

Report on WFSE–University of Washington Relations

Assessing Grievances, Unfair Labor Practices & Other WFSE-Represented Employee Issues

Prepared by the Washington Federation of State Employees

American Federation of State, County and Municipal Employees, Council 28

April 2014

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EXECUTIVE SUMMARY

This report by the Washington Federation of State Employees (WFSE) seeks to improve communication and collaboration between our members who work at the University of Washington (UW), and the University as an employer. The report offers a systematic analysis of grievances and Unfair Labor Practices filed by WFSE members from 2010-2012. It also documents disproportionate discipline faced by WFSE members in the UW-Seattle Custodial Department, and a significant wage gap between unionized University employees with the same job descriptions and classifications. Our analysis identifies root causes of contention between WFSE members and the UW. We offer detailed suggestions for addressing these problems, with the goal of creating a more collaborative relationship with the University.

WFSE has had an exclusive bargaining relationship with the University of Washington since 1969. Generally, in Olympia, regarding most legislative matters our relationship has been quite cordial and collaborative. The same cannot be said of on-campus relations. The relationship between the UW Human Resources Department and Labor Relations office is often confusing to our union, and the interaction between WFSE and those two University entities has been contentious.

On October 4, 2012 representatives from our union met to welcome the new UW President and make a case for an improved relationship between the University and WFSE. In follow up correspondence to that meeting, the UW's Human Resources and Labor Relations staff wrote to WFSE's leadership on October 9, 2012 and made numerous assertions regarding the relationship between our union and the University. Our detailed analysis indicates that most of the assertions in Human Resources' correspondence are inaccurate.

In this report, we offer a detailed evaluation of the same data reviewed by UW Human Resources but we come to different conclusions. Our analysis demonstrates:

- Grievance data underscores the dramatic breakdown in the union-management relationship between WFSE and the UW. No matter how our parties' arbitration cases are viewed, Human Resources' claim that only two decisions were unfavorable to the University cannot be supported. WFSE's analysis shows arbitrators sustained seven out of 12-15 of our grievances (depending on how consolidated cases are counted). Adjusting for contracting grievances, this report finds that roughly 45% of the cases were settled, with many fair outcomes for WFSE members (see Part I);
- The University's own grievance data provides evidence of a disproportionate amount of discipline of custodians in the UW-Seattle Custodial Services Department. While Custodial Services generated 88% of the disciplinary grievances filed for custodians, this department only employs 37% of the 716 WFSE-represented custodians who work for the UW. If either the number of grievances or the severity of discipline is analyzed, UW-Seattle custodians file greater numbers of grievances and face more extreme discipline (see Part II);

- Between 2003 and 2012, WFSE filed 18 Unfair Labor Practices against the UW. During the same time period, WFSE filed 12 Unfair Labor Practices against five other public higher education institutions where our union represents state workers. Of the 18 Unfair Labor Practices filed against the UW, the Public Employment Relations Commission (PERC) affirmed 50% of WFSE's charges and only denied 22%. At the level of Hearing Examiner decisions, all seven of the UW's appeals to the full Commission resulted in PERC dismissing the University's cases. The UW appealed almost twice as many ULP decisions as WFSE, filing 11 total appeals compared to six filed by our union (see Part III); and
- Since 2002, a wage gap has persisted between UW employees performing identical jobs, in the same exact job classifications, represented by WFSE and the Service Employees International Union (SEIU). According to WFSE's research, it would cost the UW a total of \$250,588.67 per year or \$500,986.04 for the life of the UW's Collective Bargaining Agreement with our union, to correct pay disparities for 564 WFSE members. These WFSE-represented UW employees are currently earning less than SEIU members in 26 identical University job classifications. Pay disparities between these University employees produces unnecessary morale and human resources problems for the UW, and should be remedied without delay (see Part IV).

Our union's goal in undertaking this study was not to fix blame. The four parts of this report are presented to perform two primary functions. Information is first provided that either responds to various claims made by the University's Human Resources Department, or establishes the existence of specific problems faced by WFSE members working at the UW. Recommendations are then offered about how the University can collaborate with WFSE to solve these workplace problems. WFSE's recommendations have been compiled immediately following the end of this Executive Summary (see pages 13-16).

WFSE hopes our recommendations will foster a better working relationship between our union's members and the UW. Finally, WFSE will contact the University to discuss follow-up to our findings, through another in-person meeting between our union's Executive Director Greg Devereux, and UW President Michael Young.

SUMMARY OF RECOMMENDATIONS TO IMPROVE WFSE-UW RELATIONS

Below is a summary of WFSE's recommendations to improve union-management relations at the University of Washington, which are found in the following four parts of this report.

Grievance Recommendations

Based on Part I of this report's findings and analysis, WFSE recommends that President Young's administration take action on the following six items to create a better functioning grievance mechanism at the UW:

- 1) To provide an opportunity resolve grievances before costly, winner-takes-all arbitrations, the University should agree to mediation, upon WFSE's request, in response to cases at Step 3 of the grievance procedure. Additionally, during negotiations for the 2015-2017 Collective Bargaining Agreement, the UW should agree to add a mandatory Pre-Arbitration Review Meeting (PARM) to the grievance procedure.
- 2) To promote fairness and objectivity, the University should designate officials from its central Labor Relations office to be the UW's decision makers – with the ability to override departmental and/or appointing authority managers – for every WFSE grievance at Step 2 of the grievance procedure. These Step 2 decision makers should ideally not be involved in an applicable grievance's earlier proceedings, and should recuse themselves from Step 1 meetings, consultations, and advising sessions. This will help ensure Step 2 decision makers remain as unbiased as possible when responding to a given grievance. When negotiations take place for the 2015-2017 Collective Bargaining Agreement, the University should add another internal step to the grievance procedure – a new Step 3 before mediation/PARM at a renumbered Step 4 – so cases can be appealed to non-departmental management representatives for more impartial decisions. Such non-departmental decision makers should be specialists from the University's central Labor Relations office.
- 3) To streamline the grievance process and improve efficiency, the University should empower central Labor Relations officials with broad authority over departments in decision making related to WFSE's contract. Labor Relations' decision making authority over other UW departments should include all disciplinary issues faced by WFSE-represented employees. Departmental managers should be aware of Labor Relations' scope of authority if any questions arise about how to implement the contract and/or resolve workplace disputes.
- 4) To ensure best practices across units, the University should authorize Labor Relations officials to train, evaluate and oversee the work of all human resources specialists in other departments, in tandem with these employees' departmental chains of command. Additionally, the University should promote a healthy management culture among its departmental managers that only utilizes progressive discipline as a last supervisory resort. The Labor Relations office

should be given the responsibility of evaluating departmental managers and other human resources specialists (as well as training/correcting managers).

- 5) To assist with the development of a healthy management culture, the University should create and jointly administer a training program with WFSE for managers in the UW-Seattle Custodial Services Department. This training should focus on the principles of collaboratively correcting employee behavior, as opposed to issuing discipline. The UW should also provide training for Custodial Services managers about how to conduct fair investigations of WFSE-represented employees.
- 6) To clarify the distinctions between correcting employee behavior and discipline, and to improve its relationship with the UW's extensive unionized workforce, the University should create a new Labor Relations Department that is separate from the Human Resources Department. With this change, a new office of the Vice President of Labor Relations should be created that is equal to the Vice President of Human Resources within the University's administration.

Seattle Campus Custodial Recommendations

Based on Part II of this report's findings and analysis, WFSE recommends that President Young's administration take action on the following five items to create a healthier and improved work environment for employees in the UW-Seattle Custodial Services Department:

- 1) To address the over-disciplining of custodians, the University should remove any managers of Finance and Facilities (Appointing Authority) and the UW-Seattle Custodial Services Department, as decision-makers at Step 2 of the grievance procedure for discipline cases involving WFSE-represented custodians. Instead, the University administration should designate officials from the central Labor Relations office to be the UW's decision-makers at Step 2 for discipline grievances involving Custodial Services employees. We believe such reforms are the best ways to immediately reduce the excessive disciplining of custodians on the Seattle campus.
- 2) To improve the management culture in Custodial Services, the University should partner with WFSE to establish a joint training program for the Associate Vice President of Facilities Services, Director of Facilities Services – Building/Custodial Services, Assistant Directors of Custodial Services, and all Custodial Services Managers of Program Operations. This training should focus on the principle of collaboratively correcting employee behavior, as opposed to issuing discipline. It should also cover best practices of ensuring employees' due process rights are respected and that managers conduct impartial/unbiased investigations. WFSE shop stewards should offer input to Custodial Services' management on how the department's work environment can be improved. Finally, the internalized nature of Custodial Services' "client-customer" relationships should be reevaluated to ensure that management supports frontline custodians in the face of complaints from staff in client academic departments.

- 3) To alleviate tensions between faculty and staff in academic departments and under staffed custodians, the University should partner with WFSE to establish an outreach program to academic departments. The UW and WFSE should draft an Inter-Departmental Memorandum for academic departments via the Joint Labor Management Committee process. This memo should aim to educate academic departments about the challenges faced by custodians in maintaining their buildings after deep budget cuts. The memo should encourage academic administrators to address workplace concerns with custodians as colleagues in their buildings first, as far as this is possible. The memo should also state the University's support for custodians as hardworking employees, and that complaints from academic departments will not be automatically responded to with discipline for custodians. We recommend sending this memo to the chairs, faculty, administrative staff and designed building coordinators of all academic departments.
- 4) To remedy especially concerning behavior exhibited by a single department, WFSE recommends that the faculty and administrative staff of the Earth & Space Sciences Department attend an informational meeting led by WFSE, Labor Relations and representatives of the UW Provost's office. The University should partner with WFSE to go over the proposed Inter-Departmental Memo above in detail with Earth & Space Sciences' faculty (including the departmental chair), as well as administrative staff. The goal of this meeting should be to improve how Earth & Space Sciences staff interacts with unionized custodians.
- 5) To help solve the myriad problems caused by reduced staffing levels, WFSE's most important custodial recommendation is for the UW to fill outstanding vacancies of custodian positions on the Seattle campus. We believe the Provost should designate Reinvestment Funds to restore FTE positions to Custodial Services that were eliminated in the wake of past budget cuts. WFSE specifically recommends that the Provost approve additional funding for Finance & Facilities in order to bring Custodial Services' total *frontline* staffing levels above a minimum of 261 FTEs (not counting additional FTEs above 261 frontline custodians for supervisors or any other non-custodial/management employees).

Unfair Labor Practice Recommendations

Based on Part III of this report's analysis, WFSE recommends that President Young's administration take action on the following four items to help resolve the root causes of Unfair Labor Practices filed by our union:

- 1) To respect the integrity of WFSE's bargaining units, the University should adhere to PERC decisions defining our union's jurisdiction by the work historically performed by our members, not their specific job classifications. Respecting PERC precedents will help prevent the University from reallocating employees who perform work historically represented by our union, outside of WFSE's bargaining units.
- 2) To prevent refusal to bargain Unfair Labor Practices, the UW should negotiate in good faith before implementing changes to wages or working conditions of

WFSE-represented employees. As part of good faith negotiations, the University should not enter bargaining with foregone conclusions about their proposed workplace changes. Similarly, the UW should contact WFSE well in advance of mandatory subjects bargaining, to ensure that meaningful negotiations take place.

- 3) To help identify possible changes before they are implemented at departmental levels, the University should empower and task Labor Relations with enforcement powers over different UW departments. The UW should direct Labor Relations to take a more active and independent role in policing other departments. Such reforms would help prevent departments from implementing changes that are mandatory subjects of bargaining. These reforms would also enable the University to engage in meaningful negotiations with WFSE before any workplace changes are implemented.
- 4) To conform with applicable statutes, the UW should eliminate its own classification system and revert back to what Washington state law establishes, which is the DOP classification and compensation system. For employees whose resulting DOP classification salary may be less than that of their current UW job class, the parties should work to use the appropriate DOP processes to ensure such employees' salaries are not reduced. As a result, the University could request special pay ranges for certain classifications and/or the establishment of a UW salary schedule.

Pay Equalization Recommendations

Based on Part IV of this report's findings and analysis, WFSE recommends that President Young's administration take action on the following three items to correct pay disparities between different union employees at the UW:

- 1) To improve morale, the University should partner with WFSE to phase out existing pay disparities between unionized UW employees in shared job classifications. WFSE and the UW should execute a Memorandum of Understanding similar to the recent Spec Techs settlement, which established a WFSE-represented Clinical Laboratory Technician payscale that mirrors SEIU 925's Clinical Lab Tech payscale (except for CEGP steps). Pay disparities should also be corrected by equalizing WFSE and SEIU 925's payscales during negotiations for the 2015-2017 Collective Bargaining Agreement.
- 2) To prevent future disparities, the University should equalize the payscales of all 44 shared classifications represented by both WFSE and SEIU. All 44 payscales should be equalized in the Collective Bargaining Agreement, even if the UW only employs workers in 26 shared job classes and is not currently using 18 classifications.
- 3) In equalizing WFSE and SEIU's payscales, the University should grant SEIU any steps their union does not have but WFSE does, and vice versa (except CEGP steps) applying the highest of the two unions' steps to both WFSE and SEIU payscales.

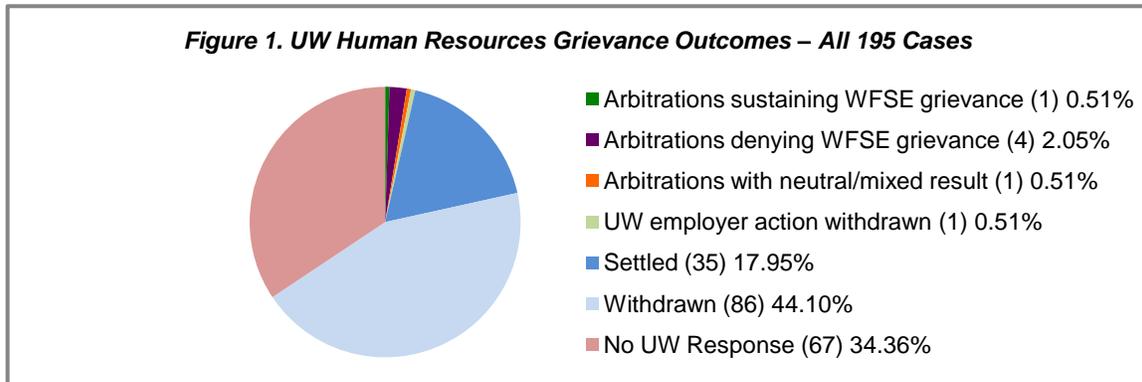
PART I – GRIEVANCES ANALYSIS

1.1 Characterization of Grievances by UW Human Resources

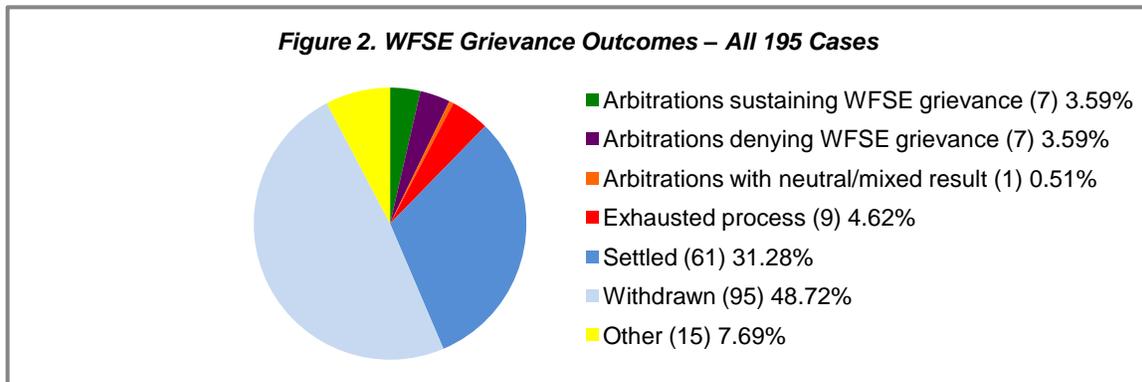
UW Human Resources makes three distinct claims about grievances filed by WFSE over a two year period:

- 1) Only two arbitration decisions were “lost” by the University or “won” by WFSE out of 127 grievances filed between 2010-2011 (see Sections 1.2 & 1.5);
- 2) Of the remaining 125 grievances, 85 were withdrawn and the rest were settled or “won” by the University at arbitration (see Section 1.3); and
- 3) Since 2012, WFSE has filed 37 grievances, which is more than any other union at the UW despite having fewer members than SEIU (see Section 1.4).¹

UW Human Resources based the above claims on data for 195 grievances filed by WFSE between January 2010 and March 2012. The UW’s outcomes for these grievances are shown in Figure 1 below.²



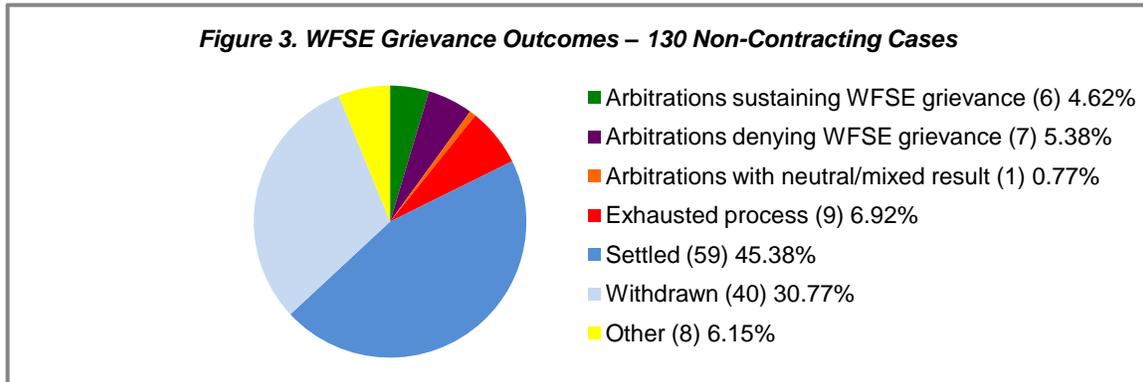
WFSE reviewed the University’s grievance data but found very different results (see Appendix A). Figure 2 shows WFSE’s outcomes for the same grievances.



¹ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012.

² Ibid., attached enclosure *WFSE DATA.xlsx*. The UW’s data originally included 196 grievances, one of which was filed for a SEIU member. This was removed, bringing the total to 195 WFSE grievances. Appendix A provides WFSE’s outcomes for these 195 cases.

Included in Figure 2 are outcomes for 65 contracting cases, which skews the overall grievance data.³ WFSE outcomes for 130 non-contracting case are shown in Figure 3.



1.2 Arbitration Analysis

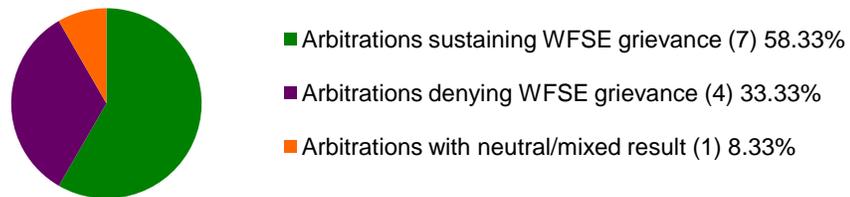
Comparing Human Resources and WFSE’s arbitration outcomes, obvious differences become apparent. Using Human Resources’ win/loss framework, their claim that only two arbitrations were “lost” by the University from 2010-2011 is not supported by WFSE’s review of the same data. According to Figure 2, seven out of 15 arbitrations (46%) ended in arbitrators sustaining grievances filed by WFSE, while seven out of 15 decisions (46%) led to arbitrators denying WFSE’s grievances. One arbitration out of 15 decisions (8%) had a neutral result, where an arbitrator both partially sustained and denied different aspects of a WFSE grievance.

These rates change when one arbitration decision was awarded for cases that were consolidated – either because multiple grievances were filed about the same issue or by a single, unique grievant. For example, only a single arbitration decision was reached for two cases filed for Mr. Larry Sweatt and Mr. James Wentworth. Similarly, a single arbitration award decided three grievances filed by Mr. Paul Bentson. When a single arbitration decides multiple grievances, this report refers to such arbitrations as consolidated cases.

Adjusting for single arbitration decisions for consolidated cases reduces the total number of arbitrations from 15 to 12 decisions. In other words, when a single arbitration award decided multiple or consolidated cases, the total number of arbitrations is reduced. Seven of these 12 consolidated arbitrations resulted in arbitrators sustaining WFSE’s grievances (58%). Four of 12 consolidated arbitrations resulted in arbitrators denying our union’s grievances (33%). A single arbitration of 12 consolidated cases resulted in an arbitrator partially sustaining/denying a WFSE grievance (8%). Figure 4 presents arbitration outcomes when only single decisions by arbitrators are counted for consolidated cases.

³ The 65 contracting cases skews the grievance totals due to longstanding disagreements regarding the UW’s obligation to provide advance notice on contracting projects. Dating back to at least 2008, WFSE has attempted to negotiate formal notice requirements for contracting projects. The UW’s Vice President for Labor Relations at the time, Lou Pisano, said formal notice for contracting projects could not have been a problem since WFSE had not yet filed applicable grievances regarding this issue. As a result, 64 contracting grievances were filed from 2010-2012. See also Notes 7, 16 & Appendix A.

Figure 4. Arbitration Outcomes – 12 Decisions with Cases Consolidated



The question of why WFSE and Human Resources’ arbitration outcomes diverge will be explained. In nine out of 15 cases that were arbitrated, Human Resources did not identify these grievances as “arbitration wins or losses” for the University. Three of these nine grievances were denied, a single grievance was partially sustained/denied, and five grievances filed by WFSE were sustained at arbitration (three of which had not been adjudicated when the University first reviewed their data).⁴

Of the six other arbitrations that Human Resources did provide outcomes for, WFSE agreed with the University’s analysis in five of these six arbitration decisions.⁵ The characterization of the Frazier arbitration as a “neutral result” by Human Resources is not accurate. One of management’s allegations in the Frazier case was completely dismissed by the arbitrator, and the overall level of discipline, which was the original focus of the grievance, was lowered. Because of this, the Frazier arbitration is characterized as a ruling where the arbitrator sustained WFSE’s grievance on the points that were the original focus of the case.

No matter how these arbitrations are viewed, Human Resources’ claim that only two decisions were “lost” by the University or “won” by WFSE cannot be supported. WFSE’s analysis shows arbitrators sustained seven out of 12-15 grievances (depending on how consolidated cases are counted).

1.3 Analysis of Remaining Grievance Outcomes

Withdrawn Cases

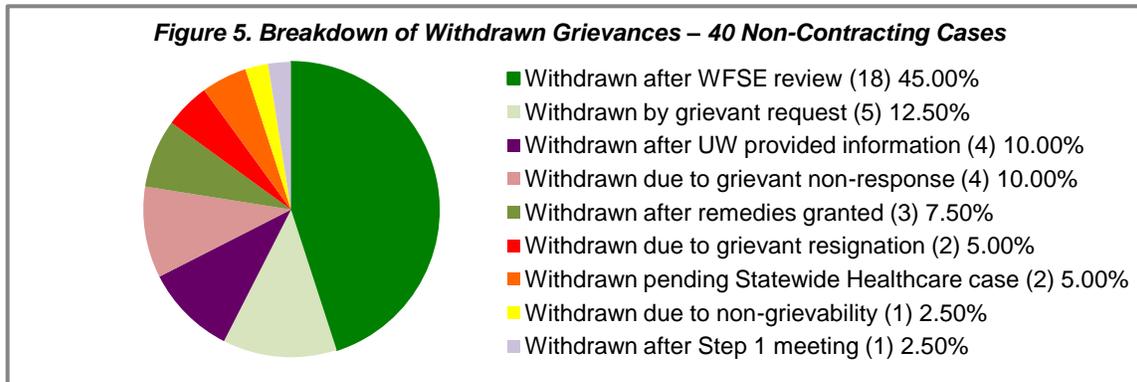
The second claim made by Human Resources is that most of WFSE’s grievances – 85 from 2010-2011, and 86 total – were withdrawn, and the remaining cases were “either settled or won by the UW at arbitration.”⁶ According to Human Resources’ data in Figure 1, 44% of WFSE grievances were withdrawn and just under 18% were settled. Detailed breakdowns of grievances filed by WFSE will be considered for both “withdrawn” and “settled” cases.

⁴ These nine cases are: the Scott, Sweatt & Wentworth arbitrations (WFSE grievances denied), the Humphrey arbitration (neutral/mixed result), and the Choi, Lukaszek, McKinly, Nielson & Tsui arbitrations (WFSE grievances sustained). The Choi, McKinly and Tsui arbitrations were the three cases that had not been adjudicated when the UW first sent WFSE its data.

⁵ The five arbitrations that WFSE agreed with Human Resources’ analysis are: the Nickerson and three consolidated Bentson arbitrations (WFSE grievances denied), as well as the Jones arbitration (WFSE grievance sustained).

⁶ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012.

Looking at Figure 2 for WFSE’s withdrawn cases, it should be noted that 55 out of 95 withdrawn grievances were associated with contracting out violations.⁷ Adjusting for these 55 contracting cases leaves 40 withdrawn grievances out of 130 total non-contracting cases (30%). A breakdown of reasons why these grievances were withdrawn is illustrated in Figure 5.



According to Figure 5, WFSE withdrew 45% of its grievances after an internal review process determined that these cases should not continue. Nearly 13% of the cases were withdrawn at a WFSE member’s request, 10% were withdrawn after the University provided relevant information, and 10% were withdrawn due to the non-responsiveness of WFSE grievants. Adding these percentages together, WFSE exercised responsible judgment in deciding to withdraw over 75% of these 40 non-contracting cases.

For the remaining non-contracting cases that were also withdrawn (approximately 25% of withdrawn grievances), it is inaccurate to claim that WFSE simply filed grievances without merit. Nearly 8% of the cases were withdrawn after remedies were granted by the University, 5% were withdrawn after a grievant’s resignation, another 5% were associated with a Statewide healthcare case, and just under 3% were withdrawn due to the non-grievability of a certain issue. Only a single grievance, which represents approximately 3% of these cases, was withdrawn by WFSE after a Step 1 meeting took place.

A fair question can be asked about why WFSE would file grievances only to see them withdrawn after an internal review process? The answer lies in WFSE’s democratic structure. WFSE was founded on the principle of protecting individual member rights at all levels of our union. This includes employees’ rights to representation, which WFSE is legally obligated to uphold. WFSE treats its “Duty of Fair Representation” very seriously, which accounts for why our union files certain grievances. For example, we may file a grievance to preserve timeframes associated with an alleged contract violation. This is necessary because WFSE may not have all the information we need to fully evaluate a given case, either because more time is needed to fully investigate the grievance, or we are waiting for relevant information from the University before a timeframe lapses.

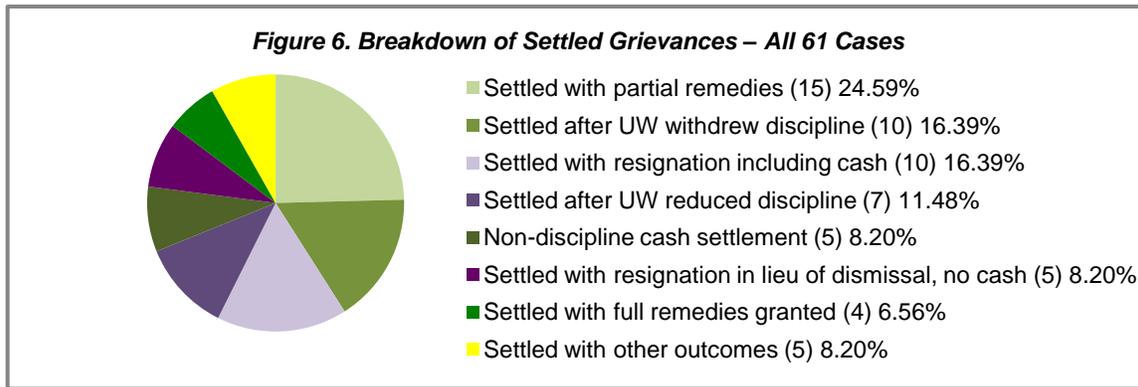
⁷ There are 65 total contracting cases out of 195 total grievances according to the UW’s data. Exactly 55 of these 65 contracting cases were withdrawn and 54 grievances were originally filed to preserve timeframes under the contract. These 54 grievances were also filed because the University did not provide notice for contracting projects to WFSE beforehand. WFSE withdrew these grievances after the University provided information to our union, despite the fact that these cases could have continued due to the UW’s original lack of notice. The remaining 10 out of 65 contracting grievance outcomes resulted in one arbitration decision, two settlements and seven cases with other outcomes (WFSE was in talks with the UW over possible settlements for these seven other cases, but decided to see how the implementation of a new information-notice system turned out). Also see Notes 3 & 16.

This latter issue is a significant factor which explains why WFSE may withdraw grievances. One continual complaint WFSE has with the UW, is that management does not proactively share information with our union unless we first request it. In the “Withdrawn after UW provided information” and “Withdrawn after WFSE review” categories of Figure 5, grievances could have been avoided altogether had the University shared information about these cases with our union beforehand.

A good example of avoiding grievances through prior information sharing can be seen in the University’s contracting projects. Most of WFSE’s grievances related to contracting were filed because the University did not give our union notice or information about such projects beforehand. These cases were withdrawn after the UW provided information which addressed our members’ concerns related to the erosion of our Skilled Trades Bargaining Unit. However, there would have been no need to file if the UW had simply engaged in initial, proactive communication with WFSE. Currently, our union is in the process of implementing a new information and notice system with the University on contracting projects. We hope this notice system will reduce the number of grievances filed over contracting out violations in the future.

Settled Cases

Turning to cases with settlements, 61 out of 195 grievances were settled according to Figure 2, which represents 31% of the total grievances including contracting cases. Removing contracting grievances (two of which were settled), gives an adjusted total of 59 settlements out of 130 grievances, which represents 45% of all non-contracting cases. Figure 6 provides a breakdown of all settled cases.



Looking at Figure 6, approximately 55% of the settled grievances (“Settled with partial remedies” – 24%, “Settled after UW withdrew discipline” – 16%, “Non-discipline cash settlement” – 8% and “Settled with full remedies granted” – 6%) resulted in fair outcomes for WFSE-represented employees. Of the remaining cases, 16% resulted in resignations with cash settlements, 11% saw the UW reduce its level of discipline, 8% resulted in resignations without cash settlements, and 8% had other outcomes.

Exhausted Process Cases

Nine grievances out of 195 total cases exhausted the process of the grievance procedure. This represents under 5% of the total 195 cases and just less than 7% of the 130 non-

contracting grievances. Cases that exhausted the grievance process could not be appealed to arbitration, because of contract language barring counselings and performance evaluations from being grievable beyond Step 2.⁸ WFSE was unable to appeal the University's decisions in these nine cases to an independent arbitrator.

Cases with Other Outcomes

There were 15 cases that had other outcomes, which represents 7% of the 195 total grievances in the data provided by Human Resources. Five of these 15 cases with other outcomes do not have any WFSE records associated with them, or are grievances that we cannot locate in our files. Of these cases, UW Human Resources characterizes all of them as withdrawn.

Three of the 15 cases with other outcomes were still open at the time Human Resources provided its data to WFSE. These cases were open pending decisions concerning Unfair Labor Practice (ULP) charges. Two of the three cases which were delayed by ULPs resulted in WFSE no longer being certified as the grievants' exclusive bargaining representative. The remaining case ended with the Public Employment Relations Commission (PERC) ordering the University to remove discipline from our grievant's records.

Finally, there are seven out of 15 cases with other outcomes that have been held in abeyance, due to the implementation of the previously mentioned contracting out notice system (see Notes 3, 7 & 16).

Human Resources' second claim – that most grievances were withdrawn, settled or won by the UW –lacks merit. Adjusting for contracting grievances, this report finds that roughly 45% of the cases were settled, with many fair outcomes for WFSE members. Approximately 30% of WFSE's grievances were withdrawn, just less than 7% exhausted the process of the grievance procedure, and over 6% had other outcomes. The remaining cases were arbitrated.

1.4 Analysis of WFSE's Frequency in Filing Grievances

In responding to the third claim made by Human Resources – that WFSE has a greater frequency of filing grievances relative to other UW unions – a thorough analysis is hindered by a lack of data on the grievances filed by different University labor unions. Human Resources did not provide our union with information to support their comparative claims, instead simply asserting that WFSE has filed the most grievances out of any union at the UW, even though another union, SEIU 925, has more members.⁹

Despite this lack of comparative data, major differences exist between the various UW unions. WFSE's unique structure has already been mentioned (see Section 1.3). The seriousness with which WFSE treats its "Duty of Fair Representation" could account for

⁸ Although the 2011-2013 contract allowed formal counselings to be arbitrated, nine cases occurred before this arbitrability took effect.

⁹ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012. It should be noted that SEIU 925 is not the only UW union, and Human Resources does not provide comparative data for the following UW unions: IBT 117, IBT 767M, IBU, SEIU 1199NW, UAW 4121, and WSNA. AFT's new bargaining unit is currently in first contract negotiations and therefore does not have any grievance data under a Collective Bargaining Agreement.

a greater frequency of grievances, compared with other UW unions who may prioritize similar obligations to lesser degrees.

Another factor accounting for WFSE allegedly filing grievances more frequently can be found in our union's bargaining unit descriptions. For example, WFSE is the only UW union that exclusively represents job classes in its Campuswide Skilled Trades Bargaining Unit.¹⁰ Because the University contracts out many construction projects on the Seattle campus, it follows that every trades contracting grievance would be filed by WFSE, since our union is the exclusive representative of UW Skilled Trades employees.

Besides the Skilled Trades Bargaining Unit, fundamental differences also exist between a variety of WFSE-represented job classes versus those classifications represented in other UW union bargaining units. Broadly speaking, WFSE bargaining units tend to contain lower-level job classifications. The bargaining units of other UW unions contain higher-level job classes, as well as most of the "top" classes in a given position's classification series.¹¹ In the experience of our statewide union's leadership, it is common for workers in lower-level/non-supervisory job classes to file more workplace grievances. Conversely, our union has also observed that workers in higher-level classifications or supervisory employees have much lower rates of filing grievances.¹²

Structural differences between employees in different classifications can also help explain varying rates of grievance filings. For example, one reason it could be more common for workers in lower-level job classes to file more grievances compared to higher-level/supervisory employees, is because the latter employees typically have greater control over their own jobs, as well as wider input in the workplace. Lower-level employees by contrast, are less likely to have control over how to perform their jobs, which leaves utilizing union grievance mechanisms as a way for these workers to exercise more input on the job.

This difference in structure between different UW union bargaining units makes it unlikely for WFSE to have either the same type, or number of grievances and workplace issues compared with other unionized University employees. To take contrasting examples, WFSE represents the majority of UW-Seattle Facilities Department job classes, while SEIU 925 represents professional staff in academic departments. Due to the "client-customer" service relationship between Facilities and academic departments, whenever an academic "client" complains (often administrative staff) Facilities Department managers will trigger investigations that could easily lead to discipline for WFSE-represented custodial or Skilled Trades employees.

Facilities' client-customer service relationship with its academic departments has triggered investigations of WFSE members regardless of the validity of a given

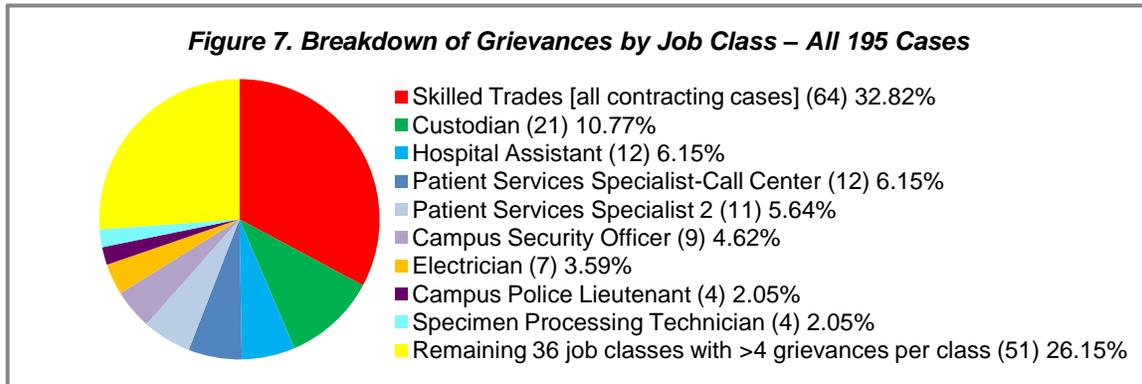
¹⁰ SEIU 925 represents Skilled Trades supervisors but these employees do not perform actual trades work.

¹¹ The use of "lower-level" versus "higher-level" classifications in this context is not intended to place value judgments on the work performed by different employees. Rather, lower-level classifications refer to mostly non-supervisory employees who hold appointments in a starting, middle or smaller numbered job classification of a given position's series. Employees in lower-level classifications typically have salary ranges that receive smaller monthly compensation payments than higher-level classifications. Higher-level classifications refer to employees who may hold supervisory positions, and/or who often hold appointments in the middle or higher numbered job classification of a given position's series. Employees in higher-level classifications typically have salary ranges that receive greater monthly compensation payments than lower-level classifications.

¹² These observations are validated by WFSE's Executive Director, who has more than 35 years of professional experience in the field of labor relations.

complaint, or its lack of evidence (see Sections 2.3 & 2.5). Such spurious investigations triggered by the Facilities Department also helps explain why more grievances are filed by our union.

It turns out that unresolved problems experienced by WFSE members in lower-level/non-supervisory job classifications correlates with 144 grievances filed by our union, or nearly 74% of the 195 total cases identified by Human Resources. WFSE Staff compiled data in support of this correlation by referencing grievant names with their UW-reported job classifications. The results are presented in Figure 7.¹³



Positions with four or more grievances per job class in Figure 7 either have longstanding problems associated with their lower-level job class, and/or also have more grievances because there are relatively more employees in these classifications. The correlations between a greater number of grievances associated with either more “populous” job classes, and/or lower-level classifications with unresolved challenges, will be addressed in turn for each specific group of employees.

Skilled Trades

Looking at the first job class listed in Figure 7, Skilled Trades grievances account for 64 cases of the total grievances filed by WFSE at the UW (33% of 195 cases). Our Skilled Trades members’ grievances are almost exclusively associated with the issue of contracting out violations. As previously mentioned, the UW frequently contracts out projects throughout its campuses and hospitals. Because our union is the sole representative of Skilled Trades job classes at the UW, and since management did not believe contracting out was previously a problem (due to a lack of past grievances), WFSE members filed 64 contracting grievances from 2010-2012. This represents a historic spike of grievance filing at the UW (see Notes 3, 7 & 16). It should be emphasized that these 64 contracting grievances account for one third of the 195 grievances identified by Human Resources.

¹³ Every grievant’s cross-referenced job classification can be checked in WFSE’s membership data. Our union’s job class data is based on semi-annual WFSE bargaining unit reports created by the UW. Note: Electricians are not included in the Skilled Trades job classes, because the Skilled Trades grievances in Figure 7 are all related to broad contracting out violations, which affect the entire Skilled Trades Bargaining Unit. Electricians and other individual trades job classes also appear in separate categories of Figure 7 for other, non-contracting grievances. Appendix C lists WFSE members’ job class positions based on the semi-annual report provided by the UW. Individual member names are excluded from Appendix C.

Custodians

The second job class listed in Figure 7 is Custodians. Again, WFSE is the sole union representative of custodians employed by the University of Washington, which means that all custodial grievances are filed by our union. Although custodians account for over 20% of WFSE's total membership at the UW (see Figure 8), most of the 21 custodian grievances listed in Figure 7 originated out of a single campus department: the UW-Seattle Custodial Services Department.

There is a disproportionate amount of custodial grievances in the Seattle Custodial Services Department. UW-Seattle Custodial Services cases account for over 85% of the system-wide University of Washington custodial grievances (18 out of 21 cases), and 93% of all custodial discipline grievances (14 out of 15 discipline cases). Part II of this report explores longstanding problems within the UW-Seattle Custodial Services Department in greater detail. The chronic problems faced by custodians in this department accounts for the larger number of grievances associated with this job classification.

Hospital Assistants

The third job class in Figure 7 is Hospital Assistants (HAs). While there are not necessarily historic problems experienced by Hospital Assistants compared with other WFSE-represented job classes, the nature of HAs' work is stressful and also has high stakes. Hospital Assistants work in a fast paced environment where patient care is paramount. Additionally, these employees must follow various standard operating procedures, as well as take direction from other employees who may not be in their direct supervisory chain of command such as nurses or physicians. All of these factors help explain why Hospital Assistants have a higher number of grievances (12 out of 195) than other job classes.

Patient Services Specialist-Call Center

The fourth job classification in Figure 7 is Patient Services Specialist-Call Center. These employees worked in Harborview Medical Center's Patient Access Center. The Patient Access Center has been the subject of numerous Unfair Labor Practices (ULPs) due to the University's unlawful removal of WFSE bargaining unit work (see Section 3.8). Because of the multiple ULPs filed against the UW over the Patient Access Center, it is not surprising that employees at this worksite also filed 12 grievances about workplace problems.

Patient Services Specialist 2

The fifth job class listed in Figure 7 is Patient Services Specialist 2 (PSS 2). Patient Services Specialist 2s do not necessarily have longstanding issues with their management. Similar to the Hospital Assistants, Patient Services Specialist 2s have stressful and complex jobs, with the goal of ensuring that patients receive the highest quality healthcare. The stressful and complex nature of PSS 2s' jobs could help explain why there were 11 grievances filed for WFSE members in this classification.

Campus Security Officer

The sixth job class in Figure 7 is Campus Security Officer. All of the nine Campus Security Officer grievances come from Harborview Medical Center, where this group of employees has experienced challenging workplace issues. In addition to management turnover, problems among Campus Security Officers have arisen after union shop stewards have triggered Washington State Department of Labor & Industries investigations,¹⁴ lodged Unfair Labor Practices, and filed various workplace grievances.

Electricians

Electricians are the seventh job class listed in Figure 7. Of the Electricians' grievances, four out of seven cases (57%) were filed on behalf of Mr. Bentson, a former WFSE shop steward. Due to Mr. Bentson's thorough knowledge of our union's internal processes, he fully invoked WFSE membership rights by filing multiple grievances after the University terminated his employment.

Campus Police Lieutenants

Campus Police Lieutenants are the eighth job class listed in Figure 7. All four Campus Police Lieutenant cases were filed for a single grievant, Mr. Ray Wittmier, who was the former interim UW Chief of Police. These consolidated cases were quite serious, as evidenced by the extraordinary cash settlement of more than \$50,000 paid by the UW to Mr. Wittmier. Mr. Wittmier also had filed a separate grievance related to WFSE's Statewide Healthcare contract.

Specimen Processing Technicians

Specimen Processing Technicians are the last specific job class listed in Figure 7. Similar to the Patient Access Center employees, WFSE-represented Specimen Processing Technicians have been the focus of multiple Unfair Labor Practices. At the root of these disputes is how the nature of this job classification's work has evolved over time, and whether UW reallocation processes should remove these employees outside of WFSE's bargaining unit.

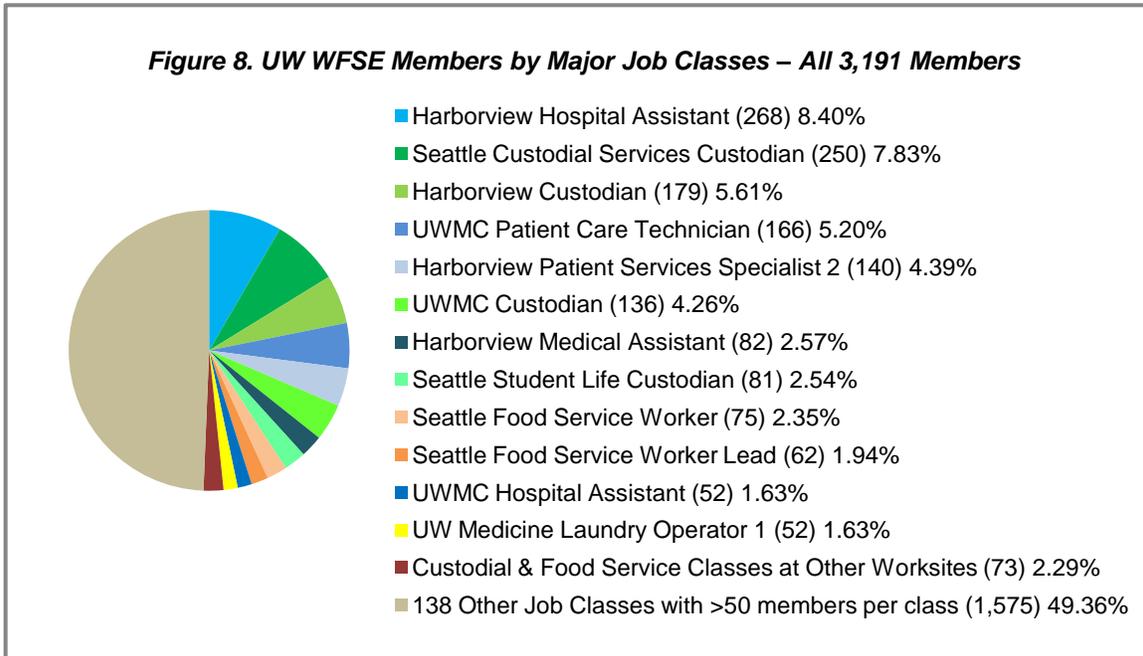
Part III of this report explores issues faced by the Specimen Processing Technicians in greater depth (see Section 3.7). Given the context of the ULPs associated with WFSE-represented Specimen Processing Technicians, it is not surprising that this group of employees has filed four grievances over workplace issues.

Nearly all of the above nine job classes are associated with more grievances than other classifications for two specific reasons. On one hand, some of these job classes have longstanding problems that have not been resolved between the University and WFSE. Examples of such problems include contracting out for the Skilled Trades, custodial discipline in a single department (UW-Seattle Custodial Services), removal of bargaining unit work for both the Patient Services Specialist-Call Center job class and Specimen

¹⁴ L&I ended up validating our stewards' complaints. Additional information is available from WFSE Staff upon request.

Processing Technicians, and validated Department of Labor & Industries complaints for the Campus Security Officers.

On the other hand, at least two of the nine job classes listed in Figure 7 have more grievances associated with their classification because there are relatively more employees who hold these positions. There are 320 Hospital Assistants and 140 Patient Services Specialist 2s employed at Harborview Medical Center and the UW Medical Center respectively, which are examples of larger WFSE job classifications. Figure 8 shows the approximate size of WFSE’s major classifications, with most of these job classes linked to specific University worksites.¹⁵



Looking at Figure 8, filing 12 grievances over two years for Hospital Assistants who represent approximately 10% of WFSE’s total membership, is not an exorbitant number of cases relative to the size of this job classification. For Patient Services Specialist 2s, filing 11 grievances translates to roughly 8% of all PSS 2s deciding to utilize the grievance mechanism over a two year period. Factoring in the stressful and complex natures of HAs and PSS 2s’ jobs, such percentages are not high relative to the overall size of these two classifications.

The main outliers of the above nine job classes are Electricians and Campus Police Lieutenants. Most of the grievances in these classes were filed for two grievants. In the case of Campus Police Lieutenant grievances, these cases were very serious as evidenced by the large cash settlement paid by the University to Mr. Wittmier. In the case of Mr. Bentson’s Electrician grievances, our union was legally obligated to defend one of our

¹⁵ Figure 8’s total of 3,191 WFSE members is based on a semi-annual report provided by the University. Appendix C lists WFSE members’ job class positions based on this semi-annual report. Individual member names are excluded from Appendix C. Estimates of WFSE’s membership are approximate because these totals fluctuate between 2,500-3,000+ employees. WFSE has “cleaned” the University’s data to remove duplicate entries. Employees with “Inactive” statuses were not counted (except those with seasonal appointments, such as workers in Housing & Food Services who are not employed during the summer). See also definitions in the UW Finance department’s glossaries, including “Appointment Status”: <http://www.washington.edu/uwit/im/dmc/institutional/definitions.html>.

shop stewards, who invoked his full membership rights under WFSE's contract with the University.

Setting aside these outliers, the combination of deeper problems associated with lower-level classifications, as well as the relatively larger size of these job classes, accounts in large part for why more grievances were filed for specific groups of employees. Exactly 80 grievances were filed for employees in six of the nine job classes identified above, and 64 cases were lodged for all 35 classifications within the Skilled Trades Bargaining Unit.

If problems were resolved in the majority of the above job classes, WFSE would not have filed as many grievances for these employees. For example, if WFSE is successful in working with the University to improve issues related to contracting projects, there should hopefully not be 64 grievances filed in the future over such violations within our Skilled Trades Bargaining Unit.¹⁶

1.5 Concerns with the UW's General Reluctance to Mediate Grievances

Unlike WFSE's contracts with other State of Washington agencies, our union's Collective Bargaining Agreement with the UW has an abbreviated grievance procedure. There are only two internal steps before mediation, followed by mandatory arbitration in the UW's grievance process. In the majority of WFSE's contracts with other state agencies, our grievance procedures contain an additional internal step before mediation and arbitration.

At the UW, management routinely refuses to engage in mediation at Step 3, which restricts WFSE's ability to fix problems and resolve grievances by working together with the employer.¹⁷ Mediation is an important step in contractual grievance mechanisms that allows both unions and employers to resolve their differences with the help of an independent third party. Attempting to resolve grievances at mediation can also significantly reduce arbitration costs for unions and employers. Mediations give the parties one last chance – with the help of outside assistance – to try and satisfy mutual interests, without resorting to expensive, winner-takes-all arbitrations.

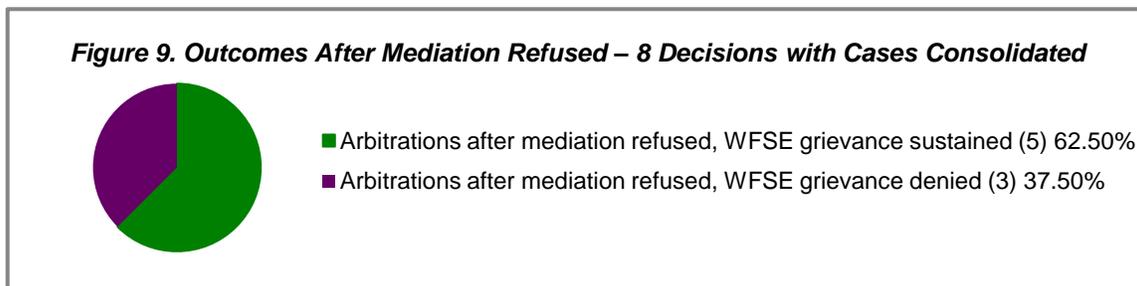
The absence of an additional internal step beyond Step 2 gives added importance to mediation at the UW. Since grievances are not practically heard outside the University department where they originate, WFSE cannot rely on the judgment of a more impartial UW manager in deciding our cases. Similarly, the UW's official responses to grievances are not typically decided by management representatives outside a given department's chain of command. This means WFSE cannot depend on more disinterested University officials to make impartial decisions on the UW's grievance responses. Both of these considerations in how the UW practically responds to grievances, makes it harder for our union to resolve disputes before possible arbitration proceedings. It is even more difficult to do so when the University decides to skip mediation.

¹⁶ It should be noted with cautious optimism that progress is being made on contracting issues within the UW-Seattle Facilities Department. WFSE and the UW have developed a joint form to provide our union with advance notice and information related to contracting projects. Seven outstanding contracting grievances are still pending a successful pilot period of this new information-notice system. Also see Notes 3 & 7.

¹⁷ UW Human Resources might point out that WFSE's contract with the University provides for a mechanism with similar goals to mediation called pre-arbitration settlement conferences, similar to a Pre-Arbitration Review Meeting (PARM). However, management has never initiated a pre-arbitration settlement conference from 2010-2012.

Additionally, when more serious discipline cases automatically start at Step 2 of the grievance procedure, there is only one contractually required meeting before a grievance could be moved to arbitration. This results in the possibility of more cases going before costly and time-consuming arbitrations. Of the 15 non-consolidated cases that were arbitrated, the University refused mediation in 11 instances, and only agreed to utilize a mediator four times (Humphrey, Jones, McKinly and Scott grievances).¹⁸

Out of the 11 total arbitrations where the UW declined mediation, arbitrators sustained WFSE's grievances in five decisions (Choi, Frazier, Lukaszek, Nielson & Tsui arbitrations) and denied them in six cases (three decisions for Mr. Bentson's consolidated arbitration, two decisions for Mr. Sweatt and Mr. Wentworth's consolidated arbitration, and the Nickerson arbitration). Adjusting for consolidated cases, arbitrators sustained five out of eight WFSE grievances filed to arbitration (62%), while denying three out of eight cases (38%). Arbitration outcomes for consolidated cases are presented in Figure 9.



Had the UW agreed to mediation in the five cases where arbitrators sustained WFSE's grievances, it is possible the University could have reached settlements with our union thereby avoiding arbitration costs. Looking towards the future negotiations for a 2015-2017 Collective Bargaining Agreement, WFSE would like to explore adding mandatory Pre-Arbitration Review Meetings or PARMs as a way to resolve grievances, in addition to mediation. Mandatory Pre-Arbitration Review Meetings are alternatives to mediation in the majority of WFSE's contracts with other state agencies. We believe the inclusion of PARM as a mandatory feature in our UW contract could help WFSE and the University reach settlements on certain grievances, by allowing the parties to confer with each other before cases automatically move to binding arbitration. A version of PARM is currently option in WFSE's contract with the University.

Compared with WFSE's contracts at other state agencies and public institutions of higher education, the absence of a mandatory Pre-Arbitration Review Meeting at the UW is an outlier (see Table 1). WFSE's contracts with the majority of other state higher education institutions allow our union to trigger mandatory PARM conferences, including Western Washington University, The Evergreen State College, Eastern Washington University and 12 Community College Districts. WFSE-represented employees in every General Government state agency have contractual language allowing our union to trigger

¹⁸ Data provided by Banks Evans, WFSE's former Lead Negotiator at the UW. Of the 11 arbitration cases where the UW refused mediation, five arbitration decisions were more favorable to WFSE (Choi, Frazier, Lukaszek, Nielson & Tsui), while six were more favorable to the University (three Bentson cases, Nickerson, and Sweatt/Wentworth). Adjusting for consolidated cases, five decisions were more favorable to WFSE and three were more favorable to the UW. If the University had accepted mediation for the five cases which were more favorable to WFSE, it is possible that the UW could have avoided these costly and less favorable arbitration decisions.

mandatory PARM conferences. The only public-sector WFSE collective bargaining agreements that do not require mandatory PARM conferences and contain only voluntary mediation language are the University of Washington, Washington State University, Renton Technical College and Central Washington University.¹⁹

1.6 Lack of Non-Departmental Decision Making at Top Grievance Steps

Equally or more concerning than the UW's general reluctance to engage in mediation, is the limitation management places on the specific University representatives who are authorized to make decisions over grievances at top internal steps.

Decisions over how to respond to union grievances at the UW are first made by the supervisor of a WFSE-represented employee. If WFSE represents a supervisory employee, the decision of how to respond to a grievance rests with this supervisor's immediate manager. While Human Resources/Labor Relations is copied on all Step 1 grievances, the likelihood of a supervisor overturning their own decision is low.

Grievances moved to Step 2 are heard by a manager, who reviews the decisions of supervisors that initially responded to grievances at Step 1. If the manager hearing a grievance at Step 2 is in the same departmental chain of command as the supervisor who hears a case at Step 1, it is less likely for this departmental manager to overturn one of their supervisor's decisions, compared to a manager from a different UW department. This is because when supervisors decide to discipline an employee, the practice of most UW departments is to have all disciplinary actions cleared beforehand by managers within a supervisor's departmental chain of command.

The UW's second step of the grievance procedure mandates that department heads or other management designees decide how to respond to a given case. Again, Human Resources/Labor Relations is allowed to be involved in these meetings, but the decision of how to respond to WFSE's grievances rests with the department head or other management designee. This second step of the grievance mechanism is the last time a management representative is contractually required to reconsider altering the University's grievance decision before the third step of voluntary mediation. As previously mentioned, the University has been reluctant to engage in mediation. There is also nothing in the third step of mediation that explicitly states which management representative may reverse the University's decision over a given grievance.

The practical structure of the UW grievance procedure means that departmental managers hold the final say over the University's decision towards a given WFSE complaint before possible arbitration proceedings (assuming management declines mediation). Although the University could designate non-departmental decision makers to decide how to respond to grievances, it should be emphasized this is not typically the University's actual practice. WFSE's grievances are usually decided by management representatives in the department where our cases arise in the first place. This means that WFSE's contractual complaints do not typically go beyond either the departments where cases originate and/or departmental chains of command, for an independent review by more disinterested management representatives.

¹⁹ In the case of Renton Technical College, WFSE members have the unique right of submitting grievances to the College's Board of Trustees for their consideration as an alternative to arbitration.

Compared with our union’s contracts with other state agencies, the lack of more independent decision-making over grievances at the UW is another outlier. Details on how grievance mechanisms function in other WFSE contracts, as well as which management representatives are delegated to make decisions over cases, are listed in Table 1.

Table 1. Steps of Grievance Procedure in Other Public Sector WFSE Contracts

Employer	Step 1 Management Representative	Step 2 Management Representative	Step 3 Management Representative	Step 4 Management Representative	Step 5 Management Representative
Washington State University	Labor Relations Officer or designee	Appointing Authority	Provost and Executive Vice President	Union May Request Mediation*	Binding Arbitration*
Western Washington University	Supervisor, Manager or designee	Central Human Resources Director or designee	Union May Request Mediation* or Trigger Mandatory "PARM"	Binding Arbitration*	N/A
The Evergreen State College	Supervisor, Manager or designee	Dean, Director or Human Resource Services designee	President, Vice President or designee	Union May Request Mediation* or Trigger Mandatory "PARM"	Binding Arbitration*
Renton Technical College	Appropriate Supervisor	President or designee	Either Binding Arbitration* or Optional Board of Trustees Review	N/A	N/A
All General Government Agencies (except Corrections)	Supervisor, Manager or designee (Appointing Authority for some Agencies)	Appointing Authority or designee (Agency Head for some Agencies)	Agency Head or designee (Olympia Labor Relations Office for DSHS)	Union May Request Mediation* or Trigger Mandatory "PARM"	Binding Arbitration*
Eastern Washington University	Appropriate Administrative Head or designee	President, Provost, Vice President or designee by chain of command	Binding Arbitration* or "PARM"	N/A	N/A
Community Colleges	Supervisor, Manager or designee	Human Resources Office designee	President/Chancellor or designee	Union May Request Mediation* or Trigger Mandatory "PARM"	Binding Arbitration*
Central Washington University	Appointing Authority or designee	Chief Human Resources Officer designee	Union May Request Mediation*	Binding Arbitration*	N/A

* Decision Makers at mediation/arbitration are not explicitly stated, but are usually the same as those at top, internal steps. "PARM" is a Pre-Arbitration Review Meeting to try and settle arbitrations before a final decision is awarded.

Looking at Table 1, every WFSE contract with two or four year higher education institutions has a non-departmental management representative review and decide grievances at top internal steps, except Eastern Washington University and The Evergreen State College. Additionally, all of WFSE’s members at General Government state agencies have grievances decided by non-departmental management representatives at Step 3 (or Step 2 for some agencies).

The non-departmental managers who review and decide grievances are almost always higher level executives, such as the Executive Vice President at Washington State University, or senior officials in an institution’s central Human Resources department. WFSE has observed that delegating decision making power to non-departmental managers at other public universities leads to a better functioning grievance mechanism

at these institutions. One explanation for this could be that non-departmental managers are more emotionally detached from a given case. Additionally, non-departmental managers can also have greater expertise in labor relations (especially if they work in an agency's central Human Resources office).

This decision making power over grievances by non-departmental managers results in WFSE settling a greater number of meritorious cases. Our union also submits fewer grievances to arbitration when our members have the ability to appeal their cases to non-departmental decision-makers. Even *the possibility* of having non-departmental managers decide a given case leads to more frequent resolutions of grievances by WFSE.

Although WFSE did not propose such independent decision making power over grievances during the last round of contract bargaining with the UW, it is now our union's position that decisions at the top internal step of the University's grievance procedure should be made by non-departmental management representatives. Such non-departmental management officials should preferably have expertise in labor relations, and represent the UW's central Labor Relations office *with the authority to make decisions on behalf of the University for a given grievance*, not just consult or advise other departmental managers.

Finally, it should be noted that the best way for non-departmental management representatives to make independent decisions over cases is if they are not involved in earlier steps of the grievance procedure. While it would be beneficial for lower-level central Human Resources staff to be involved at Step 1 of the UW's grievance mechanism, WFSE recommends reserving the involvement of higher level non-departmental decision-makers. Avoiding Step 1 hearings would ensure that any higher level executives who make decisions at Step 2 would be more impartial *by virtue of not having been involved in a given case*. In other words, we believe it would be better from a process perspective, for the UW to separate non-departmental officials who could decide grievances at Step 2, from any Human Resources staff that advise or consult with the University's managers at earlier steps of the grievance procedure.

1.7 Strengthening Labor Relations & Changing the Structure of Human Resources

In addition to our above concerns with the UW grievance procedure, WFSE also has recommendations related to the structures and power of Human Resources and Labor Relations. Representatives of both Human Resources and Labor Relations have made it clear to WFSE that they do not consider themselves "labor police."²⁰ However, this statement is not self-evident to our union. In fact, we believe Labor Relations should have enforcement power over the wider employment practices of the University's unionized workplaces.

WFSE believes Labor Relations should have more enforcement powers because many problems could be resolved if the University's central Labor Relations office was empowered to correct the managerial behavior of departmental supervisors. The heads of

²⁰ UW Human Resources and Labor Relations officials have made this exact statement on multiple occasions to both WFSE's Lead Negotiator Banks Evans and Council Representative Joe Kendo. University management representatives have made also repeatedly made similar comments to WFSE Council Representative James Dannen, stating that central Human Resources officials "can only influence" other UW Departments.

many other state agencies direct their labor relations specialists to perform this kind of role, empowering such staff with the authority to override the employer-employee decisions of other departmental branches of management.

Specifically, WFSE believes that the UW's central Labor Relations office should review all cases at top internal steps of the grievance procedure. While it is not possible to negotiate new language in the middle of our union's current contract that would fully implement such a policy change, an important interim step can be taken before negotiating these improvements in the next round of bargaining. The UW could simply delegate Step 2 decision making authority to University officials in the central Labor Relations office in practice, before negotiations take place for a 2015-2017 Collective Bargaining Agreement.

Nothing prohibits the UW from designating its Labor Relations staff as the University's decision makers at all Step 2 grievance hearings. The language which describes Step 2 processes under WFSE's current Collective Bargaining Agreement with the UW, states that grievances may be filed to "the next appropriate level of management and the Office of Labor Relations."²¹ Additionally, the contract is not explicit about which management representative makes decisions on grievances at Step 2, even though this has almost always been departmental managers in practice. Instead the current Collective Bargaining Agreement simply states that "[t]he University will respond in writing within fifteen (15) calendar days after the [Step 2] meeting."²²

Replacing departmental decision makers with non-departmental Labor Relations representatives (who have previously not been involved in a certain case), is a specific policy recommendation that WFSE believes the University should implement for Step 2 grievance hearings. We believe this policy should be adopted to strengthen the powers of the UW's central Labor Relations office.

Beyond this reform, our union believes that Labor Relations could also be strengthened by the UW administration issuing broad directives to its different departments. Such directives should clarify that representatives of the Labor Relations office have primacy over all other departments when it comes to the University's obligation to follow the legal provisions of union contracts.

Our fourth recommendation is that the Labor Relations office should be able to train, evaluate and oversee the work of all other human resources specialists employed in different UW departments, in tandem with these employees' respective departmental chains of command. This is important because WFSE has noticed a wide divergence in the abilities of departmental human resources specialists to conduct fair investigations, as well as follow other provisions of WFSE's contract with the University.

Examples of such training deficiencies can be found in Part II of this report, which details problematic behavior exhibited by managers in the UW-Seattle Custodial Services Department. Generally speaking, human resources specialists in the Custodial Services/Facilities departmental chains of command have not been able to impart a philosophy upon custodial managers to *collaboratively correct the behavior* of their

²¹ 2011-2013 WFSE-UW Collective Bargaining Agreement, Article 24, Section 11, Page 28.

²² *Ibid.*, page 29.

employees, as opposed to *disciplining* them. Evidence of this can be seen in the disproportionate trend of discipline within the UW-Seattle Custodial Services Department (see Section 2.6), as well as glaring instances of custodial managers conducting seriously flawed investigations of WFSE members (see Sections 2.3, 2.4 & 2.5).

Managers in the Seattle Custodial Services Department are advised by their administrative unit's own human resources specialists,²³ who are not technically overseen by either central Human Resources or the Labor Relations office. If the UW's central Labor Relations office had the power to oversee the work of these departmental human resources specialists, WFSE would be better positioned to partner with Labor Relations to correct training deficiencies.

Our last recommendation has to do with the structure of the UW's central Labor Relations office within the Human Resources Department. As another UW union leader noted in a joint Harborview union-management meeting, the University could improve its relationship with organized labor by creating a Labor Relations Department that is separate from Human Resources. The UW's relationships with its unions could also be strengthened by making the Assistant Vice President of Labor Relations equal with the Vice President for Human Resources within the University's administrative hierarchy.²⁴

Such structural changes could improve the University's relationship with its unionized workforce through an institutional recognition on the part of the UW that union workers are different from non-union staff. The rules that apply to unionized workers at the UW are very distinct from non-unionized employees. Human Resources' own supplemental budget requests to the University Provost outline the additional resources needed by the UW to improve management practices for its unionized workforce. Relevant parts of Human Resources' departmental request are quoted below:

UWHR seeks \$439,000 in permanent funds for five positions in Labor Relations. We have lost all of our labor relations specialist positions to budget cuts. The current team consists of an assistant vice president, a director, and two HR specialists. We have funded a labor relations specialist and a communications specialist on temporary funds to get us through the current round of negotiations. However, we can't keep up with the number of requests, hearings, arbitrations, and negotiations that are required when you have nine unions negotiating contracts covering over 16,000 UW employees.²⁵

Creating a separate Labor Relations Department would represent an institutional commitment by the University that its unionized employees require different levels of resources, as well as dedicated, specialized staff. It is possible that the creation of an entirely separate Labor Relations Department could also help the administration reconsider the value of cutting such crucial staff positions in the future. As several union representatives stated to Human Resources' leadership, the recent deterioration of the

²³ These human resources specialists work in the Facilities division of the wider University Unit known as Finance & Facilities, or "F2". The Facilities division is overseen by Associate Vice President Charles Kennedy and the wider Finance & Facilities / F2 unit is directed by Senior Vice President V'ella Warren.

²⁴ These ideas were raised by Karen Hart, current president of SEIU Local 925, at a joint UW unions-management meeting on March 7, 2014. In attendance from the University was Vice President for Medical Affairs Johnese Spisso and Vice President of Human Resources Mindy Kornberg. Other UW union heads included Greg Devereux of WFSE and Diane Sosne of SEIU Healthcare 1199NW.

²⁵ UW Human Resources Fiscal Year 2014 Budget Submission Supplement: <http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2014-209-HRBudgetSubmission.pdf> (accessed March, 2014).

University's relationship with its union workforce ultimately can be attributed to the overall degree to which the administration prioritizes these relationships.²⁶ It is similarly plausible that a correlation could exist between cuts to staffing levels in the UW's Labor Relations office and a greater frequency/number of grievances being filed by campus unions.

Finally, the various other functions of the UW's Human Resources Department should be noted. A cursory glance at Human Resources' website will show the range of activities performed by this single UW department. In addition to Labor Relations and other functions, the UW's Vice President of Human Resources oversees the University's entire compensation and benefits system, professional development and training programs, policies and procedures for employees, recruitment and retention of UW staff, disability services, and workplace violence prevention/responses.

A fair question can be asked about how the University can truly prioritize relationships with its union partners when Labor Relations is one of multiple offices within a single campus department? In fact, Labor Relations arguably did get lost in the University's priority list considering this office's permanent staffing levels were reduced by more than 50% in the wake of past budget cuts.²⁷

For all these reasons, WFSE recommends that the University adopt new policies creating a separate Labor Relations Department distinct from Human Resources. We also recommend promoting the Vice President of Labor Relations to be equal with the Vice President of Human Resources within the UW's administrative structure.

1.8 Overall Evaluation of the Grievance Mechanism at the University of Washington

Human Resources' characterization of grievance withdrawals and settlements as "wins" and "losses" for the University,²⁸ represents a zero sum perspective towards labor relations. WFSE however, believes grievance outcomes should be interpreted differently.

We believe it is in the interests of both a union and management to reach settlements on cases that should be settled, and to discontinue or withdraw cases that should be discontinued and withdrawn. Behavior like this signals that provisions in the parties' mutually agreed upon Collective Bargaining Agreement are being implemented.

Similarly, it is also in the interest of the University for WFSE to file grievances that enforce possible violations of the contract. Both parties mutually agreed the provisions of their Collective Bargaining Agreement should be followed and the grievance mechanism provides an opportunity to investigate whether any violations have occurred. If violations did take place, the grievance mechanism should function to formally correct problems through settlements. If it is not possible to settle a given case, the grievance mechanism should also allow for other resolutions, which includes the possibility to withdraw cases if no contract violations are found.

²⁶ See Note 24. These comments were made to Human Resources at the same March 7, 2014 joint UW unions-management meeting.

²⁷ See Note 25.

²⁸ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012, attached enclosure *WFSE DATA.xlsx*. Column E "Resolution," presents withdrawn cases in the same way as victorious "Arbitration Wins" for the University, whereas the UW withdrawing action (such as removing discipline), is shown in the same way as an "Arbitration Loss" from management's perspective.

Such a framework is indicative of a mature labor relationship between a union and management, but this paradigm is not seemingly being embraced by UW Human Resources. If it were, Human Resources would not characterize grievance withdrawals or settlements as outright victories for the University; they would view them as win-win outcomes for both management and WFSE, as well as evidence that the mechanisms of the parties' contract are functioning well.

Viewing labor relations from the above perspective, arbitrations would be seen as a breakdown of the grievance procedure, as well as the entire collective bargaining relationship. Breakdowns occur whenever WFSE and the UW are forced to rely on a third party arbitrator to fix workplace problems, which ideally should be resolved locally between our union and the University.

Grievances can also be used to interpret and further define contract language that may be unclear. The UW is a large and constantly expanding academic and healthcare institution. Parts of the UW and WFSE's Collective Bargaining Agreement are antiquated, and the circumstances around the negotiation of some contract language may have changed. When there are differing opinions on how to interpret specific provisions, including those that contain antiquated contract language, it is reasonable for WFSE to file a grievance if our union disagrees with how management intends to implement unclear or antiquated language.

For example, in the Nickerson arbitration, a dispute arose over the interpretation of hazard pay for the use of different types of respirators at a UW hospital. In this case, the use of a more expensive, but safer type of respirator at one UW hospital had been supplanted (but not eliminated) by the increased use of a less expensive mask. WFSE's contract allows employees to receive assignment pay for the more expensive respirator, but was not explicit about whether such pay provisions also applied to the newer mask. Ultimately, the arbitrator found that WFSE's contract language only applied to the older type of respirator, which is no longer primarily in use.²⁹

Looking at the overall functioning of our union's grievance mechanism at the UW, the very act of comparing data on cases is a promising start to conversations that could hopefully lead to better relations between the University and WFSE. Repairing relationships strained by longstanding issues does not happen overnight, and requires commitment from both parties to be successful. WFSE is eager to improve our relationship with the University of Washington under President Young's administration.

²⁹ While the Nickerson arbitration reached a binding decision about how antiquated provisions in the *current* Collective Bargaining Agreement should be applied, WFSE does not believe this arbitration resulted in a safer workplace for our members. Specifically, the Nickerson arbitration ruled that employees could only receive assignment pay for wearing a specific type of respirator, known as a "Powered Air Purifying Respirator" or PAPR. The Nickerson arbitration decision does not lead to safer working conditions since it has led to predominately male employees with facial hair being eligible to wear PAPRs. This is because the facial hair of male employees prevents them from having a proper seal while wearing the UW's newer, less-protective masks. If other male or female employees are able to wear less protective masks with a proper seal around their face, then these workers may not use PAPRs – even if they would prefer to wear them. This is fundamentally unfair, as a male employee with a beard would be required to wear a PAPR, while working side-by-side a female employee wearing a mask, who may also prefer to wear a PAPR. Both employees would be exposed to the same hazards working under such a scenario, but only a male worker with facial hair would be required to wear the more protective PAPR, and only this male employee would receive assignment pay under antiquated language in the UW and WFSE's contract.

1.9 Grievance Recommendations

Based on Part I of this report's findings and analysis, WFSE recommends that President Young's administration take action on the following six items to create a better functioning grievance mechanism at the UW:

- 1) To provide an opportunity resolve grievances before costly, winner-takes-all arbitrations, the University should agree to mediation, upon WFSE's request, in response to cases at Step 3 of the grievance procedure. Additionally, during negotiations for the 2015-2017 Collective Bargaining Agreement, the UW should agree to add a mandatory Pre-Arbitration Review Meeting (PARM) to the grievance procedure.
- 2) To promote fairness and objectivity, the University should designate officials from its central Labor Relations office to be the UW's decision makers – with the ability to override departmental and/or appointing authority managers – for every WFSE grievance at Step 2 of the grievance procedure. These Step 2 decision makers should ideally not be involved in an applicable grievance's earlier proceedings, and should recuse themselves from Step 1 meetings, consultations, and advising sessions. This will help ensure Step 2 decision makers remain as unbiased as possible when responding to a given grievance. When negotiations take place for the 2015-2017 Collective Bargaining Agreement, the University should add another internal step to the grievance procedure – a new Step 3 before mediation/PARM at a renumbered Step 4 – so cases can be appealed to non-departmental management representatives for more impartial decisions. Such non-departmental decision makers should be specialists from the University's central Labor Relations office.
- 3) To streamline the grievance process and improve efficiency, the University should empower central Labor Relations officials with broad authority over departments in decision making related to WFSE's contract. Labor Relations' decision making authority over other UW departments should include all disciplinary issues faced by WFSE-represented employees. Departmental managers should be aware of Labor Relations' scope of authority if any questions arise about how to implement the contract and/or resolve workplace disputes.
- 4) To ensure best practices across units, the University should authorize Labor Relations officials to train, evaluate and oversee the work of all human resources specialists in other departments, in tandem with these employees' departmental chains of command. Additionally, the University should promote a healthy management culture among its departmental managers that only utilizes progressive discipline as a last supervisory resort. The Labor Relations office should be given the responsibility of evaluating departmental managers and other human resources specialists (as well as training/correcting managers).
- 5) To assist with the development of a healthy management culture, the University should create and jointly administer a training program with WFSE for managers in the UW-Seattle Custodial Services Department. This training should focus on

the principles of collaboratively correcting employee behavior, as opposed to issuing discipline. The UW should also provide training for Custodial Services managers about how to conduct fair investigations of WFSE-represented employees.

- 6) To clarify the distinctions between correcting employee behavior and discipline, and to improve its relationship with the UW's extensive unionized workforce, the University should create a new Labor Relations Department that is separate from the Human Resources Department. With this change, a new office of the Vice President of Labor Relations should be created that is equal to the Vice President of Human Resources within the University's administration.

PART II – RESPONSES TO SEATTLE CAMPUS CUSTODIAL PROBLEMS

2.1 Characterization of Custodial Issues by UW Human Resources

UW Human Resources makes four distinct claims about custodial issues at the UW Seattle campus.³⁰ The following four claims by the University and WFSE’s responsive sections of this report are listed below:

- 1) UW Custodial Services frequently faces allegations that its discipline is overly punitive and not intended to correct behavior, but decisions by objective arbitrators have not supported such contentions (see Sections 2.2, 2.3 & 2.4);
- 2) Management faces persistent difficulties in a multicultural, multilingual department where tensions between groups often run high. Despite these challenges, neutral arbitrators have consistently ruled in favor of the UW, such as in the Kelit arbitration, as well as upholding discipline in the Humphrey arbitration (see Sections 2.2, 2.3, 2.4 & 2.6);
- 3) The UW’s actions in the Goitom case demonstrates that management does not proceed to the most severe discipline available (see Sections 2.5 & 2.6); and
- 4) In total, the most objective third-party evidence shows consistent application of the rules, rather than arbitrary or unduly harsh treatment (see Section 2.8).

2.2 Background to Discipline Claims in the Custodial Services Department

At the time UW Human Resources characterized their claim that impartial third parties did not find the UW-Seattle Custodial Services Department overly punitive, the University based its statements on two arbitration decisions. These decisions were the Humphrey case, where the arbitrator partially denied and sustained WFSE’s grievance, as well as the Kelit arbitration, where an arbitrator denied our grievance.

The Humphrey arbitration resulted in a decision partially sustaining and denying WFSE’s grievance. The arbitrator in this case sustained WFSE’s grievance on three out of four items in a final counseling issued to Mr. Humphrey. The arbitrator affirmed the University’s level of discipline for Mr. Pierre Humphrey for allegations of threatening and unprofessional conduct. The arbitrator upheld this partial discipline primarily on the grounds that Mr. Humphrey referenced or threatened “picketing,” after being extremely frustrated with how departmental managers handled his discrimination allegations. A contributing factor behind Mr. Humphrey’s frustration could have been how the University ignored a previous discrimination complaint he had lodged in the past. Mr. Humphrey’s earlier discrimination complaint was ultimately validated by the Washington State Department of Labor & Industries.³¹

³⁰ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012.

³¹ Mr. Pierre Humphrey’s discrimination allegations were substantiated. In a September 27, 2010 letter to Mr. Humphrey, which was copied to the University of Washington, a Department of Labor & Industries Investigations Manager named Don Butler wrote, “it is my determination that your complaint alleging discrimination is valid and that you were the recipient of discriminatory action.” Similarly, in a January 7, 2011 letter to the University, a Washington State Assistant Attorney General named James Mills wrote, “there is sufficient evidence to show that Mr. Humphrey suffered an adverse action as a result of a safety and health complaint.”

This leaves the Kelit arbitration, which resulted in an arbitrator denying WFSE’s grievance in the summer of 2008. The Kelit decision resulted in an arbitrator approving management’s discharge of Ms. Ezgharia Kelit, who was deemed to have stolen flowers from an academic office that she regularly cleaned. The UW uses this decision as the basis for sustaining its “zero tolerance” theft policy for Seattle campus custodians.

However, two recent arbitrations – the Choi and Tsui decisions – have undermined the UW’s prior claim that impartial third parties do not find the UW-Seattle Custodial Services Department overly punitive. These decisions also illustrate the limitations of the University’s “zero tolerance” policies. The Choi and Tsui arbitration decisions will be addressed by this report in turn.

2.3 The Choi Arbitration

In the Choi arbitration, which was decided in October of 2012, a custodian named Mr. Marvin Choi was discharged by Custodial Services for the alleged theft of Coca-Cola cans from a departmental break room. The arbitrator stated at the start of her decision that while “dismissal for the theft of about one dollar’s worth of product seems harsh,”³² our union did “not argue that the dismissal should be overturned on that basis” [i.e. of a product’s small value being overly punitive].³³ Because of this, the arbitrator in the Choi case largely accepted the University’s framework of so-called “zero tolerance” termination policies related to custodial theft.

It should be noted that in the past, WFSE has not *technically*³⁴ objected to the University’s policy that Custodians should automatically face termination, even for the most minor theft. We have since re-considered our approach to defending custodians confronted with such policies, and we will not accept a disregard of progressive discipline in all future cases of minor theft allegations. In this vein, WFSE agrees with the arbitrator of the Tsui arbitration, Mr. Howell Lankford, who characterizes a central element of Just Cause in the following way: “[a]n employer may not...choose a degree of discipline which is substantially disproportionate to the facts of the case.”³⁵

Setting aside such questions of how to apply progressive discipline, the Choi arbitration is illustrative of other problems with how the UW-Seattle Custodial Services Department treats its staff. When Mr. Choi was initially being investigated, the arbitrator makes the following observation in her decision:

The Grievant also said on cross-examination that he did not ask for clarification of things he didn’t understand at the investigatory meetings because “[i]t was not that kind of atmosphere that would allow me to ask such a question. You know, the questions were all so aggressive, and I didn’t have time to think about that.”³⁶

³² Arbitrator’s Opinion and Award – page 8, Grievance of Marvin M. Choi, Jane R. Wilkinson, Esq., October 23, 2012.

³³ Ibid.

³⁴ WFSE has not objected to management’s stated policy of terminating Custodians for the most minor theft, because our defense of grievants in such instances has focused on due process violations and other issues. Therefore, while it is accurate to say our union has not technically objected to “zero tolerance” policies in past cases, this does not mean we will accept them in all future instances.

³⁵ Arbitrator’s Findings, Discussion and Award – page 5, Grievance of Anna Tsui, Howell Lankford, December 10, 2012.

³⁶ Arbitrator’s Opinion and Award – page 13, Grievance of Marvin M. Choi, Jane R. Wilkinson, Esq., October 23, 2012.

The arbitrator paints a clear picture surrounding the context of Mr. Choi's discipline. Specifically, the UW-Seattle Custodial Services Department overreacted very strongly on the basis of a "customer" complaint from the Earth & Space Sciences Academic Department, which is based in Johnson Hall. The complaint from the Earth & Space Sciences Department came from Mr. Robert Winglee, who is a member of the UW Faculty and Department Chair. The arbitrator points to very disturbing behavior on the part of Professor Winglee in her decision:

The Union complains in its argument that Robert Winglee unduly pressured custodial management to get rid of the Grievant. The record shows that Winglee did exert this pressure in an arguably intimidating fashion. Exh. E-7 is an email that Winglee sent to Scott Spencer on Tuesday, September 13, 2011. After first reciting the evidence "against the person in question" (he never names the grievant by name), the email goes on to state,

The person in question needs to [be] appropriately disciplined and removed permanently from servicing this building. If not, I am willing to pursue initial theft report to the police and press charges.³⁷

The arbitrator goes on to say that "[i]n Winglee's mind, it was an open and shut case, though he had not participated in the investigative interviews."³⁸ When custodial management attempted to conduct an investigation of the theft allegations leveled at Mr. Choi, Professor Winglee told the custodial Department that "I do not want see my staff being harassed by nit picky details."³⁹ The arbitrator however, believed such details "were entirely appropriate questions that needed to be asked by a person attempting to perform a fair and adequate investigation."⁴⁰

This context to Professor Winglee's behavior is directly related to the issue of overly punitive discipline in the UW-Seattle Custodial Services Department. Earlier in the Choi arbitration, it is revealed that Professor Winglee attempted to bait Mr. Choi into stealing soda cans from the departmental fridge. Professor Winglee did this by stocking the Department's refrigerator with cans of Coca-Cola. The arbitrator quotes the following statement made by Professor Winglee:

"[It was clear that Mr. Choi had taken the Coke Zero out of it. So once we knew what was being taken, we replenished it under my orders. In fact, I provide the additional Coke Zero to replenish the can and have [sic] our staff take a full count of the material in that refrigerator. We then observed two more events where he was taking Coke. We had continual count of the Coke so that we knew that it was being taken and not added to."⁴¹

However, the arbitrator finds no grounds to sustain Mr. Winglee's assertions. Despite Professor Winglee's lack of firm evidence, Custodial Services' management rushed to judgment in deciding to terminate one of its employees – solely based on the predetermined and biased conclusions of a Department Chair and UW Faculty member. In short, the management of Custodial Services was more concerned about its perceived "client-customer service" relationship with an academic department, than it was with ascertaining the truth about certain allegations leveled against one of their employees (see also Section 1.4).

³⁷ Ibid., page 19.

³⁸ Ibid.

³⁹ Ibid.

⁴⁰ Ibid.

⁴¹ Ibid., page 9.

Looking at the Choi arbitration decision, there is no evidence of a single manager in the Custodial Services Department defending Mr. Choi's possible innocence, nor did management insist on the application of basic due process standards when a professor attempted to limit critical investigations. Management's extremely flawed investigation of Mr. Choi is also important, because it shows Custodial Services' inconsistent application of workplace rules, such as the due process rights inherent in WFSE's Collective Bargaining Agreement with the UW. In the view of our union, the Choi arbitration contradicts Human Resources' claim that the UW-Seattle Custodial Services Department is not overly punitive.

2.4 The Tsui Arbitration

The behavior exhibited and flawed investigation conducted by UW-Seattle Custodial Services in the Choi case is not an isolated incident. Looking at the Tsui arbitration, a customer complaint from a completely different campus location resulted in the Custodial Services Department trying to terminate another one of its long-term employees.

The grievant, Ms. Anna Tsui, was walking down the hall of a high-security floor where she often worked in the UW Tower, when an administrative employee alleged that she took an empty hand sanitizer bottle from a box in a vacant cubicle. Custodians are not supposed to enter office areas or cubicles on this more secure floor of the UW Tower. The administrative employee making the complaint informed her supervisor via email that Ms. Tsui was seen walking away from an unassigned cubicle with an empty bottle of hand sanitizer.

This supervisor forwarded the email from the administrative employee to the Custodial Services Department's area manager, changing the subject line from "housekeeping" to "Housekeeping Theft."⁴² Based on this email, the custodial manager of the UW Tower – Ms. Yirgalem Tesfaldet – interviewed the administrative employee who saw Ms. Tsui with the hand sanitizer, as well as this administrative employee's supervisor who had originally forwarded an email to Custodial Services.

Ms. Tsui was asked by Ms. Tesfaldet if she had taken anything from the desk on the 10th floor, which Ms. Tsui denied. Approximately three months after the incident occurred, Ms. Tesfaldet recommended Ms. Tsui's dismissal. In reviewing the events leading up to Ms. Tsui's dismissal, the arbitrator assigned to this arbitration cited management's rationale for termination as follows:

Ms. Tsui's decision to be out of her area during work hours and to take a *customer's* property has had a negative impact on *client relations* and on the unit's ability to manage work effectively.

Ms. Tsui's behavior has made the *customer wary* of general custodial presence in the customer area. Furthermore, the customer discussed this incident and her concerns with [the UW] tower Facility Manager. This incident has *tarnished our reputation* for trustworthiness beyond just the specific client affected in this incident. [WFSE emphases]⁴³

⁴² Arbitrator's Findings, Discussion and Award – page 3, Grievance of Anna Tsui, Howell Lankford, December 10, 2012.

⁴³ Arbitrator's Findings, Discussion and Award – page 4, Grievance of Anna Tsui, Howell Lankford, December 10, 2012.

It is important to emphasize that Ms. Tsui categorically denied taking any empty bottle of hand sanitizer from a vacant desk on the 10th floor. Similarly, Ms. Tsui's intended use of a different bottle should also be noted: she filled another empty bottle with soap for her coworkers to use for washing their hands in the custodial break room. In light of this context, the immediate decision by the UW-Seattle Custodial Services Department to fire Ms. Tsui is very troubling. That a manager in any University department would discipline, let alone terminate an employee for the above incident, based only on a vague complaint from another professional employee is very concerning to our union.

If anything, Custodial Services' extreme overreaction to such an incident underscores the department's insecurities about their relationships with "customers" or "clients." This point is amplified by looking at how key statements made by the administrative employee who originally complained about Ms. Tsui, changed over time. According to the arbitration decision, the administrative employee who first complained about Ms. Tsui changed her representation about what happened in the following way:

Ms. [Tara] Tollefson testified that she saw Ms. Tsui exit the vacant cubicle with a sanitizer bottle in her hand; but the notes of her initial interview show that she was asked whether she "had seen the custodian taking the hand sanitizer" and she made it clear that "all she saw was the custodian holding it..." That would have been an odd way to clarify her account if she had seen Ms. Tsui exit the cubicle with the bottle in hand. Once again, I adopt the earlier version of the facts: Ms. Tollefson did not see Ms. Tsui taking the sanitizer bottle out of the cubicle.⁴⁴

It is WFSE's opinion that instead of assuming guilt on the part of its custodial workers whenever a "client" complains, the UW-Seattle Custodial Services Department should actually support and advocate for frontline custodians. For example, because another professional employee lodges a complaint about a custodian does not mean that this custodian should automatically be disciplined. This takes on even more significance considering the fact that Seattle campus custodians are severely under staffed (see Section 2.7). Custodial Services could try to educate their "clients" by informing UW employees in academic departments about the challenges faced by custodians, including how budget cuts have decimated custodial staffing levels.

Even if the idea is entertained that some form of discipline is warranted in this case (assuming Ms. Tsui did in fact "steal" a discarded, empty sanitizer bottle), the Tsui arbitration points out additional flaws in the University's jump to termination. In the arbitrator's evaluation of the basic tenants of Just Cause, he notes "[a]n employer may not...choose a degree of discipline which is substantially disproportionate with the facts of the case."⁴⁵ Adopting this standard, the arbitrator notes that while "[t]heft...does not ordinarily call for progressive discipline," WFSE's contract with the UW "generally accepts the appropriateness of progressive discipline."⁴⁶ Taken together, the arbitrator concludes that "Ms. Tsui certainly should have known that there could be substantial disciplinary consequences for such a collection of misbehaviors; but I cannot imagine them resulting in more than a two week disciplinary suspension."⁴⁷

At a minimum, the context to the Tsui case strongly suggests that her supervisor should have paused before moving to fire a long-term employee. It is also very disconcerting

⁴⁴ Ibid., page 6.

⁴⁵ Ibid., page 5.

⁴⁶ Ibid., page 9.

⁴⁷ Ibid.

that higher authorities in Ms. Tsui's departmental chain of command did not reverse her termination.

In summary, the Tsui arbitration does not paint the picture of a custodial management team attempting to correct employee behaviors, before issuing discipline. Nor does the Tsui case provide examples of managers who question the appropriateness of extreme discipline over small issues, as Ms. Tsui's area manager immediately proceeded to the highest possible discipline available. Rather, the Tsui arbitration contradicts UW Human Resources' assertions that the Seattle campus Custodial Services Department is not overly punitive, and that neutral arbitrators support such contentions.⁴⁸

2.5 The Goitom Pre-Determination⁴⁹

The pattern of UW-Seattle Custodial Services managers jumping to extreme discipline, as well as conducting seriously flawed investigations, is also illustrated by the Goitom case. In fact, administrators from the same academic department that tried to bait Mr. Choi into taking Coca-Cola cans, as well as the same Custodial Services manager of Johnson Hall, attempted to fire another long-term custodian, Mr. Mehreteab Goitom. A thorough review of Mr. Goitom's case will be conducted, as Human Resources cited it as an example of the UW-Seattle Custodial Services Department exhibiting restraint.

In October 2011, a professional staff administrator of the Earth & Space Sciences Department, Ms. Michele Conrad, submitted a complaint to the Custodial Services manager of Johnson Hall, Mr. Ben Haywood. As mentioned previously, Mr. Haywood was the same custodial manager in the Choi arbitration, and Earth & Space Sciences is the same department that directed unsubstantiated complaints against Mr. Choi. This time, Earth & Space Sciences staff complained about a different WFSE-represented custodian, Mr. Goitom. According to information relayed by Ms. Conrad, Earth & Space Sciences faculty members alleged that Mr. Goitom had been sleeping in a Johnson Hall classroom beyond his allotted break times.

In responding to Ms. Conrad, the custodial manager of Johnson Hall, Mr. Haywood, immediately assumed that the allegations of a custodian sleeping on the job were true, noting in his first reply that he "would like to gather all the facts prior to some sort of corrective action."⁵⁰ In other words, corrective action was a foregone conclusion for Mr. Haywood before he even investigated the validity of allegations made against an employee under his supervision.

Mr. Haywood's flawed application of due process is illustrated in various emails. Writing a follow-up message to Ms. Conrad, Mr. Haywood stated:

⁴⁸ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012.

⁴⁹ A Pre-Determination Hearing is a term in labor relations that refers to a basic due process meeting. These hearings are an employee's last chance to make a case to management before an employer decides whether or not to fire the employee in question. Employees who are subject to possible discharge are given the opportunity to respond to proposed actions (i.e. termination), either in writing or an in-person meeting typically with the top management representative in a given chain of command. The employee or their union / other representative may explain why they should not be discharged. Management responds to Pre-Determination Hearings with the employer's decision of whether or not to fire the employee.

⁵⁰ Email correspondence from Ben Haywood to David McDougall, October 28, 2011. It should be noted that "corrective action" in this context represents formal discipline as opposed to a non-discipline method of informally correcting employee behavior.

“I would just like to confirm the time(s) that they was seen sleeping in there. Maybe it might be best if I had a contact number?, just to be on the safe side, I will not stand for these guys sleeping, especially in this political & financial budget crisis, it *damages our image* and I find this intolerable, we cannot hire for our vacancies yet these guys feel they can sleep and not work, no way, if they do not want to work I will find staff that can.” [WFSE emphasis]⁵¹

Mr. Haywood’s email is both deeply concerning and problematic. Not only had this custodial manager not even investigated any aspects of the facts concerning allegations made against Mr. Goitom, but Mr. Haywood made a thinly-veiled threat that he intended to fire Mr. Goitom. Additionally, emphasis is added to what Mr. Haywood wrote about Custodial Services’ primary concern with its image in the eyes of “customers,” as opposed to defending the department’s front-line custodial staff (see Section 1.4).

Like the Choi arbitration, allegations made against Mr. Goitom by Earth & Space Science administrators lacked firm grounding in actual facts. At the beginning of a long series of emails, Ms. Conrad – speaking about second-hand statements solicited from her colleagues – claimed that Earth & Space Sciences staff saw Mr. Goitom sleeping on the job “at about 1:30 or perhaps a little earlier.”⁵² Upon clarification, this timeframe changed to “around 10:30, then still in there at 11:15,” to 11:45, and finally, “that it was beyond 11:30 that they were in the room.”⁵³ One of Ms. Conrad’s coworkers later clarified that they “prefer[red] to say 11:30” and another Earth & Space Sciences staff person said that the “two sleepers must have been in the room before 11:30.”⁵⁴

The above statements were made weeks after the allegations against Mr. Goitom were first lodged. Additionally, Mr. Haywood was barred by the Earth & Space Sciences Department from actually interviewing the departmental staff who had supposedly witnessed the events in question. Instead, Mr. Goitom’s custodial manager received information from the “witnesses” third-hand, through the filter of another Earth & Space Sciences administrator. Additionally, the witnesses’ timeframes put Mr. Goitom in the room in question both before and up to 11:30am, which should be noted, falls squarely *within* allowed daily break times for UW custodians.

According to WFSE’s records,⁵⁵ Mr. Haywood decided to re-interview custodian witnesses because he concluded that prior interviews were coached. A WFSE steward reported hearing one of Mr. Goitom’s coworkers being called into Mr. Haywood’s office and “pressured to change his statement by Haywood and Sear” (Mr. Sattia Sear is the Assistant Director of the UW-Seattle Custodial Services Department).⁵⁶ At no point do WFSE’s records indicate that representatives from either central Human Resources or Labor Relations participated in the aforementioned investigation. The investigation was conducted solely by management within the UW-Seattle Custodial Services and Finance & Facilities Departments.⁵⁷

While UW Human Resources is correct to point out that UW-Seattle Custodial Services did not end up terminating Mr. Goitom, there is considerable context missing from such a

⁵¹ Email correspondence from Ben Haywood to David McDougall, October 31, 2011

⁵² Email correspondence from Michele Conrad to Ben Haywood, October 27, 2011

⁵³ Email correspondence from Michele Conrad to Ben Haywood, November 4, 2011

⁵⁴ Email correspondence from Michele Conrad to Ben Haywood, November 17, 2011

⁵⁵ Timeline of events & notes, Goitom File, February 2012.

⁵⁶ Ibid.

⁵⁷ Ibid.

defense. Right before Mr. Goitom's pre-determination meeting, WFSE union members and UW students held demonstrations on campus calling for the University not to terminate Mr. Goitom. These actions led to increased scrutiny of Mr. Goitom's case, and generated both a campus newspaper article, as well as an open letter to significant University constituent groups.⁵⁸

This context is important because management did not withdraw its discipline of Mr. Goitom in a vacuum. Additionally, while a miscarriage of justice against Mr. Goitom was thankfully averted, the University never reviewed the behavior of its custodial area manager, Mr. Haywood. Mr. Haywood's flawed investigations in both this case and the Choi arbitration arguably merited serious attention by the UW. If the University wants to prevent such punitive practices from happening in the future, it must hold custodial supervisors like Mr. Haywood accountable for their actions, as well as scrutinize the behavior of management and administrative employees, not just front-line custodians.

The actions of Mr. Haywood show that an upper-level custodial manager rushed to judgment by pre-determining the guilt of one of his employees, before a fair investigation had taken place. Mr. Haywood did not conduct a proper investigation of the facts surrounding hearsay allegations, nor did he approach his managerial duties from the perspective of trying to correct an employee's behavior (assuming such allegations were subsequently validated). Instead, Mr. Haywood's immediate managerial approach was to rush to discipline a long-term custodial employee.

The investigation conducted by Mr. Haywood hardly reflects a consistent application of official department rules. It cannot be emphasized enough that Mr. Haywood originally indicated *his intention to terminate* Mr. Goitom, from the moment he first heard complaints raised by a "client" department. Rushing to fire an employee is the most severe level of discipline available to management, and the erroneous judgment of Mr. Haywood in the Goitom case is a problem that should not be overlooked.

Furthermore, these problems of rushing to judgment and jumping to extreme discipline are not limited to individual managers within the UW-Seattle Custodial Services Department. Mr. Haywood's recommendation to fire Mr. Goitom was *initially confirmed* by another upper-level management representative, Mr. Sattia Sear. As previously mentioned, Mr. Sear currently serves as the Assistant Director of the UW-Seattle Custodial Services Department. The actions of Mr. Haywood, which were initially supported by Mr. Sear, do not reflect well on the University's management team.

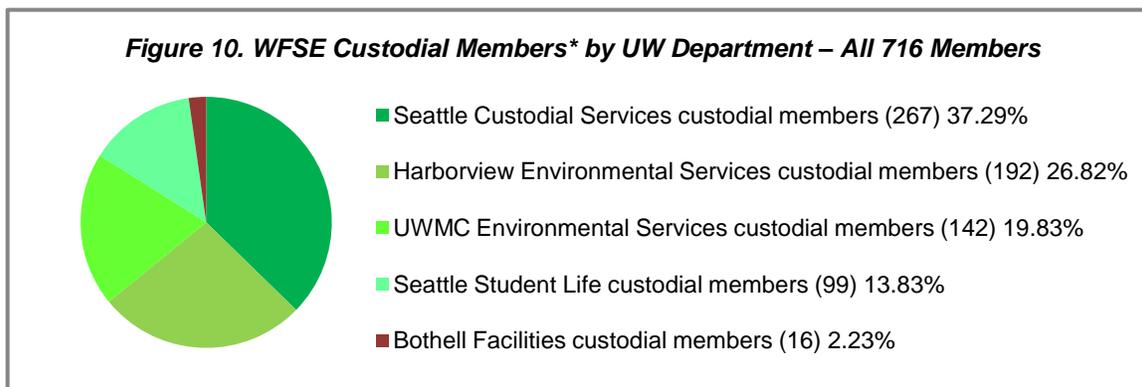
Similar to the Choi case, the lack of a robust investigation of Mr. Goitom is significant, and does not reflect a consistent application of due process by Custodial Services. Although Mr. Goitom's termination was ultimately rescinded after increased campus scrutiny of this case, it is nevertheless difficult to ignore such problematic behavior when evaluating Human Resources' claims that Custodial Services managers are not overly punitive.

⁵⁸ See "Custodians Raise Work-Environment Concerns," *The UW Daily*, February 6, 2012 <http://dailyuw.com/archive/2012/02/06/news/custodians-raise-work-environment-concerns>

2.6 Disproportionate Discipline by UW-Seattle Custodial Services in Grievance Data

Besides the custodial cases mentioned above, the University's own grievance data provides ample evidence of a disproportionate amount of discipline in the UW-Seattle Custodial Services Department. Discipline and other grievance data for Custodial Services will be compared with the total custodians working in different UW departments, the amount of cases per department, and the overall number of both Seattle campus and UW-wide discipline grievances.

According to WFSE's analysis of UW data for 2012, there are approximately 657 WFSE-represented custodians employed by the University of Washington. Additionally, the UW employs 59 Custodian Leads, Custodian Supervisor 1s and Custodian Supervisor 2s who are also represented by WFSE. Our union's custodial members work in five different UW departments, including the Bothell campus Facilities Department, Harborview Medical Center's Environmental Services Department, UW Medical Center's Environmental Services Department, Seattle campus Department of Student Life,⁵⁹ and the Seattle campus Custodial Services Department. A breakdown of the rough number of UW custodial workers employed by these different departments is provided in Figure 10.

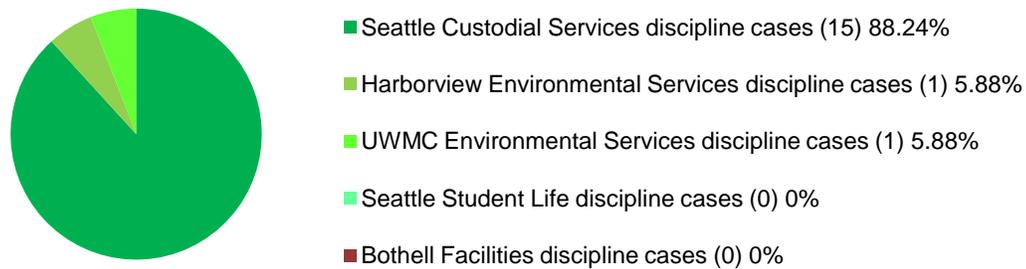


* Department's "custodial members" include the following job classes: Custodian, Custodian Lead, Custodian Supervisor 1 and Custodian Supervisor 2.

Although the Custodial Services Department on the Seattle campus employs the most custodians throughout the UW, this department has a disproportionate share of overall custodial discipline. According to our analysis of the UW's grievance data, WFSE has identified 17 total discipline grievances involving custodians or custodial supervisors. Of these custodial discipline cases, 15 out of 17 grievances (88%) were filed by employees of the UW-Seattle Custodial Services Department. In fact, there were only two other discipline grievances involving UW custodial employees, one filed on behalf of a custodial supervisor from Harborview, and another filed for a custodian at the UW Medical Center. A breakdown of custodial discipline cases is shown in Figure 11.

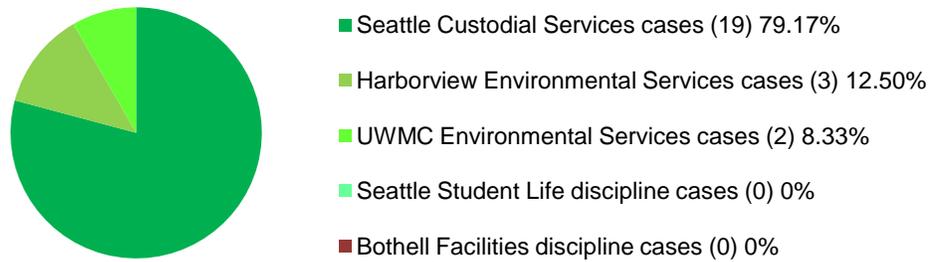
⁵⁹ We believe the UW could have included (possibly erroneously) custodians employed by Inter-Collegiate Athletics, in the same grouping of custodians who work for the Department of Student Life. In either event, Inter-Collegiate Athletics custodians were not separated in the UW's data.

Figure 11. Custodial Discipline Grievances by UW Department – All 17 Cases



The trend of the Seattle campus Custodial Services Department representing a greater proportion of cases compared to other UW custodial departments is not limited to only discipline grievances. There were 24 cases out of 195 total grievances in the UW’s data involving custodial employees, including 17 total discipline cases. Of all these custodial grievances, 19 out of 24 cases (79%) originated in the UW-Seattle Custodial Services Department. There were only five remaining custodial grievances from two other UW custodial departments. The five non-Seattle campus custodial grievances include three cases out of 24 grievances (13%) from Harborview⁶⁰ and two out of 24 grievances (8%) from the UW Medical Center. Figure 12 provides a breakdown of all custodial grievances according to the University’s data.

Figure 12. Systemwide Custodial Grievances at UW by Department – All 24 Cases



Looking at the breakdown of data in Figures 10-12, *approximately 37% of the UW’s 716 custodial workers are employed in the UW-Seattle Custodial Services Department. However, 79% of 24 custodial grievances and 88% of 17 custodial discipline cases originated in this specific department.* This disparity in the share of overall custodial discipline grievances – which all were triggered after Custodial Services’ management decided to discipline WFSE members – is strong evidence of overly punitive practices.

Additionally, the relatively larger size of the UW-Seattle Custodial Services Department cannot be used to dismiss such trends. UW-Seattle Custodial Services employs 267 WFSE-represented staff⁶¹ according to the UW’s data, and there were 19 total grievances filed in this department, of which 15 were discipline cases. This equates to roughly one

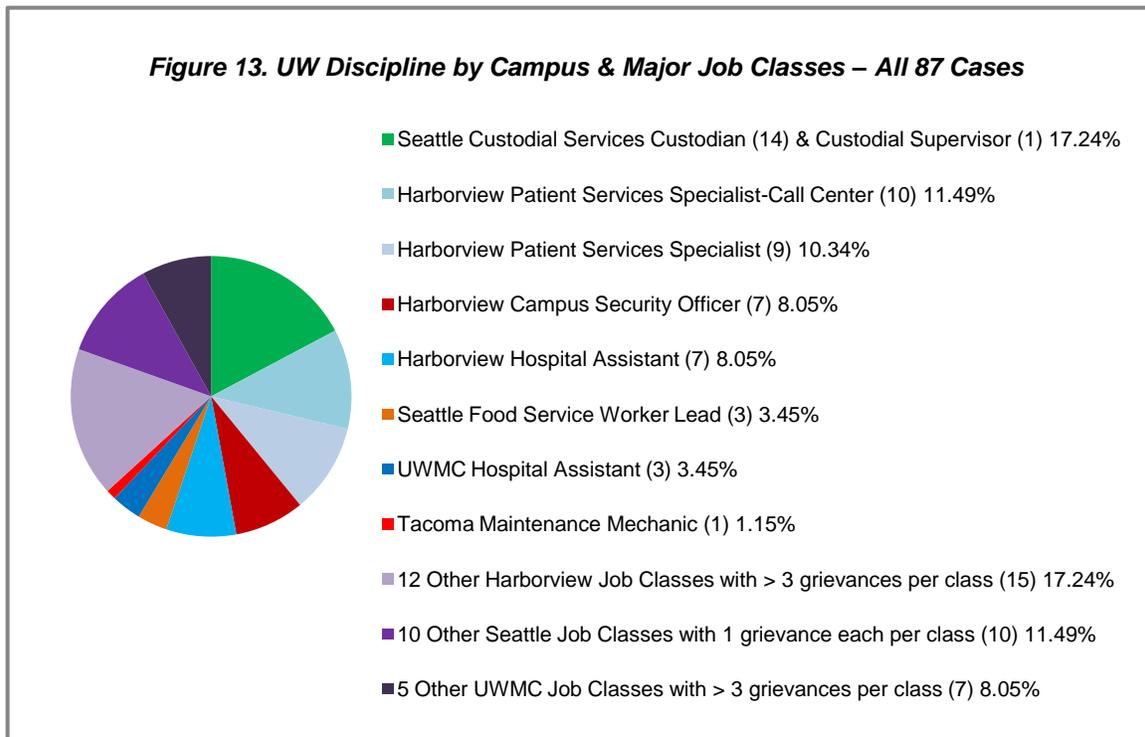
⁶⁰ One grievance out of the three Harborview custodial cases could have originated in the UW Hospitals Laundry Department, although this is not clarified by the University’s data, or through a search of our union records.

⁶¹ WFSE represents approximately 250 Custodians, 5 Custodian Leads, 3 Custodian Supervisor 1s and 9 Custodian Supervisor 2s in the Custodial Services Department on the Seattle campus. Departmental numbers in this Section may aggregate all WFSE-represented custodial staff in a given department, not just the “Custodian” job classification.

grievance filed for every 14 Custodial Services employees, and one discipline case filed for every 18 WFSE members in the UW-Seattle Custodial Services Department. By contrast, the number of grievances filed per employee in the University’s other custodial departments does not even come close to approaching these levels. Harborview’s Environmental Services Department had one grievance filed for every 64 employees, UWMC’s Environmental Services Department had one case filed for every 71 employees, and both the Bothell Facilities and Seattle campus Student Life Departments had no grievances filed, despite respectively employing 99 and 16 custodial staff.

Workers in the UW-Seattle Custodial Services Department are also subjected to more discipline relative to other WFSE members at the UW. There were 87 total discipline cases in Human Resources’ grievance data, with 55% of these cases (48 out of 87) originating at Harborview, 32% of the cases (28 out of 87) coming from the Seattle campus, 11.5% of the cases (10 out of 87) stemming from the UW Medical Center, and 1.5% of the cases (one out of 87) from UW Tacoma. Within the Seattle campus, WFSE members of the Custodial Services Department filed 15 grievances, which represents nearly 54% of all campuswide discipline cases (15 out of 28). In fact, the remaining 13 out of 28 Seattle campus discipline grievances are spread across a variety of 11 different job classes.

Similarly, on a systemwide level, grievances for custodians in the UW-Seattle Custodial Services Department account for the most grievances per job class of any single University department. Custodial Services’ discipline cases on the Seattle campus account for 15 out of the 87 total UW-wide discipline grievances (17.24%). By contrast, there were 15 discipline grievances filed during the same time period for employees across 12 different job classifications throughout Harborview Medical Center. Data on discipline levels for WFSE members in different UW departments and worksites is presented in Figure 13.



WFSE's grievance analysis shows that more grievances are filed on behalf of employees working for Custodial Services on the Seattle campus, compared to custodians employed in other University custodial departments. WFSE believes Custodial Services' relatively larger proportion of grievances is *prima facie* evidence that problems exist within this department. The very act of filing a grievance indicates there are problems at a given worksite, and our union would not file as many discipline-related grievances in Custodial Services if managers focused on collaboratively correcting employee behavior, instead of issuing formal discipline.

Furthermore, power disparities in the workplace must be factored into any evaluation of employee-employer dynamics. UW Human Resources points out the difficulties faced "in a multi-cultural, multi-lingual department where tensions between groups are often high."⁶² However, these characteristics of the UW-Seattle Custodial Services Department also create power disparities whereby not every custodian may feel fully comfortable exercising rights available to them as employees, either under applicable laws or WFSE's union contract.

Many UW-Seattle Custodial Services employees have communicated to WFSE that they are alternately afraid of being disciplined, experience significant language barriers on the job, and have an incomplete understanding of their workplace rights. This can easily lead to an environment where fewer grievances are vocalized, despite the strong possibility that a number of problems nevertheless exist in the workplace. It is similarly a common feature of investigations for employees not to raise complaints about their job, because they are afraid of doing so or may otherwise feel too vulnerable to speak out about workplace problems.

It is even more important to note that the "multi-cultural" and "multi-lingual" challenges emphasized by Human Resources are not unique to the UW-Seattle Custodial Services Department. Large numbers of University custodians from different countries and whose first language is not English, are also employed in the UW's other custodial departments. As seen in Figure 12, Custodians in these departments file fewer grievances and do not experience the same levels of discipline as their coworkers in Custodial Services. This is true in both absolute and relative terms. *If either the number of grievances or the severity of discipline is analyzed across the University's custodial departments, WFSE members in the UW-Seattle Custodial Services Department file greater numbers of grievances and face more extreme discipline.*

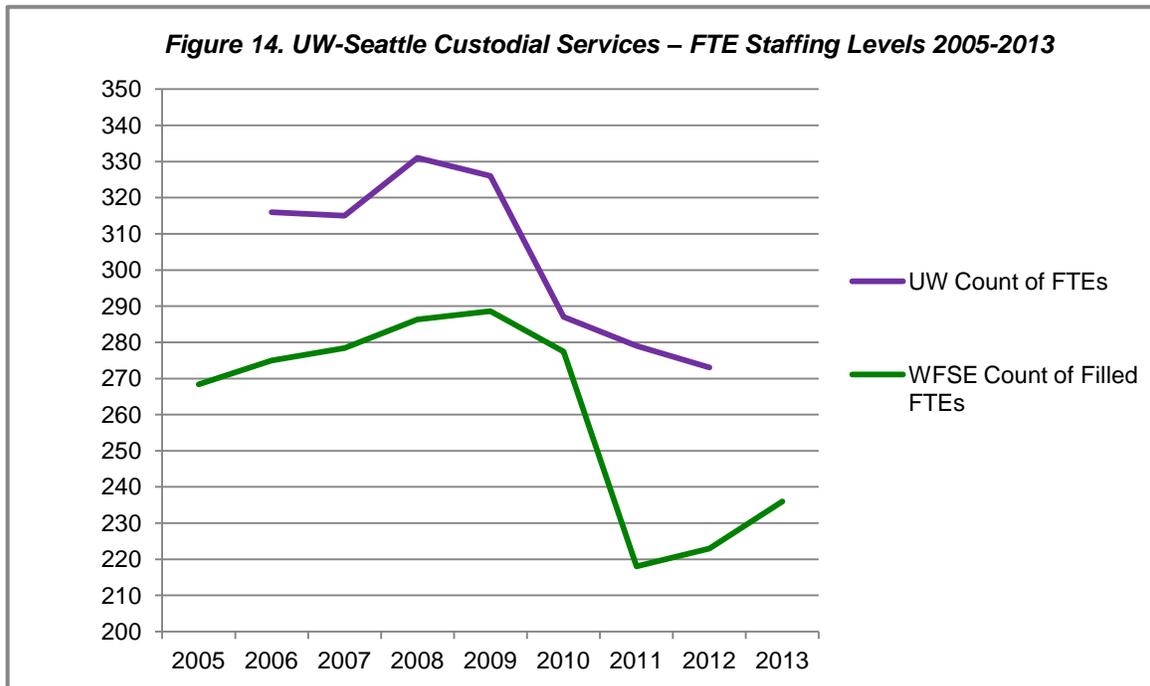
2.7 Discipline & Declining Custodial Services Staffing Levels

An analysis of declining staffing levels on the Seattle campus provides critical context to problems within Custodial Services. While staffing levels are not directly related to discipline, a combination of higher relative discipline coupled with continually decreasing staffing levels, cannot be ignored in an evaluation of working conditions in the UW-Seattle Custodial Services Department.

⁶² Email correspondence from Mindy Kornberg to WFSE, October 9, 2012

In reviewing how staffing levels have changed in the UW-Seattle Custodial Services Department, different sets of data were reviewed. The publicly available UW Finance & Facilities Department’s Fiscal Year Budget Submissions provide basic information on the number of Full Time Equivalent (FTE) custodians working on the Seattle campus. Data on the total number of FTEs employed in Custodial Services from 2006-2012 is available in Finance and Facilities’ Fiscal Year 2014 Budget Submission.⁶³

In addition to the Finance & Facilities Department’s data, WFSE has calculated its own figures for annual headcounts and the number of filled positions within Custodial Services. WFSE’s count of filled FTE positions comes from four sources: two separate public records requests⁶⁴ and two information requests.⁶⁵ Combined data on the annual number of FTEs employed by the UW-Seattle Custodial Services Department from 2005-2013 is presented in Figure 14.



Looking at Figure 14, WFSE and the University’s data sets clearly diverge. There are multiple factors explaining the differences between these two sets of data. In the first place, the Finance & Facilities Department’s FTE headcount does not distinguish between budgeted and filled positions. It is highly likely that the University’s annual FTE count reflects the total budgeted custodial positions for a given year. For example, according to a 2012 public records request shared with WFSE, Custodial Services had 223 actual filled custodial positions and left 19 vacant positions unfilled.⁶⁶

⁶³ See UW Finance & Facilities Fiscal Year 2014 Budget Submission, Page C-53:

<http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2014-208-FinanceFacilitiesBudgetSubmission.pdf>

⁶⁴ See PR-2010-00415 and PR-2012-00373, both on record with the UW Office of Public Records and Open Public Meetings.

⁶⁵ WFSE filed separate information requests for Custodial Services’ employee rosters to Labor Relations via email on July 13, 2011 and April 22, 2013.

⁶⁶ See PR-2012-00373 public records request.

WFSE's filled headcount for 2012 therefore lists 223 positions, but this number climbs closer to the UW's 2012 figure of 273 when vacancies are considered.⁶⁷ Adding 19 positions to WFSE's 2012 total of 223 filled custodial positions, yields 242 total budgeted positions which is only 31 positions less than the UW's figure of 273 FTEs.

A difference of over 30 full time positions is nevertheless significant. Another explanation for divergences between WFSE and the UW's data is that our union only counted frontline custodial staff in the following classifications: Carpet Cleaners, Custodians, Custodian 1s, Maintenance Custodian 1s, Custodian Leads, Swing Shift Custodians, Window Washers and Window Washer Leads. Our counts left out Custodian Supervisor 1s and Custodian Supervisor 2s, who are also WFSE-represented employees on Custodial Services' payroll.

However, according to WFSE's data there was only an average of just under 10 Custodian Supervisor 1s and 2s employed by Custodial Services from 2005-2011,⁶⁸ with 9 supervisory positions listed as filled in our 2013 information request.⁶⁹ Factoring in roughly 10 additional supervisory employees still leaves a gap between WFSE and the UW's data of approximately 20 full time positions for 2012.

The final factors to consider in explaining data divergences are managerial employees, as well as positions purposely left vacant by Custodial Services' management. About 10 or more non-custodial management positions could help bridge the gap between WFSE and the UW's data. In years where such considerations do not reconcile the different figures, it should be noted that the UW-Seattle Custodial Services Department also had a policy of keeping open vacant positions that were already funded / budgeted. The purpose of keeping these positions vacant was to enable the department to lay off open vacancies (as opposed to laying off actual people in filled positions). Management adopted the policy of purposely leaving open vacancies for future lay offs, in the event additional budget cuts were needed in the future.

Without evaluating the merits of this policy – which WFSE currently opposes – it is clear from 2009 onwards that there have been far fewer actual custodians *physically working* on the Seattle campus (i.e. as opposed to total budgeted custodial positions). According to WFSE's FTE counts in Figure 14, the number of frontline custodians working on the Seattle campus fell from a high of 289 in 2009, to a low of 218 filled positions in 2011. This is a decline of over 70 filled custodial positions over two to three years. As of 2013, there were 236 frontline custodians actually employed by Custodial Services, which is still 53 fewer custodians physically working on campus compared to 2009's FTE count.

Looking at average staffing levels provides another point of comparison. According to all the staffing data available to WFSE, Custodial Services has kept approximately 261 custodians actually working on an average annual basis, over the course of 2005-2013. This means that the 2013 count of 236 full time custodians is still 25 positions below average.

⁶⁷ See UW Finance & Facilities Fiscal Year 2014 Budget Submission, Page C-53: <http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2014-208-FinanceFacilitiesBudgetSubmission.pdf>

⁶⁸ See PR-2010-00415 public records and July 13, 2011 information requests.

⁶⁹ See April 22, 2013 information request.

Finance & Facilities' management notes in its Fiscal Year 2014 Budget Submission that Custodial Services "has been reduced by \$3.11M[illion] and 64 FTEs from the end of FY2008 to FY2013."⁷⁰ The effect of taking away so many positions from Custodial Services' budget has led to custodians having to do more and more work on an individual basis each year. For example, Finance & Facilities budget narrative states that "[c]ustodial gross square feet (gsf) per FTE has increased 26.9% due to budget and staffing reductions."⁷¹ At the end of 2008, individual custodians were responsible for cleaning 32,083 gsf per FTE, which has increased by over 125% to 40,731 gsf per FTE in 2013.⁷² To put this in perspective, the average size of a home in Seattle/King County is approximately 1,899 gross square feet.⁷³ According to these numbers, cleaning over 40,000 gross square feet per full time custodian is the equivalent of having to clean more than 21 average sized Seattle-area houses.

No matter how all of the above information is analyzed, it is a fact there are significantly fewer frontline custodians working on the Seattle campus compared to historic staffing levels. Part of this decline was due to budget cuts that took place in the wake of the Great Recession. While Custodial Services' management has taken steps to fill some of the positions they had previously been keeping vacant, the department's base budget has still not been restored to pre-2009 levels.

Evidence of this can be seen in Custodial Services' section of Finance & Facilities' Fiscal Year 2014 Budget Submission. According to this budget request, management only proposed adding four new custodial FTEs despite noting that Custodial Services' Fiscal Year 2013 budget has 64 fewer FTEs compared to 2008.⁷⁴ Similarly, according to the UW Office of Planning & Budgeting's draft budget requests for Fiscal Year 2015, the Finance & Facilities Department is not requesting any additional FTEs in the future for Custodial Services.⁷⁵

While it is possible that our union has missed current plans for Custodial Services to increase their base staffing levels, a review of the UW's budget planning materials including Provost Reinvestment Fund requests suggests such plans do not exist. We believe that Finance & Facilities should request additional funding to bring Custodial Services' total *frontline* staffing levels above a minimum of 261 FTEs (not including FTE positions for Custodial Supervisors or any other non-custodial/management employees). Fixing problems of skeletal staffing levels must involve engagement with the University's Provost, who has stated publicly in the past (responding to comments made by this report's editor) that budget cuts in Custodial Services "have been too deep."⁷⁶

Finally, it is within a context of serious under staffing that the over-disciplining of Seattle campus custodians has occurred. WFSE's members in the UW-Seattle Custodial Services Department have seen their ranks decimated, as fewer custodians have had to take on the

⁷⁰ See UW Finance & Facilities Fiscal Year 2014 Budget Submission, Page-17:

<http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2014-208-FinanceFacilitiesBudgetSubmission.pdf>

⁷¹ Ibid.

⁷² Ibid.

⁷³ See table listed at: <http://www.propertyshark.com/Real-Estate-Reports/2012/01/04/average-home-sizes-in-washington-d-c-atlanta-twice-as-much-as-in-new-york/>

⁷⁴ See UW Finance & Facilities Fiscal Year 2014 Budget Submission, Page-17:

<http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2014-208-FinanceFacilitiesBudgetSubmission.pdf>

⁷⁵ See UW Finance & Facilities Fiscal Year 2015 draft budget packet:

<http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2015-208-F2-Packet.pdf>

⁷⁶ Email correspondence from UW Provost Ana Mari Cauce to AAUP Faculty Issues and Concerns listserv, March 2, 2013.

work previously performed by 25-70 additional employees. At the same time, this is the specific group of University custodians who have also faced a disproportionate amount of discipline from their managers and supervisors.

WFSE believes the University administration should question whether it is fair for hardworking custodial employees to receive so much discipline when their department has experienced severe staffing cuts. WFSE also believes the University should seriously question whether Custodial Services' current management team is giving their custodians the support and encouragement they need, as opposed to internalizing punitive supervisory behaviors.

2.8 Evaluation of Human Resources Claims in Defense of Custodial Services

Human Resources made four claims defending the UW-Seattle Custodial Services Department (see Section 2.1). Human Resources first stated that decisions by objective arbitrators do not support allegations of Custodial Services' discipline being overly punitive. Secondly, Human Resources said that neutral arbitrators have ruled in favor of the UW in the Kelit and Humphrey arbitrations. Third, Human Resources claimed that management showed restraint by not proceeding to the most severe discipline possible in the Goitom case. Finally, Human Resources stated that most evidence illustrates a consistent application of the rules by Custodial Services, not unduly harsh treatment of its custodial employees.

While it is true that arbitrators denied the whole of WFSE's grievance in the Kelit decision, as well as upholding part of Mr. Humphrey's final counseling, this report also shows arbitrators sustaining WFSE custodial grievances in the Choi and Tsui cases. The Choi and Tsui arbitrations illustrate how Custodial Services' managers did not work *collaboratively* with custodians to *correct* employee behavior. Rather, despite not knowing all the facts surrounding allegations made against Mr. Choi and Ms. Tsui, Custodial Services' management immediately resorted to the most extreme discipline available: termination.

While these two arbitrations were decided after the University originally shared its data with our union, an analysis of all the grievances filed for employees in Custodial Services nonetheless points to a disproportionate amount of discipline within this department. Additionally, discipline cases in the UW-Seattle Custodial Department *account for the most WFSE grievances filed per job class of any single University department.*

Likewise, WFSE cannot support Human Resources' claim that the Goitom Pre-Determination was an example of management exercising restraint. While a miscarriage of justice was ultimately averted for Mr. Goitom, a full evaluation of this case cannot overlook the extremely problematic behavior exhibited by Custodial Services management. Mr. Goitom's manager, Mr. Haywood, conducted inherently flawed investigations and intended to fire our grievant without knowing the full facts of his case. Furthermore, Mr. Haywood's actions were supported by Mr. Sattia Sear, who is the Assistant Director of the UW-Seattle Custodial Services Department. The decision by Custodial Services to not fire Mr. Goitom did not occur in a vacuum. As has been previously stated, Mr. Goitom's case attracted significant attention on campus in the form

of demonstrations, correspondence to important University stakeholders and local media coverage.

WFSE does not know if Mr. Goitom's manager received any repercussions as a result of conducting such flawed investigations. However, neither Human Resources nor Labor Relations have indicated this manager's behavior merited attention. WFSE certainly believes such problematic behavior should not go without correction by the UW.

After reviewing the above claims, WFSE also disagrees with Human Resources' broader statement that most objective third party evidence shows a consistent application of the rules by Custodial Services, and not unduly harsh treatment. At worst, Custodial Services' can be seen in the Choi and Tsui arbitrations to immediately rush to the most extreme discipline possible – termination – in the face of vague and unsubstantiated complaints by academic departments. At best, the arbitration record is mixed with arbitrators sustaining WFSE's grievances in the most recent decisions.

Last but not least, the University's own data on grievances indicates the UW-Seattle Custodial Services Department issues a disproportionate share of discipline to its employees. Of the 17 total grievances filed by WFSE over discipline, custodians in UW-Seattle Custodial Services account for 15 out of 17 cases, or 88% of these grievances. Such discipline levels are out of proportion with the number of custodians employed by Custodial Services, compared to other UW departments. While Custodial Services generated 88% of our union's disciplinary grievances for custodians, this department only employs 37% of all the 716 WFSE-represented custodians who work throughout the UW system.

Contrary to Human Resources' claims, our analysis represents strong data-driven evidence that all is not right with the employment practices of the UW-Seattle Custodial Services Department.

2.9 Seattle Campus Custodial Recommendations

Based on Part II of this report's findings and analysis, WFSE recommends that President Young's administration take action on the following five items to create a healthier and improved work environment for employees in the UW-Seattle Custodial Services Department:

- 1) To address the over-disciplining of custodians, the University should remove any managers of Finance and Facilities (Appointing Authority) and the UW-Seattle Custodial Services Department, as decision-makers at Step 2 of the grievance procedure for discipline cases involving WFSE-represented custodians. Instead, the University administration should designate officials from the central Labor Relations office to be the UW's decision-makers at Step 2 for discipline grievances involving Custodial Services employees. We believe such reforms are the best ways to immediately reduce the excessive disciplining of custodians on the Seattle campus.
- 2) To improve the management culture in Custodial Services, the University should partner with WFSE to establish a joint training program for the Associate Vice

President of Facilities Services, Director of Facilities Services – Building/Custodial Services, Assistant Directors of Custodial Services, and all Custodial Services Managers of Program Operations. This training should focus on the principle of collaboratively correcting employee behavior, as opposed to issuing discipline. It should also cover best practices of ensuring employees’ due process rights are respected and that managers conduct impartial/unbiased investigations. WFSE shop stewards should offer input to Custodial Services’ management on how the department’s work environment can be improved. Finally, the internalized nature of Custodial Services’ “client-customer” relationships should be reevaluated to ensure that management supports frontline custodians in the face of complaints from staff in client academic departments.

- 3) To alleviate tensions between faculty and staff in academic departments and under staffed custodians, the University should partner with WFSE to establish an outreach program to academic departments. The UW and WFSE should draft an Inter-Departmental Memorandum for academic departments via the Joint Labor Management Committee process. This memo should aim to educate academic departments about the challenges faced by custodians in maintaining their buildings after deep budget cuts. The memo should encourage academic administrators to address workplace concerns with custodians as colleagues in their buildings first, as far as this is possible. The memo should also state the University’s support for custodians as hardworking employees, and that complaints from academic departments will not be automatically responded to with discipline for custodians. We recommend sending this memo to the chairs, faculty, administrative staff and designed building coordinators of all academic departments.
- 4) To remedy especially concerning behavior exhibited by a single department, WFSE recommends that the faculty and administrative staff of the Earth & Space Sciences Department attend an informational meeting led by WFSE, Labor Relations and representatives of the UW Provost’s office. The University should partner with WFSE to go over the proposed Inter-Departmental Memo above in detail with Earth & Space Sciences’ faculty (including the departmental chair), as well as administrative staff. The goal of this meeting should be to improve how Earth & Space Sciences staff interacts with unionized custodians.
- 5) To help solve the myriad problems caused by reduced staffing levels, WFSE’s most important custodial recommendation is for the UW to fill outstanding vacancies of custodian positions on the Seattle campus. We believe the Provost should designate Reinvestment Funds to restore FTE positions to Custodial Services that were eliminated in the wake of past budget cuts. WFSE specifically recommends that the Provost approve additional funding for Finance & Facilities in order to bring Custodial Services’ total *frontline* staffing levels above a minimum of 261 FTEs (not counting additional FTEs above 261 frontline custodians for supervisors or any other non-custodial/management employees).

PART III – UNFAIR LABOR PRACTICES ANALYSIS

3.1 Characterization of ULP Issues by UW Human Resources

UW Human Resources makes six distinct claims about Unfair Labor Practices (ULPs) filed by WFSE:

- 1) The UW’s Assistant Attorney General’s Office has 18 pending WFSE non-disciplinary litigation cases on its active docket;
- 2) The most time and resource-consuming cases are policy-based and are not limited to a discrete series of disciplinary events;
- 3) A WFSE ULP is blocking the re-classification of Specimen Processing Technicians to a SEIU classified position, despite numerous attempts to find reasonable resolutions;
- 4) The University believed it had bargained with WFSE over the consolidation of Harborview’s “Patient Access Center ” (PAC) call center operations;
- 5) WFSE members in Harborview’s PAC were the first employees to move to the consolidated call center and had the opportunity to trigger a representation election before other unions; and
- 6) WFSE’s ULP over the consolidation of PAC call center operations blocked a formal PERC representation election from taking place.⁷⁷

WFSE’s own ULP data, in addition to background on the above specific cases and other issues will be reviewed in the course of evaluating Human Resources’ claims.

3.2 Overview of ULPs Filed After 2012

This report’s analysis of Unfair Labor Practices is limited to charges filed from 2003-2012. However, this section contains a relatively brief overview of ULPs filed after this time. Since 2012, WFSE has filed an additional four Unfair Labor Practices against the University of Washington. Three of these – Cases 26309-U-14-6713, 26216-U-14-6697 and 26252-U-14-6702 – were filed in 2014 and have not had hearings yet.

Cases 26309-U-14-6713 and 26252-U-14-6702 both involve skimming charges against the University. In the first of these two cases, the UW allowed Teamster-represented Police Officers to perform WFSE-bargaining unit work as “Acting Sergeants.” In the second case, the University transferred duties assigned to a WFSE-represented Industrial Hygienist outside our bargaining unit. Case 26215-U-14-6697 involves contracting out, where the University contracted out work previously performed by WFSE Skilled Trades Bargaining Unit members to outside contractors at Husky Stadium, after the Stadium had been recently remodeled.

⁷⁷ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012.

One Unfair Labor Practice (Case 25697-U-13-6581) was filed in 2013 over the issue of the University adhering to paying special compensation rates for certain WFSE members. This case was dismissed by a PERC Hearing Examiner (Decision 11824-PSRA) on July 16, 2013, on two grounds. The first reason the Hearing Examiner dismissed this case was they felt that our 2013 Unfair Labor Practice tried to address unresolved issues related to a previous ULP (Case 22273-U-09-5681). The second reason for the Examiner's dismissal was the University could not be considered to have refused to bargain over special pay rates, after findings of fact concluded no parties had re-initiated bargaining.

WFSE appealed this decision to the full Public Employment Relations Commission, which issued a separate ruling (Decision 11824-A-PSRA) affirming the Hearing Examiner's original decision. The Commission issued their decision on September 13, 2013. PERC concluded WFSE's second Unfair Labor Practice was untimely due to the fact that it was filed six months after our union had constructive knowledge that the University was not going to pay higher compensation rates beyond June 30, 2009. However, the Commission also noted in its decision that the issue of whether the University should have initiated bargaining for the payment of higher compensation rates after July 1, 2009 is an issue that should still be determined through the compliance process of WFSE's first ULP on these issues. As of April 2014, the compliance process of Case 22273-U-09-5681 has not completed and this ULP is still active with PERC.

3.3 Summary of ULPs Filed From 2003-2012

The following represents a summary of ULPs filed by WFSE against the University of Washington dating back from 2012, to the time when state workers came under the jurisdiction of the Public Employment Relations Commission (PERC) in 2003.

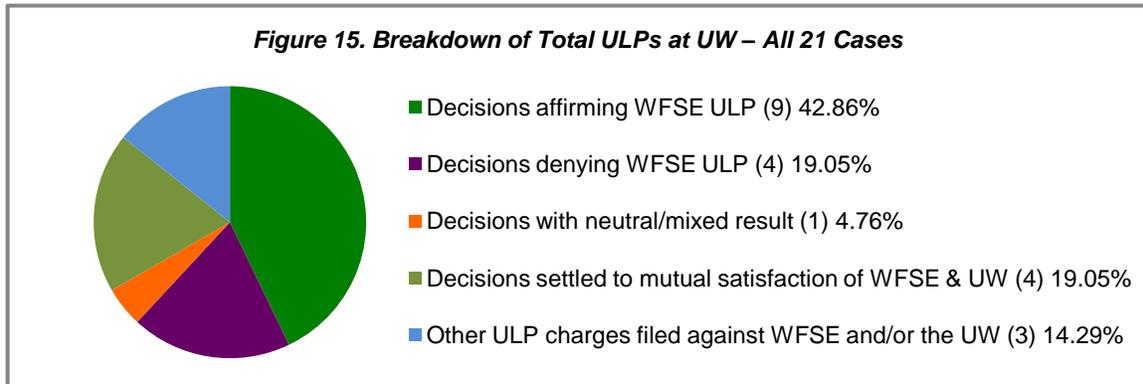
Between 2003 and 2012, WFSE has filed 18 Unfair Labor Practices against the University of Washington, out of 121 total ULPs filed by WFSE for all Washington state agencies.⁷⁸ There were three other ULPs which were filed against either WFSE and/or the UW by third parties.

During this nine year period, WFSE filed 12 ULPs combined against all of the other four year higher education institutions where our union represents classified staff. These higher education institutions include Washington State University, Central Washington University, Eastern Washington University, Western Washington University and The Evergreen State College.

Similar to arbitrations, filing ULPs represent a breakdown between two parties in a collective bargaining relationship. This is because Unfair Labor Practices subject the parties' relationship to enforcement by outside governmental entities, such as PERC or Washington State courts. The very name of an "Unfair Labor Practice" has an extremely negative connotation and historically has reflected disreputable actions that can be viewed as illegal, immoral and sometimes extremely coercive or outright despicable.

⁷⁸ Supporting data available from WFSE Staff upon request.

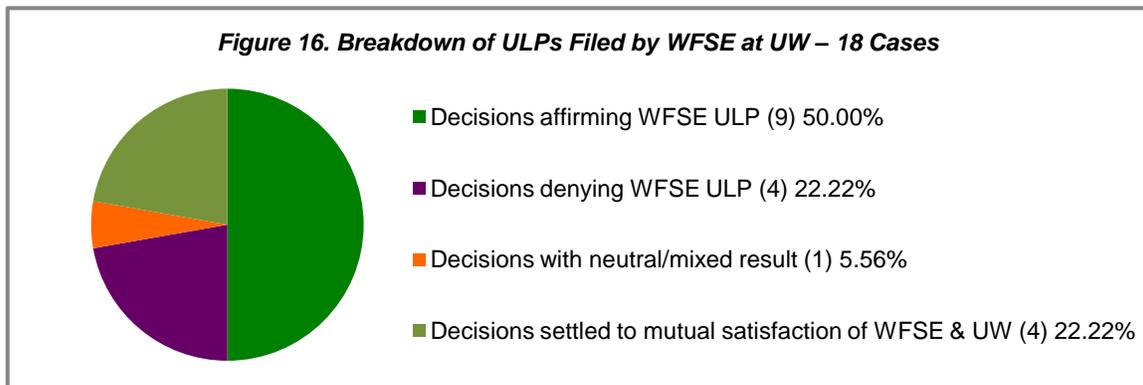
With this framework in mind, both the number of ULPs filed and cases lodged by WFSE which PERC has affirmed, suggests there are serious breakdowns in labor relations at the University of Washington. Figure 7 provides a breakdown of all ULPs involving WFSE, the UW and University employees from 2003-2012.



3.4 ULPs Filed by WFSE

Removing three ULPs from University employees leveled at WFSE and/or the UW (all of which were dismissed), leaves 18 ULPs related to our union’s relationship with management. Of the 18 ULPs filed by WFSE against the University since 2003, four ULPs were settled to our union’s satisfaction. PERC affirmed our union’s cases nine times, or to state this differently, 50% of these 18 ULP decisions resulted in PERC affirming WFSE’s case.

On the other hand, PERC has affirmed the UW’s position only four times (22%). One decision had a mixed result, where PERC affirmed different parts of both the UW and WFSE’s positions in varying degrees. Figure 8 provides a breakdown of all ULPs charges WFSE has filed against the UW.



If the data in Figure 8 is adjusted to remove settled ULPs, PERC affirmed WFSE’s cases nine times out of 14 decisions (64%). By contrast, PERC affirmed the UW’s position only four times out of 14 decisions (29%) without counting settled ULPs.

Based on ULPs alone, WFSE does not see how Human Resources can claim there are 18 cases on the UW Assistant Attorney General’s active docket. If arbitrations are included in the Assistant Attorney General’s workload, more information is needed from Human

Resources to substantiate their claims that all of these are time consuming, policy-based cases that are “not limited to a series of disciplinary events.”⁷⁹

3.5 Details on ULP/PERC Proceedings & Appeals

In analyzing Unfair Labor Practices, it is useful to summarize PERC’s procedural processes. ULPs go through a two-step PERC process. First a PERC Hearing Examiner issues their decision. The Hearing Examiner’s decision may then be appealed by either party to the full Public Employment Relations Commission itself.

Depending on the Commission’s ruling, further appeals may be made to the Superior Court, Court of Appeals and the Washington State Supreme Court. Unfair Labor Practices filed by WFSE against the UW have been decided by Hearing Examiners, with many appeals to the full Public Employment Relations Commission, as well as higher courts.

Ultimately, ULP decisions that affirm either WFSE or the UW’s positions may change, as formal appeals make their way to the Public Employment Relations Commission or courts (assuming one party appeals a decision by the Commission). Table 2 lists details on ULP appeals filed by both WFSE and the UW.

Table 2. All ULP Appeals Filed by Either WFSE or the UW

Appeals of Decisions by One Authority to Higher Authority	Number of Appeals by the UW	Number of Appeals by WFSE
Appeals of ULP Decisions by PERC Hearing Examiners to Full Commission	7	5*
Appeals of ULP Decisions by the Full PERC Commission to Superior Court	3	0
Appeals of ULP Decisions by Superior Court Judges to Appeals Court	1	1
TOTALS	11	6

* Note: WFSE’s appeal of a Hearing Examiner’s decision was focused on one remedy in the order, not the wider decision itself.

Looking at Table 2, the UW appealed almost twice as many ULP decisions as WFSE, filing 11 total appeals compared to six filed by our union. While it is important to note the UW’s greater relative propensity to appeal ULP decisions, it is also worth analyzing the outcome of these appeals.

⁷⁹ Email correspondence from Mindy Kornberg to WFSE leadership, October 9, 2012.

*At the level of Hearing Examiner decisions, all seven of the UW's appeals to the full Commission resulted in PERC dismissing the University's cases.*⁸⁰ WFSE appealed five Hearing Examiner decisions to the full Commission. One of these appeals was fully affirmed by the Commission, while another appeal was partially affirmed and denied. Three of WFSE's appealed Hearing Examiner decisions were denied by PERC.⁸¹

Analyzing WFSE and the UW's appeals becomes more interesting at higher levels. The UW chose to appeal three decisions of the Commission to Superior Court. Two of the University's three appeals were dismissed by the Court, which affirmed PERC's decision at the Commission level.⁸²

One of the UW's appeals was affirmed in Superior Court. The Court found that PERC had acted arbitrarily and capriciously.⁸³ WFSE subsequently appealed this Superior Court dismissal of PERC's decision to the Court of Appeals.

WFSE did not appeal any Commission decisions to Superior Court. However, our union did appeal the aforementioned Superior Court decision to the Court of Appeals. This was the Specimen Technician case, where the Superior Court dismissed a Commission decision. The Court of Appeals ultimately overturned the Superior Court's ruling, affirming PERC's original decision. The UW has also appealed one Superior Court decision to the Court of Appeals, but this has case not been decided yet.⁸⁴

Details on all ULPs filed by WFSE at the UW are provided in Table 3. Supporting information on Unfair Labor Practices filed by WFSE at other Washington state agencies, including institutions of higher education is available from WFSE Staff upon request.

⁸⁰ The Commission dismissed all of the UW's appeals of the following ULPs: Harborview Medical Center Stockroom and Specimen Technicians skimming, Campuswide skimming involving Custodian Leads and Industrial Hygienists, the special pay and shift differential case, WFSE's first Harborview Medical Center Patient Access Center case, Robin Jackson's case, Nicole Kennedy's case and WFSE's second Harborview Medical Center Patient Access Center case.

⁸¹ PERC affirmed our appeal of the Jones case, although the basis of our appeal was the exclusion of a specific remedy, not the Hearing Examiner's wider decision. The Commission partially affirmed our ULP in the Specimen Processing Technicians case, agreeing that the UW could not reallocate employees outside of WFSE's bargaining unit because PERC determines bargaining unit compositions. The Commission partially denied our refusal to bargain charges in the Spec Techs ULP. Lastly, PERC denied two ULPs filed for Mr. Bentson and a single ULP filed for Mr. Linney.

⁸² Superior Court judges dismissed the UW's appeals of PERC decisions in the special pay and Patient Access Center cases.

⁸³ A Superior Court judge affirmed the University's appeal of the Specimen Technicians case.

⁸⁴ This is the UW's appeal of a decision related to the Patient Access Center. The decision ordered that the UW deduct union dues for a period of time, as well as restore certain monetary benefits under WFSE's contract to eligible employees for a specified time period. As of April 2014, the UW's appeal is still waiting to be heard in court.

Table 3. PERC Proceedings & Appeals of ULPs Filed by WFSE

Date Filed	Subject	Outcome & Current Status
10/23/03 Amended 3/10/04	Skimming—Harborview Stockroom Attendants & Specimen Techs	Hearing Examiner found University committed ULP. University appealed decision to Commission. Commission affirmed decision.
11/25/03	Skimming-Campuswide Custodial Leads & Industrial Hygienist	Hearing Examiner found University committed ULP. University appealed decision to Commission. Commission affirmed decision.
6/6/07 Amended 8/2/07	Harborview Security Officer, Violation of Weingarten (denial of representation). ULP originally filed by steward. We later filed to represent.	Hearing Examiner found University did not committed ULP since employee did not request representation during investigatory interview.
12/24/07	Trades—Paula Lukaszek. Failure to provide information in a timely manner.	Hearing Examiner found University committed ULP.
4/30/08 Amended 5/29/08 Amended 9/22/08	Refusal to bargain—Specimen Techs. Salary & Classification. Later amended to add direct dealing and circumvention of exclusive rep.	Hearing Examiner found University did not commit ULP. We appealed decision to the Commission. Commission affirmed Hearing Examiner decision except that they found that the UW had committed ULP when they tried to negotiate the bargaining unit composition. University filed appeal of the Commission decision in Superior Court. Court ruled that Commission's decision was arbitrary & capricious and that they violated their own rules and process. We filed appeal with the Court of Appeals. Court of Appeals affirmed Commission decision.
11/18/08	Interference with shop steward (Paul Bentson)	ULP settled during PERC mediation session.
2/13/09 Amended 6/13/09	Failure to negotiate (UW suspended payment special trade increase and increased shift differential—affects all bargaining units except Police Management)	Hearing Examiner found the UW committed a ULP. University appealed decision to the Commission. Commission affirmed Hearing Examiner decision. University filed appeal of the Commission decision in Superior Court. Court scheduled 12/7/12. Hearing held on 12/7/13. Court upheld decision. University has not paid anything yet. They believe they only have to pay until 6/30/2009. Grievance based on MOU filed to arbitration. Arbitrator sustained grievance, ruling that the UW violated the MOU. The arbitrator ordered that involved employees be made whole for lost wages and benefits for the period from April 13, 2012- June 30, 2013.
5/12/09	Failure to negotiate Use of Force Policy Harborview Security Officers	Hearing held. UW indicated a desire to settle after hearing. ULP settled during PERC mediation session. ULP withdrawn so Hearing Examiner did not issue a decision.
7/16/09	Failure/refusal to negotiate new CBA (Affected all bargaining units except Police Management)	Hearing scheduled. Day of hearing we spent the time trying to settle the ULP. Settlement reached. New CBA agreed to. ULP withdrawn.
5/25/10 Amended 6/17/10	Interference & discrimination—Protected Activity (Steward--Paul Bentson). Paul originally filed ULP. We filed to represent him in ULP.	Hearing Examiner ruled that UW had not committed ULP. We appealed to Commission. Commission affirmed Hearing Examiner's decision.
8/25/10	Interference & discrimination—Protected Activity for filing ULP. (Paul Bentson). Paul originally filed ULP. We filed to represent him.	Hearing Examiner ruled that UW had not committed ULP. We appealed to Commission. Commission affirmed Hearing Examiner's decision.
9/21/10	Harborview PAC employees Skimming of bargaining unit work & Failure to negotiate.	Hearing Examiner found the UW committed a ULP. University appealed decision to the Commission. Commission affirmed Hearing Examiner's Decision. University filed appeal of the Commission decision in King County Court. King County Superior Court Judge affirmed Commission decision. Decision issued 3/8/13. UW appealed Superior Court decision to the Court of Appeals. Court of Appeals hearing is still pending and has not been scheduled.
11/23/10	Interference & discrimination—Protected Activity (Steward—Michael Lynne).	Hearing Examiner ruled that UW had not committed ULP. We appealed decision to Commission. Commission remanded case back to Hearing Examiner. Hearing Examiner's second decision issued on 4/23/2013. The Hearing Examiner found that the University had not committed a ULP.
2/23/11	Harborview PAC employees—Robin Jackson. Interference & refusal to bargain. Refused to process grievance under CBA grievance procedure.	Hearing Examiner found the UW committed a ULP. University appealed decision to the Commission. Commission affirmed Hearing Examiner's decision. Decision issued 2/1/13.
3/30/11	Interference & discrimination—Protected Activity (Steward—Nicole Kennedy).	Hearing Examiner ruled that UW committed ULP. University appealed decision to Commission. Commission remanded back to Hearing Examiner. Hearing Examiner's second decision also ruled that the UW committed a ULP, issued on 7/31/2013.
8/16/11	Harborview PAC employees Interference & refusal to bargain. Refused to bargain changes in mandatory subjects, provide information or recognize WFSE as exclusive rep.	Hearing Examiner found the UW committed a ULP. University appealed decision to the Commission. Commission affirmed Hearing Examiner's decision. Decision issued 1/17/13.
10/20/11	Interference & refusal to bargain. Failure to provide information. (Troy Jones)	Hearing Examiner found UW committed ULP but did not include a reading at a Board of Regents meeting as part of the remedy. We filed motion requesting a modification of the order to include the reading. Motion denied by Hearing Examiner. We appealed the remedy and the denial of the motion to the Commission. Commission modified Hearing Examiner's remedy to include a reading of their decision at the UW Board of Regents meeting, issued on 7/19/2013.
10/2/12	Harborview Hospital Operators. Failure to negotiate changes in expectations policy requiring operators to respond to phone calls or text messages from Hospital when not on duty or stand by.	Preliminary Ruling issued. ULP settled. ULP withdrawn. PERC closed case.

Having listed all the ULPs that WFSE has filed for our UW membership up to 2012, this report will address the root causes underlying specific Unfair Labor Practice cases.

3.6 Erosion of bargaining units & Draining of Job Classes

The most concerning ULPs filed by WFSE at the UW, have to do with management's lack of respect for our union's bargaining units. Undermining WFSE bargaining units is a major cause of time-consuming and costly Unfair Labor Practices.

WFSE was one of the first classified labor unions to organize large groups of employees at the University of Washington and predates other campus unions, including SEIU 925. When WFSE first organized groups of UW workers, our union bargaining units were written in very specific ways. For example, when WFSE organized employees at Harborview Medical Center, our bargaining unit description applied to certain work then performed at Harborview. Adding another layer of complexity, the University has associated various job classifications with WFSE bargaining units in the appendices of our Collective Bargaining Agreements.

This has led to two major problems. First, the University has adopted the view that only the specific job classifications listed in WFSE's contract are linked to our union's entire bargaining unit description. This is incorrect, as bargaining unit descriptions encompass all the *work* in a union's given bargaining unit, not simply the job titles or specific positions of employees performing such work. PERC concurs with the Commission and stated the following in a 2011 decision of the Specimen Processing Technicians case:

Regardless of the job classification assigned to a particular employee, WFSE retains the right under Chapter 41.80 RCW to represent those employees that it has historically certified to represent and also retains the right to preserve the employees' historical work jurisdiction, including any newly assigned work. Therefore, even when an employer assigns new duties to a bargaining unit position and then reallocates that position to a new classification, the position still remains in the historical bargaining unit, and an employer may not unilaterally move employees to a different bargaining unit, nor may it move them after negotiating to impasse.⁸⁵

The second problem has to do with the expansion of UW Medicine, and management's continual attempts to remove work from WFSE's Harborview Medical Center bargaining unit. When WFSE first organized Harborview Medical Center, no one could not have predicted the vast expansion of UW Medicine over the last two or more decades. Nor could we have anticipated that the University would systematically try to take work away from Harborview Medical Center and move it to other parts of UW Medicine.

However, when SEIU Local 925 started to organize UW employees, they proposed a very expansive bargaining unit description for certain workers, including those in healthcare job classes already represented by WFSE. For example, while WFSE may represent one job classification of healthcare workers at Harborview Medical Center, we do not represent the same employees at other UW Medicine worksites. SEIU 925 wrote their bargaining unit descriptions in such a way to broadly cover UW healthcare employees in certain job classes, *except those already represented by another union's bargaining unit*. Theoretically, SEIU's bargaining unit description could encompass WFSE healthcare members at Harborview Medical Center, except it does not by virtue of

⁸⁵ PERC Decision 10490-C, Case 21681-U-08-5529, March 1, 2011.

the fact these employees already fall under our union’s specific Harborview Bargaining Unit description.

When the above two problems converge, disharmony is brought to union-management relations. WFSE first became aware of the University’s attempts to reallocate job classifications into SEIU 925’s bargaining unit or unrepresented positions, during proceedings of the first Harborview skimming Unfair Labor Practice charge.⁸⁶ A recent review of WFSE-represented job classes reveals the University is not reporting any employees as either currently occupying, or being employed in, more than 35 separate classifications. Although some of this may be due to the University no longer using certain job classes, it appears as if former WFSE members may have been reallocated by the UW into different positions – even though these employees are still performing nearly the same work as their old classification.

When the UW has reallocated WFSE members at Harborview, management has not always kept reallocated employees inside our union’s existing bargaining unit. The UW did not keep reallocated employees in our union’s bargaining units because the University believed these bargaining units were limited only to the specific job classifications listed in WFSE’s Collective Bargaining Agreement. Adding insult to injury, these reallocated employees were not only skimmed away from WFSE’s union at Harborview, but have often been considered by the UW to fall within SEIU 925’s bargaining unit.

Due to the nature of SEIU 925’s broad ranging bargaining unit description, it seems as if the University’s reallocation process has resulted in former WFSE members being converted into SEIU 925 members – despite the fact that these employees’ work responsibilities do not seem to have substantially changed. And even if their job duties did change, such evolution of work should not have resulted in these employees being reallocated to positions outside WFSE’s bargaining unit.

WFSE has just started the process of investigating what we refer to as the “draining” of entire job classifications. Despite not knowing the full details of this job class “draining” phenomenon, similar problems have led to our union filing notable Unfair Labor Practices in the last nine years. Case studies of Unfair Labor Practices filed by WFSE on behalf of two job classes will be addressed in turn.

3.7 Specimen Technician Problems & Root Causes

Specimen Processing Technicians, also known as “Spec Techs,” are WFSE members in our union’s Harborview Bargaining Unit. Over time, the work of WFSE-represented Spec Techs has evolved to encompass higher level duties.

Problems with Harborview Spec Techs arose when similar employees at the UW Medical

⁸⁶ See Table 2, “Skimming – Harborview Stockroom Attendants & Specimen Techs” Unfair Labor Practice, originally filed by WFSE on 10/23/03. As a result of this Unfair Labor Practice, Harborview Stockroom Attendants were reallocated into WFSE-represented positions within our union’s Harborview Medical Center bargaining unit. WFSE-represented Specimen Processing Technicians however, were not reallocated to Clinical Laboratory Technicians. Management did not agree to reallocate WFSE Spec Techs into Clinical Laboratory Technicians, because the UW believes Clinical Lab Techs fall within SEIU 925’s Healthcare Professional and Laboratory Technical (HPLT) bargaining unit. Management did not want another union, in this case WFSE, to represent Clinical Lab Techs at Harborview when SEIU 925 already represents employees in the same job classification at the UW Medical Center.

Center who were represented by SEIU, started to receive higher wage rates. These SEIU employees at the UW Medical Center fall under the Clinical Laboratory Technician job class (also known as Clinical Lab Techs). SEIU-represented Clinical Lab Techs have a different job description than WFSE-represented Spec Techs, and are supposed to perform higher level duties.

Despite differences on paper, both Clinical Lab Techs at the UW Medical Center and Harborview Spec Techs work as specimen processing employees under the University's Department of Laboratory Medicine. According to a PERC decision, the Department of Laboratory Medicine was created to "integrate the clinical laboratories at HMC and UWMC," but is "a separate organizational entity from the UWMC and HMC."⁸⁷

SEIU-represented Clinical Lab Techs have greater responsibilities listed in their job description and are paid more than WFSE-represented Spec Techs. In reality however, the evolution of WFSE-represented Spec Techs' *work* has resulted in both job classes essentially performing the same duties. Such a characterization is supported by PERC, which states that "[r]egardless of location or bargaining unit," the "duties, responsibilities, and procedural requirements for the specimen processing employees is and always has been identical."⁸⁸ When the UW reallocated and removed Harborview Spec Techs from our bargaining unit, WFSE filed Unfair Labor Practice charges to protect the integrity of our Harborview Bargaining Unit. We did not object to the reallocation of Harborview Spec Techs, but our union insisted that any reallocated positions should stay within WFSE's Harborview Bargaining Unit.

The problem with the Spec Tech's reallocation has its roots in the aforementioned division between WFSE and the UW over defining bargaining units narrowly (i.e. associating WFSE's Harborview Bargaining Unit description with specific job classifications listed in our Collective Bargaining Agreement). It is WFSE's position that our union represents a defined segment of healthcare *work* at Harborview, as opposed to certain, narrow, healthcare job classes. This means that if a given job class experiences an evolution of their work, any changes to employees' job titles should still keep these WFSE members within our Harborview Bargaining Unit.

This is not how it appears the University viewed the reallocation of Harborview Spec Techs. Instead, if WFSE Spec Techs were going to be reallocated to Clinical Lab Techs, the UW believed these employees would have to move out of our bargaining unit and into SEIU 925's bargaining unit. Management's logic appears to be two-fold. On one hand, Clinical Lab Techs were not included among the job classifications listed in WFSE's Harborview Bargaining Unit. The Clinical Lab Tech job class is listed in one of SEIU's contracts. Because Clinical Lab Techs are listed in an SEIU contract, but were not included in WFSE's Collective Bargaining Agreement, the UW believed any reallocation of Spec Techs to Clinical Lab Techs would automatically place these employees into SEIU 925's bargaining unit.⁸⁹

On the other hand, the UW is not seemingly comfortable with two different unions representing workers in the same job class in a single department. Although employees in

⁸⁷ PERC Decision 11590, Case 24602-C-12-1488, December 5, 2012.

⁸⁸ *Ibid.*

⁸⁹ WFSE's Memorandum of Understanding with the UW in 2013 lists Clinical Lab Techs within our Harborview Bargaining Unit.

the Department of Laboratory Medicine work at different job sites, the University believes that any Harborview Spec Techs who are reallocated to Clinical Lab Techs would “share a greater community of interest” with SEIU-represented Clinical Lab Techs at the UW Medical Center.⁹⁰ Management’s views in the past seemingly excluded the possibility of having SEIU represent Clinical Lab Techs at the UW Medical Center and WFSE represent Clinical Lab Techs at Harborview.

Ever since the UW adopted its own classification system, the University has allowed multiple, duplicate job classes to exist at various work sites across the UW’s academic and medical operations. This means it is possible for the same UW workers to have identical job titles, while technically having different job classification numbers or “UW job class codes.” For example, there are multiple different job class codes for “Research Tech 2s” at the UW, and there is even a separate job class code for WFSE-represented “Research Tech 2s – Bioengineering Only.”

Since the UW has already set a precedent by linking job classes to limited job sites (such as Bioengineering Research Technicians), the University could easily make such a title for Clinical Lab Techs at Harborview. Creating a job title such as “Clinical Laboratory Technician – Harborview Only” would allow the University to keep these employees within WFSE’s bargaining unit description. Such a solution would also align with both WFSE and PERC’s opinions that bargaining units encompass the *work* that employees perform, and are not simply limited to employees’ job titles.⁹¹ Had the University adopted such a solution, management could have prevented both the skimming of WFSE’s bargaining unit work, as well as SEIU 925’s intervention in a subsequent PERC clarification petition.⁹²

This is not what the University chose to do when they reallocated WFSE-represented Spec Techs. In fact, the PERC clarification petition mentioned above was actually filed by the UW, after management reallocated Spec Techs into the Washington State Department of Personnel’s current Laboratory Technician job classification.⁹³ The UW filed a clarification petition with PERC, because it is the University’s standing policy to consider any new job classes it creates based on the Department of Personnel’s classification system, to be non-unionized employees (see Section 3.10). SEIU was only able to intervene in management’s clarification petition after the UW attempted to reallocate WFSE-represented Spec Techs to unrepresented Lab Techs.

WFSE’s subsequent ULP to prevent this skimming of our bargaining unit led to extremely problematic divisions within our membership, as well as tension with SEIU. Harborview Spec Techs believed WFSE was attempting to block their reallocations, but

⁹⁰ PERC Decision 11590, Case 24602-C-12-1488, December 5, 2012.

⁹¹ Ibid. PERC states for example that “[i]f an employer assigns new work to employees in a bargaining unit, that work becomes historical bargaining unit work unless there is a prior agreement between the employer and exclusive bargaining unit representative to make the transfer of work temporary” and “[a] change in title or reallocation does not presumptively or automatically result in an employee’s removal from a bargaining unit if that employee continues to perform the same work.”

⁹² Since the Court of Appeals affirmed PERC’s Spec Techs decision, WFSE negotiated a Memorandum of Understanding (MoU) with the UW in 2013. In the Spec Techs MoU, management kept these reallocated specimen processing employees within WFSE’s Harborview Bargaining Unit while creating the following new job titles: Clinical Laboratory Technician 1-HMC, Clinical Laboratory Technician 2-HMC and Clinical Laboratory Technician Lead-HMC.

⁹³ This newer Department of Personnel (DOP) Laboratory Technician job classification should not be confused with an *older* DOP Lab Tech job class. The DOP updated their older Lab Tech job class after the Personnel System Reform Act (PSRA) was passed into law in 2002. WFSE also represents Lab Techs at Harborview, but our union’s Harborview Lab Tech classification was based on the DOP’s older, pre-PSRA Lab Tech job class. See also the Lab Tech’s “Class Specification History” available online under DOP’s Laboratory Technician series: <http://www.dop.wa.gov/CompClass/JobClassesSalaries/Pages/ClassifiedJobListing.aspx>

our union's position was that reallocated employees should not be removed from WFSE's Harborview Bargaining Unit. The University's interpretation of Clinical Lab Techs falling under SEIU 925 at Harborview also led SEIU to intervene in the Spec Tech ULP as an interested party. The ensuing conflict between WFSE and SEIU deteriorated our relationship with another UW union. At best, this has created longstanding employee morale problems, and at worst has pitted two UW labor unions against each other.

With this context in mind, the claim made by Human Resources that WFSE's Unfair Labor Practice is blocking the reclassification of Spec Techs to SEIU-represented positions, is not as clear cut as it may seem. Nor is the UW's assertion that reasonable resolutions exist to solve this problem.

First, it is perfectly reasonable for WFSE to defend against the skimming of our Harborview Bargaining Unit description. It is WFSE's position (which is supported by PERC) that our Harborview Bargaining Unit description applies to certain work, including the evolution of such work, and not specific job classes. From this perspective, it is not unreasonable for WFSE to object to having its union members reallocated into another union's bargaining unit simply based on the title of a new job class (especially when the UW creates many different job class codes for the same classifications).

Secondly, what constitutes "reasonableness" in any proposal related to the integrity of WFSE's Harborview Bargaining Unit is subjective. To reiterate, it is not unreasonable for our union to object to proposals which may erode WFSE's bargaining unit. As the nature of the Spec Techs' work evolved, WFSE believed any employee reallocations should result in new Clinical Lab Tech positions remaining inside our Harborview Bargaining Unit. We also do not believe such a position is unreasonable.

It is worth noting that in the time since Human Resources originally stated that a ULP filed by our union was blocking the re-classification of the Spec Techs into SEIU's bargaining unit, a subsequent Court of Appeals decision has affirmed PERC's ruling that the work of the Harborview Spec Techs falls within WFSE's bargaining unit. As a result of this decision, the UW engaged in bargaining with WFSE and negotiated a settlement that reallocated Spec Techs to Clinical Laboratory Technicians within WFSE's Harborview Bargaining Unit. Additionally, these now WFSE-represented Clinical Lab Techs were placed on the same pay scale as SEIU 925-represented CLTs.

The Spec Techs' settlement is fundamentally similar to a solution that WFSE proposed to this problem in 2007. PERC stated in one of its Spec Tech decisions that "WFSE discussed with the employer creating a CLT classification in the WFSE bargaining unit" but "the employer did not agree with WFSE's proposal."⁹⁴ Human Resources claims that the University tried to find reasonable solutions to the Spec Tech case, but our subsequent 2013 settlement to this ULP fundamentally reflects proposals made by WFSE in 2007.

⁹⁴ PERC Decision 10490-C, Case 21681-U-08-5529, March 1, 2011.

3.8 Patient Access Center (PAC) Problems & Root Causes

A similar case to the Spec Techs occurred in 2010 with WFSE-represented Patient Services Specialists in Harborview's "Patient Access Center" (PAC). The Patient Access Center (PAC) was a call center located in the Pat Steele Building at Harborview that triaged patient phone-calls and set up appointments between patients and various primary or specialty care clinics in the hospital.

In 2010, the UW announced it was unilaterally consolidating its patient call center operations into a central downtown location that would service the majority of UW Medicine's hospitals and neighborhood clinics. Management informed WFSE that Harborview Patient Services Specialists represented by our union in the PAC would be laid off and rehired as non-union UW Medicine employees at the University's new downtown call center.

According to WFSE's Lead Negotiator at the time Banks Evans, bargaining over the call center consolidation was a *fait accompli*. The UW did sit down at the bargaining table with WFSE, but the University's position was such that they would only agree to PAC employees not belonging to our union. WFSE responded to this "proposal" by filing a ULP over the UW's failure to bargain their decision to move PAC employees, skimming our Harborview Bargaining Unit, and unilaterally stripping WFSE members of their union rights. Despite decisions from PERC's Hearing Examiner and the full Commission, the UW has persisted in maintaining that management can apparently change an employee's union status at will, regardless of UW union bargaining unit descriptions.

At the same time WFSE was defending our PAC call center members via PERC's ULP processes, the University continued to consider these workers as non-union, unrepresented employees. During the intervening period of time, UW Medicine's call center hired other employees and placed them in SEIU 925's bargaining unit. The University took the position that all employees at UW Medicine's call center should be represented by a single union. The UW used long delays and constant appeals to ultimately gain what appears to us was their goal all along – that the UW Medicine call center employees become represented by one union: SEIU 925.

While the question of representation in the PAC case was ultimately decided by a PERC election, the on-going expansion and consolidation of UW Medicine creates a high likelihood that similar problems will present themselves in the future. If or when this does happen again, damaging conflicts could be avoided if the University simply respected WFSE's Harborview Bargaining Unit description in the first place, and did not try to strip WFSE members of our basic union rights.

The UW's act of stripping PAC employees of their WFSE membership complicates the claims made by Human Resources. While Human Resources might think the UW discharged its bargaining obligation before moving PAC members, WFSE contends (and PERC concurs) that the University does not have the right to simply reallocate either employees or work outside our bargaining unit at will. Despite decisions from PERC's Hearing Examiner and the Public Employment Relations Commission itself, the UW has appealed the PAC case to King County Superior Court. On March 8, 2013, Judge Richard Eadie affirmed the Commission's decision with prejudice against the University. The

UW has appealed Judge Eadie's decision to the Court of Appeals. A hearing has not yet been scheduled for this appeal.

Such a perspective also invalidates the notion that WFSE should have simply allowed the University to trample all over our Harborview Bargaining Unit, by acquiescing to a PERC representational election at the new UW Medicine call center. The UW is violating statute when it erodes our bargaining unit, and having experienced such willful skimming of WFSE's work by management, our union is left with few choices but to take legal action to defend the integrity of our bargaining units.

3.9 Evaluation of Human Resources' Policy Claims

Large employers like the UW always face the possibility of having ULP charges filed against them. The reason our union has filed multiple ULPs against the University is because the UW takes actions which fundamentally undermine the integrity of WFSE's bargaining units.

We would agree with Human Resources claim that many WFSE legal cases have to do with time-consuming policy issues. However, our union would emphasize that these policy issues are the result of the University's own actions which have undermined WFSE's bargaining units. If the UW would simply refrain from taking actions that unilaterally skim any of WFSE's bargaining units, we could avoid future ULP proceedings on such policy issues. Demonstrating such behavior would go a long way towards fostering better union-management relations, as well as alleviating intra-union conflicts between WFSE and SEIU.

According to WFSE's former Lead Negotiator at the UW, another reason our union has been forced to file ULPs is due to the University's refusal to give WFSE enough advance notice to engage in meaningful bargaining of mandatory negotiation subjects, which are required by law. Instead, the majority of UW departments including Human Resources, present most bargaining subjects as foregone conclusions before negotiations even take place. WFSE believes the University should empower Labor Relations with enforcement powers over different UW departments, and should take a more active role in policing these departments. These changes would better position Labor Relations to prevent the UW's different departments from implementing changes which should first be negotiated with WFSE.

From a legal perspective, University has a duty to negotiate with its unions before implementing workplace changes. Article 56 of WFSE and the UW's 2013-2015 Collective Bargaining Agreement requires the University to "satisfy its collective bargaining obligation before changing a matter that is a mandatory subject."⁹⁵ WFSE would not have to file as many ULPs if the University would simply meet their obligation to bargain with us in good faith. Part of the UW's good faith bargaining obligation includes contacting our union with sufficient advance notice in order for meaningful negotiations to take place.

⁹⁵ 2013-2015 WFSE-UW Collective Bargaining Agreement, Article 56, Page 73.

It is important to emphasize another point concerning ULPs filed by WFSE. In the past Human Resources has objected to WFSE lodging Unfair Labor Practices against the University without giving the UW advance notice of our intention to file such charges. It has not been the practice of our union to give advance notice to any state agency before we file ULPs, nor is it our experience that this is common practice among other state employee unions.

Having said this, WFSE's Olympia leadership is always open to representatives of the UW contacting our Headquarters offices about reaching settlements to Unfair Labor Practices before PERC adjudicates a given case. WFSE's leadership is also open to discussing new ways to give the UW advance notice before we file an Unfair Labor Practice.

3.10 Root Causes of ULPs Stemming from the UW's Classification System

Many of the skimming ULPs reviewed in this report stem from the UW's interpretation of a given union's bargaining unit. As has been previously mentioned, the University tended to view bargaining units narrowly according to the job classifications represented by different unions. A thorough review of the issues underlying ULPs filed by WFSE should also review the history of the University's specific classification system, as well as the problems created by this system.

In 1993, the Washington State Legislature passed Engrossed Substitute House Bill 1509 (see Section 4.2). This legislation allowed state higher education institutions and the exclusive bargaining representatives of these institutions' employees, to opt out of coverage of the civil service law (RCW 41.06). Unions that opted out of Washington's civil service law had their relationship governed by the general public employees collective bargaining law (RCW 41.56). The specific section of RCW 41.56 which addressed this opt out option was RCW 41.56. 201. The University of Washington and SEIU 925 were the only parties to a Collective Bargaining Agreement that opted out of Washington's civil service laws.

Since SEIU 925 and the UW were no longer covered by the civil service law, they were not restricted to using the DOP Compensation Plan in determining either job classifications or employees' salaries. As a result, the parties negotiated their own job classifications and salaries, which became a part of the University's compensation plan.

However, the passage of RCW 41.80 (the Personnel System Reform Act or PSRA) in 2002 resulted in the repeal of RCW 41.56.201 effective July 1, 2005. With this repeal, the previously opted out bargaining units reverted back to coverage under the state civil service law (RCW 41.06). At that time, the UW/SEIU job classification system should have ended, and the employees should have been placed in the appropriate DOP Compensation Plan job classes. This did not happen. The University continued the practice of using what they referred to as the University of Washington Compensation Plan, for the purpose of classifying and paying UW employees. The University still does so today.

Since WFSE did not choose to opt out of civil service coverage under ESHB 1509, we continued to fall under the provisions of the DOP Compensation Plan. In 2004, during

the negotiation of our first collective bargaining agreement with the UW under the PSRA (which would go into effect July 1, 2005), the University proposed establishing their own UW classification system outside of the DOP Compensation Plan.

WFSE's bargaining team was not willing to agree to this proposal and instead agreed that the University would continue to use the DOP job classifications in existence at the time. The parties agreed to defer discussion on the implementation of a new classification system until a mutually agreed upon date in January 2006.

That meeting never occurred and the language related to the issue, including the meeting that was to occur in January 2006, continues to exist in the classification article of WFSE's 2013-2015 Collective Bargaining Agreement with the UW. When our first 2005 Collective Bargaining Agreement was printed by the University, a list of the job classifications represented by WFSE were listed in an appendix for each bargaining unit. Those lists included DOP job classes which existed at the time, or which were listed in WFSE's previous Collective Bargaining Agreements with the UW.

Prior to the passage of the PSRA (RCW 41.80) there were two DOP Compensation Plans. One DOP Compensation Plan applied to employees of state higher education and the other applied to employees of general government agencies. However, the passage of the PSRA led to the creation of single compensation plan and a reduction in the number of job classifications in existence at the time when the law was enacted. That process began shortly after the PSRA was adopted and continued for several years.

Therefore, another reason WFSE agreed to defer discussion of classifications until January of 2006 was because the process of consolidating the job classifications used in state government was not complete. Our union's position was that the discussion of implementing a new classification system should focus on changing the old DOP job class lists, in order to reflect changes made to those classifications by the Director of DOP. Our union's position was based on a clear reading of the RCW 41.06.157, which states that "the director shall adopt and maintain a compensation classification plan for **all positions in the classified service**" [WFSE emphasis].

Absent any discussion of the implementation of a new classification plan, the job classification lists used by the UW should have changed as DOP abolished certain job classifications and/or consolidated job classifications, so that the list of job classes represented by WFSE were current and reflected the classifications in the DOP Compensation Plan. Again this did not occur. The University continued to take the position that WFSE represented only employees on the old, out-dated listing of job classifications.

The UW also insisted that any new classifications used by the University, which were not specifically negotiated with WFSE – including classifications in the DOP Compensation Plan – would either be non-union, or represented by SEIU 925 (whose bargaining unit descriptions were typically wide ranging and not job class specific). On numerous occasions, the University has failed to notify WFSE of changes in their use of job classifications or changes in a particular classification's title. This often resulted in employees doing work historically performed by WFSE bargaining unit members being unilaterally removed from our bargaining unit by the University. In other instances,

management has had what the UW considered to be non-represented employees, perform work that is historically done by WFSE bargaining unit members.

The University has been found guilty by the Public Employment Relations Commission of several Unfair Labor Practices (ULPs) for skimming WFSE's bargaining unit work. PERC has found the UW guilty because of the above practices, and due to the University's failure to negotiate with WFSE. The University's insistence on maintaining their own classification system creates the problem of continual skimming of WFSE bargaining unit work. This also results in a disparity in wages between WFSE-represented employees, SEIU-represented employees and employees that the University considers to be non-represented (due to the UW's selective use of certain DOP classifications).

Despite the requirement of RCW 41.06.157 that the DOP Director adopt and maintain a compensation classification plan for all positions in the classified service, as well as the ability of the Director of DOP to adopt special salary ranges for employees in institutions of higher education under RCW 41.06.157(3), the University of Washington continues to take the position that it has the legal ability to create its own classification system. Furthermore, the University insists that they need to have their own system in order to have flexibility in establishing both job classes and salaries.

However, this is not accurate since DOP has the ability to adopt special salary ranges for higher education employees under RCW 41.06.157(3), and has done so at the request of the UW on several occasions since the PSRA was passed into law. To take a pertinent example, the UW requested that DOP increase the salary of its Patient Service Representative classification. The UW submitted this request to DOP, in order to pay employees they were hiring at the UW Medicine call center the same salary rates as WFSE-represented Patient Services Specialists that the University transferred from Harborview Medical Center.

Additionally, because the PSRA grants state agencies and unions as exclusive bargaining representatives the ability to negotiate not only working conditions but also salaries, the UW could negotiate salaries beyond the DOP's Compensation Plan. Under such a scenario, the UW could simply request that DOP recognize its new salaries in a specific University of Washington salary schedule.

The creation of more than one salary schedule currently exists under the DOP's system. It was used by the Teamsters to create a Teamster-specific salary schedule when they negotiated different salaries in their 2005-2007 Collective Bargaining Agreement for Department of Corrections employees. DOP established a Teamster salary schedule to reflect the results of the negotiations between the Teamsters and DOC. The Teamsters negotiated a specific salary schedule for their union members, which exceeded the schedules in the DOP Compensation Plan. DOP's website lists a variety of salary schedules that have been negotiated by unions since the passage of the PSRA, as well as a salary schedule for non-represented employees. But despite the flexibility which currently exists in the DOP Compensation Plan, the University still insists that it must be able to have its own UW compensation system.

As a result, WFSE has found itself having to agree to classifications outside of the DOP system to gain salary increases for the employees we represent. This puts WFSE in the untenable position of having to agree to the continuation of a system that we believe is often harmful to our members, and also illegal based on our reading of RCW 41.06.157.

Moving forward, the UW should eliminate its own classification system and revert back to what Washington state law establishes, which is the DOP classification and compensation system. For employees whose resulting DOP classification salary may be less than that of their current UW job class, the parties should work to use the appropriate DOP processes to ensure the employees' salaries are not reduced. For example, this could result in the University requesting special pay ranges for certain classifications and/or the establishment of a UW salary schedule.

We believe such reforms would help remove the root causes of many Unfair Labor Practices filed by our union against the University of Washington.

3.11 Unfair Labor Practice Recommendations

Based on Part III of this report's analysis, WFSE recommends that President Young's administration take action on the following four items to help resolve the root causes of Unfair Labor Practices filed by our union:

- 1) To respect the integrity of WFSE's bargaining units, the University should adhere to PERC decisions defining our union's jurisdiction by the work historically performed by our members, not their specific job classifications. Respecting PERC precedents will help prevent the University from reallocating employees who perform work historically represented by our union, outside of WFSE's bargaining units.
- 2) To prevent refusal to bargain Unfair Labor Practices, the UW should negotiate in good faith before implementing changes to wages or working conditions of WFSE-represented employees. As part of good faith negotiations, the University should not enter bargaining with foregone conclusions about their proposed workplace changes. Similarly, the UW should contact WFSE well in advance of mandatory subjects bargaining, to ensure that meaningful negotiations take place.
- 3) To help identify possible changes before they are implemented at departmental levels, the University should empower and task Labor Relations with enforcement powers over different UW departments. The UW should direct Labor Relations to take a more active and independent role in policing other departments. Such reforms would help prevent departments from implementing changes that are mandatory subjects of bargaining. These reforms would also enable the University to engage in meaningful negotiations with WFSE before any workplace changes are implemented.
- 4) To conform with applicable statutes, the UW should eliminate its own classification system and revert back to what Washington state law establishes, which is the DOP classification and compensation system. For employees whose resulting DOP classification salary may be less than that of their current UW job

class, the parties should work to use the appropriate DOP processes to ensure such employees' salaries are not reduced. As a result, the University could request special pay ranges for certain classifications and/or the establishment of a UW salary schedule.

PART IV – PAY DISPARITY & EQUAL PAY FOR EQUAL WORK ⁹⁶

Human Resources did not raise the issue of pay disparities experienced by certain UW employees in its correspondence with WFSE. However, any investigation of our union's labor relations with the UW cannot exclude the problem of pay disparities which exist between different campus unions. This report will offer background to the existence of persistent wage gaps at the University of Washington, as well as analysis and recommendations for fixing these problems.

4.1 Comparative Worth Background

The principle of "Equal Pay for Equal Work" has a long history with the Washington Federation of State Employees (WFSE), one of nine different unions that represent University of Washington employees. From 1973 to 1986, WFSE spearheaded Washington State's historic "Comparable Worth" campaign, winning over \$480 million for state employees – primarily women – who were paid less than other public sector workers despite holding jobs with similar skills and responsibilities.

At the University of Washington, over 15,000 employees are unionized, with some workers in the same job titles or classes being represented by different unions. The reason why the same UW employees are represented by different unions is due to the growth of the University over the last 30 years. As the UW has expanded (especially its medical operations) different unions have come to represent workers in the same job classifications across various University worksites.

For example, at the UW-run Harborview Medical Center, WFSE represents workers in certain job classifications, while SEIU 925 represents employees in the same job classes at the University of Washington Medical Center. Adding another layer of complexity, an entirely separate branch of SEIU's national union, Local 1199NW, represents workers at Harborview Medical Center. Similar to SEIU 925's overlap with WFSE, Local 925 represents certain job classifications at the UW Medical Center while SEIU 1199 represents UW employees in identical job classes at Harborview.

4.2 The 1509 Process

Widespread disparities in pay did not always exist between unionized employees in the same job classifications at the UW. Pay disparities only emerged after a change in state law.

In the 1993 Legislative Session, the state employee unions including WFSE and SEIU, attempted to pass full scope collective bargaining legislation. The unions' coalition met considerable resistance from then-Governor Mike Lowry regarding the form of such legislation. Through the session, the Governor's administration and coalition of unions

⁹⁶ Part IV is based on a Draft Report called "Equal Pay for Equal Work: Bridging Over \$200,000 in Annual Wage Gaps Between University of Washington Employees with the Same Jobs," which was submitted to management in draft form in September 2012, during contract negotiations for the 2013-2015 Collective Bargaining Agreement. Estimates for the amount of money needed to correct on-going wage disparities at the UW were calculated based on WFSE and SEIU's 2011-2013 pay tables. They do not reflect 2% across the board increases added to both unions' 2013-2015 pay tables. Our cost estimates for correcting this disparity are nevertheless accurate and can still guide policy changes. This is because of the fact that WFSE and SEIU's 2013-2015 tables were both increased by 2%, but continue to reflect the same structural disparities.

both lobbied the Legislature furiously for their versions of collective bargaining, and ultimately the Governor withdrew portions of his proposed legislation that were objectionable to most of the coalition of unions.

SEIU Local 925, which, at the time represented only UW workers, decided they would accept the terms of the Governor's legislation. In exchange for removing their members' from the state's civil service system, SEIU 925 agreed to economic collective bargaining as long as the University had the funding for the bargained contract, and no other legislative appropriations were needed.

The legislation was known as H.B. 1509 and subsequently was referred to as the "1509 process." SEIU 925 bargained one contract under the 1509 process and their members received a 1% wage increase over and above what any other UW union received during that time period. After the first contract was bargained between the UW and SEIU 925, it is WFSE's understanding that the two parties bargained no further wage deviations until the 1509 process was eliminated after the passage of full scope collective bargaining in 2002.

Since 1994 however, the wage disparity between SEIU Local 925-represented job classifications and WFSE-represented classifications has continued. At times, the two unions have represented the same classifications at different locations with different wage levels. It is our union's contention that, at best, the vestigial wage disparity has caused numerous morale problems, and, at worst, it has been used by management in an attempt to achieve its own goals of aggravating discord between the two unions (see Sections 3.6 & 3.7).

4.3 Equalization of Pay Disparities Unrealized by Full Scope Bargaining

In 2002, the Legislature granted all state employee unions, including those in higher education, full rights to bargain over wages. This 2002 law also protected important workplace rights enshrined in the old state civil service system. One selling point of the full scope collective bargaining law was that disparities between different union wages – such as higher education unions that bargained salary increases under the 1509 process, versus those that stayed in the civil service system – would be equalized over time with successive contract negotiations.

Since 2002 however, a wage gap has persisted between University of Washington employees performing the exact same job, in identical UW job classifications, represented by WFSE and SEIU. Unless and until the aforementioned wage discrepancy is corrected, the University will continue to foster unnecessary morale and human resource problems.

4.4 Shared Job Classes

Under the UW classification system, there are 44 types of identical University jobs that are represented by WFSE and SEIU. Under both WFSE and SEIU's union contracts, employees are assigned to a payscale based on their job classification. This payscale determines workers' monthly and annual salaries. Employees receive wage increases the longer they work at the University, moving up from an entry level step on a union's

payscale over time, until they reach the scale's top step. Table 4 shows the shared job classes between WFSE and SEIU, detailing disparities in wage rates for entry level and top steps in the different union payscales.

Table 4. WFSE – SEIU Payscale Disparities for Shared Job Classes

Job Classification	WFSE Entry \$/Mn	SEIU Entry \$/Mn	Min. Diff.	WFSE Top \$/Mn	SEIU Top \$/Mn	Max. Diff.
Campus Security Officer	Step A 2,724	Step A 2,751	-\$27	Step M 3,631	Step M 3,667	-\$36
Cardiac Monitor Tech	Step A 2,426	Step A 2,449	-\$23	Step M 3,213	Step M 3,245	-\$32
Cashier 1	Step A 2,016	Step A 2,035	-\$19	Step M 2,663	Step M 2,689	-\$26
Dietary Unit Clerk	Step A 2,030	Step A 2,050	-\$20	Step R 2,903	Step Q 2,846	\$57
Electrocardiograph Tech 1	Step A 2,287	Step A 2,287	\$0	Step R 3,271	Step Q 3,175	\$96
Electrocardiograph Tech 2	Step A 2,501	Step A 2,526	-\$25	Step R 3,579	Step Q 3,507	\$72
Electronics Tech 2	Step A 2,920	Step A 2,949	-\$29	Step M 3,918	Step M 3,956	-\$38
Financial Services Counselor	Step A 2,482	Step A 2,506	-\$24	Step M 3,293	Step M 3,325	-\$32
Fiscal Tech 1	Step A 2,068	Step A 2,088	-\$20	Step M 2,724	Step M 2,751	-\$27
Fiscal Tech 2	Step A 2,212	Step A 2,234	-\$22	Step M 2,920	Step M 2,949	-\$29
Hospital Dentistry Asst Spec	Step A 3,271	Step A 3,303	-\$32	Step R 4,683	Step Q 4,590	\$93
Lab Helper	Step A 1,846	Step A 1,864	\$0	Step M 2,426	Step M 2,449	-\$23
Lab Helper Lead	Step A 1,929	Step A 1,948	-\$19	Step M 2,542	Step M 2,567	-\$25
Lab Tech 1	Step A 1,975	Step A 1,994	-\$19	Step M 2,598	Step M 2,623	-\$25
Lab Tech 2	Step A 2,161	Step A 2,183	-\$22	Step M 2,855	Step M 2,883	-\$28
Medical Assistant	Step A 2,482	Step A 2,506	-\$24	Step M 3,293	Step M 3,325	-\$32
Medical Transcriptionist 1	Step A 2,287	Step A 2,309	-\$22	Step R 3,271	Step Q 3,207	\$64
Office Assistant 1	Step A 1,885	Step A 1,903	-\$18	Step M 2,482	Step M 2,506	-\$24
Office Assistant 2	Step A 2,016	Step A 2,035	-\$19	Step M 2,663	Step M 2,689	-\$26
Office Assistant 3	Step A 2,161	Step A 2,183	-\$22	Step M 2,855	Step M 2,883	-\$28
Offset Duplicator Operator	Step G 2,212	Step G 2,234	-\$22	Step M 2,542	Step M 2,567	-\$25
Offset Dupl Operator Lead	Step G 2,370	Step G 2,394	-\$24	Step M 2,724	Step M 2,751	-\$27
Orthopaedic Tech II	Step A 3,176	Step A 3,207	-\$31	Step R 4,545	Step Q 4,455	\$90
Patient Svcs Spec 1-Trainee	Step A 2,317	Step A 2,340	-\$23	Step M 3,063	Step M 3,093	-\$30
Patient Services Spec 2	Step A 2,482	Step A 2,506	-\$24	Step M 3,293	Step M 3,325	-\$32
Patient Services Spec 3	Step A 2,598	Step A 2,623	-\$25	Step M 3,459	Step M 3,493	-\$34
Patient Svcs Spec Edu-QA	Step A 2,920	Step A 2,949	-\$29	Step M 3,918	Step M 3,956	-\$38
Patient Services Spec Lead	Step A 2,920	Step A 2,949	-\$29	Step M 3,918	Step M 3,956	-\$38
Program Assistant	Step A 2,370	Step A 2,394	-\$24	Step M 3,135	Step M 3,166	-\$31
Program Coordinator	Step A 2,663	Step A 2,689	-\$26	Step M 3,549	Step M 3,583	-\$34
Research Aide 2	Step A 2,482	Step A 2,506	-\$24	Step M 3,293	Step M 3,325	-\$32
Research Analyst 1	Step A 2,482	Step A 2,506	-\$24	Step M 3,293	Step M 3,325	-\$32
Research Tech 1	Step A 2,370	Step A 2,394	-\$24	Step M 3,135	Step M 3,166	-\$31
Research Tech 2	Step A 2,663	Step A 2,689	-\$26	Step M 3,549	Step M 3,583	-\$34
Respiratory Care Assistant	Step A 2,577	Step A 2,628	-\$51	Step S 3,798	Step R 3,760	\$38
Secretary	Step A 2,266	Step A 2,289	-\$23	Step M 2,994	Step M 3,023	-\$29
Secretary Lead	Step A 2,598	Step A 2,623	-\$25	Step M 3,459	Step M 3,493	-\$34
Secretary Senior	Step A 2,426	Step A 2,449	-\$23	Step M 3,213	Step M 3,245	-\$32
Specimen Processing Tech	Step A 2,287	Step A 2,309	-\$22	Step R 3,271	Step Q 3,207	\$64
Specimen Proc Tech Lead	Step A 2,577	Step A 2,602	-\$25	Step R 3,686	Step Q 3,614	\$72
Surgical Tech	Step A 3,208	Step A 3,239	-\$31	Step S 4,731	Step R 4,636	\$95
Teleph Comm Operator-Hosp	Step A 1,989	Step A 2,009	-\$20	Step R 2,845	Step Q 2,789	\$56
Word Processing Operator 2	Step A 2,113	Step A 2,134	-\$21	Step M 2,789	Step M 2,816	-\$27
Word Proc Operator Lead	Step A 2,317	Step A 2,340	-\$23	Step M 3,063	Step M 3,093	-\$30

4.5 Differences Between Union Payscales

According to the figures in Table 4, it is possible to average the amount WFSE members are either ahead or behind SEIU, in terms of employees' monthly wages. For entry steps, UW employees represented by WFSE see their wages trail members of SEIU who hold identical jobs by an average of \$23.30 per month (\$279.60 annually), across all 44 job classes. For steps at the top of the payscales, monthly wages of WFSE members are lower than SEIU-represented employees by an average of \$4.36 (\$52.32 per year).

Looking at the start of the payscales across the 44 job classes, no WFSE entry step exceeds SEIU's, and every SEIU entry step is greater than WFSE's except two, which are

equal. Exactly 11 of WFSE's top steps are greater than the uppermost salaries of SEIU, but in the remaining 33 job classes, SEIU's top steps exceed WFSE wages.

There are also two other important issues to consider. First, SEIU's M, Q & R top steps are technically not the limit of their union's payscale. Under SEIU 925's contract with the UW, at least one and often two extra steps exist beyond the top step of their payscales. These are referred to as "Career Enhancement-Growth Program" or CEGP steps. The Career Enhancement Growth Program "rewards employees whose development of skills, increased productivity or assumption of higher level duties" leads to greater efficiencies for the UW.⁹⁷ Employees represented by SEIU can be placed on extra CEGP steps at management's discretion, upon recommendation by a supervisor.

Although these CEGP steps are not shown in Table 4, all of them exceed WFSE's top steps. Therefore, even in the 11 out of 44 cases where WFSE's top step has a higher monthly wage compared to SEIU, it is still possible for SEIU-represented employees in the same job classifications to make more money than their WFSE counterparts if they are placed on a CEGP step. This means that WFSE wages at the top of the two union payscales could very well trail SEIU members by a larger average, depending on how many SEIU-represented employees participate in the Continued Enhancement-Growth Program.

Additionally, there is another aspect to the WFSE-SEIU payscales that should be addressed. In the 11 job classes where WFSE's final step exceeds the top SEIU wages (not counting the Continued Enhancement-Growth Program), this is because the WFSE payscale has one top step beyond the upper-most step on SEIU's scale. For example, in cases where WFSE's top R or S steps are greater than SEIU, careful observation will show that SEIU's end of their non-CEGP payscale is one step below WFSE's – in this case, either Q or R. An explanation for this difference could lie in WFSE negotiating an extra step in their payscale when SEIU did not.

However, despite this extra step in the WFSE payscale, our union's top steps are always lower than SEIU's CEGP equivalents (and all the WFSE top steps have corresponding steps in SEIU's Continued Enhancement-Growth Program). This means whenever SEIU expands its payscale for employees who do not have the uppermost step that WFSE members have, SEIU's new top step will undoubtedly be higher than WFSE's since their CEGP steps are already greater.

Analyzing WFSE and SEIU's payscales can help uncover the structure of UW pay disparities for certain, identical job classifications, but the scales themselves do not provide all the necessary information to estimate real costs associated with bridging these wage gaps. To find out how much it would cost to equalize pay disparities at the UW, total employee counts per job class and detailed wage information is needed.

⁹⁷ SEIU Local 925-UW Collective Bargaining Agreements, Article 30.8 (all bargaining units)

4.6 Methodology & Equalization Estimates

The primary source used to estimate costs of equalizing pay between the same job classifications in the WFSE and SEIU payscales, is a semi-annual member report provided to WFSE by the University of Washington (see Appendix D).⁹⁸ Before looking at pay estimates based on the UW's data, the methodology of how equalization costs were calculated should be discussed.

The UW's data contains information on WFSE-represented employees' names, job classifications, active status descriptions, appointment terms, Full Time Equivalent (FTE) percentages, payscale steps, and fulltime compensation earned. While the total accuracy of the UW's data is not guaranteed, it is possible to estimate an employee's annual salary based on the following formula and example equation:

$$\begin{aligned}\text{Estimated Annual Salary} &= (\text{monthly compensation} * \text{appointment term}) * \text{decimal FTE \%} \\ \text{for Program Coordinator} &= (\text{Program Coord Step M} * \text{number of months employed}) * \text{FTE\%} \\ &= (\$3,583 * 12 \text{ months}) * 0.80 \text{ FTE} \\ &= (\$42,996) * 0.80 \\ &= \$34,396.80 \text{ earned per year}\end{aligned}$$

Here are further explanations on some meanings behind the UW's data descriptors, which were used to estimate equalization costs for this report –

- **Active Status & Employment Descriptions:** these descriptors were used to determine whether a given WFSE member was still actively employed at the UW and/or currently on the University's payroll;
- **Appointment Term:** this was used as an indication of the number of months per year a WFSE member worked/was employed at the UW;
- **FTE Percentage:** this descriptor was used to determine what percentage a WFSE member worked "Full Time" at the UW during a given month;
- **Payscale Step:** this corresponds with each job classification's monthly salary range in WFSE's payscales (or outside the scale if an employee's monthly wage is "off" WFSE's steps); and
- **Compensation Earned / "Fulltime Amount":** this was interpreted as the full monthly wage corresponding with a step in WFSE's payscale, or with a value "off" / outside of WFSE's steps.

In preparing the UW's data, the first task was to find WFSE members employed by the UW in "eligible" job classifications who are receiving lower wages compared to SEIU's payscales. Over 550 individuals were identified, although there were some workers in eligible job classes who were excluded because their Active Status and Employment Descriptions seemed to indicate they were "inactive" employees. In general, the least number of employees were excluded as possible, in order to conservatively estimate a high/upper bound of the equalization costs.

With the pool of individuals in eligible job classifications narrowed down, the above formula was used to calculate an "Estimated Annual Salary" weighted carefully by FTE and number of months employed at the UW, for each employee. A second calculation

⁹⁸ Appendix D contains a consolidated version of the UW's "LRO0005-UnionMembershipPaycycleReport" Excel spreadsheet, submitted to WFSE on August 31, 2012

was then made using the same FTE and monthly appointment data, to estimate an annual salary for WFSE members assuming they received SEIU’s higher step for their job classification’s payscale.

Finally, the difference between the total WFSE and SEIU Estimated Annual Salaries was calculated, and then divided by the specific members in each individual job classification, to arrive at estimated costs of pay equalization on a biennial, annual and monthly basis. The results of these equalization estimates are presented in Table 5 below.

Table 5. Cost Estimates by Job Class to Equalize WFSE Pay with SEIU Steps

Job Classification	BU Mmbr Count	Loaded Monthly Cost / Job Class	Loaded Average Monthly Cost / Member	Loaded Annual Cost / Job Class ⁹⁹	Loaded Average Annual Cost / Member	Loaded Biennial Cost / Job Class ²³	Loaded Average Biennial Cost / Member
Campus Security Officer	40	\$1,587.96	\$39.70	\$19,055.47	\$476.39	\$38,023.82	\$950.60
Cardiac Monitor Tech	7	\$232.99	\$33.28	\$2,795.86	\$399.41	\$5,568.52	\$795.50
Cashier 1	6	\$191.06	\$31.84	\$2,292.71	\$382.12	\$4,566.77	\$761.13
Dietary Unit Clerk	21	\$733.94	\$34.95	\$8,807.29	\$419.39	\$17,449.57	\$830.93
Electrocardiograph Tech 2	2	\$92.26	\$46.13	\$1,107.11	\$553.55	\$2,201.58	\$1,100.79
Fiscal Tech 2	3	\$119.11	\$39.70	\$1,429.33	\$476.44	\$2,839.98	\$946.66
Hospital Dentistry Asst Spec	4	\$172.95	\$43.24	\$2,075.41	\$518.85	\$4,163.83	\$1,040.96
Medical Assistant	92	\$3,276.92	\$35.62	\$39,323.07	\$427.42	\$78,946.63	\$858.12
Medical Transcriptionist 1	1	\$41.31	\$41.31	\$495.72	\$495.72	\$1,006.47	\$1,006.47
Office Assistant 2	1	\$21.52	\$21.52	\$258.19	\$258.19	\$521.67	\$521.67
Office Assistant 3	4	\$154.22	\$38.56	\$1,850.69	\$462.67	\$3,666.70	\$916.68
Orthopaedic Tech II	7	\$303.02	\$43.29	\$3,636.21	\$519.46	\$7,261.04	\$1,037.29
Patient Svcs Spec 1-Trainee	38	\$830.65	\$21.86	\$9,967.77	\$262.31	\$20,162.78	\$530.60
Patient Services Spec 2	215	\$7,931.99	\$36.89	\$95,183.88	\$442.72	\$190,798.15	\$887.43
Patient Services Spec 3	16	\$636.17	\$39.76	\$7,634.09	\$477.13	\$15,198.11	\$949.88
Patient Services Spec Lead	7	\$340.26	\$48.61	\$4,083.08	\$583.30	\$8,215.32	\$1,173.62
Program Assistant	2	\$78.26	\$39.13	\$939.11	\$469.56	\$1,860.63	\$930.32
Program Coordinator	7	\$313.95	\$44.85	\$3,767.36	\$538.19	\$7,488.45	\$1,069.78
Research Tech 2	2	\$93.64	\$46.82	\$1,123.63	\$561.82	\$2,226.21	\$1,113.11
Respiratory Care Assistant	1	\$104.65	\$104.65	\$1,255.82	\$1,255.82	\$2,488.12	\$2,488.12
Secretary	3	\$79.87	\$26.62	\$958.38	\$319.46	\$1,898.81	\$632.94
Secretary Senior	1	\$22.03	\$22.03	\$264.38	\$264.38	\$523.81	\$523.81
Specimen Processing Tech	20	\$544.67	\$27.23	\$6,536.08	\$326.80	\$11,920.23	\$596.01
Specimen Proc Tech Lead	4	\$85.37	\$21.34	\$1,024.49	\$256.12	\$2,046.00	\$511.50
Surgical Tech	46	\$2,405.41	\$52.29	\$28,864.95	\$627.50	\$57,960.07	\$1,260.00
Teleph Comm Operator-Hosp	14	\$488.22	\$34.87	\$5,858.58	\$418.47	\$11,982.76	\$855.91
TOTALS AND AVERAGES FOR ALL 26 JOB CLASSES	564	\$20,882.39	\$39.83	\$250,588.67	\$477.99	\$500,986.04	\$952.35

4.7 Pay Equalization Analysis

The above research findings show that equalizing pay for 564 WFSE members in the same job classes as SEIU, would cost the UW a total of \$250,588.67 per year. On average, over 550 WFSE members in 26 different job classifications make \$478 less than their SEIU counterparts who perform the exact same work, according to the University of Washington’s classification system. Similar estimates are shown in Table 5 for the monthly and biennial costs of equalizing WFSE members’ pay.

⁹⁹ To review the raw data on how these figures were calculated, see Appendix D. For the calculations of each job class with merged totals across 26 different classes, see Appendix C.

These monthly and biennial estimates are useful for the UW in costing out the equalization of pay disparities between WFSE and SEIU employees in the same job classifications. For example, the UW could negotiate pay equalization with WFSE to defer the total costs of correcting these wage disparities, such as having different phase-in periods or delayed step-eligibility triggers. Having said this, the overall equalization costs of \$500,986.04 over the life of a two year contract is not exorbitant for the UW, given the number of employees involved and the University's overall personnel budget for WFSE members. For example, these two year equalization costs represent only a fraction of these 564 affected employees' total estimated annual compensation (roughly \$25.4 million).

Before concluding with recommendations for future action, a few notes to Table 5 are needed. First, Table 5 only includes 26 out of 44 identical job classifications shared between WFSE and SEIU. In the data provided by the UW to WFSE, only employees in 26 classes shown in Table 5 were actually employed by the University. This is most likely due to WFSE's recently recognized draining of job classes, whereby UW employees have been reallocated to different job classes over time (see Section 3.6).

Notwithstanding the deeply concerning problems of job class draining at the UW, the fact that only 26 out of the 44 job classes are actually filled by employees is important for pay equalization. Having fewer filled job classes further reduces the total cost of equalizing pay between employees performing the same work, while being represented by different unions.

Additionally, there is one job classification that did have 45 WFSE employees which is not represented in Table 5: Laboratory Technicians 1. The Lab Techs were excluded from this analysis because nearly every employee's current step does not correspond with the Lab Tech 1 payscale in WFSE's Collective Bargaining Agreement. Again, this is more than likely due to a past reallocation of these employees from an older job class that is not used anymore, to Lab Tech 1s. It is also possible these Lab Techs could include newly reallocated WFSE Clinical Laboratory Technicians (see Section 3.7).

When reallocations like this occur, often employees are Y-rated to their previous job classification's salary range, which means that they would receive their old job's rate of pay, instead of seeing their wages lowered on a new scale. Because at least some of WFSE's Lab Techs seem to be Y-rated, the difference between their Estimated Annual Salaries and SEIU's pay range for the same classification (approximately \$320,000 per year), actually exceeds the total cost of equalizing all the wages of WFSE employees in the other 26 job classes.

Again, it should also be emphasized that the total pay equalization cost of \$250,589 per year is only a fraction of the 564 affected employees' total estimated annual compensation (roughly \$25.4 million), at approximately one percent.

4.8 Pay Disparity Evaluation & Correcting Persistent Wage Gaps

Before evaluating our pay equalization estimates, the limitations of this analysis should be addressed. Data on SEIU employees and other shared job classifications was not

immediately available when this analysis was conducted. While every effort has been made to come up with accurate annual salary estimates, relying solely on the UW's semi-annual union data may not be, and probably is not 100% accurate. Having said this, estimates have been made conservatively to try and arrive at upper-bound costs. In all likelihood, the actual costs of equalizing pay would be lower than this report's estimates.

The principle of "Equal Pay for Equal Work" is not only a core worker right, it is also important for employee morale and work performance. This report shows a persistent pay disparity exists between University of Washington employees performing the same work in identical job classifications, represented by different UW unions.

While this disparity can be understood in the context of the 1509 process, five cycles of contract negotiations (2005-2007, 2007-2009, 2009-2011, 2011-2013 and 2013-2015) have not corrected a structural problem. The above findings show the costs of pay equalization are not exorbitant, and estimates for monthly, annual and biennial implementation schedules give the UW useful information to correct this wage gap.

4.9 Pay Equalization Recommendations

Based on Part IV of this report's findings and analysis, WFSE recommends that President Young's administration take action on the following three items to correct pay disparities between different union employees at the UW:

- 1) To improve morale, the University should partner with WFSE to phase out existing pay disparities between unionized UW employees in shared job classifications. WFSE and the UW should execute a Memorandum of Understanding similar to the recent Spec Techs settlement, which established a WFSE-represented Clinical Laboratory Technician payscale that mirrors SEIU 925's Clinical Lab Tech payscale (except for CEGP steps). Pay disparities should also be corrected by equalizing WFSE and SEIU 925's payscales during negotiations for the 2015-2017 Collective Bargaining Agreement.
- 2) To prevent future disparities, the University should equalize the payscales of all 44 shared classifications represented by both WFSE and SEIU. All 44 payscales should be equalized in the Collective Bargaining Agreement, even if the UW only employs workers in 26 shared job classes and is not currently using 18 classifications.
- 3) In equalizing WFSE and SEIU's payscales, the University should grant SEIU any steps their union does not have but WFSE does, and vice versa (except CEGP steps) applying the highest of the two unions' steps to both WFSE and SEIU payscales.

APPENDIX A – WFSE GRIEVANCE RESPONSES TO UW HUMAN RESOURCES

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-712-09	PAUL BENTSON, TERMINATION	DISCIPLINE	09/08/2010	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND DEMONSTRABLY IN FAVOR OF THE EMPLOYER. MANY EMPLOYEES IN THE SAME DEPARTMENT WERE DISMISSED AS A RESULT OF EXTERNAL AUDIT AND WORK PERFORMANCE ISSUES, FILED DUE TO GRIEVANT'S REQUEST. GRIEVANT ALSO WON UNEMPLOYMENT HEARING BEFORE ARBITRATION AWARD, DESPITE EMPLOYER'S CHALLENGE. CASES CONSOLIDATED
WFSE-617-09	PAUL BENTSON, SAFETY COMMITTEE	ECONOMICS/LEAVE	04/19/2010	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND DEMONSTRABLY IN FAVOR OF THE EMPLOYER. MANY EMPLOYEES IN THE SAME DEPARTMENT WERE DISMISSED AS A RESULT OF EXTERNAL AUDIT AND WORK PERFORMANCE ISSUES, FILED DUE TO GRIEVANT'S REQUEST. GRIEVANT ALSO WON UNEMPLOYMENT HEARING BEFORE ARBITRATION AWARD, DESPITE EMPLOYER'S CHALLENGE. CASES CONSOLIDATED
WFSE-663-09	PAUL BENTSON, BARGAINING RELEASE	OTHER/DISCRIMINATION	07/06/2010	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND DEMONSTRABLY IN FAVOR OF THE EMPLOYER. MANY EMPLOYEES IN THE SAME DEPARTMENT WERE DISMISSED AS A RESULT OF EXTERNAL AUDIT AND WORK PERFORMANCE ISSUES, FILED DUE TO GRIEVANT'S REQUEST. GRIEVANT ALSO WON UNEMPLOYMENT HEARING BEFORE ARBITRATION AWARD, DESPITE EMPLOYER'S CHALLENGE. CASES CONSOLIDATED
WFSE-633-09	TERESA NICKERSON, MASK HAZARD PAY	ECONOMICS/LEAVE	04/21/2010	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND EXISTING CONTRACT LANGUAGE APPLIES TO HAZARD PAY FOR DIFFERENT TYPE OF RESPIRATOR, NOT PRIMARILY IN USE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE 848-09	JAMES WENTWORTH, UWMC ELECTRICIAN LEAD JOB	OTHER/HIRING	05/20/2011	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND EXISTING CONTRACT LANGUAGE NOT STRONG ENOUGH TO PROVE DISCRIMINATION IN ELECTRICIAN LEAD HIRING PROCESS, CONSOLIDATED CASES
WFSE-847-09	LARRY SWEATT, UWMC ELECTRICIAN LEAD JOB	OTHER/HIRING	05/20/2011	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND EXISTING CONTRACT LANGUAGE NOT STRONG ENOUGH TO PROVE DISCRIMINATION IN ELECTRICIAN LEAD HIRING PROCESS, CONSOLIDATED CASES
WFSE-974-09	BRADLEY SCOTT, TERM GROUNDS AND DUE PROCESS	DISCIPLINE	09/30/2011	ARBITRATED- EMPLOYER DECISION AFFIRMED, FOUND VIOLATION OF STATE ETHICS POLICY. HOWEVER, ALLEGED GIFT/TIP LESS THAN \$5 BASED ON STUDENT USING LEFTOVER BALANCE OF HUSKY CARD AT STORE WHERE EMPLOYEE WORKED
WFSE-793-09	PAULA LUKASZEK, C.O. ('HAGGETT')	CONTRACTING	11/09/2010	ARBITRATED- EMPLOYER DECISION DENIED, AWARDED 2 HOURS OF OVERTIME EACH TO 2 SKILLED TRADES EMPLOYEES
WFSE-814-09	LARRY NIELSON [DOUG NIELSON IN WFSE RECORDS] DENIED RELEASE FOR GRIEVANCE HEARING	OTHER/DISCRIMINATION	11/09/2010	ARBITRATED- EMPLOYER DECISION DENIED, FOUND DENIAL OF STEWARD'S RELEASE TIME BY EMPLOYER BASED ON NARROW JURISDICTION IN CONFLICT WITH BROADER DEFINITION OF JURISDICTION
WFSE-1016-09	MARVIN CHOI, TERMINATION GROUNDS	DISCIPLINE	11/23/2011	ARBITRATED- EMPLOYER DECISION DENIED, FOUND DREMONSTRABLY IN FAVOR OF UNION. EXONERATION OF EMPLOYEE AND INSUFFICIENT EVIDENCE BY THE EMPLOYER TO WARRANT DISMISSAL. EMPLOYEE REINSTATED WITH FULL BACK PAY
WFSE-990-09	ANNA TSUI, TAKING CUSTOMER PROPERTY	DISCIPLINE	10/24/2011	ARBITRATED- EMPLOYER DECISION DENIED, FOUND DREMONSTRABLY IN FAVOR OF UNION. EXONERATION OF EMPLOYEE AND INSUFFICIENT EVIDENCE BY THE EMPLOYER TO WARRANT DISMISSAL. EMPLOYER CHARGE OF BEING OUT OF WORK AREA UPHELD, WITH TWO-WEEK SUSPENSION. EMPLOYEE REINSTATED WITH PARTIAL BACK PAY AFTER TWO-WEEK SUSPENSION.

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-568-09	TROY JONES, RECKLESS DRIVING [FINAL COUNSELING FOR THREATENING AND INTIMIDATING BEHAVIOR IN WFSE RECORDS]	DISCIPLINE	01/22/2010	ARBITRATED- EMPLOYER DECISION DENIED, FOUND DREMONSTRABLY IN FAVOR OF UNION. EXONERATION OF EMPLOYEE, CASE ARBITRATED BY EMPLOYER DESPITE QUESTIONABLE CREDIBILITY OF MAIN WITNESS AND ALLEGED VICTIM CONFIRMING INCIDENT DID NOT HAPPEN. EMPLOYER ALSO FOUND GUILTY OF AN UNFAIR LABOR PRACTICE AT HEARING DUE TO NOT DISCLOSING INFORMATION
WFSE-748-09	JOHN FRAZIER, HMC UNRESPONSIVE TO STAT PAGE, UNPROF. BEHAVIOR	DISCIPLINE	11/02/2010	ARBITRATED- EMPLOYER DECISION DENIED, FOUND INSUFFICIENT BASIS IN HIGHER LEVEL DISCIPLINE OF EMPLOYEE FOR ALLEGED AGGRESSIVE AND UNPROFESSIONAL COMMUNICATION, OTHER ACCUSATIONS NOT DISPUTED BY GRIEVANT
WFSE-959-09	MARVIN MCKINLY, THREATENING CONDUCT	DISCIPLINE	09/14/2011	ARBITRATED- EMPLOYER DECISION DENIED, FOUND SERIOUS FLAWS WITH INTEGRITY OF INVESTIGATION AND AS A RESULT, EXONERATED THE EMPLOYEE. ARBITRATOR FOUND EMPLOYEE'S VERSION OF EVENTS MORE CREDIBLE AND THAT THE GRIEVANT DID NOT ENGAGE IN UNPROFESSIONAL CONDUCT WITH A CUSTOMER. FORMAL COUNSELING REMOVED FROM PERSONNEL FILE.
WFSE-927-09	PIERRE HUMPHREY, HENRY GALLERY INSUBORD.	DISCIPLINE	07/26/2011	ARBITRATED- EMPLOYER DECISION PARTIALLY AFFIRMED/DENIED FOUND GRIEVANT'S REFERENCE TO "PICKETING" GROUNDS TO UPHOLD LEVEL OF DISCIPLINE, BUT PERFORMANCE AND OTHER ALLEGATIONS REMOVED FROM FINAL COUNSELING. ALSO OF NOTE, THE DEPARTMENT OF LABOR & INDUSTRIES VALIDATED GRIEVANT'S DISCRIMINATION ALLEGATIONS.
WFSE-685-09	NANCY SREY, UNPROFESSIONAL COMMUNICATION	DISCIPLINE	07/15/2010	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-742-09	DESIREE TAYLOR, INSUBORDINATION FORMAL	DISCIPLINE	10/15/2010	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2
WFSE-785-09	GEORGE [GUSTAVO IN WFSE RECORDS] ELIAS, HMC PATIENT CHECK-IN PROCEDURES	DISCIPLINE	12/15/2010	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2
WFSE-824-09	EYOB WOLDEGHEBREIL, NOT WORKING DURING WORK HOURS	DISCIPLINE	02/22/2011	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2
WFSE-859-09	CAROLYN SCOTT, DEFACING BADGE, INSUB.	DISCIPLINE	06/09/2011	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2
WFSE-763-09	YONG NAM, CUSTODIAN HARRASSED BY SUPERVISOR	OTHER/DISCRIMINATION	11/30/2010	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2
WFSE-786-09	SANDRA PIERRE, HMC POOR JUDGMENT & PROCEDURES	DISCIPLINE	12/15/2010	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2. EMPLOYEE AGREED TO REMOVE AFTER 1 YEAR

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WILD06110AT	SUE [SUSAN] WILDERMUTH, STAYING ON SCHEDULE	DISCIPLINE	06/01/2010	EXHAUSTED PROCESS- FORMAL COUNSELING NOT GRIEVABLE BEYOND STEP 2. SETTLEMENT ATTEMPTED BUT UNRESOLVED AFTER EMPLOYEE VIOLATED SAME POLICY
WFSE-662-09	PAUL BENTSON, PERFORMANCE EVALUATION	DISCIPLINE	06/28/2010	EXHAUSTED PROCESS- PERFORMANCE EVALUATIONS NOT GRIEVABLE BEYOND STEP 2
WFSE-594-09	FLORIFE ESTRELLA, HIRING	OTHER/HIRING	01/28/2010	SETTLED- AFTER FULL REMEDIES GRANTED AFTER STEP 2, EMPLOYER MADE GRIEVANT 100% FULL TIME EMPLOYEE
WFSE-1032-09	YODIT ALEMU, TERMINATION GROUNDS	DISCIPLINE	11/28/2011	SETTLED- AFTER FULL REMEDIES GRANTED, GRIEVANT REINSTATED
WFSE-688-09	GIZACHEW KASSA, FMLA REQUEST	ECONOMICS/LEAVE	06/16/2010	SETTLED- AFTER FULL REMEDIES GRANTED, LEAVE APPROVED, GRANTED CHOICE OF LEAVE, FMLA APPROVED
WFSE-829-09	TINA CAUSEY, UWMC DENIED SICK LEAVE	ECONOMICS/LEAVE	04/08/2011	SETTLED- AFTER FULL REMEDIES GRANTED, LEAVE APPROVED, SICK LEAVE APPROVED BY EMPLOYER
WFSE-1005-09	ANTONIO CALLIER, ANNUAL LEAVE ACCRUAL ERROR	ECONOMICS/LEAVE	11/03/2011	SETTLED- CASH SETTLEMENT
WFSE POLICE MGMT-773-09	RAYMOND WITTMIER, UWPD OVERTIME DENIED	OTHER/DISCRIMINATION	12/21/2010	SETTLED- CASH SETTLEMENT EXCEEDING \$50,000, CLEAN PERSONNEL FILE, CONSOLIDATED CASES

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE POLICE MGMT 854-09	RAYMOND WITTMER, UWPD	OTHER/DISCRIMINATION	05/20/2011	SETTLED- CASH SETTLEMENT EXCEEDING \$50,000, CLEAN PERSONNEL FILE, CONSOLIDATED CASES
WFSE-820-09	CLAUDE THEARD, PRIVATE CAR INSURANCE	ECONOMICS/LEAVE	02/10/2011	SETTLED- CASH SETTLEMENT REIMBURSING GRIEVANT FOR REPAIR OF PERSONAL VEHICLE
WFSE-597-09	TODD ZEY, FAILURE TO ATTEND TRAINING	ECONOMICS/LEAVE	03/03/2010	SETTLED- CASH SETTLEMENT, GRANTED 3 DAYS BACK PAY BY EMPLOYER FOR FORCED LEAVE WITHOUT PAY
WFSE-828-09	SHELLEY HOUSER, UNPROFESSIONAL CONDUCT	DISCIPLINE	02/28/2011	SETTLED- DISCIPLINE REDUCED TO COACHING/INFORMAL COUNSELING
WFSE-989-09	RISHAN BELAY, ABUSE OF SICK LEAVE	DISCIPLINE	10/19/2011	SETTLED- DISCIPLINE REDUCED TO COACHING/INFORMAL COUNSELING
WFSE-1024-09	THOMAS FOWLER, UNPROF. BEHAV., FALSE TIMECARDS	DISCIPLINE	12/06/2011	SETTLED- DISCIPLINE REDUCED TO COACHING/INFORMAL COUNSELING
WFSE-631-09	DAN TAYLOR, UNPROFESSIONAL BEHAVIOR	DISCIPLINE	05/13/2010	SETTLED- DISCIPLINE REDUCED TO COACHING/INFORMAL COUNSELING AFTER 1 YEAR
WFSE-608-09	CATHY ANNE MOGA-HARRIS, INAPPROPRIATE COMPUTER USE	DISCIPLINE	03/30/2010	SETTLED- DISCIPLINE REDUCED TO FORMAL COUNSELING BY EMPLOYER
WFSE-855-09	WANDA CRAWFORD, HMC FINAL COUNSELING	DISCIPLINE	06/16/2011	SETTLED- DISCIPLINE REDUCED TO FORMAL COUNSELING FOR SOME ALLEGATIONS

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-636-09	ROBERT CHASE, THREATS	DISCIPLINE	05/20/2010	SETTLED- DISCIPLINE REDUCED TO FORMAL COUNSELING WITH ANGER MANAGEMENT CLASS AT EMPLOYER EXPENSE. GRIEVANT IN QUESTION IS DEAF, AND WAS ACCUSED OF BEING TOO AGGRESSIVE WHILE TRYING TO GET COWORKER'S ATTENTION, DESPITE INABILITY TO COMMUNICATE VERBALLY
WFSE-718-09	YONG NAM, ARGUMENTATIVE FORMAL	DISCIPLINE	08/13/2010	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER
WFSE-716-09	MICHAEL LYNNE, MISUSE OF RADIO FINAL	DISCIPLINE	09/13/2010	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER
WFSE-822-09	JAMES RITTER, INFORMAL COACHING	DISCIPLINE	03/07/2011	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER
WFSE-856-09	EYOB WOLDEGHEBREIL, FINAL COUNSELING	DISCIPLINE	06/15/2011	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER
WFSE-948-09	LARISSA HUMMEL, HMC BREAK-TIME POLICY	DISCIPLINE	08/26/2011	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER AFTER GRIEVANT APOLOGY
TREZ072910AT	EILEEN TRESNER, FINAL WITHOUT COACHING	DISCIPLINE	07/29/2010	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER BEFORE MEETING
WFSE-850-09	JOSEFINA ESTRADA, UWMC FINAL COUNSELING	DISCIPLINE	06/09/2011	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER BUT UPDATE OF PREVIOUS FINAL COUNSELING
WFSE-965-09	KEVIN SILVERNAIL, FINAL COUNSELING	DISCIPLINE	09/22/2011	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER. RECOMMENDATION FOR DISMISSAL DROPPED AS PACKAGE FOR GRIEVANCE WITHDRAWAL

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-582-09	KATHERINE ROLLINS	DISCIPLINE	02/05/2010	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER. REMOVAL OF DISCIPLINE REFERENCE IN PERFORMANCE EVALUATION
WFSE-565-09	FREDERIKA FISHER, ATTENDANCE COUNSELING	DISCIPLINE	01/15/2010	SETTLED- DISCIPLINE WITHDRAWN BY EMPLOYER. REMOVAL OF FORMAL COUNSELING , FINAL COUNSELING FOR SAME ISSUE IMPOSED SEVERAL WEEKS EARLIER
WFSE-994-09	LAWRENCE CARMIGNANI, CALLING IN ABSENCE	DISCIPLINE	10/28/2011	SETTLED- OTHER OUTCOME, DISABILITY SEPARATION WITH CLEAN RECORD
WFSE-1048-09	MARGARET NAILEN, TERMINATION GROUNDS	DISCIPLINE	01/31/2012	SETTLED- OTHER OUTCOME, GRIEVANT TO BE CONSIDERED FOR RE-EMPLOYMENT ONCE TREATMENT ISSUES ADDRESSED
WFSE-715-09	ANTONIO CALLIER, TERMINATION	DISCIPLINE	09/17/2010	SETTLED- OTHER OUTCOME, LAST CHANCE AGREEMENT
WFSE-721-09	RONALD WHITNEY, TERMINATION	DISCIPLINE	09/17/2010	SETTLED- OTHER OUTCOME, POSTPONED DISMISSAL FOR RETIREMENT/BENEFITS DATE
WFSE-807-09	SUSAN WILDERMUTH, HMC ERRORS & UNDERPERF.	DISCIPLINE	02/25/2011	SETTLED- OTHER OUTCOME, TRANSFER OF GRIEVANT FROM EYE CLINIC IN LIEU OF DISMISSAL
WFSE-1026-09	EARLENE JAGANA, SUPPLEMENTAL VACATION LEAVE	ECONOMICS/LEAVE	12/07/2011	SETTLED- PARTIAL REMEDIES, CLARIFICATION/CHANGE IN POLICY
WFSE-706-09	DAVID GHEZZI, SCHEDULING	ECONOMICS/LEAVE	03/11/2010	SETTLED- PARTIAL REMEDIES, COMPROMISE REACHED ON SCHEDULE CHANGES

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-837-09	THOMAS PACOCHA, HMC M.A. LOW PRODUCTIVITY	DISCIPLINE	04/29/2011	SETTLED- PARTIAL REMEDIES, EARLY REMOVAL OF DISCIPLINE FROM PERSONNEL FILES WITHIN 2 YEARS
WFSE-845-09	NATHANIEL WEST, HMC FINAL COUNSEL GROUNDS	DISCIPLINE	05/20/2011	SETTLED- PARTIAL REMEDIES, EARLY REMOVAL OF FINAL COUNSELING
WFSE-720-09	KIM HARDY, DISAGREEMENT ON FORMAL	DISCIPLINE	08/02/2010	SETTLED- PARTIAL REMEDIES, EARLY REMOVAL OF FORMAL COUNSELING
WFSE-653-09	PAUL BENTSON, CONTRACTING FOR DRYWALL	CONTRACTING	06/16/2010	SETTLED- PARTIAL REMEDIES, EMPLOYER AGREED TO PROACTIVE COMMUNICATION PRIOR TO CONTRACTING AT HARBORVIEW, FILED DUE TO POOR WORK PERFORMANCE BY CONTRACTOR
WFSE-962-09	CAROLYN TALTOAN, HMC CALL BACK PAY	ECONOMICS/LEAVE	09/12/2011	SETTLED- PARTIAL REMEDIES, ESTABLISHED OVERTIME WHEEL INSTEAD OF HAVING EMPLOYEES ON CALL BACK STATUS
WFSE-970-09	JOHN MILLER, CONTRACTING OUT: GOATS, LEAVE	CONTRACTING	09/27/2011	SETTLED- PARTIAL REMEDIES, GRANTED AT STEP 2, EMPLOYER AGREED TO PROACTIVE NOTICE AND CONTRACT TRAINING
WFSE-846-09	ZAID HABTE, AWAITING REHIRE	OTHER/LAYOFF	05/12/2011	SETTLED- PARTIAL REMEDIES, LAYOFF OPTIONS EXTENDED
WFSE-657-09	TOM BOHN, OVERTIME	ECONOMICS/LEAVE	05/12/2010	SETTLED- PARTIAL REMEDIES, OVERTIME POLICY FOR WORKSITE DRAFTED AND IMPLEMENTED

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-744-09	LEMLEM PAULOS, ARGUING/THREATENING COWORKER	DISCIPLINE	10/22/2010	SETTLED- PARTIAL REMEDIES, REVISED FINAL COUNSELING TO CLARIFY MISUNDERSTOOD TIGRINYAN PHRASE USED IN VERBAL ALTERCATION WITH COWORKER. INITIALLY CONSIDERED MUCH MORE SERIOUS THAN FINAL INTERPRETATION
WFSE-930-09	ROCHELLE HESS, WORKPLACE CONDUCT	DISCIPLINE	07/28/2011	SETTLED- PARTIAL REMEDIES, REVISED FINAL COUNSELING TO REMOVE REFERENCES TO SEXUAL CONVERSATIONS
WFSE-626-09	THOMAS PACOCHA, PROFESSIONAL CONDUCT	DISCIPLINE	04/26/2010	SETTLED- PARTIAL REMEDIES, REVISED FORMAL COUNSELING LANGUAGE WITH REMOVAL AFTER 2 YEARS
WFSE-598-09	JAWAID KHAWAZAK, VACATION DENIAL	ECONOMICS/LEAVE	03/04/2010	SETTLED- PARTIAL REMEDIES, STANDARD OPERATING PROCEDURE IN CONFLICT WITH CONTRACT LANGUAGE DISCONTINUED, FURTHER PROCESSING WITHDRAWN AFTER COUNCIL 28 REVIEW
WFSE-1009-09	LIGAYA HORSACK, AGE DISCRIMINATION	OTHER/DISCRIMINATION	11/08/2011	SETTLED- PARTIAL REMEDIES, STEWARD RESOLVED AT STEP 1 WITH WRITTEN APOLOGY AND MAINTAINING SCHEDULE FOR 1 YEAR. FURTHER PROCESSING WITHDRAWN AFTER COUNCIL 28 REVIEW
WFSE-750-09	ANNE MARIE CHASE, UNSAFE CONDUCT & INATTENTION TO DUTIES	DISCIPLINE	11/02/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL
WFSE-743-09	ROSALINDA HERRERA, HMC DISMISSAL PROCESS	DISCIPLINE	10/20/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL AND APPROVED ON REHIRE LIST FOR NON-UW MEDICINE POSITIONS
WFSE-743-09	ROSIE [ROSALINDA] HERRERA, TERMINATION	DISCIPLINE	10/20/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL AND APPROVED ON REHIRE LIST FOR NON-UW MEDICINE POSITIONS

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-860-09	SIMON NEGASH, CUSTOMER COMPLAINTS	DISCIPLINE	06/30/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL AND CLEAN RECORD, NO CONTEST FOR UNEMPLOYMENT. FURTHER PROCESSING WITHDRAWN AFTER COUNCIL 28 REVIEW
WFSE-724-09	BYRON TUDOR, FALSE WORK REPORTS TERM	DISCIPLINE	09/22/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL AND NO CONTEST FOR UNEMPLOYMENT
WFSE-681-09	JOSEPH CHYNOWETH, TACOMA TERMINATION	DISCIPLINE	07/23/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT
WFSE-836-09	JAMES WILSON, THREATENING BEHAVIOR	DISCIPLINE	04/29/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT
WFSE-940-09	ROBERT SLATTERY, SLEEPING AT WORK	DISCIPLINE	08/11/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT
WFSE-1011-09	SASHA ZAYTSEVA, TERMINATION GROUNDS	DISCIPLINE	11/22/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT
WFSE-1035-09	JIMMIE CALDWELL, HMC INAPPROP. TOUCHING	DISCIPLINE	12/08/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT
WFSE-720-09	ALAN DARBY, FALSE WORK REPORTS TERM	DISCIPLINE	09/17/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT AND NO CONTEST FOR UNEMPLOYMENT
WFSE POLICE MGMT 853-09	RAYMOND WITTMIER, UWPD	DISCIPLINE	06/02/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT EXCEEDING \$50,000, CLEAN PERSONNEL FILE, CONSOLIDATED CASES

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-603-09	JUAN GUZMAN, TIME SHEETS	DISCIPLINE	03/12/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT, CLEAN RECORD AND NO CONTEST FOR UNEMPLOYMENT
WFSE-629-09	ROBERT WILLIS, JOB ABANDONMENT	DISCIPLINE	05/05/2010	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT, CLEAN RECORD AND NO CONTEST FOR UNEMPLOYMENT
WFSE-835-09	DELRIACE NIBBS, HFS UNPROF. BEHAVIOR	DISCIPLINE	04/27/2011	SETTLED- RESIGNATION IN LIEU OF DISMISSAL WITH CASH SETTLEMENT, CLEAN RECORD AND NO CONTEST FOR UNEMPLOYMENT
WFSE-665-09	KATHERINE ROLLINS, MEMBER COMMUNICATION	DISCIPLINE	07/09/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-722-09	PHI NGUYEN, TERMINATION	DISCIPLINE	09/17/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-731-09	GINA PETERSON, UNPROFESSIONAL BEHAVIOR	DISCIPLINE	10/04/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-756-09	SUSAN HEBEL, HMC FALSIFYING PATIENT DOCUMENTATION	DISCIPLINE	11/24/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-780-09	MEHRETEAB GOITOM, CUSTODIAN FINAL COUNSELING	DISCIPLINE	01/11/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-801-09	JAIME SIEKERMAN, HMC POOR COMM. & UNPROF.	DISCIPLINE	02/17/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-803-09	BOUBACAR KONATE, HMC TERMINATION APPEAL	DISCIPLINE	02/18/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW

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WFSE-954-09	MICHAEL NERVIK, HMC TASER ACCUSATIONS	DISCIPLINE	09/01/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-969-09	JOSEFINA ESTRADA, UWMC TERMINATION	DISCIPLINE	09/26/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-607-09	KATHERINE ROLLINS, VACATION DENIAL	ECONOMICS/LEAVE	03/22/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-649-09	STEVE STAATS, SHARED LEAVE	ECONOMICS/LEAVE	06/02/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-654-09	DESIREE TAYLOR, CALL BACK SCHEDULING	ECONOMICS/LEAVE	06/07/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-1066-09	FARRIS HINTON, WAGE CUT	ECONOMICS/LEAVE	03/28/2012	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-701-09	DESIREE TAYLOR, PROMOTION AND RETALIATION	OTHER/HIRING	07/29/2010	WITHDRAWN- AFTER COUNCIL 28 REVIEW
WFSE-957-09	MICHAEL LYNNE, HMC SECURITY - IMPROPER PERF. EVAL.	DISCIPLINE	04/22/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW, DUE TO GRIEVANT REJECTION OF STEP 2 SETTLEMENT OFFER
WFSE-1040-09	MEHARY KIFLEMARIAM, UWMC ELECTRICIAN VACANCY	OTHER/HIRING	12/15/2011	WITHDRAWN- AFTER COUNCIL 28 REVIEW. FULL REMEDIES WERE GRANTED BY EMPLOYER OFFERING JOB BUT GRIEVANT DECLINED OFFER DUE TO POSITION'S DIFFERENT SCHEDULE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-770-09	MASON DANIELS, HMC TERMINATION GROUNDS	DISCIPLINE	12/13/2010	WITHDRAWN- AFTER LOCAL 1488 REVIEW
WFSE-945-09	EARLENE JAGANA, HMC DISCRIM. PROTECTED EMPLOYEES	OTHER/DISCRIMINATION	08/09/2011	WITHDRAWN- AFTER LOCAL 1488 REVIEW
WFSE-798-09	MISSILE HANKERSON, INCONSISTENT REPORTING	DISCIPLINE	02/04/2011	WITHDRAWN- AFTER STEP 1 MEETING
WFSE-953-09	JAY HERZMARK, UWMC CONTRACTING OUT [INDUSTRIAL HYGIENE CONSULTANT AT CHDD]	CONTRACTING	08/30/2011	WITHDRAWN- DUE TO GRIEVANT REQUEST
WFSE-726-09	KEONIL LEE, MISUSE OF RESOURCES	DISCIPLINE	09/24/2010	WITHDRAWN- DUE TO GRIEVANT REQUEST
WFSE-758-09	ASSEFAW HABTTIE, NON- COOPERATIVE, ARGUMENTATIVE	DISCIPLINE	11/18/2010	WITHDRAWN- DUE TO GRIEVANT REQUEST
WFSE-952-09	ALLYSON SARKIS, HFS TERMINATION	DISCIPLINE	08/29/2011	WITHDRAWN- DUE TO GRIEVANT REQUEST
WFSE-695-09	HILLARY LONG, LAYOFF SENIORITY	OTHER/LAYOFF	08/13/2010	WITHDRAWN- DUE TO GRIEVANT REQUEST
WFSE-939-09	FRANCES HALL, FINAL/FORMAL COUNSEL GROUNDS	DISCIPLINE	08/12/2011	WITHDRAWN- DUE TO GRIEVANT REQUEST, ELECTION OF REMEDIES/GRIEVANT PURSUED EEOC INVESTIGATION INSTEAD OF GRIEVANCE PROCESS
WFSE-1022-09	TIMOTHY MCGRATH, INSUB./THREAT. BEHAVIOR	DISCIPLINE	12/05/2011	WITHDRAWN- DUE TO GRIEVANT RESIGNATION

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-571-09	YVETTE BROWN	DISCIPLINE	01/25/2010	WITHDRAWN- DUE TO GRIEVANT RESIGNATION, AFTER EMPLOYEE RESIGNED IN WRITING
WFSE-612-09	ANNE MARIE CHASE, PROFESSIONAL BOUNDARIES	DISCIPLINE	04/09/2010	WITHDRAWN- DUE TO INFORMATION PROVIDED BY EMPLOYER
WFSE-1059-09	JANET [JANICE IN WFSE RECORDS] THOMAS, HMC SEXUAL HARRASSMENT	OTHER/DISCRIMINATION	02/14/2012	WITHDRAWN- DUE TO INFORMATION PROVIDED BY EMPLOYER
WFSE-1057-09	PAULA LUKASZEK, RELEASE TIME	OTHER/DISCRIMINATION	02/15/2012	WITHDRAWN- DUE TO INFORMATION PROVIDED BY EMPLOYER
WFSE-1067-09	PAULA LUKASZEK, RELEASE TIME	OTHER/DISCRIMINATION	02/29/2012	WITHDRAWN- DUE TO INFORMATION PROVIDED BY EMPLOYER
WFSE-753-09	SANDRA THAYIL, LOUNGE RULE CHANGE	OTHER/DISCRIMINATION	11/04/2010	WITHDRAWN- DUE TO NON-GRIEVABILITY, FILED TO PRESERVE TIMEFRAME, ISSUE GRIEVABILITY RESULTED IN WITHDRAWAL
WFSE-569-09	NINA THOMAS, LICENSE RENEWAL	DISCIPLINE	01/21/2010	WITHDRAWN- DUE TO NON-RESPONSE OF GRIEVANT
WFSE-737-09	GREG STILLWELL, TERMINATION	DISCIPLINE	06/20/2010	WITHDRAWN- DUE TO NON-RESPONSE OF GRIEVANT
WFSE-679-09	[AHMED] ABDULLAH AHMED, COUNSELING SCHEDULING	DISCIPLINE	06/23/2010	WITHDRAWN- DUE TO NON-RESPONSE OF GRIEVANT
WFSE-581-09	ROYAL FRANCOIS, UNSCHEDULED ABSENCES	DISCIPLINE	02/02/2010	WITHDRAWN- DUE TO NON-RESPONSE OF GRIEVANT, EMPLOYEE LATER RESIGNED

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-964-09	SEAN O'LAUGHLIN, MILITARY LEAVE	ECONOMICS/LEAVE	08/30/2011	WITHDRAWN- DUE TO REMEDY FULLY/PARTIALLY GRANTED BY EMPLOYER BEFORE STEP 2 MEETING
WFSE-808-09	SELAMAWIT GHEBRU, HMC FMLA LEAVE NOTICE	DISCIPLINE	02/18/2011	WITHDRAWN- DUE TO REMEDY FULLY/PARTIALLY GRANTED, REDUCED TO FORMAL COUNSELING, WITHDRAWN AFTER FINAL ALREADY REDUCED
WFSE-802-09	BRUCE AMUNDSON, SHEET METAL LEAD RECLASS.	ECONOMICS/LEAVE	01/17/2011	WITHDRAWN- DUE TO REMEDY FULLY/PARTIALLY GRANTED, STEWARD RESOLUTION BEFORE MEETING
WFSE-655-09	SAMUEL GELBER, OFM HEALTHCARE FUND	ECONOMICS/LEAVE	06/07/2010	WITHDRAWN- FILED AS PART OF LARGER STATEWIDE HEALTHCARE GRIEVANCE
WFSE-656-09	RAYMOND WITTMER, OFM HEALTHCARE FUND, UWPD	ECONOMICS/LEAVE	06/07/2010	WITHDRAWN- FILED AS PART OF LARGER STATEWIDE HEALTHCARE GRIEVANCE
WFSE-619-09	CONTRACTING OUT, LAMBORGHINI LAB	CONTRACTING	04/20/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED ON PROJECT EXCEEDING PUBLIC WORKS THRESHOLD
WFSE-672-09	DANIEL WOOD, CONTRACTING OUT	CONTRACTING	07/15/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-673-09	RANDY LOUGHNAN, MOORE HALL CONTRACTING	CONTRACTING	07/15/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-687-09	LEON NORTON, PAINT/CARPET CONTRACTING	CONTRACTING	07/28/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-736-09	BLAKELEY CONTRACTING OUT	CONTRACTING	08/23/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-735-09	MCMAHON CONTRACTING OUT	CONTRACTING	09/02/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-734-09	TERRY LANDER CONTRACTING OUT	CONTRACTING	09/07/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-792-09	PAULA LUKASZEK, C.O. ('GUGG')	CONTRACTING	10/22/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-796-09	PAULA LUKASZEK, C.O. ('STORES')	CONTRACTING	12/22/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-880-09	PAULA LUKASZEK, C.O. ('CUNNINGHAM')	CONTRACTING	12/22/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-909-09	PAULA LUKASZEK, C.O. ('PADDELFORD')	CONTRACTING	12/22/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-922-09	PAULA LUKASZEK, C.O. ('SURPLUS')	CONTRACTING	12/22/2010	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-893-09	PAULA LUKASZEK, C.O. ('KINCAID')	CONTRACTING	01/05/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-874-09	PAULA LUKASZEK, C.O. ('APL')	CONTRACTING	01/14/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-878-09	PAULA LUKASZEK, C.O. ('BIKESHELTER')	CONTRACTING	01/20/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-902-09	PAULA LUKASZEK, C.O. ('MORE')	CONTRACTING	01/20/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-890-09	PAULA LUKASZEK, C.O. ('KANE')	CONTRACTING	02/02/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-916-09	PAULA LUKASZEK, C.O. ('SOCIALWK')	CONTRACTING	02/02/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-879-09	PAULA LUKASZEK, C.O. ('COMMUNICATION')	CONTRACTING	02/09/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-918-09	PAULA LUKASZEK, C.O. ('SOFTBALL')	CONTRACTING	02/09/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-920-09	PAULA LUKASZEK, C.O. ('STORES')	CONTRACTING	02/09/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-903-09	PAULA LUKASZEK, C.O. ('MOREANNEX')	CONTRACTING	02/17/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-892-09	PAULA LUKASZEK, C.O. ('KANE')	CONTRACTING	02/18/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-877-09	PAULA LUKASZEK, C.O. ('BAGLEY')	CONTRACTING	02/25/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-906-09	PAULA LUKASZEK, C.O. ('NORDSTROM')	CONTRACTING	02/25/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-919-09	PAULA LUKESZEK, C.O. ('STEVENS COURT')	CONTRACTING	03/02/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-924-09	PAULA LUKASZEK, C.O. ('TRIANGLE')	CONTRACTING	03/02/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-886-09	PAULA LUKASZEK, C.O. ('GERB/SUZZ')	CONTRACTING	03/16/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-887-09	PAULA LUKASZEK, C.O. ('FSAB')	CONTRACTING	04/07/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-900-09	PAULA LUKASZEK, C.O. ('MILLER')	CONTRACTING	04/07/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-888-09	PAULA LUKASZEK, C.O. ('HAGG,HANSEE')	CONTRACTING	04/14/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-912-09	PAULA LUKASZEK, C.O. ('PLANTSVC')	CONTRACTING	04/18/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-884-09	PAULA LUKASZEK, C.O. ('FSAB')	CONTRACTING	04/21/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-885-09	PAULA LUKASZEK, C.O. ('GATES')	CONTRACTING	04/21/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-889-09	PAULA LUKASZEK, C.O. ('HECED')	CONTRACTING	04/21/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-875-09	PAULA LUKASZEK, C.O. ('ART')	CONTRACTING	04/29/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-881-09	PAULA LUKASZEK, C.O. ('DENNY')	CONTRACTING	04/29/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-895-09	PAULA LUKASZEK, C.O. (LEWISANNEX')	CONTRACTING	05/04/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-901-09	PAULA LUKASZEK, C.O. ('MILLER')	CONTRACTING	05/04/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-894-09	PAULA LUKASZEK, C.O. ('LEWIS')	CONTRACTING	05/11/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-921-09	PAULA LUKASZEK, C.O. ('STORES')	CONTRACTING	05/11/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-882-09	PAULA LUKASZEK, C.O. ('DENNY')	CONTRACTING	05/12/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-911-09	PAULA LUKASZEK, C.O. ('PARRINGTON')	CONTRACTING	05/12/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-913-09	PAULA LUKASZEK, C.O. ('RAITT')	CONTRACTING	05/12/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-908-09	PAULA LUKASZEK, C.O. ('OCEANSCIE')	CONTRACTING	05/18/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-896-09	PAULA LUKASZEK, C.O. ('MACKENZIE')	CONTRACTING	06/03/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-904-09	PAULA LUKASZEK, C.O. ('NORTHLAKE')	CONTRACTING	06/03/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-914-09	PAULA LUKASZEK, C.O. ('RAITT')	CONTRACTING	06/03/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-883-09	PAULA LUKASZEK, C.O. ('DRUMHELLER')	CONTRACTING	06/08/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-876-09	PAULA LUKASZEK, C.O. ('ART')	CONTRACTING	06/09/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-905-09	PAULA LUKASZEK, C.O. ('NORDSTROM')	CONTRACTING	06/09/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-917-09	PAULA LUKASZEK, SOCIAL WORK CONTRACTING OUT	CONTRACTING	06/16/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-915-09	PAULA LUKASZEK, CONTRACTING OUT	CONTRACTING	11/09/2011	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE
WFSE-1058-09	PAULA LUKASZEK, CONTRACTING OUT	CONTRACTING	02/01/2012	WITHDRAWN- FILED DUE TO EMPLOYER'S FAILURE TO PROVIDE NOTICE AND REASONS FOR CONTRACTING, AND IN PRESERVATION OF TIMEFRAME. WITHDRAWN AFTER INFORMATION PROVIDED, DESPITE FACT THAT CASE COULD HAVE CONTINUED DUE TO LACK OF NOTICE

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-819-09	ROBIN JACKSON, HMC CONTACT CENTER	DISCIPLINE	01/31/2011	OTHER- GRIEVANCE WAS PENDING OUTCOME OF CALL CENTER UNFAIR LABOR PRACTICE DECISIONS. PERC ULTIMATELY HELD ELECTION, RESULTING IN WFSE NO LONGER RETAINING CERTIFICATION AS EMPLOYEES' EXCLUSIVE BARGAINING REPRESENTATIVE. GRIEVANT NO LONGER EMPLOYED.
WFSE-752-09	SHINELLE STILLS, DENIED PROMO. HMC CONTACT CENTER	OTHER/HIRING	11/04/2010	OTHER- GRIEVANCE WAS PENDING OUTCOME OF CALL CENTER UNFAIR LABOR PRACTICE DECISIONS. PERC ULTIMATELY HELD ELECTION, RESULTING IN WFSE NO LONGER RETAINING CERTIFICATION AS EMPLOYEES' EXCLUSIVE BARGAINING REPRESENTATIVE. GRIEVANT NO LONGER EMPLOYED.
WFSE-749-09	NICOLE KENNEDY, OUT SICK & ATTENDED MEETING SAME DAY	DISCIPLINE	11/02/2010	OTHER- GRIEVANCE WAS PENDING OUTCOME OF UNFAIR LABOR PRACTICE DECISION. EMPLOYER APPEALED CASE TO FULL COMMISSION WHICH REMANDED BACK IT TO HEARING EXAMINER. HEARING EXAMINER DECISION ON 07/31/2013 ORDERED EMPLOYER TO REMOVE DISCIPLINE FROM GRIEVANT'S PERSONNEL FILE. GRIEVANT NO LONGER EMPLOYED.
WFSE-615-09	POLICE HOLIDAY OVERTIME	ECONOMICS/LEAVE	02/02/2010	OTHER- NO RECORD/UNABLE TO LOCATE CASE FILES.
WFSE-574-09	FOOD SERVICE HIRE	OTHER/HIRING	02/01/2010	OTHER- NO RECORD/UNABLE TO LOCATE CASE FILES.
WFSE-652-09	PAUL BENTSON, PROMOTION	OTHER/HIRING	06/17/2010	OTHER- NO RECORD/UNABLE TO LOCATE CASE FILES. HOWEVER, WFSE STAFF STATES GRIEVANT'S UW HIRES PROFILE NOT UPDATED AND DEEMED UNQUALIFIED

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-648-09	PIERRE HUMPHREY, CLEANING SMELLS	OTHER/SAFETY	05/26/2010	OTHER- NO RECORD/UNABLE TO LOCATE CASE FILES. HOWEVER, WFSE STAFF STATES THAT COMPLAINT FILED WITH LABOR & INDUSTRIES. PERSONAL PROTECTIVE EQUIPMENT VIOLATIONS FOUND, SANCTIONS IMPOSED AND EYE WASHED STATIONS PURCHASED
WFSE-697-09	ROBIN JACKSON, ABSENCE COUNSELING	DISCIPLINE	08/13/2010	OTHER- NO RECORD/UNABLE TO LOCATE CASE FILES. OUTCOME OF CALL CENTER UNFAIR LABOR PRACTICE DECISION LED TO PERC HOLDING ELECTION. RESULTED IN WFSE NO LONGER RETAINING CERTIFICATION AS EMPLOYEES' EXCLUSIVE BARGAINING REPRESENTATIVE. GRIEVANT NO LONGER EMPLOYED.
WFSE-926-09	PAULA LUKASZEK, C.O. ('UFB')	CONTRACTING	11/09/2010	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM
WFSE-899-09	PAULA LUKASZEK, C.O. ('MILLER')	CONTRACTING	12/08/2010	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM
WFSE-925-09	PAULA LUKASZEK, C.O. ('TUNNEL')	CONTRACTING	12/08/2010	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM

GRIEVANCE	DESCRIPTION	WFSE TYPE	DATE FILED	WFSE OUTCOME
WFSE-907-09	PAULA LUKASZEK, C.O. (OCEANTEACH)	CONTRACTING	01/05/2011	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM
WFSE-897-09	PAULA LUKASZEK, C.O. (MCCARTY)	CONTRACTING	01/20/2011	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM
WFSE-891-09	PAULA LUKASZEK, C.O. (HSFWING)	CONTRACTING	03/02/2011	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM
WFSE-910-09	PAULA LUKASZEK, C.O. (PADDELFORD)	CONTRACTING	05/18/2011	OTHER- NOTICE SYSTEM DEVELOPED BY UNION & EMPLOYER RE: NOTICE AND INFORMATION OF CONTRACTING PROJECTS. SYSTEM IMPLEMENTED IN JANUARY 2013, WITH REVIEW CIRCA APRIL. CASES HELD IN ABEYANCE PENDING REVIEW OF NEW NOTICE SYSTEM

APPENDIX B – TABLE OF WFSE CUSTODIAL STAFFING DATA

YEAR	UW COUNT OF FTEs ¹⁰⁰	WFSE COUNT OF FILLED FTEs ¹⁰¹
2005	No Data Listed	268
2006	316	275
2007	315	278
2008	331	286
2009	326	289
2010	287	277
2011	279	218
2012	273	223
2013	No Data Listed	236

¹⁰⁰ Data based on UW Finance & Facilities Fiscal Year 2014 Budget Submission, Page C-53:

<http://opb.washington.edu/sites/default/files/opb/Budget/Narratives/2014-208-FinanceFacilitiesBudgetSubmission.pdf>

¹⁰¹ Data based on two public records requests PR-2010-00415 and PR-2012-00373, as well as two information requests submitted to Labor Relations on July 13, 2011 and April 22, 2013.

APPENDIX C – PAY DISPARITY DATA

JOB CLASSIFICATION	WFSE STEP AMNT	SEIU STEP AMNT	#MB RS PER STEP	AV MNT H APPT TERM ₁	AV FTE DECIML % ²	YEAR 1 WFSE SALARIES ³	YEAR 1 SEIU SALARIES ³	YEAR 1 PARITY COST	YEAR 1 WITH BENEFITS AT 37.70%
CAMPUS SECURITY OFFICER	\$41,002	\$41,404	40	9.83	99.54%	\$1,401,701	\$1,415,539	\$13,838	\$19,055
CARDIAC MONITOR TECHNICIAN	\$36,404	\$36,760	7	11.50	87.00%	\$204,381	\$206,412	\$2,030	\$2,796
CASHIER 1	\$30,234	\$30,531	6	12.00	83.33%	\$170,034	\$171,699	\$1,665	\$2,293
DIETARY UNIT CLERK	\$44,644	\$45,080	21	11.40	100.00%	\$643,311	\$649,707	\$6,396	\$8,807
ELECTROCARDIOGRAPH TECHNICIAN 2	\$55,016	\$55,556	2	12.00	100.00%	\$82,200	\$83,004	\$804	\$1,107
FISCAL TECHNICIAN 2	\$33,164	\$33,490	3	12.00	100.00%	\$104,730	\$105,768	\$1,038	\$1,429
HOSPITAL DENTISTRY ASSISTANT SPECIALIST	\$71,983	\$72,691	4	12.00	70.00%	\$153,422	\$154,930	\$1,507	\$2,075
MEDICAL ASSISTANT	\$37,271	\$37,636	92	11.76	93.44%	\$2,921,873	\$2,950,430	\$28,557	\$39,323
MEDICAL TRANSCRIPTIONIST 1	\$50,306	\$50,797	1	12.00	100.00%	\$36,450	\$36,810	\$360	\$496
OFFICE ASSISTANT 2	\$30,234	\$30,531	1	12.00	62.50%	\$19,275	\$19,463	\$188	\$258
OFFICE ASSISTANT 3	\$32,405	\$32,724	4	12.00	100.00%	\$137,040	\$138,384	\$1,344	\$1,851
ORTHOPAEDIC TECHNICIAN II	\$69,867	\$70,553	7	11.16	98.13%	\$268,323	\$270,963	\$2,641	\$3,636
PATIENT SERVICES SPECIALIST 1-TRAINEE	\$34,743	\$35,083	38	9.27	84.42%	\$742,278	\$749,516	\$7,239	\$9,968
PATIENT SERVICES SPECIALIST 2	\$37,271	\$37,636	215	9.52	95.22%	\$7,080,446	\$7,149,570	\$69,124	\$95,184
PATIENT SERVICES SPECIALIST 3	\$39,083	\$39,466	16	10.96	100.00%	\$563,826	\$569,370	\$5,544	\$7,634
PATIENT SERVICES SPECIALIST LEAD	\$44,097	\$44,529	7	12.00	99.00%	\$304,507	\$307,472	\$2,965	\$4,083
PROGRAM ASSISTANT	\$35,561	\$35,909	2	11.00	100.00%	\$68,970	\$69,652	\$682	\$939
PROGRAM COORDINATOR	\$40,034	\$40,426	7	12.00	97.92%	\$284,892	\$287,628	\$2,736	\$3,767
RESEARCH TECHNOLOGIST 2- BIOENGINEERING ONLY	\$40,034	\$40,426	2	12.00	100.00%	\$85,176	\$85,992	\$816	\$1,124
RESPIRATORY CARE ASSISTANT	\$60,480	\$61,684	1	12.00	100.00%	\$45,576	\$46,488	\$912	\$1,256
SECRETARY	\$33,946	\$34,279	3	12.00	66.67%	\$71,855	\$72,551	\$696	\$958
SECRETARY SENIOR	\$36,404	\$36,760	1	12.00	50.00%	\$19,278	\$19,470	\$192	\$264
SPECIMEN PROCESSING TECHNICIAN	\$50,306	\$50,797	20	9.53	84.42%	\$393,837	\$398,584	\$4,747	\$6,536
SPECIMEN PROCESSING TECHNICIAN LEAD	\$56,682	\$57,236	4	6.00	100.00%	\$75,660	\$76,404	\$744	\$1,024
SURGICAL TECHNOLOGIST	\$75,301	\$76,035	46	12.00	92.03%	\$2,151,644	\$2,172,607	\$20,962	\$28,865
TELEPHONE COMMUNICATIONS OPERATOR- HOSPITAL	\$43,762	\$44,194	14	11.38	90.50%	\$410,464	\$414,719	\$4,255	\$5,859
TOTALS	N/A	N/A	564	11.20	90.54%	\$18,441,150	\$18,623,132	\$181,982	\$250,589

JOB CLASSIFICATION	YEAR 2 WFSE SALARIES ³	YEAR 2 SEIU SALARIES ₃	YEAR 2 PARITY COST	YEAR 2 WITH BENEFITS AT 35.12%	YEAR 3 WFSE SALARIES ³	YEAR 3 SEIU SALARIES ³	YEAR 3 PARITY COST	YEAR 3 WITH BENEFITS AT 35.12%
CAMPUS SECURITY OFFICER	\$1,417,923	\$1,431,962	\$14,038	\$18,968	\$1,429,869	\$1,444,022	\$14,153	\$19,124
CARDIAC MONITOR TECHNICIAN	\$206,034	\$208,086	\$2,052	\$2,773	\$206,034	\$208,086	\$2,052	\$2,773
CASHIER 1	\$172,029	\$173,712	\$1,683	\$2,274	\$174,114	\$175,809	\$1,695	\$2,290
DIETARY UNIT CLERK	\$656,712	\$663,108	\$6,396	\$8,642	\$675,018	\$681,594	\$6,576	\$8,885
ELECTROCARDIOGRAPH TECHNICIAN 2	\$82,794	\$83,604	\$810	\$1,094	\$85,260	\$86,094	\$834	\$1,127
FISCAL TECHNICIAN 2	\$105,120	\$106,164	\$1,044	\$1,411	\$105,120	\$106,164	\$1,044	\$1,411
HOSPITAL DENTISTRY ASSISTANT SPECIALIST	\$157,349	\$158,894	\$1,546	\$2,088	\$157,349	\$158,894	\$1,546	\$2,088
MEDICAL ASSISTANT	\$3,002,609	\$3,031,934	\$29,325	\$39,624	\$3,070,078	\$3,100,048	\$29,970	\$40,495
MEDICAL TRANSCRIPTIONIST 1	\$38,682	\$39,060	\$378	\$511	\$39,252	\$39,636	\$384	\$519
OFFICE ASSISTANT 2	\$19,973	\$20,168	\$195	\$263	\$19,973	\$20,168	\$195	\$263
OFFICE ASSISTANT 3	\$137,040	\$138,384	\$1,344	\$1,816	\$137,040	\$138,384	\$1,344	\$1,816
ORTHOPAEDIC TECHNICIAN II	\$274,669	\$277,352	\$2,683	\$3,625	\$282,975	\$285,776	\$2,801	\$3,784
PATIENT SERVICES SPECIALIST 1-TRAINEE	\$770,877	\$778,422	\$7,545	\$10,195	\$793,481	\$801,263	\$7,782	\$10,515
PATIENT SERVICES SPECIALIST 2	\$7,236,043	\$7,306,805	\$70,762	\$95,614	\$7,347,686	\$7,419,237	\$71,551	\$96,679
PATIENT SERVICES SPECIALIST 3	\$570,138	\$575,736	\$5,598	\$7,564	\$575,220	\$580,878	\$5,658	\$7,645
PATIENT SERVICES SPECIALIST LEAD	\$313,388	\$316,446	\$3,058	\$4,132	\$320,408	\$323,525	\$3,117	\$4,212
PROGRAM ASSISTANT	\$68,970	\$69,652	\$682	\$922	\$68,970	\$69,652	\$682	\$922
PROGRAM COORDINATOR	\$286,920	\$289,674	\$2,754	\$3,721	\$287,460	\$290,214	\$2,754	\$3,721
RESEARCH TECHNOLOGIST 2- BIOENGINEERING ONLY	\$85,176	\$85,992	\$816	\$1,103	\$85,176	\$85,992	\$816	\$1,103
RESPIRATORY CARE ASSISTANT	\$45,576	\$46,488	\$912	\$1,232	\$45,576	\$46,488	\$912	\$1,232
SECRETARY	\$71,855	\$72,551	\$696	\$940	\$71,855	\$72,551	\$696	\$940
SECRETARY SENIOR	\$19,278	\$19,470	\$192	\$259	\$19,278	\$19,470	\$192	\$259
SPECIMEN PROCESSING TECHNICIAN	\$407,647	\$411,632	\$3,985	\$5,384	\$414,210	\$418,265	\$4,055	\$5,479
SPECIMEN PROCESSING TECHNICIAN LEAD	\$77,364	\$78,120	\$756	\$1,022	\$79,692	\$80,472	\$780	\$1,054
SURGICAL TECHNOLOGIST	\$2,208,138	\$2,229,671	\$21,533	\$29,095	\$2,247,903	\$2,269,768	\$21,865	\$29,543
TELEPHONE COMMUNICATIONS OPERATOR- HOSPITAL	\$419,026	\$423,558	\$4,532	\$6,124	\$419,922	\$424,498	\$4,576	\$6,183
TOTALS	\$18,851,330	\$19,036,644	\$185,315	\$250,397	\$19,158,919	\$19,346,946	\$188,028	\$254,063

JOB CLASSIFICATION	YEAR 4 WFSE SALARIES 3	YEAR 4 SEIU SALARIES 3	YEAR 4 PARITY COST	YEAR 4 WITH BENEFITS AT 35.12%	YEAR 5 WFSE SALARIES 3	YEAR 5 SEIU SALARIES 3	YEAR 5 PARITY COST	YEAR 5 WITH BENEFITS AT 35.12%
CAMPUS SECURITY OFFICER	\$1,440,998	\$1,455,243	\$14,245	\$19,248	\$1,450,849	\$1,465,213	\$14,364	\$19,408
CARDIAC MONITOR TECHNICIAN	\$206,034	\$208,086	\$2,052	\$2,773	\$206,034	\$208,086	\$2,052	\$2,773
CASHIER 1	\$175,200	\$176,910	\$1,710	\$2,311	\$175,758	\$177,474	\$1,716	\$2,319
DIETARY UNIT CLERK	\$693,210	\$699,924	\$6,714	\$9,072	\$707,118	\$713,958	\$6,840	\$9,242
ELECTROCARDIOGRAPH TECHNICIAN 2	\$85,896	\$86,736	\$840	\$1,135	\$85,896	\$86,736	\$840	\$1,135
FISCAL TECHNICIAN 2	\$105,120	\$106,164	\$1,044	\$1,411	\$105,120	\$106,164	\$1,044	\$1,411
HOSPITAL DENTISTRY ASSISTANT SPECIALIST	\$157,349	\$158,894	\$1,546	\$2,088	\$157,349	\$158,894	\$1,546	\$2,088
MEDICAL ASSISTANT	\$3,127,802	\$3,158,325	\$30,523	\$41,243	\$3,166,720	\$3,197,577	\$30,857	\$41,694
MEDICAL TRANSCRIPTIONIST 1	\$39,252	\$39,636	\$384	\$519	\$39,252	\$39,636	\$384	\$519
OFFICE ASSISTANT 2	\$19,973	\$20,168	\$195	\$263	\$19,973	\$20,168	\$195	\$263
OFFICE ASSISTANT 3	\$137,040	\$138,384	\$1,344	\$1,816	\$137,040	\$138,384	\$1,344	\$1,816
ORTHOPAEDIC TECHNICIAN II	\$290,695	\$293,563	\$2,868	\$3,876	\$295,829	\$298,743	\$2,914	\$3,938
PATIENT SERVICES SPECIALIST 1-TRAINEE	\$811,273	\$819,209	\$7,936	\$10,723	\$820,512	\$828,547	\$8,035	\$10,857
PATIENT SERVICES SPECIALIST 2	\$7,373,819	\$7,445,503	\$71,684	\$96,859	\$7,380,606	\$7,452,340	\$71,734	\$96,927
PATIENT SERVICES SPECIALIST 3	\$579,132	\$584,820	\$5,688	\$7,686	\$581,112	\$586,824	\$5,712	\$7,718
PATIENT SERVICES SPECIALIST LEAD	\$323,816	\$326,957	\$3,140	\$4,243	\$324,410	\$327,557	\$3,146	\$4,251
PROGRAM ASSISTANT	\$68,970	\$69,652	\$682	\$922	\$68,970	\$69,652	\$682	\$922
PROGRAM COORDINATOR	\$287,460	\$290,214	\$2,754	\$3,721	\$287,460	\$290,214	\$2,754	\$3,721
RESEARCH TECHNOLOGIST 2- BIOENGINEERING ONLY	\$85,176	\$85,992	\$816	\$1,103	\$85,176	\$85,992	\$816	\$1,103
RESPIRATORY CARE ASSISTANT	\$45,576	\$46,488	\$912	\$1,232	\$45,576	\$46,488	\$912	\$1,232
SECRETARY	\$71,855	\$72,551	\$696	\$940	\$71,855	\$72,551	\$696	\$940
SECRETARY SENIOR	\$19,278	\$19,470	\$192	\$259	\$19,278	\$19,470	\$192	\$259
SPECIMEN PROCESSING TECHNICIAN	\$419,999	\$424,098	\$4,099	\$5,539	\$426,849	\$431,019	\$4,170	\$5,635
SPECIMEN PROCESSING TECHNICIAN LEAD	\$81,498	\$82,296	\$798	\$1,078	\$84,648	\$85,476	\$828	\$1,119
SURGICAL TECHNOLOGIST	\$2,276,908	\$2,299,051	\$22,144	\$29,920	\$2,301,775	\$2,324,192	\$22,417	\$30,290
TELEPHONE COMMUNICATIONS OPERATOR- HOSPITAL	\$419,922	\$424,498	\$4,576	\$6,183	\$419,922	\$424,498	\$4,576	\$6,183
TOTALS	\$19,343,251	\$19,532,832	\$189,582	\$256,163	\$19,465,087	\$19,655,853	\$190,766	\$257,763

JOB CLASSIFICATION	YEAR 6 WFSE SALARIES ³	YEAR 6 SEIU SALARIES ³	YEAR 6 PARITY COST	YEAR 6 WITH BENEFITS AT 35.12%	YEAR 7 WFSE SALARIES ³	YEAR 7 SEIU SALARIES ³	YEAR 7 PARITY COST	YEAR 7 WITH BENEFITS AT 35.12%
CAMPUS SECURITY OFFICER	\$1,453,625	\$1,468,037	\$14,412	\$19,474	\$1,453,625	\$1,468,037	\$14,412	\$19,474
CARDIAC MONITOR TECHNICIAN	\$206,034	\$208,086	\$2,052	\$2,773	\$206,034	\$208,086	\$2,052	\$2,773
CASHIER 1	\$175,758	\$177,474	\$1,716	\$2,319	\$175,758	\$177,474	\$1,716	\$2,319
DIETARY UNIT CLERK	\$712,620	\$719,496	\$6,876	\$9,291	\$714,138	\$721,026	\$6,888	\$9,307
ELECTROCARDIOGRAPH TECHNICIAN 2	\$85,896	\$86,736	\$840	\$1,135	\$85,896	\$86,736	\$840	\$1,135
FISCAL TECHNICIAN 2	\$105,120	\$106,164	\$1,044	\$1,411	\$105,120	\$106,164	\$1,044	\$1,411
HOSPITAL DENTISTRY ASSISTANT SPECIALIST	\$157,349	\$158,894	\$1,546	\$2,088	\$157,349	\$158,894	\$1,546	\$2,088
MEDICAL ASSISTANT	\$3,186,181	\$3,217,173	\$30,992	\$41,877	\$3,189,301	\$3,220,293	\$30,992	\$41,877
MEDICAL TRANSCRIPTIONIST 1	\$39,252	\$39,636	\$384	\$519	\$39,252	\$39,636	\$384	\$519
OFFICE ASSISTANT 2	\$19,973	\$20,168	\$195	\$263	\$19,973	\$20,168	\$195	\$263
OFFICE ASSISTANT 3	\$137,040	\$138,384	\$1,344	\$1,816	\$137,040	\$138,384	\$1,344	\$1,816
ORTHOPAEDIC TECHNICIAN II	\$306,540	\$309,564	\$3,024	\$4,086	\$308,662	\$311,718	\$3,056	\$4,129
PATIENT SERVICES SPECIALIST 1- TRAINEE	\$824,144	\$832,216	\$8,072	\$10,907	\$824,144	\$832,216	\$8,072	\$10,907
PATIENT SERVICES SPECIALIST 2	\$7,384,613	\$7,456,382	\$71,769	\$96,974	\$7,385,453	\$7,457,222	\$71,769	\$96,974
PATIENT SERVICES SPECIALIST 3	\$581,112	\$586,824	\$5,712	\$7,718	\$581,112	\$586,824	\$5,712	\$7,718
PATIENT SERVICES SPECIALIST LEAD	\$324,410	\$327,557	\$3,146	\$4,251	\$324,410	\$327,557	\$3,146	\$4,251
PROGRAM ASSISTANT	\$68,970	\$69,652	\$682	\$922	\$68,970	\$69,652	\$682	\$922
PROGRAM COORDINATOR	\$287,460	\$290,214	\$2,754	\$3,721	\$287,460	\$290,214	\$2,754	\$3,721
RESEARCH TECHNOLOGIST 2- BIOENGINEERING ONLY	\$85,176	\$85,992	\$816	\$1,103	\$85,176	\$85,992	\$816	\$1,103
RESPIRATORY CARE ASSISTANT	\$45,576	\$46,488	\$912	\$1,232	\$45,576	\$46,488	\$912	\$1,232
SECRETARY	\$71,855	\$72,551	\$696	\$940	\$71,855	\$72,551	\$696	\$940
SECRETARY SENIOR	\$19,278	\$19,470	\$192	\$259	\$19,278	\$19,470	\$192	\$259
SPECIMEN PROCESSING TECHNICIAN	\$433,816	\$438,059	\$4,243	\$5,733	\$441,061	\$445,383	\$4,323	\$5,841
SPECIMEN PROCESSING TECHNICIAN LEAD	\$87,822	\$88,680	\$858	\$1,159	\$88,464	\$89,328	\$864	\$1,167
SURGICAL TECHNOLOGIST	\$2,320,138	\$2,342,728	\$22,590	\$30,524	\$2,346,268	\$2,369,125	\$22,858	\$30,885
TELEPHONE COMMUNICATIONS OPERATOR-HOSPITAL	\$419,922	\$424,498	\$4,576	\$6,183	\$419,922	\$424,498	\$4,576	\$6,183
TOTALS	\$19,539,681	\$19,731,124	\$191,443	\$258,677	\$19,581,297	\$19,773,137	\$191,840	\$259,214

JOB CLASSIFICATION	YEAR 8 WFSE SALARIES ³	YEAR 8 SEIU SALARIES ³	YEAR 8 PARITY COST	YEAR 8 WITH BENEFITS AT 35.12%	YEAR 9 WFSE SALARIES ³	YEAR 9 SEIU SALARIES ³	YEAR 9 PARITY COST	YEAR 9 WITH BENEFITS AT 35.12%
CAMPUS SECURITY OFFICER	\$1,453,625	\$1,468,037	\$14,412	\$19,474	\$1,453,625	\$1,468,037	\$14,412	\$19,474
CARDIAC MONITOR TECHNICIAN	\$206,034	\$208,086	\$2,052	\$2,773	\$206,034	\$208,086	\$2,052	\$2,773
CASHIER 1	\$175,758	\$177,474	\$1,716	\$2,319	\$175,758	\$177,474	\$1,716	\$2,319
DIETARY UNIT CLERK	\$714,138	\$721,026	\$6,888	\$9,307	\$714,138	\$721,026	\$6,888	\$9,307
ELECTROCARDIOGRAPH TECHNICIAN 2	\$85,896	\$86,736	\$840	\$1,135	\$85,896	\$86,736	\$840	\$1,135
FISCAL TECHNICIAN 2	\$105,120	\$106,164	\$1,044	\$1,411	\$105,120	\$106,164	\$1,044	\$1,411
HOSPITAL DENTISTRY ASSISTANT SPECIALIST	\$157,349	\$158,894	\$1,546	\$2,088	\$157,349	\$158,894	\$1,546	\$2,088
MEDICAL ASSISTANT	\$3,189,301	\$3,220,293	\$30,992	\$41,877	\$3,189,301	\$3,220,293	\$30,992	\$41,877
MEDICAL TRANSCRIPTIONIST 1	\$39,252	\$39,636	\$384	\$519	\$39,252	\$39,636	\$384	\$519
OFFICE ASSISTANT 2	\$19,973	\$20,168	\$195	\$263	\$19,973	\$20,168	\$195	\$263
OFFICE ASSISTANT 3	\$137,040	\$138,384	\$1,344	\$1,816	\$137,040	\$138,384	\$1,344	\$1,816
ORTHOPAEDIC TECHNICIAN II	\$308,662	\$311,718	\$3,056	\$4,129	\$308,662	\$311,718	\$3,056	\$4,129
PATIENT SERVICES SPECIALIST 1-TRAINEE	\$824,144	\$832,216	\$8,072	\$10,907	\$824,144	\$832,216	\$8,072	\$10,907
PATIENT SERVICES SPECIALIST 2	\$7,385,453	\$7,457,222	\$71,769	\$96,974	\$7,385,453	\$7,457,222	\$71,769	\$96,974
PATIENT SERVICES SPECIALIST 3	\$581,112	\$586,824	\$5,712	\$7,718	\$581,112	\$586,824	\$5,712	\$7,718
PATIENT SERVICES SPECIALIST LEAD	\$324,410	\$327,557	\$3,146	\$4,251	\$324,410	\$327,557	\$3,146	\$4,251
PROGRAM ASSISTANT	\$68,970	\$69,652	\$682	\$922	\$68,970	\$69,652	\$682	\$922
PROGRAM COORDINATOR	\$287,460	\$290,214	\$2,754	\$3,721	\$287,460	\$290,214	\$2,754	\$3,721
RESEARCH TECHNOLOGIST 2- BIOENGINEERING ONLY	\$85,176	\$85,992	\$816	\$1,103	\$85,176	\$85,992	\$816	\$1,103
RESPIRATORY CARE ASSISTANT	\$45,576	\$46,488	\$912	\$1,232	\$45,576	\$46,488	\$912	\$1,232
SECRETARY	\$71,855	\$72,551	\$696	\$940	\$71,855	\$72,551	\$696	\$940
SECRETARY SENIOR	\$19,278	\$19,470	\$192	\$259	\$19,278	\$19,470	\$192	\$259
SPECIMEN PROCESSING TECHNICIAN	\$445,275	\$449,632	\$4,357	\$5,888	\$445,701	\$450,061	\$4,360	\$5,892
SPECIMEN PROCESSING TECHNICIAN LEAD	\$88,464	\$89,328	\$864	\$1,167	\$88,464	\$89,328	\$864	\$1,167
SURGICAL TECHNOLOGIST	\$2,380,810	\$2,403,991	\$23,182	\$31,323	\$2,398,936	\$2,422,267	\$23,332	\$31,526
TELEPHONE COMMUNICATIONS OPERATOR-HOSPITAL	\$419,922	\$424,498	\$4,576	\$6,183	\$419,922	\$424,498	\$4,576	\$6,183
TOTALS	\$19,620,054	\$19,812,252	\$192,199	\$259,699	\$19,638,606	\$19,830,957	\$192,352	\$259,905

JOB CLASSIFICATION	YEAR 10 WFSE SALARIES 3	YEAR 10 SEIU SALARIES 3	YEAR 10 PARITY COST	YEAR 10 WITH BENEFITS AT 35.12%
CAMPUS SECURITY OFFICER	\$1,453,625	\$1,468,037	\$14,412	\$19,474
CARDIAC MONITOR TECHNICIAN	\$206,034	\$208,086	\$2,052	\$2,773
CASHIER 1	\$175,758	\$177,474	\$1,716	\$2,319
DIETARY UNIT CLERK	\$714,138	\$721,026	\$6,888	\$9,307
ELECTROCARDIOGRAPH TECHNICIAN 2	\$85,896	\$86,736	\$840	\$1,135
FISCAL TECHNICIAN 2	\$105,120	\$106,164	\$1,044	\$1,411
HOSPITAL DENTISTRY ASSISTANT SPECIALIST	\$157,349	\$158,894	\$1,546	\$2,088
MEDICAL ASSISTANT	\$3,189,301	\$3,220,293	\$30,992	\$41,877
MEDICAL TRANSCRIPTIONIST 1	\$39,252	\$39,636	\$384	\$519
OFFICE ASSISTANT 2	\$19,973	\$20,168	\$195	\$263
OFFICE ASSISTANT 3	\$137,040	\$138,384	\$1,344	\$1,816
ORTHOPAEDIC TECHNICIAN II	\$308,662	\$311,718	\$3,056	\$4,129
PATIENT SERVICES SPECIALIST 1-TRAINEE	\$824,144	\$832,216	\$8,072	\$10,907
PATIENT SERVICES SPECIALIST 2	\$7,385,453	\$7,457,222	\$71,769	\$96,974
PATIENT SERVICES SPECIALIST 3	\$581,112	\$586,824	\$5,712	\$7,718
PATIENT SERVICES SPECIALIST LEAD	\$324,410	\$327,557	\$3,146	\$4,251
PROGRAM ASSISTANT	\$68,970	\$69,652	\$682	\$922
PROGRAM COORDINATOR	\$287,460	\$290,214	\$2,754	\$3,721
RESEARCH TECHNOLOGIST 2-BIOENGINEERING ONLY	\$85,176	\$85,992	\$816	\$1,103
RESPIRATORY CARE ASSISTANT	\$45,576	\$46,488	\$912	\$1,232
SECRETARY	\$71,855	\$72,551	\$696	\$940
SECRETARY SENIOR	\$19,278	\$19,470	\$192	\$259
SPECIMEN PROCESSING TECHNICIAN	\$445,701	\$450,061	\$4,360	\$5,892
SPECIMEN PROCESSING TECHNICIAN LEAD	\$88,464	\$89,328	\$864	\$1,167
SURGICAL TECHNOLOGIST	\$2,401,456	\$2,424,805	\$23,350	\$31,550
TELEPHONE COMMUNICATIONS OPERATOR- HOSPITAL	\$419,922	\$424,498	\$4,576	\$6,183
TOTALS	\$19,641,126	\$19,833,495	\$192,370	\$259,930

APPENDIX D – COMPLETE WFSE BARGAINING UNIT REPORT ¹⁰²

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
ALCOHOLISM THERAPIST 1	5021	R	100	ACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4591	M	100	ACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4324	J	100	INACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4324	I	100	ACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4324	I	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
ALCOHOLISM THERAPIST 1	4324	H	100	ACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4198	G	100	ACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4074	F	100	ACTIVE	12	ACTIVE
ALCOHOLISM THERAPIST 1	4074	F	100	ACTIVE	12	ACTIVE
ANESTHESIOLOGY TECHNICIAN 1	3271	S	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7863	OFF	100	INACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7863	OFF	100	INACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7314	L	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7314	L	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7314	L	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7314	L	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	7314	L	100	INACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	6792	I	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	6792	I	100	ACTIVE	12	ACTIVE
CAMPUS POLICE LIEUTENANT	6792	I	100	ACTIVE	12	ACTIVE
CAMPUS POLICE SERGEANT	6792	OFF	100	INACTIVE	12	ACTIVE
CAMPUS POLICE SERGEANT	6360	OFF	100	INACTIVE	12	ACTIVE
CAMPUS POLICE SERGEANT	6792	OFF	100	INACTIVE	0	ACTIVE

¹⁰² Appendix D is a consolidated version of the UW's "LRO0005-UnionMembershipPaycycleReport" Excel spreadsheet, submitted to WFSE on August 31, 2012

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3631	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CAMPUS SECURITY OFFICER	3631	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CAMPUS SECURITY OFFICER	3631	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CAMPUS SECURITY OFFICER	3631	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CAMPUS SECURITY OFFICER	3631	M	75	INACTIVE	3	UNPAID LEAVE OF ABSENCE
CAMPUS SECURITY OFFICER	3631	M	100	INACTIVE	2	UNPAID LEAVE OF ABSENCE
CAMPUS SECURITY OFFICER	3631	M	50	INACTIVE	0.5	UNPAID LEAVE OF ABSENCE
CAMPUS SECURITY OFFICER	3459	K	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CAMPUS SECURITY OFFICER	3459	K	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3459	K	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	3293	I	100	INACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	2994	E	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	2994	E	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	2994	E	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	2920	D	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	2920	D	100	INACTIVE	1.5	SEPARATED EMPLOYEE
CAMPUS SECURITY OFFICER	2920	D	100	INACTIVE	0	SEPARATED EMPLOYEE
CAMPUS SECURITY OFFICER	2920	D	100	INACTIVE	0	SEPARATED EMPLOYEE
CAMPUS SECURITY OFFICER	2855	C	100	ACTIVE	12	ACTIVE
CAMPUS SECURITY OFFICER	2855	C	100	INACTIVE	5.5	SEPARATED EMPLOYEE
CARDIAC MONITOR TECHNICIAN	3293	OFF	90	ACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3293	OFF	90	ACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3213	M	60	ACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3213	M	90	ACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3213	M	90	ACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3213	M	75	INACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3213	M	90	INACTIVE	4.5	RETIREE WITH SUPPLEMENTAL PAY
CARDIAC MONITOR TECHNICIAN	3135	L	90	ACTIVE	12	ACTIVE
CARDIAC MONITOR TECHNICIAN	3063	K	90	ACTIVE	12	ACTIVE
CARPENTER	4201	OFF	100	INACTIVE	12	ACTIVE
CARPENTER	4201	OFF	100	INACTIVE	9.5	ACTIVE
CARPENTER	4201	OFF	100	INACTIVE	8.5	ACTIVE
CARPENTER	4201	OFF	100	INACTIVE	6.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CARPENTER	3824	K	100	ACTIVE	12	ACTIVE
CARPENTER	3824	K	100	ACTIVE	12	ACTIVE
CARPENTER	3824	K	100	ACTIVE	12	ACTIVE
CARPENTER	3824	K	100	ACTIVE	12	ACTIVE
CARPENTER LEAD	4304	M	100	ACTIVE	12	ACTIVE
CARPET CLEANER	2724	M	100	ACTIVE	12	ACTIVE
CARPET CLEANER	2724	M	100	ACTIVE	12	ACTIVE
CARPET CLEANER	2724	M	100	ACTIVE	12	ACTIVE
CARPET CLEANER	2724	M	100	INACTIVE	12	ACTIVE
CARPET CLEANER	2724	M	100	INACTIVE	12	ACTIVE
CARPET CLEANER	2724	M	100	INACTIVE	12	ACTIVE
CARPET CLEANER	2482	I	100	ACTIVE	11.5	ACTIVE
CASHIER 1	2663	M	100	ACTIVE	12	ACTIVE
CASHIER 1	2663	M	100	ACTIVE	12	ACTIVE
CASHIER 1	2663	M	100	ACTIVE	12	ACTIVE
CASHIER 1	2663	M	100	ACTIVE	12	ACTIVE
CASHIER 1	2370	H	100	ACTIVE	12	ACTIVE
CASHIER 1	2212	E	50	ACTIVE	12	ACTIVE
CONSTRUCTION AND MAINTENANCE MECHANIC	4304	M	100	ACTIVE	12	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	11	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	ACTIVE	10	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	7.5	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	7.5	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	5	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	3.5	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	0.5	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	0.5	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	0	ACTIVE
CONTROL TECHNICIAN	5327	OFF	100	INACTIVE	0	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	ACTIVE	12	ACTIVE
COOK	2789	M	100	INACTIVE	12	SEPARATED EMPLOYEE
COOK	2789	M	100	INACTIVE	12	SEPARATED EMPLOYEE
COOK	2789	M	100	INACTIVE	10.5	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	ACTIVE	9	ACTIVE
COOK	2789	M	100	INACTIVE	9	ACTIVE
COOK	2789	M	100	INACTIVE	9	ACTIVE
COOK	2789	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
COOK	2789	M	87.5	ACTIVE	3.5	ACTIVE
COOK	2724	L	100	ACTIVE	12	ACTIVE
COOK	2724	L	100	INACTIVE	12	SEPARATED EMPLOYEE
COOK	2724	L	100	ACTIVE	9	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
COOK	2663	K	100	ACTIVE	12	ACTIVE
COOK	2598	J	100	ACTIVE	10	ACTIVE
COOK	2542	I	100	INACTIVE	3.5	SEPARATED EMPLOYEE
COOK	2482	H	100	ACTIVE	9	ACTIVE
COOK	2426	G	100	ACTIVE	9	ACTIVE
COOK	2370	F	100	INACTIVE	9	ACTIVE
COOK	2370	F	100	ACTIVE	2	ACTIVE
COOK	2370	F	100	INACTIVE	0.5	SEPARATED EMPLOYEE
COOK	2317	E	100	ACTIVE	12	ACTIVE
COOK	2317	E	100	ACTIVE	12	ACTIVE
COOK	2317	E	100	ACTIVE	9	ACTIVE
COOK	2317	E	100	ACTIVE	9	ACTIVE
COOK	2317	E	100	ACTIVE	9	ACTIVE
COOK	2317	E	100	INACTIVE	2.5	SEPARATED EMPLOYEE
COOK	2317	E	100	INACTIVE	2	SEPARATED EMPLOYEE
COOK	2266	D	100	ACTIVE	12	ACTIVE
COOK LEAD	2994	M	100	ACTIVE	12	ACTIVE
COOK LEAD	2994	M	100	ACTIVE	12	ACTIVE
COOK LEAD	2994	M	100	ACTIVE	9	ACTIVE
COOK LEAD	2994	M	100	ACTIVE	9	ACTIVE
COOK LEAD	2994	M	100	INACTIVE	9	ACTIVE
COOK LEAD	2994	M	100	INACTIVE	9	ACTIVE
COOK LEAD	2994	M	100	ACTIVE	2.5	ACTIVE
COOK LEAD	2789	J	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
COOK LEAD	2598	G	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
COOK LEAD	2598	G	100	ACTIVE	9	ACTIVE
COOK LEAD	2598	G	100	ACTIVE	9	ACTIVE
COOK LEAD	2542	F	100	ACTIVE	9	ACTIVE
COOK LEAD	2542	F	100	ACTIVE	9	ACTIVE
COOK LEAD	2542	F	100	INACTIVE	0	SEPARATED EMPLOYEE
CUSTODIAN	2799	OFF	100	ACTIVE	12	ACTIVE
CUSTODIAN	2734	OFF	100	ACTIVE	12	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	12	ACTIVE
CUSTODIAN	2724	OFF	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2370	OFF	100	INACTIVE	11.5	ACTIVE
CUSTODIAN	2266	OFF	100	INACTIVE	10	ACTIVE
CUSTODIAN	2598	OFF	100	INACTIVE	9.5	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	9	ACTIVE
CUSTODIAN	2724	OFF	100	ACTIVE	3.5	ACTIVE
CUSTODIAN	2724	OFF	100	ACTIVE	3.5	ACTIVE
CUSTODIAN	2724	OFF	100	ACTIVE	3.5	ACTIVE
CUSTODIAN	2724	OFF	100	ACTIVE	3	ACTIVE
CUSTODIAN	3063	OFF	100	INACTIVE	2.5	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	1.5	ACTIVE
CUSTODIAN	2598	OFF	100	INACTIVE	0.5	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	0.5	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	0.5	ACTIVE
CUSTODIAN	0	OFF	100	INACTIVE	0	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	0	ACTIVE
CUSTODIAN	2724	OFF	100	INACTIVE	0	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	60	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	ACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	12	PAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	PAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	PAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	PAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2598	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	PAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2598	M	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	11.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2598	M	100	INACTIVE	11.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	11.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	10.5	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	10	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	ACTIVE	9	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	9	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	9	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	8.5	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	8	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	7	ACTIVE
CUSTODIAN	2598	M	100	ACTIVE	6	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	5.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	4.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	4.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	4.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	4.5	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	3	SEPARATED EMPLOYEE
CUSTODIAN	2598	M	100	INACTIVE	0	ACTIVE
CUSTODIAN	2598	M	100	INACTIVE	0	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	INACTIVE	12	ACTIVE
CUSTODIAN	2482	K	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2482	K	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2482	K	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	ACTIVE
CUSTODIAN	2426	J	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
CUSTODIAN	2426	J	100	INACTIVE	12	ACTIVE
CUSTODIAN	2370	I	50	ACTIVE	12	ACTIVE
CUSTODIAN	2370	I	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2370	I	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2370	I	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2370	I	100	ACTIVE	6	ACTIVE
CUSTODIAN	2370	I	100	ACTIVE	6	ACTIVE
CUSTODIAN	2370	I	50	INACTIVE	0	ACTIVE
CUSTODIAN	2317	H	100	ACTIVE	12	ACTIVE
CUSTODIAN	2317	H	100	ACTIVE	12	ACTIVE
CUSTODIAN	2317	H	100	ACTIVE	12	ACTIVE
CUSTODIAN	2317	H	100	ACTIVE	12	ACTIVE
CUSTODIAN	2317	H	100	ACTIVE	12	ACTIVE
CUSTODIAN	2317	H	100	ACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2317	H	100	INACTIVE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2317	H	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2317	H	100	INACTIVE	1.5	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2266	G	50	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	12	ACTIVE
CUSTODIAN	2266	G	60	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2266	G	100	INACTIVE	12	ACTIVE
CUSTODIAN	2266	G	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN	2266	G	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	11.5	ACTIVE
CUSTODIAN	2266	G	100	ACTIVE	3.5	ACTIVE
CUSTODIAN	2266	G	100	INACTIVE	0	SEPARATED EMPLOYEE
CUSTODIAN	2212	F	100	ACTIVE	12	ACTIVE
CUSTODIAN	2212	F	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	62.5	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	50	ACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	INACTIVE	12	ACTIVE
CUSTODIAN	2161	E	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
CUSTODIAN	2161	E	60	INACTIVE	8	ACTIVE
CUSTODIAN	2161	E	100	INACTIVE	0.5	ACTIVE
CUSTODIAN	2161	E	60	INACTIVE	0	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	2113	D	100	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	100	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	100	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	87.5	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	100	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	100	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	50	ACTIVE	12	ACTIVE
CUSTODIAN	2113	D	100	INACTIVE	0	SEPARATED EMPLOYEE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	INACTIVE	12	ACTIVE
CUSTODIAN	2068	C	100	ACTIVE	6	ACTIVE
CUSTODIAN	2016	B	100	ACTIVE	12	ACTIVE
CUSTODIAN	2016	B	100	ACTIVE	12	ACTIVE
CUSTODIAN	2016	B	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	12	ACTIVE
CUSTODIAN	1975	A	100	ACTIVE	5	ACTIVE
CUSTODIAN	1975	A	100	INACTIVE	4	SEPARATED EMPLOYEE
CUSTODIAN	1975	A	100	INACTIVE	1.5	SEPARATED EMPLOYEE
CUSTODIAN	1975	A	100	INACTIVE	1.5	SEPARATED EMPLOYEE
CUSTODIAN	1975	A	100	ACTIVE	1	ACTIVE
CUSTODIAN	1975	A	100	INACTIVE	1	ACTIVE
CUSTODIAN	1975	A	100	INACTIVE	0.5	ACTIVE
CUSTODIAN	1975	A	100	INACTIVE	0.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN LEAD	2855	M	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2855	M	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2855	M	100	INACTIVE	12	ACTIVE
CUSTODIAN LEAD	2855	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN LEAD	2855	M	100	ACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2855	M	100	ACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2855	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2855	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2855	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2855	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2789	L	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2789	L	100	ACTIVE	11.5	ACTIVE
CUSTODIAN LEAD	2663	J	90	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2663	J	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2663	J	100	INACTIVE	2	ACTIVE
CUSTODIAN LEAD	2598	I	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2598	I	100	INACTIVE	12	ACTIVE
CUSTODIAN LEAD	2598	I	100	INACTIVE	0	SEPARATED EMPLOYEE
CUSTODIAN LEAD	2542	H	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2266	C	100	ACTIVE	12	ACTIVE
CUSTODIAN LEAD	2266	C	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	3293	OFF	100	ACTIVE	3.5	ACTIVE
CUSTODIAN SUPERVISOR 1	3293	OFF	100	ACTIVE	3.5	ACTIVE
CUSTODIAN SUPERVISOR 1	3293	OFF	100	ACTIVE	2.5	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	60	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	ACTIVE	11.5	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN SUPERVISOR 1	2994	M	100	INACTIVE	11.5	ACTIVE
CUSTODIAN SUPERVISOR 2	3631	OFF	100	INACTIVE	3	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	50	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	INACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	3293	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
CUSTODIAN SUPERVISOR 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
CUSTODIAN SUPERVISOR 2	3293	M	100	ACTIVE	11.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
CUSTODIAN SUPERVISOR 2	3213	L	100	ACTIVE	12	ACTIVE
CUSTODIAN SUPERVISOR 2	2855	G	100	INACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2220	OFF	62.5	ACTIVE	1	ACTIVE
DIETARY UNIT AIDE	2789	R	100	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2789	R	100	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2708	Q	100	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2708	Q	100	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2404	I	100	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2404	H	100	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2404	H	62.5	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2404	H	50	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2333	G	62.5	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2333	G	50	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2264	F	68.75	INACTIVE	0	ACTIVE
DIETARY UNIT AIDE	2133	D	62.5	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2133	D	50	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2133	D	62.5	INACTIVE	10	ACTIVE
DIETARY UNIT AIDE	2071	C	62.5	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2071	C	68.75	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2071	C	50	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2071	C	68.75	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2071	C	65	INACTIVE	0	ACTIVE
DIETARY UNIT AIDE	2071	C	62.5	INACTIVE	0	ACTIVE
DIETARY UNIT AIDE	2008	B	65	ACTIVE	12	ACTIVE
DIETARY UNIT AIDE	2008	B	62.5	ACTIVE	12	ACTIVE
DIETARY UNIT CLERK	2705	OFF	100	ACTIVE	6	ACTIVE
DIETARY UNIT CLERK	2903	R	100	ACTIVE	12	ACTIVE
DIETARY UNIT CLERK	2903	R	100	ACTIVE	12	ACTIVE
DIETARY UNIT CLERK	2818	Q	100	ACTIVE	12	ACTIVE
DIETARY UNIT CLERK	2656	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	INACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	INACTIVE	12	ACTIVE
ELECTRICIAN	5080	M	100	INACTIVE	12	SEPARATED EMPLOYEE
ELECTRICIAN	5080	M	100	INACTIVE	12	SEPARATED EMPLOYEE
ELECTRICIAN	5080	M	100	INACTIVE	12	SEPARATED EMPLOYEE
ELECTRICIAN	5080	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
ELECTRICIAN	5080	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
ELECTRICIAN	4961	L	100	ACTIVE	12	ACTIVE
ELECTRICIAN	4961	L	100	ACTIVE	12	ACTIVE
ELECTRICIAN	4961	L	100	ACTIVE	12	ACTIVE
ELECTRICIAN	4961	L	100	ACTIVE	12	ACTIVE
ELECTRICIAN	4843	K	100	INACTIVE	0	SEPARATED EMPLOYEE
ELECTRICIAN	4732	J	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
ELECTRICIAN	4732	J	100	ACTIVE	12	ACTIVE
ELECTRICIAN	4732	J	100	ACTIVE	12	ACTIVE
ELECTRICIAN	4732	J	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5725	OFF	100	INACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5725	OFF	100	INACTIVE	6	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5461	M	100	INACTIVE	12	ACTIVE
ELECTRICIAN LEAD	5327	L	100	ACTIVE	12	ACTIVE
ELECTRICIAN LEAD-HIGH VOLTAGE	6005	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5589	OFF	100	INACTIVE	0	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5327	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5327	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5327	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5327	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5327	M	100	ACTIVE	12	ACTIVE
ELECTRICIAN-HIGH VOLTAGE	5327	M	100	INACTIVE	12	ACTIVE
ELECTROCARDIOGRAPH TECHNICIAN 2	3579	R	100	ACTIVE	12	ACTIVE
ELECTROCARDIOGRAPH TECHNICIAN 2	3271	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
ELEVATOR MECHANIC	6005	M	100	ACTIVE	12	ACTIVE
ELEVATOR MECHANIC	6005	M	100	ACTIVE	12	ACTIVE
ELEVATOR MECHANIC	6005	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
ELEVATOR MECHANIC	6005	M	100	ACTIVE	12	ACTIVE
ELEVATOR MECHANIC	6005	M	100	ACTIVE	12	ACTIVE
ELEVATOR MECHANIC	6005	M	100	INACTIVE	12	ACTIVE
ELEVATOR MECHANIC LEAD	6302	L	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5725	OFF	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5725	OFF	100	INACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5725	OFF	100	INACTIVE	2.5	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5725	OFF	100	INACTIVE	0.5	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	INACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	INACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
FACILITIES OPERATIONS MAINTENANCE SPEC	5461	M	100	INACTIVE	9	SEPARATED EMPLOYEE
FACILITIES OPERATIONS MAINTENANCE SPEC	5327	L	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5327	L	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5327	L	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FACILITIES OPERATIONS MAINTENANCE SPEC	5204	K	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5204	K	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5204	K	100	ACTIVE	12	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	5204	K	100	ACTIVE	2	ACTIVE
FACILITIES OPERATIONS MAINTENANCE SPEC	4961	I	100	ACTIVE	12	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2818		100	ACTIVE	12	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2527		50	ACTIVE	12	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2683		50	ACTIVE	12	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	3824		100	ACTIVE	12	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2994		100	INACTIVE	8.5	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2542		80	ACTIVE	8	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2855		90	INACTIVE	7.5	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	4011		100	INACTIVE	7	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	1929		100	INACTIVE	6	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2542		100	ACTIVE	5.5	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2542		60	INACTIVE	4.5	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2855		90	INACTIVE	4	SEPARATED EMPLOYEE
FDA WFSE - LEAVE OF ABSENCE	2016		100	INACTIVE	3	SEPARATED EMPLOYEE
FDA WFSE - LEAVE OF ABSENCE	2542		80	INACTIVE	0	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	0		80	INACTIVE	0	ACTIVE
FDA WFSE - LEAVE OF ABSENCE	2855		90	INACTIVE	0	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	2818		100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FDA WFSE - PROJECT	2789		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2333		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	4011		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2789		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2789		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2370		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	4011		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2789		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2994		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	4304		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2724		100	ACTIVE	12	ACTIVE
FDA WFSE - PROJECT	3824		100	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2598		50	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2656		100	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2993		100	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2994		50	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	4201		100	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2427		100	INACTIVE	12	ACTIVE
FDA WFSE - PROJECT	2724		100	INACTIVE	12	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	4843		100	INACTIVE	12	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	2993		100	INACTIVE	12	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	5080		100	ACTIVE	11.5	ACTIVE
FDA WFSE - PROJECT	3370		100	INACTIVE	11	ACTIVE
FDA WFSE - PROJECT	2663		50	INACTIVE	11	ACTIVE
FDA WFSE - PROJECT	4106		100	INACTIVE	11	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FDA WFSE - PROJECT	2598		50	INACTIVE	11	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	4106		100	INACTIVE	10.5	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	2317		100	INACTIVE	10	ACTIVE
FDA WFSE - PROJECT	2113		88	INACTIVE	9.5	ACTIVE
FDA WFSE - PROJECT	3063		100	INACTIVE	9.5	ACTIVE
FDA WFSE - PROJECT	2212		100	ACTIVE	9	ACTIVE
FDA WFSE - PROJECT	3213		60	INACTIVE	7.5	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	2598		100	INACTIVE	7.5	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	4106		100	ACTIVE	6	ACTIVE
FDA WFSE - PROJECT	4201		100	ACTIVE	6	ACTIVE
FDA WFSE - PROJECT	8509		100	INACTIVE	6	ACTIVE
FDA WFSE - PROJECT	3918		100	INACTIVE	5	ACTIVE
FDA WFSE - PROJECT	2994		50	INACTIVE	5	SEPARATED EMPLOYEE
FDA WFSE - PROJECT	4304		100	ACTIVE	3.5	ACTIVE
FDA WFSE - PROJECT	2994		70	INACTIVE	2	ACTIVE
FDA WFSE - PROJECT	4011		100	ACTIVE	1	ACTIVE
FDA WFSE - PROJECT	2996		50	INACTIVE	0	ACTIVE
FISCAL TECHNICIAN 2	3063	OFF	100	ACTIVE	2	ACTIVE
FISCAL TECHNICIAN 2	2920	M	100	ACTIVE	12	ACTIVE
FISCAL TECHNICIAN 2	2920	M	100	INACTIVE	12	ACTIVE
FISCAL TECHNICIAN 2	2855	L	100	INACTIVE	12	ACTIVE
FLOORLAYER	4201	OFF	100	INACTIVE	8	SEPARATED EMPLOYEE
FLOORLAYER	4406	OFF	100	INACTIVE	0	ACTIVE
FLOORLAYER	4011	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FLOORLAYER	4011	M	100	INACTIVE	12	ACTIVE
FLOORLAYER	4011	M	100	INACTIVE	12	SEPARATED EMPLOYEE
FLOORLAYER	3918	L	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	80	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	60	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2426	L	50	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2317	J	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2113	F	100	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	2016	D	75	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	1929	B	75	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	1929	B	60	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	1929	B	62.5	ACTIVE	12	ACTIVE
FOOD SERVICE PORTER	1929	B	76.25	INACTIVE	0	ACTIVE
FOOD SERVICE PORTER	1929	B	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2789	OFF	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2606	OFF	100	ACTIVE	4	ACTIVE
FOOD SERVICE WORKER	2606	OFF	100	INACTIVE	1	ACTIVE
FOOD SERVICE WORKER	2598	OFF	100	INACTIVE	1	ACTIVE
FOOD SERVICE WORKER	2606.1	OFF	100	INACTIVE	0.5	ACTIVE
FOOD SERVICE WORKER	2488.5	OFF	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2606	OFF	60	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2547.3	OFF	60	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2606.1	OFF	100	INACTIVE	0	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER	2116.8	OFF	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	60	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	80	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	INACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	INACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2482	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
FOOD SERVICE WORKER	2482	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2482	M	100	ACTIVE	9	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER	2482	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER	2482	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER	2482	M	100	INACTIVE	3	ACTIVE
FOOD SERVICE WORKER	2482	M	87.5	INACTIVE	2	ACTIVE
FOOD SERVICE WORKER	2482	M	50	INACTIVE	2	RETIREE WITH SUPPLEMENTAL PAY
FOOD SERVICE WORKER	2482	M	87.5	INACTIVE	0.5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2482	M	60	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2482	M	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2426	L	75	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2426	L	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2426	L	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	56.25	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	75	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2370	K	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2370	K	50	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2370	K	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER	2370	K	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER	2370	K	87.5	ACTIVE	3.5	ACTIVE
FOOD SERVICE WORKER	2317	J	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2317	J	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2317	J	68.75	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2266	I	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2266	I	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2266	I	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2266	I	50	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2266	I	50	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2266	I	100	INACTIVE	9	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2266	I	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER	2266	I	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER	2266	I	75	ACTIVE	3.5	ACTIVE
FOOD SERVICE WORKER	2266	I	55	INACTIVE	2	ACTIVE
FOOD SERVICE WORKER	2266	I	100	INACTIVE	1	ACTIVE
FOOD SERVICE WORKER	2212	H	100	INACTIVE	2.5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	ACTIVE	9	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER	2161	G	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	3	ACTIVE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	3	ACTIVE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	0.5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	0	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2161	G	100	INACTIVE	0	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2113	F	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2113	F	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2113	F	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2113	F	50	INACTIVE	5.5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2113	F	100	INACTIVE	5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2113	F	100	ACTIVE	3	ACTIVE
FOOD SERVICE WORKER	2113	F	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2113	F	50	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2113	F	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	2068	E	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2068	E	100	INACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2068	E	100	INACTIVE	10.5	ACTIVE
FOOD SERVICE WORKER	2068	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2068	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2068	E	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2068	E	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2068	E	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER	2068	E	50	INACTIVE	7.5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	2068	E	100	INACTIVE	4.5	ACTIVE
FOOD SERVICE WORKER	2016	D	62.5	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	2016	D	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2016	D	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	2016	D	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	1975	C	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	1975	C	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	1975	C	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	1975	C	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	1975	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER	1975	C	100	INACTIVE	9	SEPARATED EMPLOYEE
FOOD SERVICE WORKER	1975	C	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER	1975	C	100	INACTIVE	8.5	ACTIVE
FOOD SERVICE WORKER	1975	C	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER	1929	B	50	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	1929	B	68.75	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER	1885	A	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2724	OFF	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2920	OFF	100	INACTIVE	6.5	ACTIVE
FOOD SERVICE WORKER LEAD	2920	OFF	100	INACTIVE	6.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	RETIREE WITH SUPPLEMENTAL PAY
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2598	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2598	M	87.5	INACTIVE	2.5	ACTIVE
FOOD SERVICE WORKER LEAD	2598	M	87.5	INACTIVE	1.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER LEAD	2266	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	INACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
FOOD SERVICE WORKER LEAD	2266	G	100	INACTIVE	5.5	ACTIVE
FOOD SERVICE WORKER LEAD	2266	G	100	INACTIVE	1	SEPARATED EMPLOYEE
FOOD SERVICE WORKER LEAD	2212	F	100	ACTIVE	12	ACTIVE
FOOD SERVICE WORKER LEAD	2212	F	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	10	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2161	E	100	INACTIVE	9	SEPARATED EMPLOYEE
FOOD SERVICE WORKER LEAD	2161	E	100	INACTIVE	9	SEPARATED EMPLOYEE
FOOD SERVICE WORKER LEAD	2161	E	100	INACTIVE	0	SEPARATED EMPLOYEE
FOOD SERVICE WORKER LEAD	2161	E	100	INACTIVE	0	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
FOOD SERVICE WORKER LEAD	2113	D	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2113	D	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2113	D	100	INACTIVE	0	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	INACTIVE	11.5	INACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	INACTIVE	9.5	SEPARATED EMPLOYEE
FOOD SERVICE WORKER LEAD	2068	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	ACTIVE	9	ACTIVE
FOOD SERVICE WORKER LEAD	2068	C	100	INACTIVE	1	SEPARATED EMPLOYEE
FURNITURE REPAIR WORKER	4201	OFF	100	INACTIVE	6.5	ACTIVE
FURNITURE REPAIR WORKER	4201	OFF	100	INACTIVE	0.5	ACTIVE
FURNITURE REPAIR WORKER	4011	M	100	ACTIVE	12	ACTIVE
FURNITURE REPAIR WORKER	4011	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	7	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	7	ACTIVE
GARDENER 2	3459	OFF	100	ACTIVE	5	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	5	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	5	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	4	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	2.5	ACTIVE
GARDENER 2	3459	OFF	100	INACTIVE	0	ACTIVE
GARDENER 2	3293	M	75	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	50	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	50	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	50	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	75	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
GARDENER 2	3293	M	100	INACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	INACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
GARDENER 2	3293	M	100	INACTIVE	12	ACTIVE
GARDENER 2	3293	M	50	INACTIVE	12	ACTIVE
GARDENER 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
GARDENER 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
GARDENER 2	3135	K	100	ACTIVE	12	ACTIVE
GARDENER 2	3063	J	100	ACTIVE	12	ACTIVE
GARDENER 2	3063	J	100	ACTIVE	12	ACTIVE
GARDENER 2	2994	I	75	ACTIVE	12	ACTIVE
GARDENER 2	2994	I	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3819	OFF	100	INACTIVE	3	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
GARDENER LEAD	3631	M	100	INACTIVE	12	ACTIVE
GARDENER LEAD	3631	M	100	INACTIVE	12	SEPARATED EMPLOYEE
GARDENER LEAD	3459	K	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3459	K	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3459	K	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
GARDENER LEAD	3459	K	100	ACTIVE	12	ACTIVE
GARDENER LEAD	3459	K	100	INACTIVE	1	ACTIVE
GARDENER LEAD	3459	K	100	INACTIVE	1	ACTIVE
GLAZIER	4011	M	100	ACTIVE	12	ACTIVE
GLAZIER	4011	M	100	ACTIVE	12	ACTIVE
HEAVY EQUIPMENT OPERATOR	4620	M	100	ACTIVE	12	ACTIVE
HEAVY EQUIPMENT OPERATOR	4620	M	100	ACTIVE	12	ACTIVE
HEAVY EQUIPMENT OPERATOR	4620	M	100	INACTIVE	12	ACTIVE
HEAVY EQUIPMENT OPERATOR	4620	M	100	INACTIVE	12	ACTIVE
HEAVY EQUIPMENT OPERATOR LEAD	5204	OFF	100	INACTIVE	0.5	ACTIVE
HEAVY EQUIPMENT OPERATOR LEAD	4961	M	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3325	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3093	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3325	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3093	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3063	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2994	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3213	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3213	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	50	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3213	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3063	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	4731	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3063	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3213	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3063	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3063	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3063	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3213	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2994	OFF	50	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
HOSPITAL ASSISTANT	3293	OFF	70	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	50	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3135	OFF	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	3293	OFF	90	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2962	R	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	60	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2962	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	80	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2962	R	90	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2962	R	100	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2874	Q	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2874	Q	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2791	P	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2709	O	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	70	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	O	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	50	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	N	60	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2709	M	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	75	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2709	M	100	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2629	L	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2629	L	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2629	L	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2629	L	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2629	L	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2629	L	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2629	L	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2551	J	60	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
HOSPITAL ASSISTANT	2551	I	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	I	100	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2551	I	50	INACTIVE	5.5	ACTIVE
HOSPITAL ASSISTANT	2551	I	60	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2551	H	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	H	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	H	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2551	H	90	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	50	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2476	G	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
HOSPITAL ASSISTANT	2476	G	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
HOSPITAL ASSISTANT	2476	G	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
HOSPITAL ASSISTANT	2476	G	50	INACTIVE	10	ACTIVE
HOSPITAL ASSISTANT	2476	G	100	ACTIVE	1	ACTIVE
HOSPITAL ASSISTANT	2476	G	100	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	75	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	100	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2404	F	70	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2404	F	100	INACTIVE	0	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2404	F	60	INACTIVE	0	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2333	E	80	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	50	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	50	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	60	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	50	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	12	INACTIVE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2333	E	100	INACTIVE	11.5	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	7.5	ACTIVE
HOSPITAL ASSISTANT	2333	E	50	INACTIVE	6	ACTIVE
HOSPITAL ASSISTANT	2333	E	90	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2264	D	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	80	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2264	D	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	60	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	90	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
HOSPITAL ASSISTANT	2264	D	60	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2264	D	90	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2264	D	100	INACTIVE	2.5	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2264	D	90	INACTIVE	0	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2198	C	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2198	C	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2198	C	90	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2198	C	90	INACTIVE	12	ACTIVE
HOSPITAL ASSISTANT	2198	C	50	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL ASSISTANT	2198	C	50	INACTIVE	2.5	ACTIVE
HOSPITAL ASSISTANT	2198	C	50	INACTIVE	1.5	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL ASSISTANT	2198	C	60	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2198	C	80	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT	2198	C	100	INACTIVE	0	ACTIVE
HOSPITAL ASSISTANT LEAD	3325	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT LEAD	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT LEAD	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL ASSISTANT LEAD	2818	L	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3271	OFF	90	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3293	OFF	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3271	OFF	100	INACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	INACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3176	R	100	ACTIVE	2	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	3082	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2993	P	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2903	O	60	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2903	M	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2903	M	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2818	L	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2735	I	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2735	I	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2577	F	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2577	F	60	INACTIVE	12	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2577	F	60	INACTIVE	0.5	SEPARATED EMPLOYEE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2577	F	60	INACTIVE	0.5	SEPARATED EMPLOYEE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	100	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2501	E	50	INACTIVE	3	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2427	D	100	INACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2427	D	100	INACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 1	2355	C	50	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	50	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	60	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	90	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3473	R	60	INACTIVE	0	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3370	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3370	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3370	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3370	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3370	Q	100	INACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3271	P	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3271	P	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3176	O	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3176	O	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3176	O	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3176	N	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3176	N	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3176	N	100	INACTIVE	12	SEPARATED EMPLOYEE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3082	L	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3082	L	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	3082	K	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	J	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	J	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	J	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	J	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	I	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	I	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2993	I	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2818	F	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2818	F	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2577	C	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2577	C	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN 2	2501	B	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	55	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3723	R	60	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3614	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3614	Q	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3614	Q	100	INACTIVE	0	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3507	P	100	ACTIVE	12	ACTIVE
HOSPITAL CENTRAL SERVICES TECHNICIAN LD	3507	P	100	INACTIVE	0	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LABORATORY TECHNICIAN 1	3723	Q	50	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3723	Q	50	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3723	Q	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3723	Q	100	INACTIVE	6.5	ACTIVE
LABORATORY TECHNICIAN 1	3723	Q	100	INACTIVE	2	ACTIVE
LABORATORY TECHNICIAN 1	3614	P	50	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3507	N	100	ACTIVE	2	ACTIVE
LABORATORY TECHNICIAN 1	3507	M	100	INACTIVE	4.5	ACTIVE
LABORATORY TECHNICIAN 1	3404	L	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3404	L	100	INACTIVE	3	ACTIVE
LABORATORY TECHNICIAN 1	3404	L	100	INACTIVE	1.5	ACTIVE
LABORATORY TECHNICIAN 1	3404	K	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3404	K	100	INACTIVE	5.5	ACTIVE
LABORATORY TECHNICIAN 1	3304	I	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3208	G	65	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3114	F	60	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3114	F	80	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3114	F	80	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3114	F	80	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3022	E	60	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3022	E	50	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	3022	E	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2933	D	50	INACTIVE	6	ACTIVE
LABORATORY TECHNICIAN 1	2848	C	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2848	C	75	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2848	C	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2848	C	100	INACTIVE	0	ACTIVE
LABORATORY TECHNICIAN 1	2762	B	60	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2762	B	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2762	B	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	50	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LABORATORY TECHNICIAN 1	2683	A	50	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	50	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	75	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	50	INACTIVE	4.5	SEPARATED EMPLOYEE
LABORATORY TECHNICIAN 1	2683	A	100	INACTIVE	4	SEPARATED EMPLOYEE
LABORATORY TECHNICIAN 1	2683	A	50	INACTIVE	0.5	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	75	INACTIVE	0	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	100	INACTIVE	0	ACTIVE
LABORATORY TECHNICIAN 1	2683	A	100	INACTIVE	0	ACTIVE
LABORATORY TECHNICIAN 3	4033	L	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 3	4033	L	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 3	4033	L	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 3	4033	K	100	INACTIVE	6.5	SEPARATED EMPLOYEE
LABORATORY TECHNICIAN 3	3686	F	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 3	3686	F	100	ACTIVE	7.5	ACTIVE
LABORATORY TECHNICIAN 3	3686	F	100	ACTIVE	7.5	ACTIVE
LABORATORY TECHNICIAN 3	3473	D	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 3	3271	B	100	ACTIVE	12	ACTIVE
LABORATORY TECHNICIAN 3	3271	B	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2426	M	75	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LAUNDRY OPERATOR 1	2113	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2113	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2113	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2113	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2113	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2113	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	2016	E	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1929	C	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 1	1846	A	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2598	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2598	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2598	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2598	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2598	M	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2426	J	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2266	G	100	ACTIVE	12	ACTIVE
LAUNDRY OPERATOR 2	2212	F	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST I	3726	OFF	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST I	3726	OFF	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST I	3726	OFF	100	ACTIVE	6	ACTIVE
LIBRARY SPECIALIST I	3726	OFF	50	INACTIVE	6	ACTIVE
LIBRARY SPECIALIST I	3726	OFF	100	INACTIVE	6	ACTIVE
LIBRARY SPECIALIST I	3549	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LIBRARY SPECIALIST I	3213	I	100	INACTIVE	12	SEPARATED EMPLOYEE
LIBRARY SPECIALIST I	2920	E	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST I	2789	C	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	4114	OFF	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
LIBRARY SPECIALIST II	4114	OFF	100	ACTIVE	6	ACTIVE
LIBRARY SPECIALIST II	4114	OFF	100	ACTIVE	6	ACTIVE
LIBRARY SPECIALIST II	4114	OFF	100	INACTIVE	6	ACTIVE
LIBRARY SPECIALIST II	4114	OFF	100	INACTIVE	6	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	60	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	ACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	INACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	INACTIVE	12	ACTIVE
LIBRARY SPECIALIST II	3918	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
LIBRARY SPECIALIST II	3726	K	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN II	2920	M	75	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	50	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	75	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	60	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN III	3063	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LIBRARY TECHNICIAN LEAD	3213	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN LEAD	3213	M	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN LEAD	2920	I	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN LEAD	2920	I	100	ACTIVE	12	ACTIVE
LIBRARY TECHNICIAN LEAD	2542	C	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
LICENSED PRACTICAL NURSE	4198	R	100	ACTIVE	12	ACTIVE
LICENSED PRACTICAL NURSE	4198	R	100	INACTIVE	5	SEPARATED EMPLOYEE
LICENSED PRACTICAL NURSE	3208	D	100	ACTIVE	12	ACTIVE
LICENSED PRACTICAL NURSE	3114	C	100	INACTIVE	10.5	SEPARATED EMPLOYEE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	ACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	INACTIVE	12	ACTIVE
LIGHTING AND FILTER MAINTENANCE TECH	3037	M	100	INACTIVE	12	ACTIVE
LIGHTING MAINTENANCE TECHNICIAN	2966	M	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
LOCKSMITH	4011	M	100	ACTIVE	12	ACTIVE
LOCKSMITH	4011	M	100	ACTIVE	12	ACTIVE
LOCKSMITH	4011	M	100	ACTIVE	12	ACTIVE
LOCKSMITH	4011	M	100	ACTIVE	12	ACTIVE
LOCKSMITH	4011	M	100	ACTIVE	12	ACTIVE
LOCKSMITH	4011	M	100	ACTIVE	12	ACTIVE
MACHINERY MASTER MECHANIC	4620	M	100	ACTIVE	12	ACTIVE
MACHINERY MASTER MECHANIC	4620	M	100	ACTIVE	12	ACTIVE
MACHINERY MASTER MECHANIC	4620	M	100	ACTIVE	12	ACTIVE
MACHINERY MASTER MECHANIC	4620	M	100	ACTIVE	12	ACTIVE
MACHINERY MASTER MECHANIC	4620	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4304	K	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4106	I	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4106	I	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4106	I	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4106	I	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC	4106	I	100	INACTIVE	6	SEPARATED EMPLOYEE
MACHINERY MECHANIC	4106	I	100	INACTIVE	2.5	SEPARATED EMPLOYEE
MACHINERY MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MACHINERY MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MACHINERY MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER	2598	M	50	ACTIVE	12	ACTIVE
MAIL CARRIER	2113	D	62.5	ACTIVE	12	ACTIVE
MAIL CARRIER	2113	D	62	INACTIVE	0	ACTIVE
MAIL CARRIER-DRIVER A	2855	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER A	2855	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER A	2598	I	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	3135	OFF	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	0	OFF	100	INACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	3003	OFF	100	INACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	3135	OFF	100	INACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	50	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	50	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	ACTIVE	12	ACTIVE
MAIL CARRIER-DRIVER B	2994	M	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3824	M	100	INACTIVE	12	SEPARATED EMPLOYEE
MAINTENANCE MECHANIC 2	3824	M	100	INACTIVE	11	ACTIVE
MAINTENANCE MECHANIC 2	3647	K	100	INACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3481	I	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3481	I	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3481	I	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3323	G	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3323	G	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3323	G	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3323	G	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3323	G	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC 2	3323	G	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC DOOR SPECIALIST	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC DOOR SPECIALIST	4843	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MAINTENANCE MECHANIC DOOR SPECIALIST	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	5318	OFF	100	ACTIVE	3	ACTIVE
MAINTENANCE MECHANIC LEAD	5318	OFF	100	INACTIVE	2.5	ACTIVE
MAINTENANCE MECHANIC LEAD	5080	OFF	100	INACTIVE	1	ACTIVE
MAINTENANCE MECHANIC LEAD	5327	OFF	100	INACTIVE	1	ACTIVE
MAINTENANCE MECHANIC LEAD	5080	OFF	100	INACTIVE	0.5	ACTIVE
MAINTENANCE MECHANIC LEAD	5318	OFF	100	INACTIVE	0	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	INACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	INACTIVE	0	ACTIVE
MAINTENANCE MECHANIC LEAD	4843	M	100	INACTIVE	0	ACTIVE
MAINTENANCE MECHANIC LEAD	4620	K	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4620	K	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4620	K	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4620	K	100	INACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4406	I	100	ACTIVE	12	ACTIVE
MAINTENANCE MECHANIC LEAD	4406	I	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MAINTENANCE MECHANIC LEAD	4406	I	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
MASON/PLASTERER	4304	OFF	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4304	OFF	100	INACTIVE	1.5	ACTIVE
MASON/PLASTERER	4304	OFF	100	INACTIVE	1	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	ACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	INACTIVE	12	ACTIVE
MASON/PLASTERER	4106	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
MASON/PLASTERER	4106	M	100	ACTIVE	6	ACTIVE
MASON/PLASTERER LEAD	4406	M	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	90	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	70	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	60	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	80	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	80	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	50	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	60	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	60	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	80	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	60	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3293	M	60	INACTIVE	12	SEPARATED EMPLOYEE
MEDICAL ASSISTANT	3293	M	50	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
MEDICAL ASSISTANT	3293	M	60	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
MEDICAL ASSISTANT	3293	M	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MEDICAL ASSISTANT	3293	M	50	INACTIVE	4.5	UNPAID LEAVE OF ABSENCE
MEDICAL ASSISTANT	3293	M	60	INACTIVE	1	ACTIVE
MEDICAL ASSISTANT	3213	L	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3135	K	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3063	J	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	3063	J	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2994	I	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2994	I	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2994	I	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2920	H	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2920	H	80	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2920	H	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2920	H	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2920	H	90	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2855	G	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2855	G	80	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2855	G	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2855	G	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	50	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MEDICAL ASSISTANT	2789	F	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	100	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2789	F	90	INACTIVE	12	SEPARATED EMPLOYEE
MEDICAL ASSISTANT	2724	E	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2724	E	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2724	E	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2724	E	90	INACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2724	E	90	INACTIVE	12	SEPARATED EMPLOYEE
MEDICAL ASSISTANT	2663	D	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2663	D	95	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2663	D	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2663	D	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2663	D	70	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2663	D	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2663	D	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2598	C	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2598	C	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2598	C	90	INACTIVE	9.5	SEPARATED EMPLOYEE
MEDICAL ASSISTANT	2598	C	100	INACTIVE	5	SEPARATED EMPLOYEE
MEDICAL ASSISTANT	2542	B	80	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2542	B	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2542	B	90	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2542	B	80	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MEDICAL ASSISTANT	2542	B	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2542	B	100	ACTIVE	12	ACTIVE
MEDICAL ASSISTANT	2542	B	100	ACTIVE	12	ACTIVE
MEDICAL TRANSCRIPTIONIST 1	2993	O	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	60	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	80	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	67.5	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5172	R	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	5021	Q	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	90	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	0	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	87.5	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	100	INACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	87.5	INACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4874	P	62.5	INACTIVE	12	SEPARATED EMPLOYEE
MENTAL HEALTH PRACTITIONER	4874	P	100	ACTIVE	1	ACTIVE
MENTAL HEALTH PRACTITIONER	4731	O	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
MENTAL HEALTH PRACTITIONER	4731	M	100	INACTIVE	12	SEPARATED EMPLOYEE
MENTAL HEALTH PRACTITIONER	4591	L	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4591	L	100	INACTIVE	5	ACTIVE
MENTAL HEALTH PRACTITIONER	4591	K	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4591	K	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4591	K	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	J	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	J	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	J	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	J	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	J	100	INACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	I	100	INACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4455	H	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4198	F	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4074	E	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4074	E	100	ACTIVE	12	ACTIVE
MENTAL HEALTH PRACTITIONER	4074	E	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MENTAL HEALTH SPECIALIST 1	3213	M	100	LEAVE OF ABSENCE	12	PARTIAL LEAVE OF ABSENCE
MENTAL HEALTH SPECIALIST 1	3213	M	100	INACTIVE	9.5	ACTIVE
MENTAL HEALTH SPECIALIST 1	2724	F	100	INACTIVE	9.5	ACTIVE
MENTAL HEALTH SPECIALIST 1	2542	C	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 1	2542	C	100	INACTIVE	5.5	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	87.5	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	70	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	80	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	50	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	87.5	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	95	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	60	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MENTAL HEALTH SPECIALIST 2	3549	M	55	INACTIVE	9	ACTIVE
MENTAL HEALTH SPECIALIST 2	3549	M	100	INACTIVE	6.5	SEPARATED EMPLOYEE
MENTAL HEALTH SPECIALIST 2	3549	M	60	INACTIVE	0	ACTIVE
MENTAL HEALTH SPECIALIST 2	3459	L	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3459	L	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3459	L	87.5	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3459	L	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3459	L	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3459	L	60	INACTIVE	8.5	ACTIVE
MENTAL HEALTH SPECIALIST 2	3377	K	70	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
MENTAL HEALTH SPECIALIST 2	3293	J	78.75	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3293	J	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3293	J	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3213	I	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3213	I	80	INACTIVE	12	SEPARATED EMPLOYEE
MENTAL HEALTH SPECIALIST 2	3135	H	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3135	H	60	INACTIVE	8	ACTIVE
MENTAL HEALTH SPECIALIST 2	3135	H	80	INACTIVE	3.5	ACTIVE
MENTAL HEALTH SPECIALIST 2	3063	G	100	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3063	G	80	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	3063	G	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2994	F	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2920	E	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2920	E	75	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2789	C	70	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2789	C	87.5	INACTIVE	0	ACTIVE
MENTAL HEALTH SPECIALIST 2	2724	B	87.5	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
MENTAL HEALTH SPECIALIST 2	2724	B	60	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2724	B	70	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2724	B	90	ACTIVE	12	ACTIVE
MENTAL HEALTH SPECIALIST 2	2724	B	100	INACTIVE	12	INACTIVE
MENTAL HEALTH SPECIALIST 2	2724	B	60	INACTIVE	0	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	INACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	INACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	INACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC	4514	M	100	INACTIVE	12	SEPARATED EMPLOYEE
MOTOR EQUIPMENT MECHANIC	4514	M	100	INACTIVE	12	SEPARATED EMPLOYEE
MOTOR EQUIPMENT MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT MECHANIC LEAD	4843	M	100	INACTIVE	12	ACTIVE
MOTOR EQUIPMENT SERVICE ATTENDANT	2855	OFF	100	ACTIVE	7	ACTIVE
MOTOR EQUIPMENT SERVICE ATTENDANT	2994	OFF	100	INACTIVE	0	ACTIVE
MOTOR EQUIPMENT SERVICE ATTENDANT	2855	M	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT SERVICE ATTENDANT	2855	M	100	INACTIVE	0	ACTIVE
MOTOR EQUIPMENT SERVICE ATTENDANT	2789	L	100	ACTIVE	12	ACTIVE
MOTOR EQUIPMENT SERVICE ATTENDANT	2724	K	100	INACTIVE	12	ACTIVE
OFFICE ASSISTANT 2	2689	OFF	100	ACTIVE	12	ACTIVE
OFFICE ASSISTANT 2	2542	K	62.5	ACTIVE	12	ACTIVE
OFFICE ASSISTANT 3	2855	M	100	ACTIVE	12	ACTIVE
OFFICE ASSISTANT 3	2855	M	100	ACTIVE	12	ACTIVE
OFFICE ASSISTANT 3	2855	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
OFFICE ASSISTANT 3	2855	M	100	INACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN I	3761	L	50	INACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN I	3337	E	100	ACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN II	4154	N	100	ACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN II	4033	K	100	ACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN II	3916	H	100	ACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN II	3798	G	100	ACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN II	3798	G	90	ACTIVE	12	ACTIVE
ORTHOPAEDIC TECHNICIAN II	3798	G	80	INACTIVE	10.5	ACTIVE
ORTHOPAEDIC TECHNICIAN II	3798	G	100	INACTIVE	0	ACTIVE
PAINTER	4201	OFF	100	INACTIVE	12	ACTIVE
PAINTER	4201	OFF	100	INACTIVE	12	ACTIVE
PAINTER	4201	OFF	100	ACTIVE	4	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	60	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	ACTIVE	12	ACTIVE
PAINTER	4011	M	100	INACTIVE	12	ACTIVE
PAINTER	4011	M	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PAINTER	4011	M	100	INACTIVE	12	SEPARATED EMPLOYEE
PAINTER	4011	M	100	ACTIVE	6	ACTIVE
PAINTER	4011	M	100	INACTIVE	0	ACTIVE
PAINTER	3736	J	100	ACTIVE	7	ACTIVE
PAINTER LEAD	4304	M	100	ACTIVE	12	ACTIVE
PAINTER LEAD	4304	M	100	ACTIVE	12	ACTIVE
PAINTER LEAD	4304	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3173.1	OFF	100	ACTIVE	10	ACTIVE
PATIENT CARE TECHNICIAN	2848	OFF	90	INACTIVE	9	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2653.35	OFF	90	ACTIVE	7	ACTIVE
PATIENT CARE TECHNICIAN	2574.6	OFF	90	INACTIVE	5.5	ACTIVE
PATIENT CARE TECHNICIAN	3079.65	OFF	100	INACTIVE	2.5	ACTIVE
PATIENT CARE TECHNICIAN	2817.15	OFF	100	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2900.1	OFF	100	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	3114	R	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	60	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
PATIENT CARE TECHNICIAN	3114	R	100	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	90	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	3114	R	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT CARE TECHNICIAN	3114	R	60	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT CARE TECHNICIAN	3114	R	100	INACTIVE	2	ACTIVE
PATIENT CARE TECHNICIAN	3114	R	100	INACTIVE	0	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	3022	Q	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3022	Q	100	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	3022	Q	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2933	P	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2933	P	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2933	P	100	INACTIVE	10.5	ACTIVE
PATIENT CARE TECHNICIAN	2848	O	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	O	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	O	100	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	O	90	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2848	N	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	N	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	N	80	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	N	90	INACTIVE	12	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	2848	N	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT CARE TECHNICIAN	2848	N	80	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT CARE TECHNICIAN	2848	M	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	80	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2848	M	80	INACTIVE	10.5	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2848	M	80	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2762	L	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	L	70	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	L	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	L	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	L	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	L	100	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	K	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	K	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	K	90	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	2762	K	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	K	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2762	K	60	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	J	100	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	I	90	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2683	I	80	INACTIVE	1.5	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2683	H	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2683	H	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2683	H	90	INACTIVE	0	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	2683	H	100	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	90	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2602	G	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2602	G	60	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT CARE TECHNICIAN	2602	G	100	INACTIVE	4.5	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2602	G	90	INACTIVE	4	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2602	G	60	INACTIVE	0.5	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	2527	F	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	80	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	90	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	90	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	INACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	60	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2527	F	100	INACTIVE	9.5	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	INACTIVE	6.5	ACTIVE
PATIENT CARE TECHNICIAN	2527	F	100	INACTIVE	5.5	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2452	E	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	90	INACTIVE	10.5	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	70	ACTIVE	9.5	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	2452	E	50	INACTIVE	9.5	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	50	INACTIVE	9.5	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	90	INACTIVE	8	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	INACTIVE	6.5	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	90	INACTIVE	5.5	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	60	INACTIVE	3	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	100	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	70	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2452	E	50	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	60	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	90	INACTIVE	9.5	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	INACTIVE	5.5	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	100	INACTIVE	0.5	SEPARATED EMPLOYEE
PATIENT CARE TECHNICIAN	2380	D	50	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2380	D	90	INACTIVE	0	ACTIVE
PATIENT CARE TECHNICIAN	2310	C	90	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2310	C	100	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2310	C	60	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT CARE TECHNICIAN	2310	C	50	ACTIVE	12	ACTIVE
PATIENT CARE TECHNICIAN	2310	C	100	INACTIVE	8.5	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	3063	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	3063	M	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	3063	M	100	INACTIVE	8	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2994	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2920	K	50	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2920	K	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2920	K	90	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2920	K	85	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2920	K	100	INACTIVE	6.5	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2855	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2855	J	100	INACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2855	J	60	INACTIVE	2	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2789	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2789	I	100	INACTIVE	3	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2789	I	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2789	I	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2724	H	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2724	H	80	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2724	H	62.5	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2663	G	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2663	G	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2598	F	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2598	F	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2598	F	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2598	F	60	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2598	F	100	INACTIVE	6.5	ACTIVE
PATIENT SERVICES SPECIALIST 1-TRAINEE	2598	F	100	INACTIVE	6	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	80	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	90	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	50	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	50	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	3293	M	80	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	75	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	90	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	70	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	90	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	80	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
PATIENT SERVICES SPECIALIST 2	3293	M	60	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	90	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	50	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	50	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	90	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	90	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3293	M	95	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3293	M	90	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	3293	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT SERVICES SPECIALIST 2	3293	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT SERVICES SPECIALIST 2	3293	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT SERVICES SPECIALIST 2	3293	M	50	INACTIVE	11.5	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	8.5	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3293	M	100	ACTIVE	5.5	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	3293	M	80	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	50	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	80	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	INACTIVE	0.5	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	3213	L	80	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	3135	K	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	50	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	90	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3135	K	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	3063	J	100	INACTIVE	12	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	3063	J	60	INACTIVE	9.5	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	50	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	60	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2994	I	80	INACTIVE	12	SEPARATED EMPLOYEE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 2	2789	F	80	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	2789	F	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	2724	E	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2724	E	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 2	2598	C	100	INACTIVE	6.5	SEPARATED EMPLOYEE
PATIENT SERVICES SPECIALIST 2	2542	B	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2482	A	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 2	2482	A	50	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3583	OFF	100	ACTIVE	5	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
PATIENT SERVICES SPECIALIST 3	3459	M	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3459	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
PATIENT SERVICES SPECIALIST 3	3459	M	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 3	3377	L	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PATIENT SERVICES SPECIALIST 3	3377	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	3377	L	100	INACTIVE	0	ACTIVE
PATIENT SERVICES SPECIALIST 3	3135	I	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	2920	F	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST 3	2855	E	100	INACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3918	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3918	M	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3819	L	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3631	J	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3459	H	90	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3459	H	100	ACTIVE	12	ACTIVE
PATIENT SERVICES SPECIALIST LEAD	3293	F	100	ACTIVE	12	ACTIVE
PLANT COMMUNICATIONS COORDINATOR	3819	M	100	ACTIVE	12	ACTIVE
PLANT COMMUNICATIONS COORDINATOR	3819	M	100	ACTIVE	12	ACTIVE
PLANT COMMUNICATIONS COORDINATOR	3377	H	100	ACTIVE	12	ACTIVE
PLANT COMMUNICATIONS COORDINATOR	3377	H	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	9.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	4	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	3.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	3	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	ACTIVE	1	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	ACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4514	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4843	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4620	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4620	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER	4620	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
PLUMBER/PIPE/STEAMFITTER	4201	I	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	5204	OFF	100	ACTIVE	1	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	5318	OFF	100	INACTIVE	0.5	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	ACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	INACTIVE	12	ACTIVE
PLUMBER/PIPE/STEAMFITTER LEAD	4961	M	100	INACTIVE	12	SEPARATED EMPLOYEE
PLUMBER/PIPE/STEAMFITTER LEAD	4843	L	100	ACTIVE	12	ACTIVE
POWER PLANT MECHANIC	5327	OFF	100	INACTIVE	0.5	ACTIVE
POWER PLANT MECHANIC	5080	M	100	ACTIVE	12	ACTIVE
POWER PLANT MECHANIC	5080	M	100	ACTIVE	12	ACTIVE
POWER PLANT MECHANIC	5080	M	100	ACTIVE	12	ACTIVE
POWER PLANT MECHANIC LEAD	6005	OFF	100	ACTIVE	6	ACTIVE
POWER PLANT MECHANIC LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT MECHANIC LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4732	OFF	100	ACTIVE	5	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4732	OFF	100	INACTIVE	0.5	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4304	OFF	100	INACTIVE	0.5	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4304	OFF	100	INACTIVE	0	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4514	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4514	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4514	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4514	M	100	INACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4106	I	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 1	4106	I	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
POWER PLANT OPERATING ENGINEER 2	4961	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 2	4961	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 2	4961	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 2	4961	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER 2	4961	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER LEAD	5461	M	100	ACTIVE	12	ACTIVE
POWER PLANT OPERATING ENGINEER LEAD	5461	M	100	ACTIVE	12	ACTIVE
PROGRAM ASSISTANT	3135	M	100	ACTIVE	12	ACTIVE
PROGRAM ASSISTANT	3135	M	100	INACTIVE	10	UNPAID LEAVE OF ABSENCE
PROGRAM COORDINATOR	3549	M	75	ACTIVE	12	ACTIVE
PROGRAM COORDINATOR	3549	M	100	ACTIVE	12	ACTIVE
PROGRAM COORDINATOR	3549	M	100	ACTIVE	12	ACTIVE
PROGRAM COORDINATOR	3549	M	100	ACTIVE	12	ACTIVE
PROGRAM COORDINATOR	3549	M	100	ACTIVE	12	ACTIVE
PROGRAM COORDINATOR	3549	M	100	ACTIVE	12	ACTIVE
PROGRAM COORDINATOR	3293	J	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	5204	M	100	INACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	4961	K	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC	4732	I	100	INACTIVE	5	SEPARATED EMPLOYEE
REFRIGERATION MECHANIC LEAD	5589	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC LEAD	5589	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC LEAD	5589	M	100	ACTIVE	12	ACTIVE
REFRIGERATION MECHANIC LEAD	5589	M	100	ACTIVE	12	ACTIVE
REHABILITATION COUNSELOR 1	5010	M	100	ACTIVE	12	ACTIVE
REHABILITATION COUNSELOR 1	4542	I	100	ACTIVE	12	ACTIVE
REHABILITATION COUNSELOR 1	4214	F	100	ACTIVE	12	ACTIVE
REHABILITATION COUNSELOR 2	5535	M	100	ACTIVE	12	ACTIVE
RESEARCH TECHNOLOGIST 2 - BIOENGR ONLY	3549	M	100	ACTIVE	12	ACTIVE
RESEARCH TECHNOLOGIST 2 - BIOENGR ONLY	3549	M	100	INACTIVE	12	ACTIVE
RESPIRATORY CARE ASSISTANT	3798	S	100	ACTIVE	12	ACTIVE
ROOFER	4201	OFF	100	INACTIVE	12	ACTIVE
ROOFER	4011	M	100	ACTIVE	12	ACTIVE
ROOFER	4011	M	100	ACTIVE	12	ACTIVE
ROOFER	4011	M	100	INACTIVE	12	ACTIVE
ROOFER	3647	I	100	ACTIVE	12	ACTIVE
SEAMSTRE	2482	M	100	ACTIVE	12	ACTIVE
SECRETARY	2994	M	50	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
SECRETARY	2994	M	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
SECRETARY	2994	M	50	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
SECRETARY SENIOR	3213	M	50	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4620	OFF	100	INACTIVE	6.5	SEPARATED EMPLOYEE
SHEET METAL MECHANIC	4732	OFF	100	INACTIVE	0.5	ACTIVE
SHEET METAL MECHANIC	4406	OFF	100	INACTIVE	0	ACTIVE
SHEET METAL MECHANIC	4620	OFF	100	INACTIVE	0	ACTIVE
SHEET METAL MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	INACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4514	M	100	INACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4406	L	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC	4406	L	100	INACTIVE	12	SEPARATED EMPLOYEE
SHEET METAL MECHANIC	4201	J	100	ACTIVE	6	ACTIVE
SHEET METAL MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
SHEET METAL MECHANIC LEAD	4843	M	100	ACTIVE	12	ACTIVE
SIGN PAINTER	4106	OFF	100	INACTIVE	1.5	ACTIVE
SIGN PAINTER	4106	OFF	100	INACTIVE	0.5	ACTIVE
SIGN PAINTER	4011	M	100	INACTIVE	12	ACTIVE
SIGN PAINTER	3918	L	100	ACTIVE	12	ACTIVE
SIGN PAINTER	3918	L	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	INACTIVE	12	ACTIVE
SNACK BAR LEAD	2789	M	100	INACTIVE	10	SEPARATED EMPLOYEE
SNACK BAR LEAD	2789	M	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2789	M	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2789	M	100	INACTIVE	9	RETIREE WITH SUPPLEMENTAL PAY
SNACK BAR LEAD	2789	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
SNACK BAR LEAD	2789	M	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
SNACK BAR LEAD	2789	M	100	INACTIVE	0	SEPARATED EMPLOYEE
SNACK BAR LEAD	2724	L	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2724	L	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2724	L	80	ACTIVE	7.5	ACTIVE
SNACK BAR LEAD	2724	L	100	ACTIVE	0.5	ACTIVE
SNACK BAR LEAD	2663	K	50	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
SNACK BAR LEAD	2598	J	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2542	I	100	INACTIVE	12	SEPARATED EMPLOYEE
SNACK BAR LEAD	2482	H	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2426	G	80	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2426	G	50	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2426	G	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2426	G	100	ACTIVE	3	ACTIVE
SNACK BAR LEAD	2370	F	100	INACTIVE	9	UNPAID LEAVE OF ABSENCE
SNACK BAR LEAD	2317	E	100	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2317	E	75	INACTIVE	12	ACTIVE
SNACK BAR LEAD	2317	E	100	INACTIVE	9	ACTIVE
SNACK BAR LEAD	2317	E	100	INACTIVE	1	SEPARATED EMPLOYEE
SNACK BAR LEAD	2266	D	75	ACTIVE	12	ACTIVE
SNACK BAR LEAD	2266	D	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2266	D	100	ACTIVE	9	ACTIVE
SNACK BAR LEAD	2266	D	100	INACTIVE	0	ACTIVE
SNACK BAR LEAD	2212	C	100	ACTIVE	9	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	60	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3234	OFF	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3331	OFF	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3139	OFF	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3331	OFF	50	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	50	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3139	OFF	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	50	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
SPECIMEN PROCESSING TECHNICIAN	3047	OFF	100	INACTIVE	12	SEPARATED EMPLOYEE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	100	INACTIVE	2	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3635	OFF	100	INACTIVE	1	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	100	INACTIVE	0.5	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	100	INACTIVE	0	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3433	OFF	100	INACTIVE	0	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	3082	P	100	INACTIVE	10	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2818	J	65	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2818	H	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2735	G	50	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2735	G	50	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2656	F	50	INACTIVE	12	SEPARATED EMPLOYEE
SPECIMEN PROCESSING TECHNICIAN	2656	F	100	INACTIVE	0	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2577	E	100	INACTIVE	11.5	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2501	D	100	INACTIVE	12	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2501	D	50	INACTIVE	10.5	SEPARATED EMPLOYEE
SPECIMEN PROCESSING TECHNICIAN	2501	D	50	INACTIVE	4.5	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2501	D	100	INACTIVE	2	SEPARATED EMPLOYEE
SPECIMEN PROCESSING TECHNICIAN	2501	D	75	INACTIVE	0	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2501	D	100	INACTIVE	0	ACTIVE
SPECIMEN PROCESSING TECHNICIAN	2355	B	50	INACTIVE	4	SEPARATED EMPLOYEE
SPECIMEN PROCESSING TECHNICIAN	2355	B	100	INACTIVE	0	SEPARATED EMPLOYEE
SPECIMEN PROCESSING TECHNICIAN LEAD	3756	OFF	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	INACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2920	M	100	INACTIVE	9	ACTIVE
STOCKROOM ATTENDANT 2	2855	L	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2789	K	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2789	K	100	INACTIVE	10.5	ACTIVE
STOCKROOM ATTENDANT 2	2789	K	100	INACTIVE	0	SEPARATED EMPLOYEE
STOCKROOM ATTENDANT 2	2663	I	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2663	I	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2663	I	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2663	I	100	INACTIVE	12	SEPARATED EMPLOYEE
STOCKROOM ATTENDANT 2	2598	H	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2598	H	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2598	H	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2542	G	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2542	G	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2542	G	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
STOCKROOM ATTENDANT 2	2482	F	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2482	F	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2482	F	100	INACTIVE	7	ACTIVE
STOCKROOM ATTENDANT 2	2426	E	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT 2	2370	D	100	ACTIVE	12	ACTIVE
STOCKROOM ATTENDANT LEAD	3135	M	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	80	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	60	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	80	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	60	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	50	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	INACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	100	INACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	INACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4731	S	90	INACTIVE	12	SEPARATED EMPLOYEE
SURGICAL TECHNOLOGIST	4591	R	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4455	Q	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4455	Q	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
SURGICAL TECHNOLOGIST	4324	P	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4324	P	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4198	O	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4198	N	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4198	M	80	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4074	L	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4074	K	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	4074	K	90	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3954	I	60	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3954	H	60	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3723	F	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3614	E	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3614	E	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3614	E	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
SURGICAL TECHNOLOGIST	3507	D	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3507	D	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3507	D	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3507	D	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
SURGICAL TECHNOLOGIST	3404	C	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3404	C	100	INACTIVE	12	SEPARATED EMPLOYEE
SURGICAL TECHNOLOGIST	3304	B	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3304	B	100	ACTIVE	12	ACTIVE
SURGICAL TECHNOLOGIST	3304	B	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2845	R	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2845	R	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2845	R	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2845	R	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2762	Q	80	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2762	Q	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2762	Q	80	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2762	Q	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2762	Q	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2683	P	100	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2683	P	80	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2683	P	60	ACTIVE	4.5	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2602	O	80	ACTIVE	12	ACTIVE
TELEPHONE COMMUNICATIONS OPERATOR-HOSP	2602	O	100	ACTIVE	12	PARTIAL LEAVE OF ABSENCE
TRADES HELPER	2781	M	100	ACTIVE	12	ACTIVE
TRADES HELPER	2550	I	100	ACTIVE	12	ACTIVE
TRANSPORTATION HELPER	2161	B	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	60	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	80	INACTIVE	12	ACTIVE
TRUCK DRIVER 1	3135	M	100	INACTIVE	12	SEPARATED EMPLOYEE
TRUCK DRIVER 1	3135	M	100	INACTIVE	12	SEPARATED EMPLOYEE
TRUCK DRIVER 1	3135	M	100	ACTIVE	9	ACTIVE
TRUCK DRIVER 1	3135	M	100	INACTIVE	9	ACTIVE
TRUCK DRIVER 1	3135	M	50	INACTIVE	9	ACTIVE
TRUCK DRIVER 1	3135	M	50	INACTIVE	9	ACTIVE
TRUCK DRIVER 1	3135	M	100	INACTIVE	9	SEPARATED EMPLOYEE
TRUCK DRIVER 1	2994	K	100	ACTIVE	9	ACTIVE
TRUCK DRIVER 1	2994	K	100	ACTIVE	9	ACTIVE
TRUCK DRIVER 1	2994	K	100	ACTIVE	9	ACTIVE
TRUCK DRIVER 1	2994	K	100	INACTIVE	9	ACTIVE
TRUCK DRIVER 1	2994	K	100	INACTIVE	9	ACTIVE
TRUCK DRIVER 1	2789	H	100	INACTIVE	2	ACTIVE
TRUCK DRIVER 1	2789	H	100	INACTIVE	2	ACTIVE
TRUCK DRIVER 1	2724	G	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	2724	G	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 1	2724	G	100	ACTIVE	9	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
TRUCK DRIVER 2	3631	OFF	100	INACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	66	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	69	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	ACTIVE	12	ACTIVE
TRUCK DRIVER 2	3459	M	100	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
UNIT SUPPLY TECHNICIAN 1	2994	M	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2994	M	100	INACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2994	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
UNIT SUPPLY TECHNICIAN 1	2994	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
UNIT SUPPLY TECHNICIAN 1	2994	M	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
UNIT SUPPLY TECHNICIAN 1	2920	L	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2855	K	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2855	K	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2724	I	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2724	I	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2663	H	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2370	C	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2370	C	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2370	C	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2370	C	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 1	2370	C	60	INACTIVE	6.5	SEPARATED EMPLOYEE
UNIT SUPPLY TECHNICIAN 1	2370	C	60	INACTIVE	4	SEPARATED EMPLOYEE
UNIT SUPPLY TECHNICIAN 1	2266	A	60	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 2	3135	M	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN 2	3135	M	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN LEAD	3377	M	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN LEAD	3377	M	100	ACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN LEAD	3377	M	100	INACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN LEAD	3377	M	60	INACTIVE	12	ACTIVE
UNIT SUPPLY TECHNICIAN LEAD	3377	M	60	INACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
UTILITY WORKER 2	3135	OFF	100	INACTIVE	12	ACTIVE
UTILITY WORKER 2	3135	OFF	100	INACTIVE	7	ACTIVE
UTILITY WORKER 2	2994	OFF	100	INACTIVE	6.5	ACTIVE
UTILITY WORKER 2	2598	OFF	100	INACTIVE	5.5	ACTIVE
UTILITY WORKER 2	3135	OFF	100	INACTIVE	2.5	ACTIVE
UTILITY WORKER 2	3135	OFF	100	INACTIVE	0.5	ACTIVE
UTILITY WORKER 2	2994	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	INACTIVE	12	ACTIVE
UTILITY WORKER 2	2994	M	100	INACTIVE	0	SEPARATED EMPLOYEE
UTILITY WORKER 2	2994	M	100	INACTIVE	0	SEPARATED EMPLOYEE
UTILITY WORKER 2	2598	G	100	ACTIVE	12	ACTIVE
UTILITY WORKER 2	2598	G	100	ACTIVE	12	ACTIVE
UTILITY WORKER LEAD	3213	M	100	ACTIVE	12	ACTIVE
UTILITY WORKER LEAD	3213	M	100	LEAVE OF ABSENCE	12	PAID LEAVE OF ABSENCE
UTILITY WORKER LEAD	3063	K	100	ACTIVE	12	ACTIVE
UTILITY WORKER LEAD	2789	G	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 1	2855	L	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	62.5	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	INACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	9	ACTIVE
WAREHOUSE WORKER 2	3063	M	100	ACTIVE	9	ACTIVE
WAREHOUSE WORKER 2	2789	I	100	ACTIVE	12	ACTIVE
WAREHOUSE WORKER 2	2663	G	100	ACTIVE	9	ACTIVE
WAREHOUSE WORKER LEAD	3063	L	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2482	M	100	INACTIVE	12	RETIREE WITH SUPPLEMENTAL PAY
WASHROOM EQUIPMENT OPERATOR 1	2370	K	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2370	K	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2370	K	100	LEAVE OF ABSENCE	12	UNPAID LEAVE OF ABSENCE
WASHROOM EQUIPMENT OPERATOR 1	2266	I	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	2161	G	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1975	C	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1975	C	100	ACTIVE	12	ACTIVE

JOB CLASS	FULL TIME AMOUNT	STEP	FTE	APPOINTMENT STATUS	APPT TERM	EMPLOYMENT STATUS DESCRIPTION
WASHROOM EQUIPMENT OPERATOR 1	1975	C	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1975	C	100	INACTIVE	10.5	SEPARATED EMPLOYEE
WASHROOM EQUIPMENT OPERATOR 1	1885	A	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1885	A	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1885	A	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1885	A	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1885	A	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 1	1885	A	100	INACTIVE	3.5	SEPARATED EMPLOYEE
WASHROOM EQUIPMENT OPERATOR 2	2724	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 2	2724	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 2	2724	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 2	2724	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 2	2724	M	100	ACTIVE	12	ACTIVE
WASHROOM EQUIPMENT OPERATOR 2	2724	M	100	ACTIVE	12	ACTIVE
WASTE COLLECTOR	3549	M	100	ACTIVE	12	ACTIVE
WASTE COLLECTOR	3549	M	100	ACTIVE	12	ACTIVE
WASTE COLLECTOR	3549	M	100	ACTIVE	12	ACTIVE
WASTE COLLECTOR	3549	M	100	ACTIVE	12	ACTIVE
WASTE COLLECTOR	3549	M	100	INACTIVE	12	ACTIVE
WELDER-FABRICATOR	4514	M	100	ACTIVE	12	ACTIVE
WINDOW WASHER	2920	M	100	ACTIVE	12	ACTIVE
WINDOW WASHER	2920	M	100	ACTIVE	12	ACTIVE
WINDOW WASHER	2920	M	100	ACTIVE	12	ACTIVE
WINDOW WASHER	2920	M	100	INACTIVE	12	ACTIVE
WINDOW WASHER	2663	I	100	ACTIVE	12	ACTIVE
WINDOW WASHER LEAD	3135	M	100	ACTIVE	12	ACTIVE

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