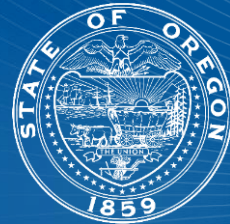


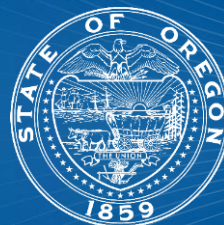
Department of Administrative Services



Managerial Levels – Guidance

Agenda

- 01 Introduction – Org Structures
- 02 TOMP Management Levels
- 03 Supervisor 1 and 2
- 04 Manager 1 through 3
- 05 Administrator 1 through 3
- 06 Analysis Example



Introduction



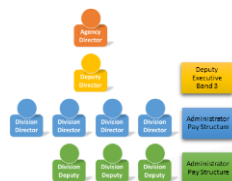
There's no silver bullet for managerial classification reviews. Each review is going to need to be an examination of the position description, the organizational chart, and how the position's authority, scope, impact, and responsibilities fit into the overall agency structure. Managerial reviews are more than an analysis of what's written in the position description, they're an analysis of the agency's overall managerial structure and how the position fits into that structure.

Organizational Charts



- No “silver bullet” to manager levels.
- Detailed analysis on how position fits into overall org structure.
- It’s more than just what’s written in the PD.
 - How does this look internally?
 - How big is the group the position is responsible for?
 - What’s the makeup of the staff in the group?
 - How does the group compare to other groups?

Administrator 3	Salary Range 42X
Administrator 2	Salary Range 40X
Administrator 1	Salary Range 38X
Manager 3	Salary Range 35X
Manager 2	Salary Range 33X
Manager 1	Salary Range 31X
Supervisor 2	Salary Range 28X
Supervisor 1	Salary Range 24X



Level 2 agency example



Level 5 agency example

Org charts are vital in determining the managerial level.

What to look for

- What does this look like internally?
- How big is the group it’s responsible for?
- What’s the makeup of staff in the group?
- How does the program/unit compare to other program/units at the agency related to size, scope, responsibilities, and impact?

Why is the org chart important?

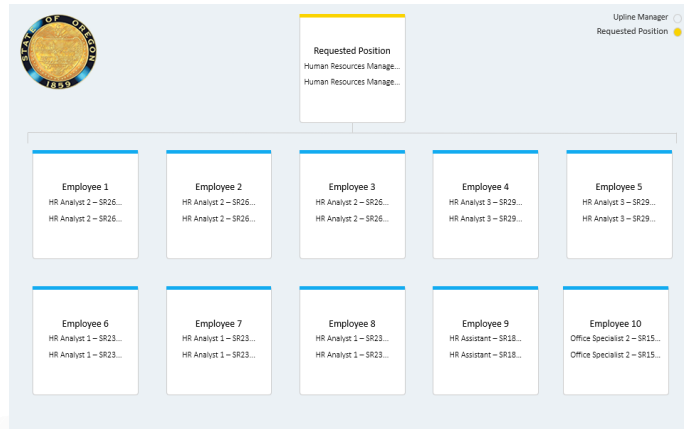
- Managerial positions have cascading responsibilities.
- Agency head is the top and is the most responsible and accountable position in the agency. Because of this, that position sets a cap for all other positions, especially management.
- When looking at new management positions, or reclassing positions, you will need to look at how that position fits within the overall structure.
- Therefore, the org chart is important as a visual representation that demonstrates where the position sits within the overall agency structure

and how it compares to other managerial positions within the agency.

Organizational Charts



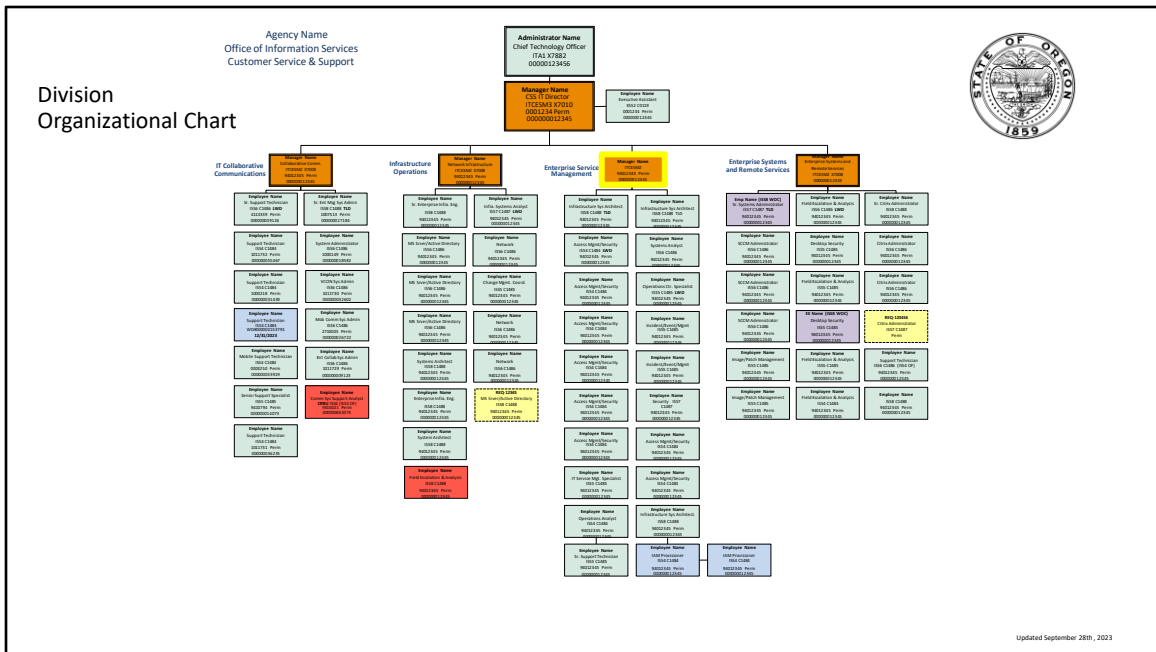
Unit/Group
Organizational Chart



Here's an example of a reporting structure from Workday. The phrase "reporting structure" is used because it's not really an organizational structure chart. When you're looking at this, you can see that it only shows the reporting relationships between the manager and the direct reports.

While it's useful (and important) in showing what level of staff report to the position, what it's missing is the relationship between the manager position and other managerial positions within the agency or division, and the make up of those groups.

However, the relationship between the different managerial position within the agency is important information when trying to determine what level the reviewed position fits into based on the agency's overall organizational structure.



Here’s a great example of a managerial organizational chart. This org chart is showing the agency’s entire division, along with each of the groups within the division, the level of managers overseeing each group, and the level and number of staff reporting to each manager. This is extremely helpful to the reader when they’re trying to figure out how the position fits into the overall agency structure.

Note: When developing an org chart for your establishment or reclassification request, make sure you clearly identify on the org chart which position is the one being reviewed. It makes it easier for the reader to identify the position in question.

This gives a broader view of the overall organizational structure for this division. In one document, the reader can see all the groups within this division, who the manager for each group is, their classification level, the staff in each unit and their classification level. This makes it much easier to see how the manager levels fit into the overall divisional structure.

This org chart gives the following information in one document:

- Employee name
- Working Title

- Classification and classification code, and
- Position number

This makes it easy to see who reports to who, what classification they are, and it's easy to look them up in Workday if necessary. Remember, people from your agency won't be the only readers of this information, so the easier you make the org chart to read and find information, the better.

Key takeaway: If the workday org chart does not demonstrate the reporting relationships, you will need to provide a document that effectively illustrates the information needed to make those determinations. This document should help paint a picture of your agency's management structure and visually demonstrate what you are requesting and how the requested position sits in relation to others in the agency.

TOMP Management Levels



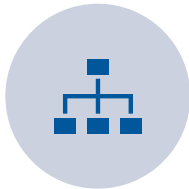
Remember that these are three separate job families, each with their own unique responsibilities.

When reviewing positions, a good rule of thumb is to ask yourself, “what is this position ultimately responsible for?”

When looking at the position levels, keep in mind that agency size also has an impact. A Manager 3 may be appropriate for a CFO of a mid-sized agency, whereas that may be an Administrator level for a large agency, so in each classification series there could be some overlap, depending on factors such as agency size, division size, number of staff, overall impact, etc.

Supervisors, Managers, and Administrators all need to be responsible for the management, supervision, and control of *at least* two full time staff, or their equivalent. If you have a position that is only responsible for one direct report, or has no direct reports, the position should be placed in a different classification. The TOMP management series is not designed for positions that do not have supervisory authority over direct reports.

Supervisor Overview



SUPERVISION IS THE DIRECT INTERACTION WITH SUBORDINATE POSITIONS TO PROVIDE WORK DIRECTION AND ASSIGNMENTS.



SUPERVISORS ARE ACCOUNTABLE FOR COMMUNICATING DECISIONS REGARDING STRATEGIC AND OPERATIONAL PLANS SET BY MANAGEMENT AND ASSIGNING TASKS TO FULFILL THOSE STRATEGIC AND OPERATIONAL OBJECTIVES.



AT THIS LEVEL, SUPERVISION IS LARGELY WITHIN A SINGULAR FIELD, AND THE FOCUS IS MORE IMMEDIATE.

A supervisor is a position that oversees a group of people and provides day-to-day oversight of staff. Their primary function is to oversee a work unit and are typically found lower in the organization. Typically, their staff perform consistent production type functions.

- Supervisors coordinate and oversee the day-to-day operations of a unit or assigned programs or projects, either directly or through the oversight of subordinate supervisors.
- Oversee the daily supervision, evaluation, and delegation of work.
- Supervisors plan, assign, and review the work of others.

Supervisors do not have overall programmatic responsibility for the program/group they are in. They may make recommendations, but other higher-level positions make policy determinations.

Manager Overview



Managers make recommendations and execute strategic objectives and plans set forth by administrators and agency leadership.

Managers are accountable for the operational planning and preparation of short-term objectives specific to a division or group of related divisions.

Managers make recommendations to administrators with regard to the strategic plans or policy development.

At this level, the scope of supervision of others is typically multi-functional, requiring them to resolve conflicting priorities and allocate resources among competing subordinate functions and levels, or varying classifications or occupations.

- Managers provide oversight and direction to programs, operations, and service delivery by planning, organizing, and managing the operations of multiple unrelated functions or specific and unique programs.
- Plan, organize, and manage a state program (or operation)...
- Ensure programs and operations follow applicable federal, state, and local regulations in alignment with an agency's mission.

Managers have programmatic authority, whereas Supervisors don't.

When reviewing a position, ask yourself, "is this position ultimately responsible for the direction and oversight of the assigned program area(s)?"

At the manager level, the primary purpose should be oversight and direction of the program area, not in the day-to-day supervision of staff. While managers do have

supervisory responsibilities, this should not be their primary focus.

Managers and policy positions such as OPAs can be very similar in their duties, there is a lot of overlap between program managers and policy positions. The difference is at the level they touch that policy area and the fact that managers are also responsible for the supervision and oversight of direct reports.

Administrator Overview



Administrators determine and formulate the policies and provide the overall direction for an entire agency or a major division within the guidelines set by the Governor or a board of directors or similar governing body.



Administrators are accountable for coordinating and providing the strategic direction for a broad range of organizational systems, typically dissimilar functions, and programs.



Positions formulate long-term strategic objectives that outline the mission, vision, and high-level goals of an agency or division of equivalent scope.

At the Administrator level, positions:

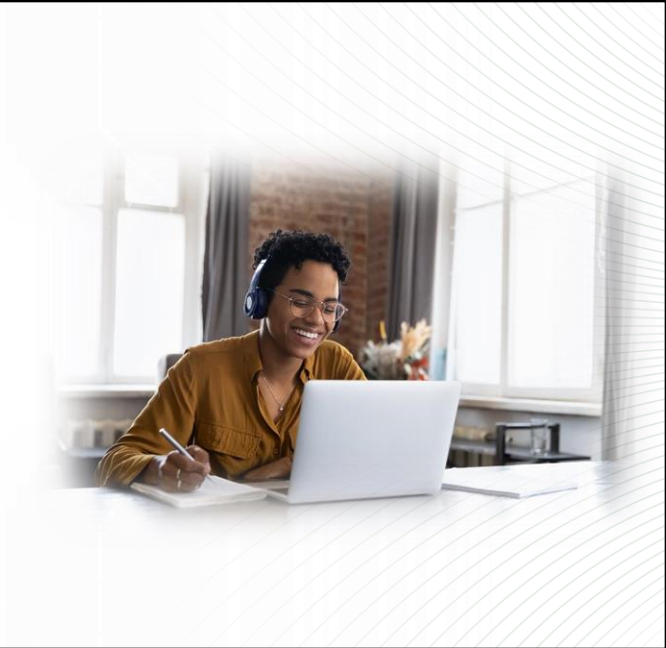
- Sets the direction, goals, and objectives of an agency or major division.
- Provide overall strategic policy direction and sets standards.
- Responsible for aligning the overall agency vision, mission, and operations to the overarching state and federal direction and requirements.
- They are a key strategic advisor.
- Responsible for the strategic direction of an agency or major division with multiple, unrelated functions.
- Establish strategic and operational plans, appropriate performance measures, and ensure operational or quality objectives are achieved.
- Determine, formulate, direct, and set agency policies, program priorities, and the utilization of agency resources.
- Typically, responsible for a substantial portion of agency operations.
- Often members of an agency executive team.

Ultimately, Administrators are strategic leaders whose main goal is to ensure the

strategic direction of that program/division area in the agency. They are not responsible for directly managing a program/operation.

Note: At this level you're going to potentially find some positions that are management service, and others that are unclassified service. Determining which is which is a whole different training, meeting executive service requirements depends on several factors, including the agency's enabling statutes and where the position sits in the org chart. There is Unclassified Service guidance on the CNC website.

Supervisor Levels



Supervisor 1



Provides immediate direct supervision.

Accountable for day-to-day oversight of operational activities.

Supervises employees performing similar work with less-complex, routine, or production functions.

Portion of time may be spent performing individual tasks related to the unit.

Supervisors provide day-to-day oversight.

At the Supervisor 1 level they tend to oversee direct production work that is less complex in nature (i.e. clear guidelines and procedures guide the work). They oversee a standardized body of work.

It is unlikely that Supervisor 1 positions would be overseeing professional level staff.

Supervisor 2



PROVIDES GENERAL SUPERVISION TO COORDINATE AND OVERSEE DAILY ACTIVITIES.



SET PRIORITIES, PROVIDES TRAINING, AND ENSURES COMPLETION OF TASKS.



TYPICALLY SUPERVISE A VARIETY OF VOCATIONAL, TECHNICAL/PARAPROFESSIONAL, AND LOWER-LEVEL SUPERVISORS.

Oversight of positions that have a greater degree of complexity, for example staff that are doing work that is more technical in nature, or where there's a need for interpretation of statute as part of the work.

Supervisor 2 level positions lack the program management responsibility of Manager level positions.

When trying to determine if the position is a Supervisor 1 or Supervisor 2, ask yourself, "how complex is the work vs. how routine is the work that the staff are performing? How diverse are the classifications that the supervisor is overseeing, how standardized is their work?"

Manager Levels



A supervisor oversees a program area for the day-to-day operations. A manager has programmatic responsibility – they have the assigned authority to run a program. At the manager level, they have ownership and responsibility for the program.

When analyzing the position, one of the most important things you can do is figure out who has programmatic responsibility. Is it the position you're analyzing, or does that overall authority reside somewhere else? Once you've made that determination, you will be better equipped to determine the right job family (Supervisor, Manager, or Administrator).

When reviewing manager positions, keep in mind that managers cannot oversee other managers at the same level. You cannot have a Manager 2 overseeing other Manager 2s. Managers oversee *lower-level* managers or supervisors.

Manager 1



Entry level manager

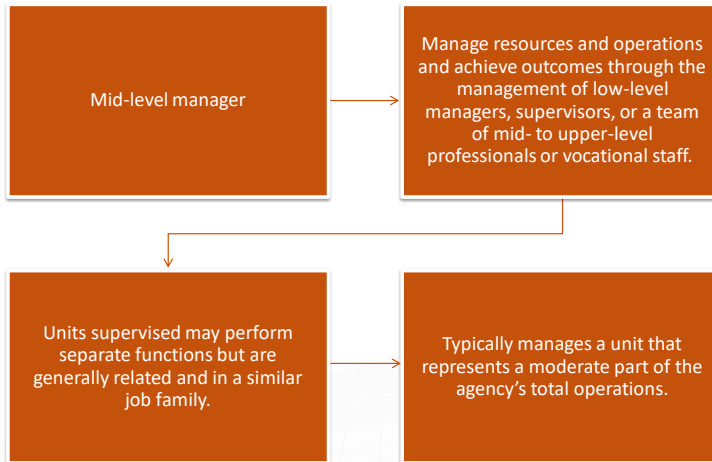
Transition from the primary function of day-to-day supervision of staff and have the added accountability of program management, developing and executing a program's strategies and objectives.

Typically manage resources and the work of a group of supervisors, low- to mid-level (full proficiency) professionals, and technical/paraprofessional or vocational employees.

Manager 1s are the entry level into the manager level positions. Typically overseeing a singular area with employees who are doing similar work. For example, a classification manager who is overseeing multiple classification analysts would likely fit into the Manager 1 level because it's overseeing a singular function (classifications) with a group of similar employees doing similar work (the classification analysts).

When you get into the Manager level, as apposed to the Supervisor, you're starting to see responsibilities related to program management, developing and executing a program's strategies and objectives.

Manager 2



At the Manager 2 level, they have greater complexity of responsibility.

At this level, they have responsibility for different program areas and oversee *lower-level* managers and supervisors, or a team of mid- to upper-level professionals.

Key contributing factors to the Manager 2 level:

- How complex is the work?
- How diverse is the work?
- How many different program areas are there?

Manager 3



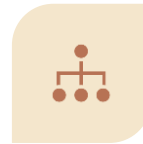
SENIOR MANAGER



MANAGE RESOURCES AND OPERATIONS AND ACHIEVE OUTCOMES THROUGH THE MANAGEMENT OF MORE DIVERSIFIED FUNCTIONS, OR A SINGLE, LARGE, AND COMPLEX FUNCTION, OR A COMBINATION OF CLASSIFICATIONS WITH COMPETING OR DIVERSIFIED USE OF RESOURCES.



SUPERVISE MID- TO LOWER-LEVEL MANAGERS, SUPERVISORS, OR A TEAM OF UPPER-LEVEL PROFESSIONALS.



TYPICALLY MANAGES A DIVISION OR SECTION THAT AFFECTS THE PRIMARY SYSTEMS OR PROGRAMS OF THE AGENCY.

Manager 3 level positions typically have responsibility for complex, multiple program areas, overseeing multiple managers with diversified functional areas.

Three main factors to allocating management positions:

- Size – the number of staff in the program(s).
- Scope – the reach and impact of the program or areas the manager is responsible for
- Complexity – how complex is the overall program or areas of responsibility? How diversified are they?

As the manager level increases, the level of accountability increases. The Manager 3 has the highest level of scope, accountability, and impact in the manager job family. It is the most challenging because it oversees different, unrelated program areas, which makes the work more complex (the more diversified the program areas, and the more program areas a position is responsible for, makes the work more complex).

Administrator Levels



Administrator works at an executive level. They're at a strategic level that's a step above the program work. They're responsible for multiple groups of managers who have direct programmatic authority and responsibility over their individual programs.

The role of the Administrator is to provide the overall direction to their area of responsibility by providing strategic coordination.

As an example, a Business Services Administrator has oversight over the various functions in the business services area (IT, HR, Budget, Procurement, Facilities, etc.) The Administrator in this example is not directly responsible for each service area and doesn't provide management to these areas. They are coordinating and providing strategic direction to each area to ensure each of the various business functions are moving in the same strategic direction for the agency.

Keep in mind that agency size does have an impact on all the managerial levels, especially at the Administrator level. The Agency Head level sets the overall cap for the agency, with positions cascading downward from that top position. As demonstrated on slide 4 – Organization Charts, the level 5 agency's deputy director is an Administrator 1 and positions that have responsibility for the strategic direction of

the divisions are manager level positions. By contrast, the level 2 agency shows several levels of Administrators.

Administrator 1



Administer agency resources and operations through the management of lower to mid-level managers or a large team of mid- to upper-level professionals.



Typically manage divisions or sections that are related in function and have considerable latitude to change the scope of operations and develops and implements policy changes.



May report to a higher-level administrator.

Managing divisions or sections that are related in function – what is the administrative complexity? How is the overall work related or unrelated in function. Looking at the previous Business Services Administrator, all these areas, while individually different job families, they still fall under the business operations umbrella. Comparing this to the Administrator 2 who has responsibility for an entire program area, with multiple different subprogram areas (each with Administrator 1s or Manager 3s overseeing the program area) that each have their individual enabling statutes that are dissimilar to other programs that are unrelated to each other. The broader impact and span of control impacts this as well.

Considerable latitude to change the scope of operations – where the manager has programmatic authority for their program area, they still must comply with the strategic direction of agency leadership. Agency direction is set by agency leadership, operational strategic guidance is provided by the Administrator and changed as necessary to meet leadership direction.

As always, how the position fits into the agency's overall organizational structure must be taken into consideration. The organizational chart gives the visual representation of the organization and is vital in determining if the position fits into

the Administrative level (or any managerial level).

Administrator 2



Administer resources and operations and achieve outcomes through management of diverse upper-level managers.



Manage divisions or sections that are diverse in function and represent a significant portion of the agency's operations.



Typically manage major programs for large- to mid-sized agencies.



May report to a higher-level administrator.

This is going to be the top-level administrator at all but the largest agencies.

Responsible for major programs/divisions for mid to large-sized agencies.

Manage divisions that are diverse in function. Again, like the Manger 3 we talked about, this is managing divisions that are “diverse in function.”

Administrator 3



Typically found only in the largest agencies and administer the largest, most impactful programs throughout the State of Oregon.

Works closely with the agency head, Governor's Office, Legislature, and other key agency partners in the establishment of the agency's overall policies, goals, and priorities.

Only found at the largest agencies (level 1 or 2 agencies).

Manager Analysis Example



ANALYSIS/CONCLUSION

Recommended Classification: Compliance and Regulatory Manager 1

Position Summary

The primary purpose of this position is to manage, plan, and coordinate the activities of a team of professional staff, located throughout the state in their activities related to the program, integrating program mission with the goals and objectives of the division. Participate as a member of the division leadership team and contributing to the agency's strategic planning efforts. The position provides technical support and education to local committees, employers, and other interested parties (i.e. Boards, counterparts in local, county, and federal government and in other states). Responsible for administering and assuring program alignment with related statutes, rules, and policies.

Job Family analysis

The Compliance and Regulatory Job family is the appropriate job family for this position. **(Statement)** The Compliance and Regulatory Manager plans, organizes and manages the operations that ensure adherence and compliance with federal, state, and industry regulations and standards. **(Class spec detail)** This position is the program Operations Manager in the Training Division of the agency. This position will be responsible for the oversight of nine compliance specialist as well as a Learning and Development Specialist, and Operations and Policy Analyst positions. All these positions are focused on compliance or compliance support. **(Supporting statement)**

Supervisor 2 analysis

The Supervisor 2 is not the correct level for this classification. **(Statement)** At the Supervisory level, incumbents directly interact with subordinates to coordinate and oversee daily activities, set priorities, and ensure the completion of task. **(Class spec detail)** While this position does supervise staff, it also has the added responsibility of managing a programmatic area. Therefore the Supervisor 2 is not the appropriate classification level for this position. **(Supporting statement)**

Manager 2 analysis

The Manager 2 is not the appropriate level for this position. **(Statement)** The manager two achieves outcomes through the management of low-level managers, supervisors, or a team of mid-to upper-level professional staff. **(Class spec detail)** While this position does oversee professional level staff, they are primarily entry level professionals. The policy positions in this unit are mid-level professionals. The level of staff managed by this position is not consistent with the Manager 2 level. **(Supporting statement)**

Manager 1 analysis

The Manager 1 is the appropriate level for this classification. **(Statement)** At the Manager 1 level positions transition from day-to-day supervision of staff and have the added accountability of program management, developing and executing a program's strategies and objectives. **(Class spec detail)** This position is the program Operations Manager and is responsible for managing, planning, and coordinating the activities of a team of professional level staff, located throughout the state in their activities related to the apprenticeship program, integrating program mission with the goals and objectives of the division. This position not only oversees the staff and their activities but manages this program area and related managerial tasks. **(Supporting statement)**

At the Manager 1 level positions typically manage resources through the work of a group of supervisors, low to mid-level professionals and technical paraprofessional or vocational employees. **(Class spec detail)** This position oversees a team of compliance specialists which are entry level professionals. In addition, this team also oversees multiple mid-level professional policy and training and development positions. The managerial oversight of this position is consistent with the level of the Manager 1. **(Supporting statement)**

ATD 2024-2025 Proposed Org Chart

