



# Oregon

Tina Kotek, Governor

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## MEMORANDUM

**Date:** August 27, 2024  
**To:** State Human Resource Managers and Analysts  
**From:** Dustin Miller, Consultant Advisor, Classification and Compensation  
Department of Administrative Services  
**Subject:** 2024 Update - Lead Work Differential Guidance

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Upon request, the Chief Human Resources Office has reviewed and updated the current list of classifications excluded from receiving a lead work differential. The purpose of this memo is to provide general guidance for determining which classifications are excluded from receiving the lead work differential and which ones are not. For represented employees, please refer to the specific [collective bargaining agreement \(CBA\)](#) pertaining to lead work. CBA language applies if in conflict with any portion of this memo.

### LEAD WORK AND JOB CLASSIFICATIONS

An employee is eligible for a lead work differential when lead work is an additional assignment to the job and is not specifically written into the job classification. The majority of job classifications do not include lead work as a responsibility because it is not a primary function of the classification nor a commonly performed duty and, therefore, not factored into the compensation. Conversely, some classifications have intentionally included lead work. For example, the Human Resource Analyst 3 has lead work written into the classification:

*Employees may give assistance in the supervision and training of other Human Resource Analysts as a **lead worker** or project leader, or they manage the human resource program for a small state agency.*

When lead work is included in a classification, the Central Evaluation Team factors it into the final score of the HAY evaluation. Additionally, when completing the market study for a new or revised classification, jobs with lead work responsibilities are generally matched to other classifications containing lead work responsibilities and are factored into the final salary range determination. In order to appropriately apply the lead work differential, it is important to understand the definition of lead work.

### LEAD WORK DEFINITION

Some CBAs and Statewide Policy ([20.005.11](#)) allow for a lead work differential when an employee is assigned duties consistent with the definition of lead work:

Lead work is an assignment of **each** of the following duties on a recurring daily basis:

- Prioritize and assign tasks to effectively complete work.
- Provide direction to workers concerning work procedures and performance standards.

- Review the completeness, accuracy, quality and quantity of work.
- Provide informal feedback of employee performance to supervisors.

Lead work differential does not apply to developmental assignments that management and the employee mutually agree to.

### **LEAD WORK SUPERVISORS, PROJECT/TEAM LEADERSHIP AND SENIOR LEVEL CLASSIFICATIONS**

Lead workers and supervisors perform similar functions, but the major distinction is the authority to act in the interest of the employing agency. Supervisors have the authority, in the interest of the employing agency, to interview, hire, promote or effectively recommend hire or promotion, assign and evaluate work, discipline, fire, respond to grievances, prepare performance appraisals and train employees. A lead worker provides direction to employees. For example, they may sit on an interview panel or provide feedback for performance evaluations, but they are not responsible for employment actions. They provide feedback or information to the supervisor/manager who is ultimately responsible for the actions.

An area of confusion in determining eligibility for lead work is when project management or team leadership is listed in the job classification. A project leader provides direction to a group of co-workers assigned to a project. The workers may change, but the project leader is always the working leader of the group. While there are similarities between this role and the lead work role, they are not the same. A project leader provides direction, reviews work products or provides feedback to supervisors for purposes of completing project work. These roles have components of lead work, but unless the employee is formally assigned all of the lead work components listed above, they are not eligible for the lead work differential.

Many senior level professional classifications provide oversight or review of lower-level staff, which is built into the general description or distinguishing features and is already accounted for in the HAY evaluation. Employees in these senior roles may mentor lower-level staff, review work products, provide feedback to employees and their managers or assist with onboarding or orientation. Employees performing those functions are not eligible for lead work unless it is a formal assignment of work and contains all components of lead work. That is why classifications such as the Project Manager Series, Natural Resource Specialist 4 and 5, Accountant 3 Operations & Policy Analyst 4, and other senior level classification are eligible for this differential.

The following page lists the classifications that are **not** eligible for the lead work differential because they are already being compensated for it; lead work was factored into the compensation when the appropriate salary range was determined.

**Contact Information** If you have questions about whether or not your agency should pay a differential for lead work or if a specific classification is eligible to receive lead work, please contact the Chief Human Resources Office, Classification and Compensation Unit, at [CHRO.CNC@oregon.gov](mailto:CHRO.CNC@oregon.gov).

**CLASSIFICATIONS THAT INCLUDE LEADWORK**

<b>CLASS TITLE</b>	<b>CLASS #</b>
Cook	9117
Data Entry Control Technician	1475
Electrician 3	4009
Epidemiologist 2	6217
Executive Support Specialist 1	0118
Executive Support Specialist 2	0119
Financial Examiner 3	5677
Fish and Wildlife Technical Coordinator	8346
Food Service Worker	9102
Force Protection Leader	5521
Forestry Nursery Worker 3	8203
Group Life Coordinator 3	6752
Human Resource Analyst 3	1322
Human Services Specialist 4	6660
Internal Auditor 3	5618
Mental Health Therapy Coordinator	6718
Mental Health Therapy Shift Coordinator	6717
Motor Carrier Enforcement Officer 2	5858
Right of Way Agent 2	0762
Social Services Specialist 2	6613
State Fair Representative	0800
State Library Specialist 2	0252
Traffic Systems Technician 3	4311
Transportation Services Office Leader	0333
Transportation Maintenance Coordinator	4162
Vehicle Emission Technician 2	3808
Youth Corrections Unit Coordinator	6755

**ALSO INCLUDES:**

All classifications with Supervisor in the title  
 All positions with MMS representation code