



Office of the Chief Human Resources Officer Classification and Compensation

Executive Management Leveling Guide

The Department of Administrative Services, Chief Human Resources Office, in collaboration with management representatives from across the State enterprise, led The Oregon Management Project (TOMP). One facet of TOMP is a comprehensive management study to produce a management classification plan, the Management Classification Review (MCR), to update an outdated management classification system. The MCR created multiple job families intended to improve recruitment outcomes and better address and remedy compensation issues within State agencies. Included in the MCR was the development of executive pay bands. This document provides guidance on the placement of executive management within these pay bands.

TOMP created 12 managerial levels; the State of Oregon uses nine of the twelve levels for the executive pay bands. Agency directors, deputy directors from Level 1 – 4 agencies, as well as high-level statewide chiefs located at the Oregon Department of Administrative Services, are allocated to the executive management pay bands.

Agency levels were developed and vetted by State leadership. These agency levels are identified from 1 to 9, with 1 being the highest level and describes mandates that are large and multi-faceted, and 9 with a singular mandate, as seen in small agency boards or commissions. Agencies are clustered into groups, evaluating a variety of factors to analyze the size, scope, and complexity of the agency. These factors include organizational elements including budget size, number of full-time equivalent staffing levels, agency scope, and impact to Oregonians. The following charts provide agency level descriptions and placement within the structure.

Minimum Qualifications

The Executive Band levels for Agency Heads and Deputies do not have or use minimum qualifications. As executive positions, the requirements for each position varies greatly depending on the mandates of the agency. The agency or Governor's office, at the time of recruitment and appointment, set the appropriate qualifications and requirements for these positions.

State Agency Level Definitions

Level 1

Reserved for the Governor's Chief of Staff and the State Chief Operations Officer/DAS Director.

Level 2

The largest state agencies with the highest impact statewide, directly or indirectly, affecting all Oregonians on a daily basis. Political exposure is great and represents administrative priorities of the Executive Branch. Operating budgets typically are in the billions and FTE are generally multiple thousands.

Level 3

Very large agencies with a statewide impact, providing necessary services utilized by a substantial number of Oregonians. Operating budgets are large, ranging from \$300 million to multiple billions, and FTE generally ranges from hundreds of employees to over 1,000. There can be differences in FTE due to the nature of the agency; some agencies at this level are highly political and have a policy setting focus which requires fewer staff, while others provide direct services to Oregonians and requires more staff to perform the duties.

Level 4

Mid- to large-sized agencies with oversight of key areas within the state. Agency scope is focused on a specific area, but the agency has overall statewide responsibility for a particular area. Operating budgets are generally \$200 to \$600 million, and FTE is typically multiple hundreds, but in some cases over 1,000 FTE.

Level 5

Smaller agencies that provide direct services or oversight to a specific group. The scope of the agency is typically more focused and defined than Level 4 agencies. Operating budgets range from \$40 to \$200 million, and agency staffing is typically between 100 and 200 FTE.

Level 6

Larger boards or commissions or the smallest agencies. Organizations at this level primarily support other groups with regulation and oversight. Boards and commissions are typically more politically exposed, and their scope affects a greater number of Oregonians. Operating budgets are generally \$9 to \$100+ million and agency staffing is generally between 20 to 60 FTE. Exceptions to this are found and are generally due to Federal or other pass-through funding.

Level 7

Smaller boards of commissions with a narrower scope of impact. These boards have smaller staff and budgets than the larger boards and a more specific agency focus/mission. Operating budgets are generally \$10 to \$36 million and agency staffing is typically between 20 and 40 FTE.

Level 8

Very small regulatory boards or commissions. Operating budgets are generally around \$3 to \$10 million and agency staffing is typically 15 or less FTE.

Level 9

Smallest regulatory boards or commissions, generally focused on certification and licensing. Operating budgets are \$1 to \$2 million (with several below \$1 million) and agency staffing is typically between 1 to 4 FTE. These boards have minimal budget and staff.

2022 State Agency Allocations

2022 Level	Agency	2022 Level	Agency
1	Administrative Services	6	Board of Nursing
	Office of the Governor-Chief of Staff		Board of Pharmacy
2	Corrections		Criminal Justice Commission
	Education		Geology & Minerals
	Health Authority		Land Conservation & Development
	Human Services		Land Use Board of Appeals
	Transportation		Medical Board
3	Business Development		Real Estate
	Consumer & Business Services		Watershed Enhancement Board
	Deputy Attorney General		7
	* Early Learning and Care	Commission for Blind	
	Employment	Construction Contractors Board	
	Higher Education Coordinating Commission	Long-Term Care Ombudsman	
	Housing & Community Development	Marine Board	
	Military	Post-Prison Review Board	
	PERS	Psychiatric Security Review Board	
	Revenue	State Library	
State Police	Teacher Standards & Practices		
4	Agriculture	8	
	Environmental Quality		Government Ethics
	Fish & Wildlife		Racing
	Forestry	9	Advocacy Commission
	Liquor Control Commission		Board of Accountancy
	Parks & Recreation		Chiropractic Examiners
	Veterans		Judicial Fitness Board
	Youth Authority		Licensed Social Workers
5	Bureau of Labor & Industries		Medical Imaging Board
	Employment Relations Board		Mental Health Regulatory Agency
	Emergency Management		Mortuary & Cemetery
	Energy		Naturopathic Medicine
	Public Safety Standards & Training		Occupational Therapy Licensing Board
	Public Utilities Commission	Speech-Language Pathology	
	* State Fire Marshal	Tax Practitioners	
	State Lands	Veterinary Board	
Water Resources			

** The Oregon Early Learning and Care and Oregon State Fire Marshal agencies are pending establishment*

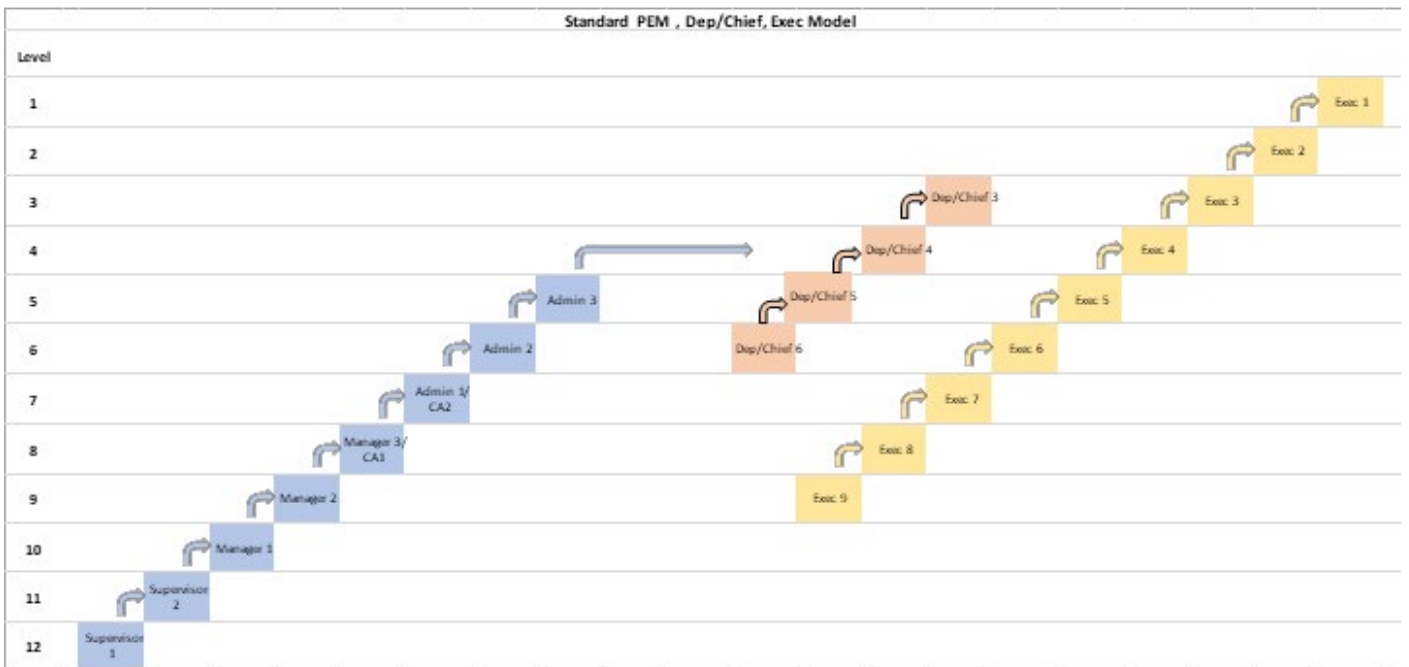
NOTE: The Semi-Independent agencies covered under ORS 182.454 are not included in this list. These agencies are not subject to State Personnel Law ORS-240.

Agency Director Allocations

The agency director levels are determined by the DAS Chief Operating Officer and the Governor’s Office, based upon the data analysis and recommendations of the CHRO. Positions are evaluated and placed at levels according to the above definitions.

Deputy Structure

The deputy pay line is a separate executive pay band with different rates. Agencies at Level 1 through Level 4 have positions in the Deputy Executive Structure. In Level 5 and smaller agencies, deputies will fall within the standard management classifications in the Administrator or Manager classification.

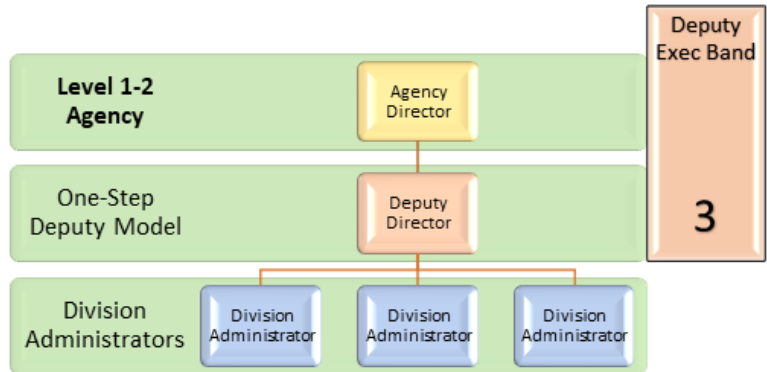


To allocate deputy positions, the agency structure needs to be reviewed. There are two types of agency director structures: a one-step deputy and a two-step deputy.

A one-step deputy model is where the agency has a single deputy and most of the agency programs and operations report through that one position.

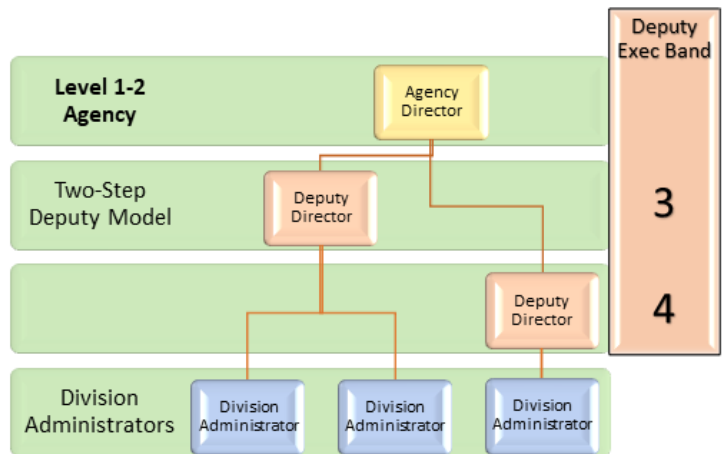
Level 1 and Level 2 agencies:

Level 1 and Level 2 agencies with one deputy: the deputy position is placed at Level 3 in the deputy executive band. The next level of allocations in that agency would be at the Administrator 3, if appropriate.

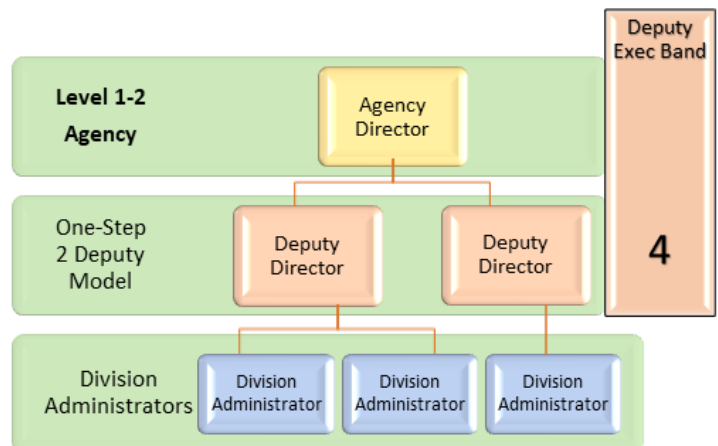


A two-step deputy is an agency structure in which the agency divides the deputy accountability between two positions.

Level 1 and Level 2 agencies with one primary deputy and a secondary deputy: the primary deputy is placed at Level 3 and the secondary deputy is placed at Level 4 of the deputy pay band.

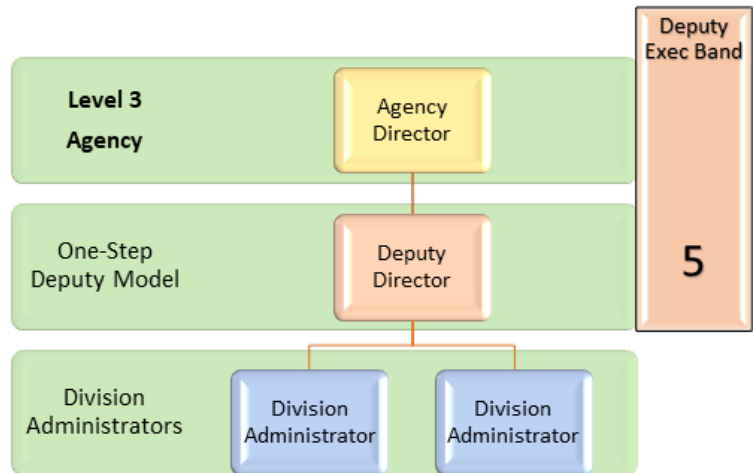


If both positions are equal, they would be placed at Level 4 pay band together, as the accountability is split.



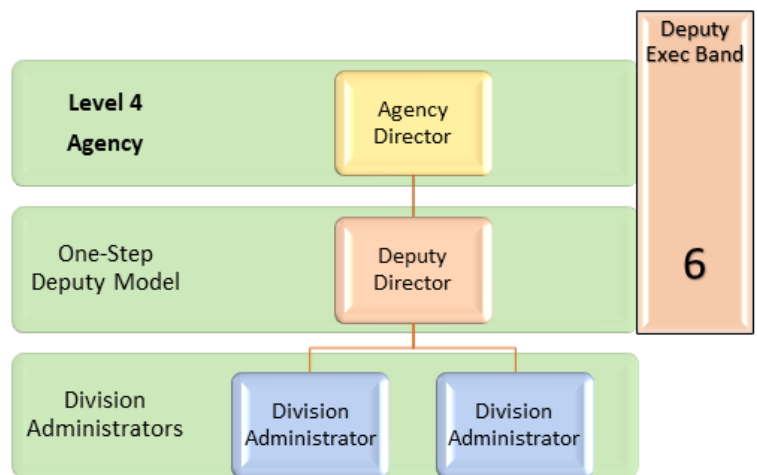
Level 3 agencies:

Level 3 agencies with one deputy: deputies are placed in the executive pay band at Level 5.

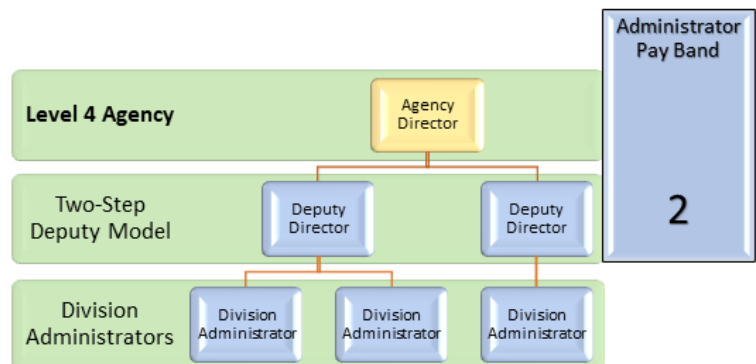


Level 4 agencies:

Level 4 agencies with one deputy: deputies are placed in the executive pay band at Level 6.

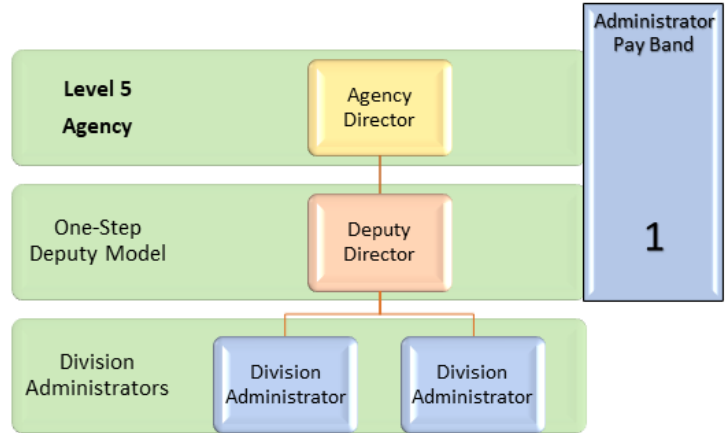


Level 4 agencies with two deputies: deputies are placed at the Administrator 2 level. This is due to the shared accountability for the deputy role as a result the managerial level is lowered for both.

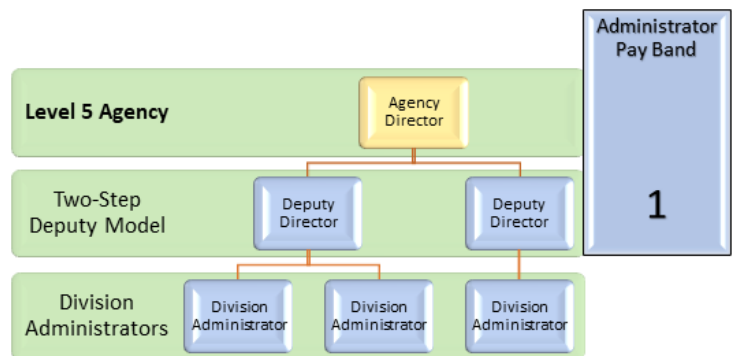


Level 5 agencies:

Level 5 agencies with one deputy: deputies are placed at the Administrator 1 level.



Level 5 agencies with two deputies: deputies are placed at the Administrator 1 level. This is due to the shared accountability for the deputy role as a result the managerial level is lowered for both.



Level 6 through Level 9 agencies:

Level 6 through Level 9 agencies: There is no deputy structure in place. Allocations will be placed based on placement of the agency director and upon the cascading organizational structure.

Department of Administrative Services Chiefs

The Department of Administrative Services has three chiefs that are allocated to the deputy Level 3 executive pay band. These are enterprise-wide leaders in major programmatic areas that have a statewide policy setting scope over the entire state enterprise. These positions include the State Chief Financial Officer, State Chief Human Resource Officer, and State Chief Cultural Change Officer.

Appeals

If an agency wishes to appeal their agency level or deputy placement, they can contact the State Chief Operating Officer to request a review of their agency level. The appeal should contain information relevant to the size, scope, and complexity of the agency relative to the agency level definitions contained in this document.