	10101	Accounting Manager	WMS02	6	X			X			X
095	Auditor	10301	Training Manager	WMS02	2	X			X			X
095	Auditor	22001	Audit Manager	WMS02	9			X				X
095	Auditor	24103	Investment Audit Specialist	WMS02	4	X						
095	Auditor	20701	Manager of Special Investigations	WMS03	1	X						
100	Attorney General's Office	0779	Lemon Law Manager	WMS01	8	X						
100	Attorney General's Office	1175	Tacoma Office Administration Manager	WMS01	7				X			
100	Attorney General's Office	0460	Applications Manager	WMS02	4				X			
100	Attorney General's Office	1343	Policy Specialist	WMS02	0				X			
100	Attorney General's Office	1402	Law Library Manager	WMS03	3	X						
102	Financial Institutions	0150	Financial Literacy Outreach Manager	WMS01	0				X			
102	Financial Institutions	0142	Financial Legal Examiner Supervisor	WMS03	3	X						
102	Financial Institutions	0143	Financial Legal Examiner Sup (Chief Exam Audit)	WMS03	5	X					X	X
102	Financial Institutions	0305	Financial Examiner Supervisor	WMS03	4	X			X			X
102	Financial Institutions	0332	Director of Administration	WMS04	3	X				X		
103	Community, Trade, & Econ Dev	0928	Special Assistant	WMS01	0				X			X
103	Community, Trade, & Econ Dev	0474	Managing Director, Business Assistance	WMS02	7	X			X			
103	Community, Trade, & Econ Dev	0880	Service Enriched Housing Manager	WMS02	6	X			X			X
103	Community, Trade, & Econ Dev	0884	Managing Director, Business Lending	WMS02	11	X			X			

103	Community, Trade, & Econ Dev	0885	Rental Housing Manager	WMS02	5	X	X	X	X
103	Community, Trade, & Econ Dev	0822	Managing Director, Project Development Svs Unit	WMS02	4	X	X	X	X
103	Community, Trade, & Econ Dev	0930	Director of Operations	WMS02	3		X	X	X
103	Community, Trade, & Econ Dev	0454	Budget Manager	WMS03	6	X	X	X	X
107	Health Care Authority	0280	Production Manager	WMS01	2		X		
107	Health Care Authority	0031	Administrative Accounting Manager	WMS02	13			X	
107	Health Care Authority	0058	Senior Health Policy Analyst	WMS02	0	X			
107	Health Care Authority	0258	Manager, Interagency & Community Partner Dev	WMS02	0		X		
107	Health Care Authority	0141	PEBB Outreach and Education Manager	WMS02	6			X	
107	Health Care Authority	0111	Customer Services/Enrollment Manager	WMS02	4			X	
107	Health Care Authority	0229	Member Services Unit Manager	WMS02	26			X	
107	Health Care Authority	0365	Deputy Program Manager, Uniform Med Plan Op	WMS03	8			X	
107	Health Care Authority	0372	Director, Health Inform and Prog Evaluation	WMS03	0	X			
107	Health Care Authority	0351	Executive Director	WMS03	0			X	
110	Administrative Hearings	0155	Accounting Manager	WMS01	3		X		
110	Administrative Hearings	0151	Information Systems Manager	WMS02	6	X	X		
111	Personnel	0125	Communications Manager	WMS02	4		X		
111	Personnel	0220	Executive Search Services Manager	WMS02	5	X	X		
111	Personnel	0207	State Agency Return-to-Work Initiative Pro Mgr	WMS02	0	X	X		
111	Personnel	0291	Combined Fund Drive Program Manager	WMS02	2	X	X		
111	Personnel	0013	Manager, Development Services Team	WMS02	13	X	X		
111	Personnel	0254	Workforce Diversity Program Manager	WMS02	0	X	X		
111	Personnel	0362	Network, Architecture and Applications Manager	WMS03	16	X	X	X	
111	Personnel	0026	HR Client Services Director - Class & Comp	WMS03	22	X	X	X	
116	Lottery	0178	Graphics Manager	WMS01	0				X
116	Lottery	0168	Budget Manager	WMS02	0		X		
116	Lottery	0120	Information Services Manager	WMS03	4		X		
116	Lottery	0117	Assistant Director, Marketing/Sales	WMS04	6	X	X	X	
117	Gambling Commission	0138	Staff Attorney	WMS01	1		X		X
117	Gambling Commission	0141	Information Services and Telecommunications	WMS02	4	X	X		
117	Gambling Commission	0131	Policy and Government Affairs Director	WMS03	4	X			
120	Human Rights Commission	0030	District Manager	WMS02	9	X			
124	Retirement Systems	0360	Quality Manager	WMS01	1	X			
124	Retirement Systems	0413	AS Project Manager	WMS02	1	X			

	Retirement Systems	P500	WSP Plan 2 Project	WMS02	1	X				
124	Retirement Systems	0224	Stra Inlt Tm Manager	WMS03	3		X			
126	Investment Board, State	0050	Financial Specialist	WMS01	1					X
126	Investment Board, State	0053	Human Resource Administrator	WMS02	0		X			
126	Investment Board, State	0075	Legislative & Communications Coordinator	WMS02	0			X		
126	Investment Board, State	0034	Financial Manager	WMS03	6		X	X		X
140	Revenue	2097	Miscellaneous Tax Operations Manager	WMS01	7		X			
140	Revenue	3285	Budget Coordinator	WMS01	0			X		
140	Revenue	0072	District Compliance Manager	WMS02	10			X		
140	Revenue	0291	District Compliance Manager	WMS02	0					X
140	Revenue	0298	District Compliance Manager	WMS02	10			X		
140	Revenue	0393	Field Audit Manager	WMS02	7-14			X		
140	Revenue	0854	Out of State Field Audit Manager	WMS02	6-9		X			X
140	Revenue	1079	Research Project Manager	WMS02	0		X			X
140	Revenue	2095	Accounting Manager	WMS02	10		X			X
140	Revenue	2180	Information Services Manager - Internet	WMS02	12		X		X	X
140	Revenue	2182	Information Services Manager - Miscellaneous	WMS02	18		X		X	X
140	Revenue	2245	Taxpayer Information and Education Manager	WMS02	8			X		
140	Revenue	3264	Audit Computer Support Manager	WMS02	3		X			
140	Revenue	2228	Manager, Policy and Operations	WMS03	6		X			X
140	Revenue	2310	Infrastructure and Operations Manager	WMS03	1		X		X	X
147	Office of Min.&Womens BE	0022	Compliance Division Manager	WMS02	6		X			X
148	Housing Finance Commission	0021	Senior Bond Portfolio Analyst	WMS01	0		X			
148	Housing Finance Commission	0042	Program Coordinator	WMS01	0		X			
148	Housing Finance Commission	0060	Compliance Officer	WMS01	0		X			
148	Housing Finance Commission	0068	Website Manager	WMS01	0		X			
148	Housing Finance Commission	0074	Market Development Administrator	WMS01	0		X			
148	Housing Finance Commission	0017	Controller	WMS02	4		X	X		
148	Housing Finance Commission	0035	Manager of Tax Credits Division	WMS02	7		X			
148	Housing Finance Commission	0013	Director of Homeownership Division	WMS03	3		X		X	
150	General Administration	0734	Customer Service Manager	WMS01	2		X			X
150	General Administration	0858	Mail Sortation Manager	WMS01	18		X		X	X
150	General Administration	0534	Facilities Policy Analyst	WMS02	0		X		X	X
150	General Administration	1099	Manager, Plant Operations Support	WMS02	3		X		X	X

150	General Administration	1576	Marketing Manager	WMS02	3	X	X	X	X	X
150	General Administration	0347	Chief of Engineering, DOC, TEAM Program	WMS03	19	X	X	X	X	X
155	Information Services, Dept of	0521	Office Services Manager	WMS01	7	X	X	X	X	X
155	Information Services, Dept of	5002	Swing Shift Operations Manager	WMS02	26	X	X	X	X	X
155	Information Services, Dept of	0757	Node Network Operations & Facility Support Mgr	WMS02	10	X	X	X	X	X
155	Information Services, Dept of	5225	Long Distance Services Manager	WMS02	5	X	X	X	X	X
155	Information Services, Dept of	5135	Unisys Technical Support Manager	WMS02	8	X	X	X	X	X
155	Information Services, Dept of	5224	Manager, Digital Transport Services (DTS)	WMS02	3	X	X	X	X	X
155	Information Services, Dept of	0910	S/390 Storage Manager	WMS02	2	X	X	X	X	X
155	Information Services, Dept of	5430	Human Resources Manager	WMS03	6	X	X	X	X	X
155	Information Services, Dept of	5316	Customer Relationship Manager (Bus Liaison)	WMS03	0	X	X	X	X	X
155	Information Services, Dept of	5525	Senior Technology Management Consultant	WMS03	0	X	X	X	X	X
155	Information Services, Dept of	5531	Senior Information Technology Planning Advisor	WMS03	0	X	X	X	X	X
155	Information Services, Dept of	5466	Multimedia Production Manager	WMS03	8	X	X	X	X	X
155	Information Services, Dept of	5461	Digital Government Web Properties Manager	WMS03	3	X	X	X	X	X
155	Information Services, Dept of	5378	Production Services Manager	WMS03	91	X	X	X	X	X
155	Information Services, Dept of	5544	Manager, Digital Government Applications Acad	WMS04	8	X	X	X	X	X
160	Insurance Commissioner	0327	Communication Coordinator	WMS01	0	X	X	X	X	X
160	Insurance Commissioner	0332	Facilities & Telecommunications Manager	WMS02	0	X	X	X	X	X
160	Insurance Commissioner	0299	Asst Deputy Insurance Commissi/SHIBA Director	WMS03	0	X	X	X	X	X
165	Accountancy Board	0025	Deputy Director	WMS02	4	X	X	X	X	X
185	Horse Racing Commission	0082	Acting Human Resource Manager	WMS02	0	X	X	X	X	X
190	Industrial Insurance Appeals, Bd	0089	Program Administrator	WMS01	5	X	X	X	X	X
190	Industrial Insurance Appeals, Bd	0116	Human Resources Manager	WMS02	2	X	X	X	X	X
190	Industrial Insurance Appeals, Bd	0095	Information Technology Manager	WMS03	3	X	X	X	X	X
195	Liquor Control Board	0065	Records Center Manager	WMS01	2	X	X	X	X	X
195	Liquor Control Board	0032	Liquor Store District Manager	WMS02	12	X	X	X	X	X
195	Liquor Control Board	0082	Manager, Large Projects	WMS04	1-10	X	X	X	X	X
215	Utilities & Transportation Comm	0116	Compliance Manager	WMS01	8	X	X	X	X	X
215	Utilities & Transportation Comm	0081	Supervisor, Consumer Affairs	WMS01	6	X	X	X	X	X
215	Utilities & Transportation Comm	0087	Knowledge Manager	WMS02	0	X	X	X	X	X
215	Utilities & Transportation Comm	0094	Senior Telecommunications Industry Expert	WMS02	0	X	X	X	X	X
215	Utilities & Transportation Comm	0317	Technical Advisor/Case Strategist	WMS02	0	X	X	X	X	X
215	Utilities & Transportation Comm	0368	Information Services Manager	WMS02	7	X	X	X	X	X

215	Utilities & Transportation Comm	0037	Personnel Manager	WMS02	5		X	X	X	X		
215	Utilities & Transportation Comm	0096	Chief Financial Officer	WMS03	5	X	X	X	X	X		X
215	Utilities & Transportation Comm	0176	Pipeline Safety Director	WMS03	14		X					
215	Utilities & Transportation Comm	0318	Asst Director of Transportation & Water	WMS03	17	X	X	X		X		X
215	Utilities & Transportation Comm	0308	Director, Employee Services	WMS03	10		X					
225	State Patrol	0687	Administrative Services Manager	WMS01	6			X				
225	State Patrol	1299	Financial System Management Analyst	WMS01	0			X				
225	State Patrol	1646	Lead Background Investigator	WMS01	0							X
225	State Patrol	0665	Information Technology Project Manager	WMS02	0	X						
225	State Patrol	1439	Deputy State Fire Marshal, Supervisor	WMS02	8	X						
225	State Patrol	1317	Information Technology Project Manager	WMS03	0	X						
227	Criminal Justice Training Comm	0031	Information Technology Manager	WMS01	0							X
227	Criminal Justice Training Comm	0019	Financial Manager	WMS02	4	X	X	X	X	X		
227	Criminal Justice Training Comm	0005	Leadership Division Program Manager	WMS02	0	X						X
227	Criminal Justice Training Comm	0070	Human Resources Manager	WMS02	1	X	X	X	X	X		
227	Criminal Justice Training Comm	0027	Advanced Training Program Manager	WMS02	3	X						X
228	Traffic Safety Commission	0041	Traffic Safety Program Manager	WMS01	0		X					
228	Traffic Safety Commission	0020	Communications Manager	WMS01	0			X				
228	Traffic Safety Commission	0004	Senior Traffic Safety Program Manager	WMS02	0	X						
235	Labor & Industries	W030	Industrial Hygiene Training Manager	WMS01	4	X						
235	Labor & Industries	W044	Research Project Manager	WMS01	2-5							X
235	Labor & Industries	W0466	Sup, MIPS Technical Operations & Elec Billing	WMS01	10						X	
235	Labor & Industries	W1344	WISHA Education and Outreach Comm Mgr	WMS01	0			X				
235	Labor & Industries	W1777	Senior Budget Analyst	WMS01	0			X				
235	Labor & Industries	W2038	Claims Administration Data Specialist	WMS01	0	X					X	
235	Labor & Industries	W2225	Data Analyst Manager	WMS01	0	X					X	
235	Labor & Industries	W1328	Personnel Officer 3	WMS02	0			X				
235	Labor & Industries	W1755	Firm Appeals Manager	WMS02	5	X						
235	Labor & Industries	W1856	Pharmacy Manager	WMS02	0	X						
235	Labor & Industries	W2549	Research Technical Support Manager	WMS02	0	X					X	X
235	Labor & Industries	W3659	Third Party Attorney	WMS02	0	X					X	X
235	Labor & Industries	WA023	WMS Band II Project Manager	WMS02	8	X				X	X	X
235	Labor & Industries	W2146	Operations Manager, SCSD	WMS03	7	X						
235	Labor & Industries	W3749	Research Director for (SHARP)	WMS03	14	X						

240	Licensing	0481	Regional Audit Manager	WMS01	4	X			
240	Licensing	1113	Regional Audit Manager	WMS01	3	X			
240	Licensing	1083	NW Region Manager	WMS02	8	X			
240	Licensing	1127	Hearings Officer Manager	WMS02	5	X			
240	Licensing	1530	Budget and Planning Manager	WMS02	2		X		
240	Licensing	1774	Personnel Operations Manager	WMS02	8		X		
240	Licensing	0285	Senior Project Manager	WMS03	0			X	
245	Military Department	0462	Plans Section Supervisor	WMS02	4	X			X
245	Military Department	0178	Capital Prog & Facility Planning Mgr	WMS03	3-6	X			X
250	Indet Sentence Review Board	0159	Hearings Officer	WMS01	0				X
250	Indet Sentence Review Board	0170	Hearings Officer	WMS01	0				X
275	Public Employment Relations Comm	0019	Team Leader, Section Manager	WMS02	6	X	X		X
275	Public Employment Relations Comm	0023	Team Leader, Section Manager	WMS02	5	X	X		X
275	Public Employment Relations Comm	0025	Team Leader, Section Manager	WMS02	5	X	X		X
300	DSHS	MH12	Planning and Policy Specialist	WMS00	0	X			X
300	DSHS	RZ31	Human Resource Consultant 4	WMS00	0			X	X
300	DSHS	SF98	Complaint Resolution Specialist	WMS00	0				X
300	DSHS	SJ58	HIPAA Project Manager	WMS00	0				X
300	DSHS	SL70	Fiscal Information & Data Reporting Manager	WMS00	0				X
300	DSHS	BV29	Community Relations Program Specialist	WMS01	0				X
300	DSHS	CE38	County Financial Liaison-County Legal Resource	WMS01	0				X
300	DSHS	C776	Social & Health Program Manager 2	WMS01	0				X
300	DSHS	GJ84	Records, Asset & Inventory Control Manager	WMS01	3	X			X
300	DSHS	GW39	RHC Information Technology Manager	WMS01	13	X			X
300	DSHS	KA90	Immigration & Employment Support Prog Mgr	WMS01	0				X
300	DSHS	LN09	Social & Health Program Manager 2	WMS01	0	X			X
300	DSHS	MY08	Social Services Coordinator	WMS01	0	X			X
300	DSHS	QB37	Basic Health Program Manager	WMS01	0	X			X
300	DSHS	QK71	Capital Programs Accounting Manager	WMS01	0	X			X
300	DSHS	RB85	Technical Trainer	WMS01	0				X
300	DSHS	RE74	Regional Business Manager	WMS01	0	X			X
300	DSHS	RF55	ASD Web Administrator	WMS01	2			X	
300	DSHS	RG63	Regional Performance Monitor	WMS01	0			X	
300	DSHS	RG92	Comprehensive Assessment Project Manager	WMS01	2	X	X		X

300	DSHS		RJ27	ACES System Test Analyst	WMS01	0								X
300	DSHS		RK18	Language Service Quality Control Manager	WMS01	0								X
300	DSHS		RL33	ACES Trainer/Analyst	WMS01	0								X
300	DSHS		RN09	Constituent Relations Manager	WMS01	0							X	
300	DSHS		RQ46	Edit/Tax Unit Supervisor	WMS01	5							X	
300	DSHS		RR89	Special Assistant to the Director	WMS01	0							X	
300	DSHS		RS92	Community Services Quality Improvement Spec	WMS01	0							X	
300	DSHS		RW80	Data Base Management Systems Administrator	WMS01	0								X
300	DSHS		RX59	Medical Assistance Fair Hearing Program Mgr	WMS01	0								X
300	DSHS		RY83	Statewide Records & Docu Mgmt Con RDMC	WMS01	0								X
300	DSHS		RZ63	Budget, Planning & Recovery Analyst: Fraud Abuse and Detection Program	WMS01	0						X		X
300	DSHS		SC81	Food Production Manager	WMS01	52						X		
300	DSHS		SE40	Quality Assurance Research Program Manager	WMS01	0							X	
300	DSHS		SF91	ACES Operations Support Manager	WMS01	0					X			
300	DSHS		SG79	Fiscal Program Manager Grants	WMS01	0								X
300	DSHS		SK70	Software Development Specialist	WMS01	0								X
300	DSHS		SM11	Program Operations Manager	WMS01	0								X
300	DSHS		SN46	Legal Benefits Specialist	WMS01	0								X
300	DSHS		SP41	Complaint Resolution Specialist	WMS01	0								X
300	DSHS		SR46	Fiscal Manager	WMS01	0								X
300	DSHS		SR87	IT Network Support Specialist	WMS01	0								X
300	DSHS		XA67	Regional Trainer	WMS01	0								X
300	DSHS		RF78	Program Manager 3/WMS	WMS01	0								X
300	DSHS		RM47	Rainier Thrift & Gifts Store Manager	WMS02	4-6						X		X
300	DSHS		SN68	Medical Assistance Program Auditor	WMS02	0								X
300	DSHS		QY55	Information Technology Manager	WMS02	1						X		
300	DSHS		SD24	Lead Program Manager	WMS02	0								X
300	DSHS		KQ05	DFI Overpayment Manager	WMS02	6					X			
300	DSHS		E855	Case Management Supervisor	WMS02	9					X			
300	DSHS		FJ05	Chief Accountant	WMS02	8								X
300	DSHS		GT78	Adult Training Program Director	WMS02	76					X			X
300	DSHS		JL22	Information System Services Division	WMS02	6								X
300	DSHS		JY51	Placement Service Program Manager	WMS02	0					X			X

300	DSHS	KS78	Contract Manager	WMS02	0	X						X	
300	DSHS	LN30	Medical Support Coordinator	WMS02	0	X						X	
300	DSHS	LP07	Legislation and Litigation Legal Advisor	WMS02	0	X	X				X		
300	DSHS	MP48	ACES/SEMS Liaison	WMS02	0							X	
300	DSHS	MW49	SEPA 2	WMS02	2						X	X	
300	DSHS	NA31	Regional Manager	WMS02	10					X	X	X	
300	DSHS	NS06	Research Statistical Manager	WMS02	5							X	
300	DSHS	NS68	Contracts Manager	WMS02	0							X	
300	DSHS	QC21	Manager Mental Health/Dev Disab Combined Svs	WMS02	5							X	
300	DSHS	QP77	Administrator, State/Tribal Relations Unit	WMS02	4		X			X	X		
300	DSHS	QY35	Case Management Supervisor	WMS02	9							X	
300	DSHS	QZ31	Program Manager	WMS02	0						X		
300	DSHS	RA74	Workfirst Communications Coordinator	WMS02	0	X	X						
300	DSHS	RF59	Juvenile Accountability Incentive Block Grant PM	WMS02	0							X	
300	DSHS	RF71	Program Manager	WMS02	0		X					X	
300	DSHS	RG43	Forensic Services Manager, SCC	WMS02	3		X				X		
300	DSHS	RH19	Local Area Network & Desktop Services Mgr	WMS02	3		X					X	
300	DSHS	RJ90	HCS & Administration Contracts & Grants Mgr	WMS02	0							X	
300	DSHS	RJ92	Information Systems Manager	WMS02	0							X	
300	DSHS	RK66	Area Agency on Aging (AAA) Specialist	WMS02	0							X	
300	DSHS	RM27	Medical Assistance Transportation Prog Mgr	WMS02	0		X					X	
300	DSHS	RM29	Senior Researcher	WMS02	0		X						
300	DSHS	RM80	Purchased Services Contracts & Asset Mgmt Mgr	WMS02	15						X		
300	DSHS	RN05	Training Manager	WMS02	1		X				X	X	
300	DSHS	RN11	ESA Limited English Proficient Cluster Coordin	WMS02	0	X	X						
300	DSHS	RP76	Financial Recovery Projects Manager	WMS02	0						X		
300	DSHS	RR36	Juvenile Rehabilitation Administrator 1	WMS02	0	X	X				X	X	
300	DSHS	RS79	Social & Health Program Manager 4	WMS02	0						X		
300	DSHS	RT39	Program Mgr, Case Mgmt & Social Services	WMS02	0	X	X				X		
300	DSHS	KW94	Financial Institutions Data Match Coordinator	WMS02	0	X	X				X		
300	DSHS	RT92	WMS Financial Manager	WMS02	1	X					X	X	
300	DSHS	RW23	Lead Manager-Nurse Delegation/Nursing Svs	WMS02	0						X		
300	DSHS	RX30	Working Connections Child Care Prog Mgr Lead	WMS02	0	X	X				X		
300	DSHS	RZ26	Audit Manager/Contracts Manager	WMS02	13						X		

300	DSHS	SB05	Field Manager for Residential Care Svs Reg 2B	WMS02	13-16							
300	DSHS	SB06	Field Mgr for Residential Care Svs-Region 3B	WMS02	13-16							
300	DSHS	SC75	Manager, Research & Development	WMS02	0	X						
300	DSHS	SD85	Program Manager 2/WMS	WMS02	0		X					
300	DSHS	SE39	Manager, Public Disclosure	WMS02	0		X					
300	DSHS	SE98	Certification Field Services Manager	WMS02	4							
300	DSHS	SG33	Economic Research Manager	WMS02	0						X	
300	DSHS	SG78	Fiscal Program Manager Residential	WMS02	0						X	
300	DSHS	SJ93	Media Relations Manager	WMS02	0	X						
300	DSHS	SK35	Nurse Provider Specialist	WMS02	0		X					
300	DSHS	SK86	Health Policy Analyst	WMS02	2	X						
300	DSHS	SL69	Utilization and Cost Containment Manager	WMS02	0		X					
300	DSHS	SN79	AASA Communications Manager	WMS02	0			X				
300	DSHS	SQ04	Clinical Consultant, Disease Management Prog	WMS02	0		X					
300	DSHS	SQ56	Working Connections Child Care Program Mgr	WMS02	0		X					
300	DSHS	SR34	Quality Assurance Program Manager	WMS02	11		X					
300	DSHS	SS44	Regulatory Affairs Program Administrator	WMS02	1		X					
300	DSHS	RD05	Manager, Office of Customer Services	WMS03	20	X						
300	DSHS	SG35	Children & Family Services Area Administrator	WMS03	6		X					
300	DSHS	HP49	Psychologist 5	WMS03	10		X					
300	DSHS	RN38	Field Operations Headquarters Program Mgr	WMS03	16		X					
300	DSHS	RX01	Executive Assistant	WMS03	11	X						
300	DSHS	RX53	Section Leader, Programs and Planning	WMS03	9	X						
300	DSHS	SM90	CSO Administrator	WMS03	82	X						
300	DSHS	SR11	Review Judge	WMS03	0							
303	Health, Dept. of	0721	Budget/Contracts Manager	WMS01	1							X
303	Health, Dept. of	0901	Local Health Financial Coordinator	WMS01	0		X					
303	Health, Dept. of	1175	Contracts Manager	WMS01	4							
303	Health, Dept. of	1202	Legislative and Policy Liaison	WMS02	0		X					
303	Health, Dept. of	0841	Lead Epidemiologist/Section Manager	WMS02	13		X					
303	Health, Dept. of	1208	Early Intervention Program Manager	WMS02	5		X					
303	Health, Dept. of	1204	Mgr, Breast & Cervical Cancer Early Detection Pro	WMS02	4		X					
303	Health, Dept. of	1278	Manager, Diabetes Control Program	WMS02	5		X					
303	Health, Dept. of	0957	Mgr, Maternal & Child Health Assessment Section	WMS02	7		X					

303	Health, Dept. of	1207	Chief Administrator, Health Systems Qual Assur	WMS03	7	X	X	X		
303	Health, Dept. of	0008	Director, Public Health Laboratories	WMS04	18	X	X			
305	Veteran's Affairs	B687	Quality & Strategic Planning Consultant	WMS01	0	X				
305	Veteran's Affairs	B689	Program Manager	WMS02	3	X	X	X		
310	Corrections	0272	Chaplin	WMS01	0				X	
310	Corrections	1361	Administrative Segregation Hearings Officer	WMS01	1			X		
310	Corrections	2091	Community Corrections Supervisor 1	WMS01	12		X			
310	Corrections	2393	Training Manager	WMS01	4				X	
310	Corrections	2869	Correctional Unit Supervisor/Performance Mgr	WMS01	1			X		
310	Corrections	3314	Correctional Lieutenant	WMS01	2			X		
310	Corrections	B298	Correctional Unit Supervisor/Training Manager	WMS01	2			X		
310	Corrections	BA91	Chaplin Manager	WMS01	0				X	
310	Corrections	BP12	Fire Suppression Program Manager	WMS01	1		X			
310	Corrections	BS13	Plant Manager 2	WMS01	18			X		
310	Corrections	CF39	Recreation Director	WMS01	7			X		
310	Corrections	CM03	Electrical Administrator Capitol Planning & Dev	WMS01	0		X		X	
310	Corrections	CN30	DOC Deaf Offender Services Manager	WMS01	0		X			
310	Corrections	CP06	Correctional Worker Core Manager	WMS01	5		X			
310	Corrections	NE23	Community Corrections Supervisor 1	WMS01	10			X		X
310	Corrections	SE13	Community Corrections Supervisor	WMS01	11			X		
310	Corrections	0412	Correctional Manager	WMS02	2		X			
310	Corrections	0985	Food Program Manager	WMS02	2		X			
310	Corrections	2211	Chemical Dependency Treatment Prog Mgr	WMS02	3		X			
310	Corrections	2394	Chaplain Supervisor	WMS02	1				X	
310	Corrections	BF19	Human Resource Manager	WMS02	3			X		
310	Corrections	BF98	DOC Statewide Transportation Manager	WMS02	5		X			
310	Corrections	CM07	Financial Services Manager	WMS02	2			X		
310	Corrections	CN16	Quality Assurance Coordinator	WMS02	0		X			
310	Corrections	CN70	DOC-OCO Hearings Unit	WMS02	0		X			
310	Corrections	CN83	Risk Management Release Prog	WMS02	0		X			
310	Corrections	HB69	Reg Bus Sys Ctr Asst Mgr, W Central Bus Sys Ctr	WMS02	2		X			
310	Corrections	NE04	Regional Performance Manager-NE	WMS02	3			X		
310	Corrections	SC06	Captain	WMS02	2				X	
310	Corrections	SE08	Staff Resource Center - Staff Counselor	WMS02	7				X	
310	Corrections			WMS02	2				X	

310	Corrections	SW21	Regional Performance Manager-SW	WMS02	2					X	
310	Corrections	WC34	Assistant Regional Business Manager (ARBIM)	WMS02	3					X	
310	Corrections	0201	Assistant Comptroller	WMS03	3					X	
310	Corrections	1019	Field Administrator	WMS03	10					X	
310	Corrections	CM82	Regional Information Technology Operations Mgr	WMS03	7-10					X	
310	Corrections	CN54	OCO Staffing Correctional Manager	WMS03	0		X				
310	Corrections	HF33	Regional Human Resources Manager, SE Region	WMS03	8			X			
310	Corrections	CM21	Risk Management Attorney	WMS04	0		X				X
315	Blind, Services for the	W013	Vocational Rehabilitation Field Svs Mgr	WMS02	25		X	X			
315	Blind, Services for the	W006	Assistive Technology Program Manager	WMS02	7		X	X			
350	Superintendent of Public Instru	0460	Investigator	WMS01	3		X	X			X
350	Superintendent of Public Instru	0708	OSPI/Learning and Teaching Support	WMS02	0.5			X			
350	Superintendent of Public Instru	0619	OSPI/Learning and Teaching	WMS02	0			X			
350	Superintendent of Public Instru	0665	Regional Coordinator	WMS02	0			X			
350	Superintendent of Public Instru	0247	Project Mgr for WebApps (Grants/Grants Reptng)	WMS02	0			X			
350	Superintendent of Public Instru	0776	OSPI/Special Education Operations	WMS02	0		X	X			X
350	Superintendent of Public Instru	0233	Supervisor-School District Personnel Reporting	WMS02	0			X			X
350	Superintendent of Public Instru	0638	OSPI/Special Education	WMS02	4			X			
350	Superintendent of Public Instru	0125	Special Education	WMS02	0			X			
350	Superintendent of Public Instru	0641	OSPI/Learning and Teaching Support	WMS02	0.5			X			
350	Superintendent of Public Instru	0137	OSPI	WMS02	0			X			
350	Superintendent of Public Instru	0736	SPI Special Education Operations	WMS02	0					X	
350	Superintendent of Public Instru	0237	OSPI/Special Programs/Migrant Education	WMS02	0			X			
350	Superintendent of Public Instru	0744	Title VI and Innovative Programs	WMS02	0			X			X
350	Superintendent of Public Instru	0428	OSPI/Budget Office	WMS02	0				X		
350	Superintendent of Public Instru	0585	Supervisor Food Distribution	WMS02	3.5			X			
350	Superintendent of Public Instru	0370	OSPI/Professional Education & Cert	WMS02	0			X			
350	Superintendent of Public Instru	0501	HHS Pathway Supervisor	WMS02	0			X			
350	Superintendent of Public Instru	0177	OSPI/Special Education Operations	WMS02	0		X	X			X
350	Superintendent of Public Instru	0333	Special Programs/Sp. Ed. Operations	WMS03	16				X		
350	Superintendent of Public Instru	0152	OSPI/Learning and Teaching Support	WMS03	10				X		
350	Superintendent of Public Instru	0135	Child Nutrition Director	WMS03	28					X	
354	Workforce Trng & Ed Coord Bd	0302	Legislative Liaison/K-12 Policy Analyst	WMS01	0		X	X			
354	Workforce Trng & Ed Coord Bd	0306	Senior Researcher	WMS02	0						X

387	Arts Commission	0025	Folk Arts Program Manager	WMS01	3	X					X
387	Arts Commission	0021	Art in Public Places Program Manager	WMS01	0	X					
390	Historical Society, WA State	0060	Development Manager	WMS01	1	X					
390	Historical Society, WA State	0040	Director of Museum Services	WMS02	4	X					
405	Transportation	0W081	Public Transportation & Rail Div Financial Mgr	WMS01	0			X			
405	Transportation	0W196	Printing Services Manager	WMS01	15				X		
405	Transportation	0W227	Traffic Operations Financial Manager	WMS01	0			X			
405	Transportation	0W252	Manager, Aerial Photography	WMS01	4	X					X
405	Transportation	2W029	Communications Manager	WMS01	0			X			
405	Transportation	4W042	Safety Officer 2	WMS01	1	X					X
405	Transportation	6W044	Region Purchasing and Telecommunications Mgr	WMS01	3	X			X		
405	Transportation	0W178	Maintenance Environmental Policy Manager	WMS02	1	X					X
405	Transportation	0W184	Highway Usage Branch Manager	WMS02	3-10	X			X		
405	Transportation	0W194	Transportation Technical Engineer V	WMS02	4	X			X		
405	Transportation	0W205	Right of Way Agent 6	WMS02	6	X			X		
405	Transportation	0W222	Communications Systems Director	WMS02	5	X			X		
405	Transportation	0W228	St Traffic Prog Planig & Performance Meas Mgr	WMS02	4	X					X
405	Transportation	0W240	Transportation Technical Engineer 5	WMS02	7	X			X		X
405	Transportation	1W004	Area Traffic Engineer	WMS02	12				X		
405	Transportation	1W009	Design Project Engineer	WMS02	9	X			X		
405	Transportation	1W129	Air Quality and Acoustic Programs Manager	WMS02	6	X			X		X
405	Transportation	1W133	Purchasing Manager	WMS02	14	X			X		X
405	Transportation	1W147	Freeway Operations Engineer	WMS02	4	X			X		X
405	Transportation	1W170	Assistant IT Manager	WMS02	6	X			X		X
405	Transportation	3W054	Traffic Design Engineer	WMS02	5	X			X		X
405	Transportation	3W059	Public Affairs Manager	WMS02	0				X		
405	Transportation	3W067	Project Engineer	WMS02	5				X		X
405	Transportation	4W035	Assistant Area Engineer - Chehalis	WMS02	4				X		
405	Transportation	4W043	Assistant Program Manager	WMS02	7				X		
405	Transportation	5W033	Regional Information Technology Manager	WMS02	4				X		X
405	Transportation	9W024	Senior Manager for Administrative Services	WMS02	4				X		X
405	Transportation	0W037	Crew Resource Manager	WMS02	5	X					
405	Transportation	9W039	WSF Training Program Administrator	WMS02	3				X		
405	Transportation	9W043	WSF Program Budget Manager	WMS02	0				X		

405	Transportation	0W032	Director, Office of Equal Opportunity	WMS03	5	X	X	X	X		X			
405	Transportation	0W197	North/South Mainline Product Line Manager	WMS03	2		X				X			
405	Transportation	1W005	Assistant Area Administrator-Mount Baker Area	WMS03	4		X							
405	Transportation	1W068	Engineering Manager, South King Area	WMS03	3		X							
405	Transportation	9W028	Structural Design Supervisor	WMS03	5		X							
405	Transportation	9W032	Environmental Manager	WMS03	2		X							
405	Transportation	9W040	Washington State Ferries Information Sys Mgr	WMS03	13		X							
405	Transportation	9W045	WSF Director of Prog Dev & Prog Mgmt	WMS03	5									
405	Transportation	0W181	Deputy Director of Environmental Services	WMS04	4	X	X							
405	Transportation	0W186	Director, Office of Comm & Public Involvement	WMS04	5	X	X	X						
405	Transportation	0W245	Director - Planning & Capital Program Mgmt	WMS04	8	X								
405	Transportation	1W113	Area Manager, South King	WMS04	7	X		X						
405	Transportation	1W114	Area Manager, East King	WMS04	7	X	X							
405	Transportation	1W115	Asst Regional Administrator - Snohomish	WMS04	6	X	X							
405	Transportation	1W116	Area Manager, Mt. Baker	WMS04	2	X		X						
405	Transportation	1W117	Area Manager, Seattle-Shoreline	WMS04	2	X		X						
405	Transportation	1W118	Asst Region Administrator - Eng Supp & Spec Svs	WMS04	6	X	X							
405	Transportation	1W119	Asst Region Administrator - Maintenance & Traff	WMS04	4	X	X							
405	Transportation	1W120	Asst Reg Administrator for Prog Mgmt TransAid	WMS04	2	X	X							
405	Transportation	1W121	Asst Reg Administrator for Traffic Systems	WMS04	5	X	X							
405	Transportation	3W058	Tacoma Narrows Bridge Public/Private Mgr	WMS04	4			X	X					
405	Transportation	9W026	Director, Organizational Strategy & HR Develop	WMS04	18		X		X					
405	Transportation	9W033	Manager, Vessel Engineering	WMS04	27	X								
405	Transportation	9W036	Director, Marine Operations	WMS04	8	X	X							
406	County Road Admin Board	0613	IT Manager	WMS03	5		X		X					
407	Transportation Improvement Bd	1805	Financial Manager	WMS04	6				X					
461	Ecology	0032	Accounting Manager	WMS01	9		X							
461	Ecology	0132	Unit Manager	WMS01	13			X						
461	Ecology	0200	Unit Supervisor	WMS01	14		X							
461	Ecology	0424	Contracts Specialist 3	WMS01	0	X	X							
461	Ecology	0425	Toxics Reduction Unit Mgr, Hazardous Waste & Toxics Reduct (HWTR) Prog, NW Reg Off (NWRO)	WMS01	7				X					
461	Ecology	0807	Air Monitoring Unit Manager	WMS01	6			X						
461	Ecology	1131	Unit Supervisor - Watershed Planning Unit	WMS01	12			X						
461	Ecology	1195	TCP HQ Policy & Technical Support Unit Sup	WMS01	10		X							

461	Ecology	2027	Technical Supervisor Unit Services	WMS01	6	X			
461	Ecology	3396	Senior Planner for Performance Measurement	WMS01	3	X			
461	Ecology	3682	Budget Advisor for Administration Program	WMS02	2		X		
461	Ecology	0003	Risk/Facilities/Transportation Mgr	WMS02	5	X			
461	Ecology	2320	Senior Program Planner	WMS02	0		X		
461	Ecology	2393	Regulatory Streamlining Policy Manager	WMS02	0	X			
461	Ecology	3512	Network Operations Manager	WMS02	16	X			
461	Ecology	3702	PBT Coordinator	WMS02	0	X	X		
461	Ecology	3667	Spills Prevent, Prepare, and Response Prog Mgr	WMS03	3-15	X	X	X	
462	Pollution Liability Insurance Ag	0018	Accounting Manager	WMS02	1		X		X
465	Parks & Recreation Comm	0622	Senior Budget Analyst - Operations	WMS01	0		X		
465	Parks & Recreation Comm	0555	Asst. Region Mgr., Maintenance & Preservation	WMS02	5	X			
465	Parks & Recreation Comm	1047	Facilities Manager	WMS02	5	X			
465	Parks & Recreation Comm	0946	Environmental Program Manager	WMS03	8	X			
465	Parks & Recreation Comm	0580	Puget Sound Region Manager - Parks	WMS03	17		X		
467	Outdoor Recreation, Interagency	0044	Salmon Recovery Executive Coordinator	WMS01	3	X			X
467	Outdoor Recreation, Interagency	0011	Manager, Planning Services	WMS02	0	X			
477	Fish & Wildlife	1489	Senior Budget Analyst, Fish Program	WMS01	0		X		
477	Fish & Wildlife	5092	Partnerships Prog Policy & Procedures Mgr	WMS01	1	X			
477	Fish & Wildlife	5188	Administrative Operations Program Mgr	WMS01	4			X	
477	Fish & Wildlife	0446	Marine Resource Manager	WMS02	19	X		X	
477	Fish & Wildlife	5047	Chief Scientist	WMS02	10	X		X	
477	Fish & Wildlife	5070	Salmonid Stock Conservation Science Prog Mgr	WMS02	3-5	X		X	
477	Fish & Wildlife	5290	Regional Habitat Program Manager	WMS02	9		X		
477	Fish & Wildlife	5066	Management Division Manager	WMS03	4	X		X	
490	Natural Resources	5218	Chief Investigator	WMS01	3	X			
490	Natural Resources	0165	Budget Manager	WMS02	5		X		
490	Natural Resources	6378	Assistant Region Manager - Business (RBA)	WMS02	5			X	
490	Natural Resources	2986	Geographic Information System Section Manager	WMS03	6	X		X	
495	Agriculture	W209	Seed Operations Manager	WMS01	2	X		X	
495	Agriculture	W713	Agriculture Chemical Branch Manager	WMS01	4	X			X
495	Agriculture	W545	Fruit & Vegetable Operations Manager	WMS02	3		X		
495	Agriculture	W613	Food Safety Assistant Program Manager	WMS02	0				X
540	Employment Security	6259	Boeing Reemployment Project Manager	WMS01	8	X			X

540	Employment Security	6176	Washington Service Corps Deputy Director	WMS02	4	X				X	
540	Employment Security	6196	Operations Manager	WMS02	4		X			X	
540	Employment Security	6216	Regional Policy Coordinator	WMS02	2	X					X
540	Employment Security	6221	Quality Management Consultant	WMS02	0	X					X
540	Employment Security	6229	Regional Workfirst Operations Manager	WMS02	2	X					X
540	Employment Security	6236	Benefit System Liaison Manager	WMS02	7	X		X			X
540	Employment Security	6237	Program Manager 2	WMS02	2	X			X		
540	Employment Security	6239	Human Resources Manager	WMS02	0			X			X
540	Employment Security	6012	Risk Manager	WMS02	0	X					X
540	Employment Security	6247	Professional Development Manager	WMS02	0	X					X
540	Employment Security	6249	Leadership Development Program Manager	WMS02	0	X					X
540	Employment Security	6251	UI Rules Coordinator	WMS02	0	X					X
540	Employment Security	6286	Project Manager - TeleCenter Initiatives	WMS02	0	X					X
540	Employment Security	6188	Area Administrator	WMS03	3		X			X	X
540	Employment Security	6197	One Stop Administrator	WMS03	7		X			X	X
540	Employment Security	6223	Agency Quality Manager	WMS03	1	X					X
540	Employment Security	6268	Deputy Director, LMEA	WMS03	7	X				X	X

Appendix F. Human Resource Professionals Participating in the WMS Review

Teralyn Anderson	Employment Security Department
Shalice Ando	Department of Information Services
Ellen Andrews	Department of Social & Health Services
Vicky Bowdish	Gambling Commission
Beverly Burdette	Department of Agriculture
Penny Cusick	Department of Fish & Wildlife
Kathy Deuel	Department of Health
Alayne Goodhart	Department of Financial Institutions
Kelly Gwin	Health Care Authority
Shelly Hager	Housing Finance Commission
Evelyn Harris	Department of Veterans Affairs
Nani McLaughlin	Military Department
Laurie Milligan	Department of Revenue
Brenda Morefield	Parks & Recreation Commission
Toni Murray	Office of the Secretary of State
Paula Olson	Washington State Patrol
Jeanne Ray	Office of the Treasurer
Adrienne Sanders	Department of Ecology
Pam Skinner	Office of the Attorney General
Jan Smallwood	Department of Licensing
Christina Valadez	Department of Personnel
Barb Vane	Liquor Control Board