



The Oregon Management Allocation Guide

Rev. September 2024

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Oregon Management Allocation Overview

The Department of Administrative Services, Chief Human Resources Office (CHRO), in collaboration with management representatives from across the State enterprise, led The Oregon Management Project (TOMP). One facet of TOMP was 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management study to produce a management classification plan, the Management Classification Review (MCR), to update an outdated management classification system.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 levels. This document provides guidance on the placement of executive management within these levels. This guide also includes allocation guidance on how to place the highest Administrator classification levels and when Consultant Advisors are appropriate within an organizational structure.

TOMP created 12 managerial levels; the State of Oregon uses nine of the twelve levels for the Agency Director classifications. Agency directors, Level 1-4 deputy directors, as well as high-level statewide chiefs located at the Oregon Department of Administrative Services, are allocated to the agency director and deputy chief classifications.

Classification specifications and minimum qualifications:

The agency director and deputy chief levels do not have or use classification specifications or minimum qualifications. The bodies of work for these positions vary greatly, depending on the agency mandates. For the agency director, the Governor's office or a board or commission appointed by the Governor set the appropriate scope, accountabilities, and responsibilities. The agency director sets these elements for a deputy(ies).

Oregon Management Allocation Overview

Service types:

The agency shall demonstrate how the deputy position(s) meet statutory criteria via enabling statute evaluation and application of State Personnel Relations Law in ORS 240.205. Additional guidance on determining unclassified, executive service status of a position can be found under separate cover in the [Unclassified \(executive\) Service Evaluation Process](#).

Allocating levels:

Agency levels are developed and vetted by state leadership. Agency levels are identified from 1 to 9, with 1 being the highest level and describes multiple large mandates that are multi-faceted, and level 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 such as budget size, number of full-time equivalent staffing levels, agency scope, and impact to Oregonians. Charts on the following pages provide agency level descriptions and current placement within the structure.

As a part of their mandate, the CHRO Classification and Compensation Unit (CnC) is tasked with evaluating classifications in accordance with ORS 240.190, Policy on comparability of value of work and compensation and classification. In unclassified and management service-type classifications, the State of Oregon uses a neutral and objective, multi-factor methodology to set agency levels that support corresponding agency director and the level of agency deputy(ies). Factors involved in the evaluation process can include:

- Agency statutory mandate(s)
- Scope and impact to the state
- Complexity
- Budget size
- Full-time equivalent (FTE) positions

Each agency's data is evaluated and compared to executive branch agencies as a whole. The analysis, based on agency level definitions found in this guide, support agency allocations and subsequently agency director and corresponding deputy/chief levels. The CHRO conducts analyses each biennium or when an agency director vacates a position (whichever is earlier), and recommendations are provided to the Governor and DAS Director for consideration.

2024 State Agency Allocations

Level 1 Agencies

Administrative Services
Office of the Governor – Chief of Staff

Level 2 Agencies

Health Authority
Human Services
Public Employees Retirement System
Corrections
Transportation
Education

Level 3 Agencies

Higher Education Coordinating Commission
Housing and Community Services
Employment
Military
Business Oregon
Revenue
Early Learning and Care
Justice
Consumer & Business Services
State Police

Level 4 Agencies

Forestry
Agriculture
Environmental Quality
Fish & Wildlife
Youth Authority
Veterans Affairs
Liquor & Cannabis Control Commission
Parks & Recreation

Level 5 Agencies

Water Resources
Energy
Emergency Management
Public Utilities Commission
State Fire Marshal
Public Safety Standards & Training
State Lands
Bureau of Labor & Industries
Land Use Board of Appeals

Level 6 Agencies

Criminal Justice Commission
Land Conservation & Development
Watershed Enhancement Board
Pharmacy
Board of Nursing
Geology & Minerals Industries
Medical Board
Real Estate
Commission for the Blind

Level 7 Agencies

Marine Board
Construction Contractors Board
State Library
Teacher Standards & Practices
Commission
Psychiatric Security Review Board
Aviation
Public Records Advocate
Commission for the Blind
Government Ethics Commission
Long-Term Care Ombudsman
Board of Parole

Level 8 Agencies

Mental Health Regulatory Agency
Racing Commission
Board of Dentistry

Level 9 Agencies

Board of Accountancy
Board of Chiropractic Examiners
Board of Licensed Social Workers
Advocacy Commission
Tax Practitioners

The following illustration defines the agency level descriptions.

Level 1

Reserved for the Governor's Chief of Staff and the State Chief Operating 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 fewer 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.

Management Levels and Salary Considerations

Management Levels and Salary Considerations

As previously mentioned, there are twelve management levels. The below graphic demonstrates these management levels and their relationship in organizational structures. There are eight standard management levels ranging from the Supervisor 1 through the Administrator 3. These levels oversee or work within program areas of an agency.

Agency directors and deputy/chiefs are executive level management and provide the overall direction of agencies. Agency directors are allocated based on multiple factors and are directly aligned with agency levels previously discussed. There are nine agency director levels (orange boxes). The Agency Director 1 positions are found in Level 1 agencies and Agency Director 9 positions are found in Level 9 agencies.

Deputy/chiefs (yellow boxes) are allocated on multiple factors and correspond with the agency director level. At the Agency Level 5, for example, a deputy would be allocated as an Administrator 2.

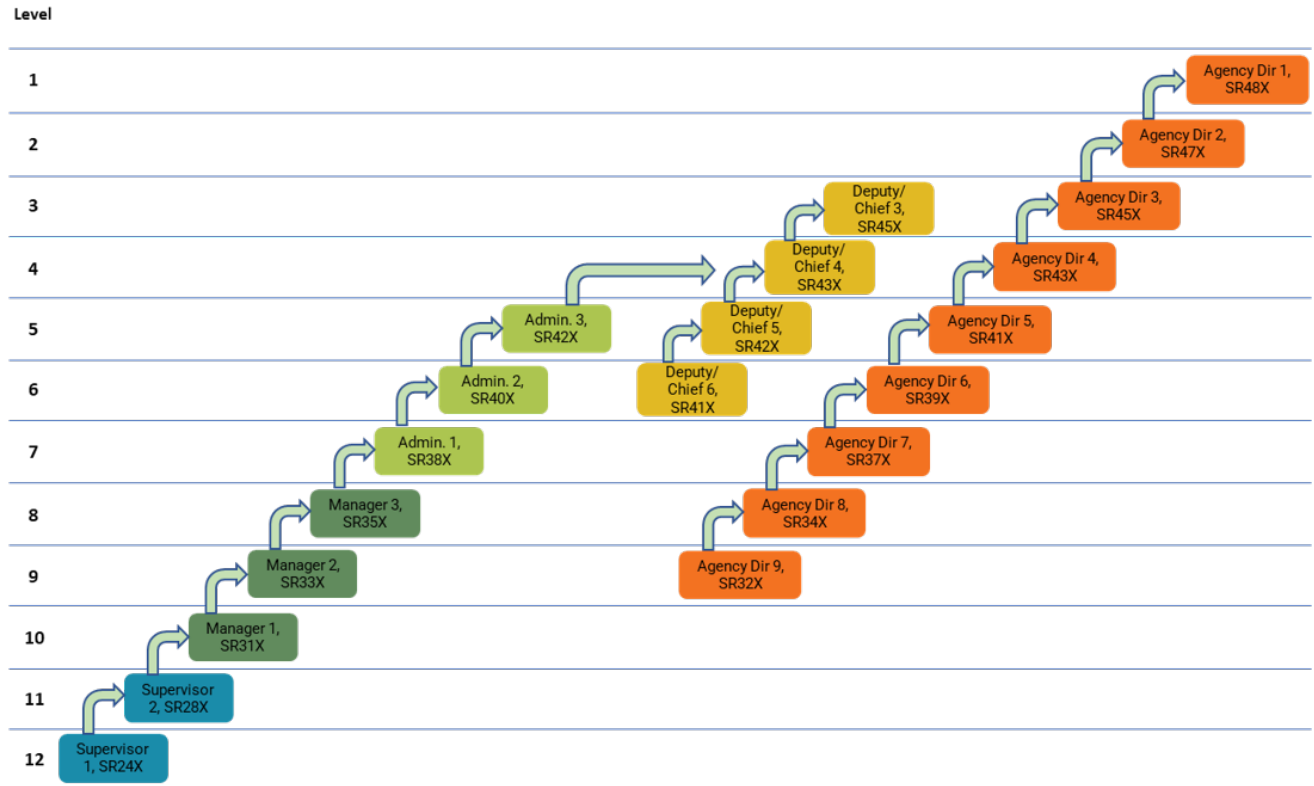
Cascading accountability:

Mgmt Level	Agency Level 1	Agency Level 2	Agency Level 3	Agency Level 4	Agency Level 5	Agency Level 6	Agency Level 7	Agency Level 8	Agency Level 9
1	Agency Director 1								
2		Agency Director 2							
3	Deputy/Chief 3		Agency Director 3						
4		Deputy/Chief 4		Agency Director 4					
5	Admin 3	Admin 3	Deputy/Chief 5		Agency Director 5				
6	Admin 2	Admin 2	Admin 2	Deputy/Chief 6	Admin 2	Agency Director 6			
7	Admin 1	Admin 1	Admin 1	Admin 1			Agency Director 7		
8	Mgr 3	Mgr 3	Mgr 3	Mgr 3	Mgr 3	Mgr 3	Mgr 3	Agency Director 8	
9	Mgr 2	Mgr 2	Mgr 2	Mgr 2	Mgr 2	Mgr 2	Mgr 2	Mgr 2	Agency Director 9
10	Mgr 1	Mgr 1	Mgr 1	Mgr 1	Mgr 1	Mgr 1	Mgr 1	Mgr 1	Mgr 1
11	Supv 2	Supv 2	Supv 2	Supv 2	Supv 2	Supv 2	Supv 2	Supv 2	Supv 2
12	Supv 1	Supv 1	Supv 1	Supv 1	Supv 1	Supv 1	Supv 1	Supv 1	Supv 1

Management Levels and Salary Considerations

Salary ranges for the management structure:

The below graphic demonstrates compensation relationships between program management, deputies, and agency directors.



Agency Director Allocations

The agency director levels are determined by the DAS Chief Operating Officer and the Governor's Office, based on data analysis of agency business case and recommendations of the CHRO. Agency structures and corresponding agency heads are evaluated on a biennial basis. Evaluations and analyses may also be conducted when changes to agencies occur. As these changes are made, an analysis of the entire structure is conducted to consider all the variables across the executive branch. Positions are evaluated and placed at levels according to the above definitions.

Deputy Structure

Agencies at Level 1 through Level 4 have positions in the deputy/chief structure. In Level 5 and smaller agencies, deputies will fall within the standard management classifications in the Administrator or Manager classification levels.

To allocate deputy positions, agency structure needs to be reviewed. There are two types of agency director structures: a one-step deputy and a two-step deputy. In Level 3-4 agencies, there are shared accountability options available. In the shared accountability model, placement in a lower classification is appropriate because of the shared responsibility, which diminishes the scope.

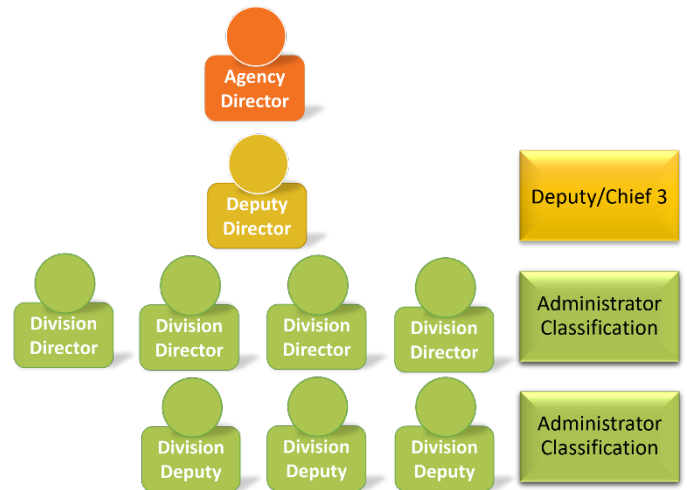
A one-step deputy model is where the agency has a single deputy and most of the agency programs and operations report through that one position.

Note: The following guidance is intended to provide an overview of the typical allocations based on common organizational structures. It is highly recommended agencies consult with the CHRO CnC on allocations as agencies have unique structures and reporting relationships that affect overall allocation decisions. CHRO CnC Consultants will work with the agency to determine the appropriate allocations based on their unique organizational structures.

Allocations

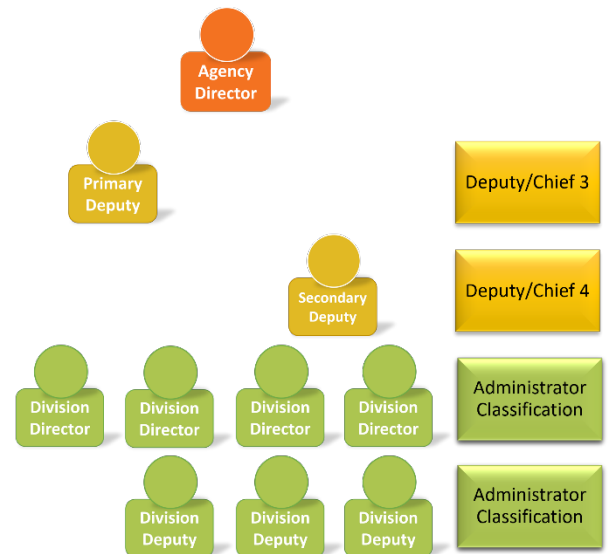
Level 1 and Level 2 agencies:

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

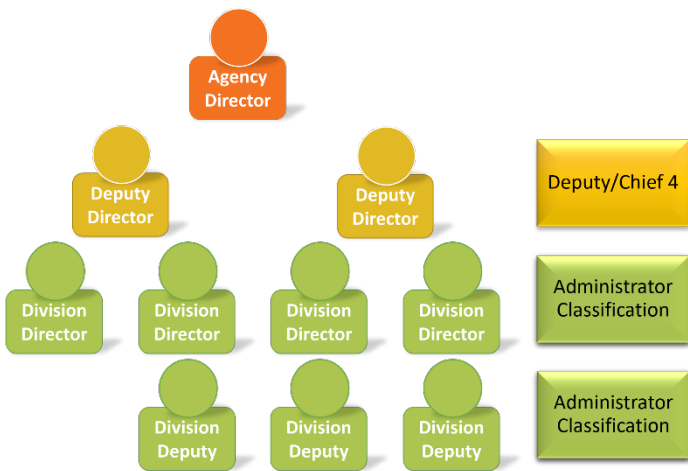


A two-step deputy is an agency structure in which the agency divides the deputy accountability between two positions. There are a couple of options, including a primary and secondary deputy structure and a shared-accountability structure.

Level 1 and Level 2 agencies with one primary deputy and a secondary deputy: the primary deputy is placed in the Deputy/Chief 3 classification and the secondary deputy is placed in the Deputy/Chief 4 classification. The primary deputy will oversee the majority and major agency operations.



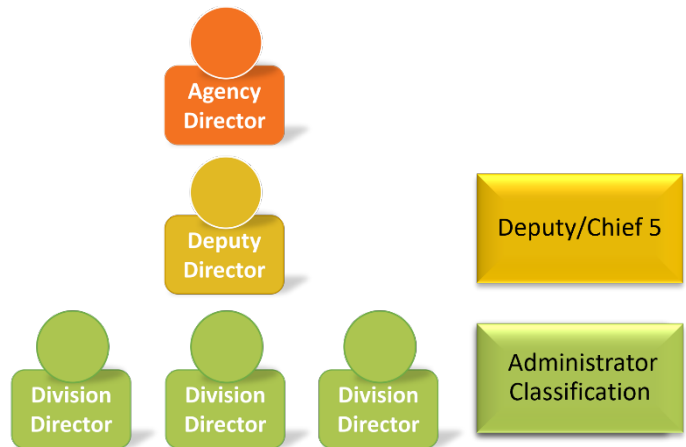
Allocations



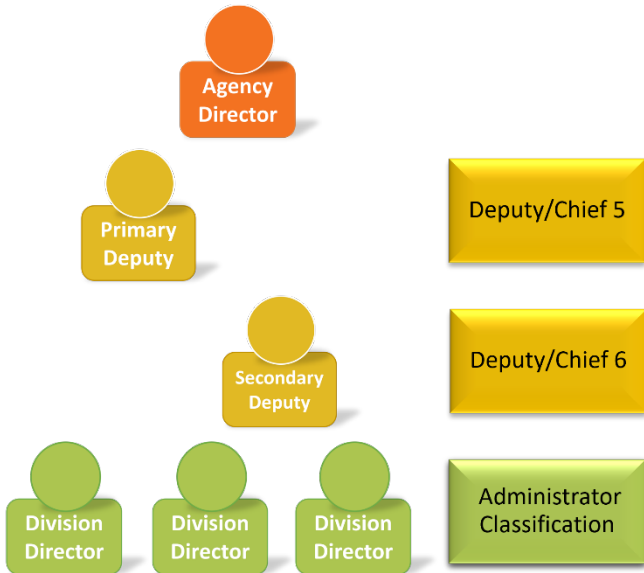
If both positions are equal, they would be placed together in the Deputy/Chief 4 classification, as the accountability is shared.

Level 3 agencies:

Level 3 agencies with one deputy: deputies are placed in the Deputy/Chief 5 classification.

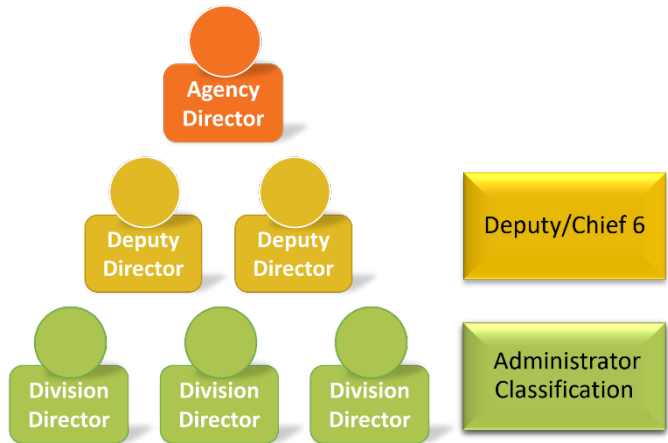


Allocations



Level 3 agencies with two tiered deputies: primary deputies are placed in the Deputy/ Chief 5 classification and the secondary deputy is placed in the Deputy/Chief 6 classification.

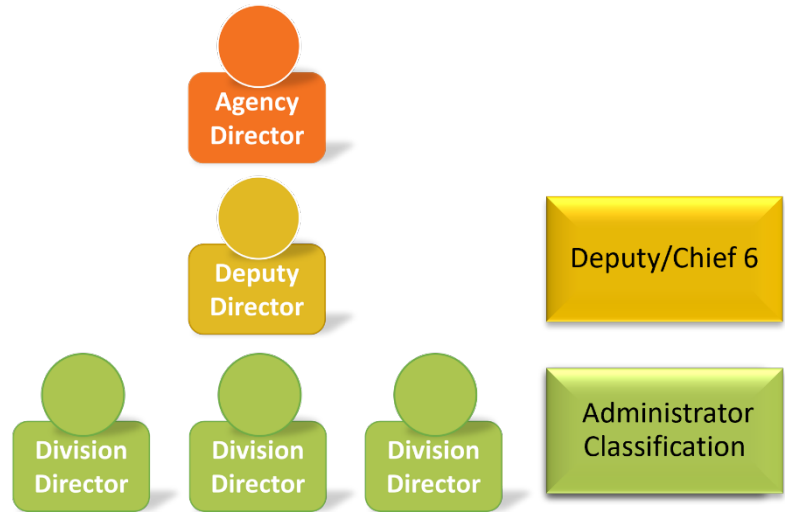
Level 3 agencies with two deputies with shared accountability are placed in the Deputy/Chief 6 classification.



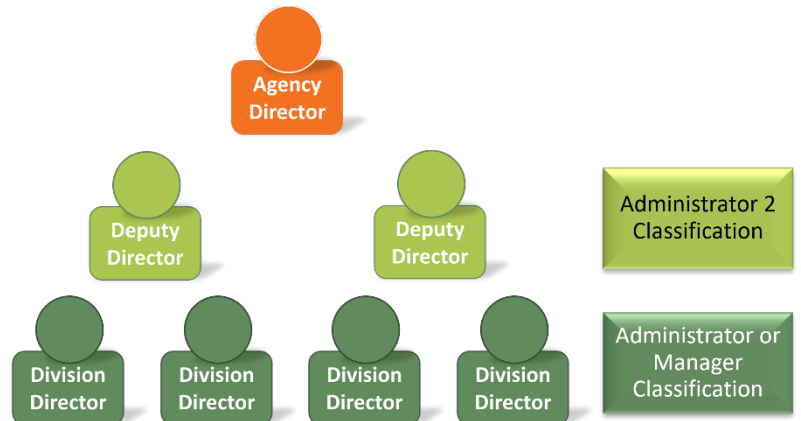
Allocations

Level 4 agencies:

Level 4 agencies with one deputy: deputies are placed in the Deputy/Chief 6 classification.



Level 4 agencies with two deputies: deputies are placed in the Administrator 2 classification. This is due to the shared accountability for the deputy role. The managerial level is reduced for both.

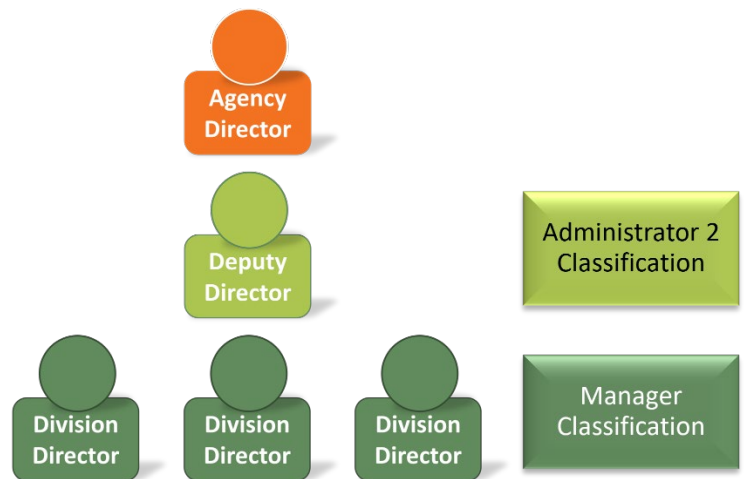


Allocations

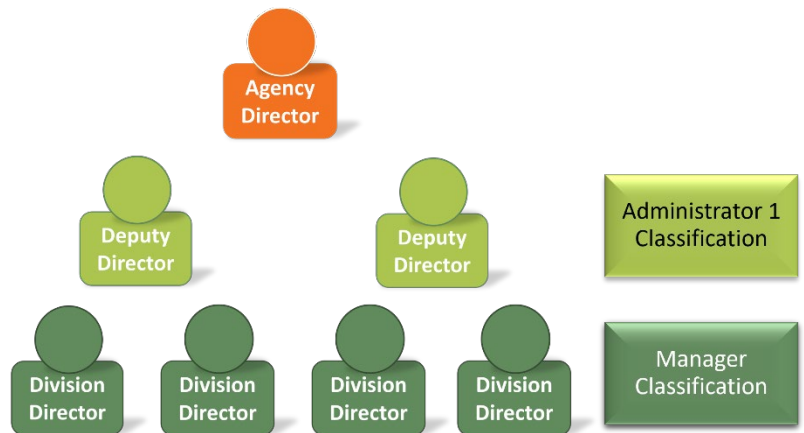
Level 5 agencies:

Level 5 agencies have different organizational structures with wide variances. Factors that have a significant impact on leadership structures include agency mandates, scope and impact, budget, and FTE staffing levels. These aspects all play a role in determining an organizational structure.

Level 5 agencies with one deputy: deputy is placed in the Administrator 2 classification.



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



Allocations

Level 6 through Level 9 agencies:

Level 6 through Level 9 agencies: Deputy structures might occur, and it is recommended to consult with CHRO CnC about position classification and allocation. Allocations are based on placement of the agency director and the cascading organizational structure.

Department of Administrative Services Chiefs

The Department of Administrative Services has three chiefs that are allocated to the Deputy/Chief 3 classification. 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 Chief of Strategic Initiatives and Enterprise Accountability.

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.