#18

STUDY OF SALARIES OF EXEMPT EXECUTIVE AND ADMINISTRATIVE POSITIONS IN CALIFORNIA STATE GOVERNMENT

CONDUCTED BY:

THE COMMISSION ON CALIFORNIA STATE GOVERNMENT ORGANIZATION AND ECONOMY

STATE OF CALIFORNIA

RONALD REAGAN, Governor

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January 10, 1972

The Honorable Ronald Reagan
Governor of California

The Honorable President pro Tempore,
and Members of the Senate

The Honorable Speaker,
and Members of the Assembly

Gentlemen:

In July of this year, the Director of Finance requested that the Commission study the salary-setting base and internal relationships of exempt, nonstatutory positions in the California State Government. In recognition of the importance of attracting and retaining competent executive and administrative talent in State operations, the Commission agreed to conduct the study and recommend appropriate compensation levels for such positions.

The project was accomplished with the assistance of State Personnel Board staff. The primary focus of the study was a review of Deputy and Assistant Deputy Directors, Executive Officers and Executive Secretaries of Boards or Commissions, Agency administrators' staff, and professional, technical, and administrative exempt positions. Several administrative positions, including those in the Governor's Office and Executive Secretaries of numerous boards and commissions in the Department of Consumer Affairs, were excluded from this study. The Executive Secretary positions were reviewed by the State Personnel Board and recommendations submitted in August 1969.

We trust that appropriate revision in the Salary Schedule may become effective by July 1, 1972.

Respectfully submitted,

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I. INTRODUCTION

The Commission on California State Government Organization and Economy studied the salary-setting base and internal relationships of approximately 200 exempt positions. These positions were Deputy and Assistant Deputy Directors, Executive Officers and Executive Secretaries of Boards or Commissions, Agency Administrators staffs', and professional, technical and administrative personnel.

II. STUDY METHOD

A. The Commission first agreed upon five basic principles to provide a conceptual guide for the objectives of this study:

1. Salary levels for exempt positions should be based upon the scope, duties, and level of responsibility of the positions.

2. A uniform compensation plan should be established for exempt positions. Salaries should contemplate reasonable relationships between various State positions. To the extent possible, comparisons between positions should be made within a statewide context and not solely within the confines of a single department or agency.

3. The salary rate paid to an exempt employee should not exceed that of his statutory department head. Exempt positions which have a salary rate that is compressed below its normal level because of a statutory ceiling should be set immediately below that salary rate. The exempt salary rate should be restored to its proper relationship with other civil service and exempt positions as soon as the statutory ceiling is lifted.

4. Within the limits set by statutory salaries, the salary of an exempt employee should provide a meaningful supervisory differential over the maximum rate of his immediate subordinate. Unless compressed by a statutory salary, the salary of exempt positions should not cause salary compaction of subordinate exempt or civil service positions.

5. The salary plan developed should be simple and clear, so that it can be easily administered.

B. The Commission gathered information and data to obtain an understanding of the relative relationships, duties, responsibilities and special complexities of individual positions. Sources used to obtain information and data included, but were not limited to:

1. Recent executive salary studies and the history of exempt executive salaries.

2. Charts and tables developed and analyzed to compare present salary levels of positions, and general information on staffing patterns and organizational placement.

3. Questionnaires designed to obtain information about each exempt official's duties and responsibilities. Interviews were also held with most incumbents to expand on this information and to learn more about organizational and position complexities. Agency, Board or Commission heads reviewed the questionnaires and made appropriate comments. (Copies of the questionnaire and interview guide are attached in Appendix I and II).

C. After gathering the data, a guide was developed (which is attached - Appendix III) and each position was reviewed to ascertain the incumbent's responsibility in five general areas:

POLICY	The level of responsibility in development, final determination and interpretation of policies and importance of the policies as indicated by their breadth of application and effect on public operations and expenditures.
PLANNING	The level of responsibility in original development, final determination and interpretation of objectives and plans for the organization and conduct of business, and importance of the plans as indicated by the breadth of application and effect on public operations and expenditures.
ADMINISTRATIVE MANAGEMENT	The amount of management activity required in the coordination, direction and evaluation of personnel and program activities, the complexity of the operations administered, the total number of personnel in the organization and the reporting level of the incumbent.
PROFESSIONAL EXPERTISE	The responsibility for providing leadership over programs and functions which require subordinate staff having a high degree of professional expertise.

EXECUTIVE CONTACTS	The importance of influencing and obtaining co-operative action of executives or officials and the public as indicated by the frequency, level and subject of these contacts.

Responsibility for fiscal expenditures was not identified as a separate area for review. Information was obtained regarding an executives fiscal responsibilities and recognition was given to this important area because it is an implicit element of several of the designated executive responsibilities.

D. The Commission endeavored to obtain job information for all exempt positions included in the scope of this study. However, a number of positions were either vacant or the incumbent was unavailable for interview during the time this study was conducted. These positions have been included in this study and are identified by an asterisk whenever mentioned. Judgments made regarding them were based upon general knowledge of similar positions reviewed.

III. FINDINGS

On the basis of the information and data collected, reviewed and analyzed, the Commission found that:

1. The salary levels of exempt executive and administrative positions do not necessarily reflect the level of responsibility and/or the scope of the positions.

2. There is an excessive number of exempt salary levels. There are approximately 30 different rates or ranges for departmental executive positions and 25 for Executive Officers, Executive Secretaries and other similar positions. The multiplicity of levels has evolved through an unsystematic salary approach and internal departmental compaction.

3. The range within which salaries for exempt employees can be adjusted is quite narrow since the exempt salary structure must be reviewed in the context of the existing statutory and civil service salary structures.

4. Some exempt employees are assigned duties and responsibilities outside regular organizational or functional areas.

5. There is no established method or procedure for systematic or recurring reevaluation of exempt salary levels.

IV. SPECIFIC SALARY RATES

The Commission is not recommending specific salary rates for individual positions. At this point in time, it appears most appropriate to identify a logical salary plan and relative salary relationships for individual positions as outlined in the recommendations.

V. RECOMMENDATIONS

The Commission believes it is essential that a salary schedule exist for exempt positions that allows the State to attract and retain executive and administrative talent. These positions must be compensated appropriately on the basis of duties and responsibilities and must also have a reasonable relationship to one another and to civil service and statutory department heads. Since these latter positions, for all practical purposes, set a limit on the rate that can be recommended for exempt positions, we believe that statutory salary rates must also be regularly and systematically reviewed.

The Commission recommends:

A. General

1. That exempt executive and administrative positions with similar management roles in organizations of similar size and complexity be grouped together into specific categories for salary purposes.

2. That the Department of Finance, in collaboration with the State Personnel Board, assign specific maximum rates to positions grouped together in the same categories. This would provide the flexibility of appointing an individual at the flat (maximum) rate or any lower rate depending on individual qualifications.

3. That incumbents of positions identified for a grouping that will result in a lower salary rate not receive a reduction in their pay but continue to be compensated at their present rate. At such time as the position is refilled, the new salary level would apply.

4. That exempt executives or administrative staff assigned duties and responsibilities outside regular organizational or functional areas receive a salary rate based upon the position's regularly constituted functional role and duties and responsibilities.

5. That before a final placement is made for positions that were vacant during the course of this study, the Department of Finance review detailed duty statements to determine the position's proper group and salary level.

B. Departmental Executives

1. That departmental executive positions be grouped into eight separate categories on the basis of the existing salary rate of their statutory department head, the scope and difficulty of their organizational program, and their functional role.

2. That the basic considerations for identification of "Principal" or "First Line" Deputy Director positions be in the context of the incumbent's functional role within a Director's Cabinet rather than class title or placement in the organizational hierarchy. The Director should have primary responsibility for designating these positions using the following guidelines:

   a. The Principal Deputy is the position that is the primary advisor and confidant of the Director. While organizationally he may be one of several "deputies", in terms of role he is the individual identified by the Director to be "second in command".

   b. The First Line Deputy is the position (or positions) that functions as a member of the Director's Policy or Program Cabinet and has specific program responsibilities. The incumbent participates in the formulation and interpretation of policy, and on occasion may act for the Director on specific matters. He may report to the Director or the "Principal" Deputy.

The Director may change position designations if appropriate to reflect changes in functional roles. In such cases, corresponding salary rate adjustments may occur.

3. THAT THE FOLLOWING TABLES WHICH ILLUSTRATE THE PLAN BE ADOPTED. POSITIONS IN THE SAME NUMBERED RELATIVE GROUPING (1, 2, 3....8) ARE RECOMMENDED FOR A COMMON MAXIMUM SALARY RATE.

TABLE I

EXEMPT DEPARTMENTAL EXECUTIVE SALARY GROUPINGS MATRIX

DIRECTOR'S STATUTORY SALARY LEVEL	FUNCTIONAL CONCEPT OF POSITION	GENERAL GROUPINGS							
		1	2	3	4	5	6	7	8
LEVEL I	PRINCIPAL DEPUTY	X							
	1ST LINE DEPUTY		X						
LEVEL II A LEVEL III	PRINCIPAL DEPUTY		X						
	1ST LINE DEPUTY			X					
LEVEL IV A	PRINCIPAL DEPUTY			X					
	1ST LINE DEPUTY				X				
LEVEL IV B	PRINCIPAL DEPUTY				X				
	1ST LINE DEPUTY					X			
LEVEL II B LEVEL IV C	PRINCIPAL DEPUTY					X			
	1ST LINE DEPUTY						X		
LEVEL V	PRINCIPAL DEPUTY						X		
	1ST LINE DEPUTY							X	
LEVEL VI	PRINCIPAL DEPUTY							X	
	1ST LINE DEPUTY								X

STATUTORY SALARY LEVELS AND RATES:

LEVEL I ($3,541.66/MO OR $42,500/YR)
JUSTICE

LEVEL II A ($2,916.66/MO OR $35,000/YR)
CONTROLLER
EDUCATION
FINANCE
AGENCY ADMINISTRATORS
LT. GOVERNOR'S OFFICE

LEVEL II B ($2,916.66/MO OR $35,000/YR)
SECRETARY OF STATE
TREASURER

LEVEL III ($2,708.33/MO OR $32,500/YR)
MENTAL HYGIENE
PUBLIC HEALTH

LEVEL IV A ($2,500/MO OR $30,000/YR)
PUBLIC WORKS
WATER RESOURCES

LEVEL IV B ($2,500/MO OR $30,000/YR)
CORRECTIONS
GENERAL SERVICES
HEALTH CARE SERVICES
HUMAN RESOURCES
SOCIAL WELFARE
YOUTH AUTHORITY

LEVEL IV C ($2,500/MO OR $30,000 YR)
AGRICULTURE
ALCOHOLIC BEVERAGE CONTROL
BANKING
CALIFORNIA HIGHWAY PATROL
CORPORATIONS
INDUSTRIAL RELATIONS
INSURANCE
MOTOR VEHICLES
REAL ESTATE
SAVINGS AND LOAN

LEVEL V ($2,291.66/MO OR $27,500/YR)
CONSERVATION
CONSUMER AFFAIRS
FISH AND GAME
PARKS AND RECREATION
REHABILITATION
VETERANS AFFAIRS

LEVEL VI ($2,083.33 MO OR $25,000/YR)
EMERGENCY SERVICES
FIRE MARSHAL
HOUSING AND COMMUNITY DEVEL.
NAVIGATION AND OCEAN DEVEL.

TABLE II

EXECUTIVE AND ADMINISTRATIVE POSITIONS

Listing of the Various Positions	General Department	Present Maximum Mo. Salary Rate	Assigned to Groupings
Chief Deputy Attorney General	Justice	$2650[1]	1
*Asst. to the Agency Secretary	Agr. & Svs. Agency	2267[1]	
*Asst. to the Agency Secretary	Bus. & Trans. Agency	2267[1]	
*Asst. to the Agency Secretary	Human Relations Agency	2267[1]	
*Asst. to the Agency Secretary	Resources Agency	2267[1]	
Deputy State Controller	Controller	2410[c]	
Chief Deputy Superintendent	Education	2410[3c]	2
*Deputy Director (1 of 3)	Finance	2462[3c]	
**Chief Deputy Director	Mental Hygiene	2506[1]	
**Chief Deputy Director	Public Health	2505[1]	
Associate Superintendent & Chf., Div. of School Adm. & Finance	Education	2410[3c]	
Associate Superintendent & Chf., Division of Instruction	Education	2410[3c]	
Associate Superintendent & Chf., Division of Special Education	Education	2410[3c]	3
*Deputy Director (other 2)	Finance	2462[3c]	
Chief Deputy Director, Adm. Mgt.	Mental Hygiene	2179[1]	
Chief Deputy Director	Public Works	2361[1]	
Deputy Director (1 of 3)	Water Resources	2361[1]	
Deputy Director (1 of 3)	General Services	2266[1]	
Assistant Director, Legal	HRD	2179[1]	
*Deputy Director, Environ. Plng.	Public Works	2347[1]	
Deputy Director, Management	Public Works	2360[1]	
Deputy Director, Social Welfare	Social Welfare	2403	4
Deputy Director (other 2)	Water Resources	2361[1]	
Deputy Director	Youth Authority	2266[4c]	
Deputy Director (1 of 2)	Agriculture	2266[c]	
Deputy Director	ABC	2076[4]	
Chief Deputy Superintendent	Banking	2179[1]	
Deputy Commissioner	CHP	2234[1]	
Chief Deputy Commissioner	Corporations	2179[1]	
Deputy Director, Special Svs.	Corrections	2265[c]	
Dep. Dir., Corr. Cons., Cmp. Svs.	Corrections	2265[c]	
Deputy Director (other 2)	General Services	2266[1]	5
Deputy Director, Job Trng., Development & Placement	HRD	2288	
Deputy Director, Farm Labor Svs.	HRD	2076	
Deputy Director	Industrial Relations	2026	
Chief Deputy Ins. Commissioner	Insurance	2179[1]	
Deputy Director (1 of 2)	Motor Vehicles	2266[4c]	
Chief Assistant Commissioner	Real Estate	1976	
Chief Deputy Commissioner	Savings & Loan	2179[1]	
Deputy Secretary of State (1 of 2)	Secretary of State	1976[4c]	
Deputy Director, Operations	Social Welfare	2288	
Deputy State Treasurer	Treasurer	2076	

*Position vacant or incumbent unavailable for interview during the period of study.

**When this position is filled by a medical person, special consideration should be given to compensating the incumbent in relation to other medical executives.

1 single step salary rate
2 two-step salary range
3 three-step salary range
4 four-step salary range
c compressed salary rate or range

Listing of the Various Positions	General Department	Present Maximum Mo. Salary Rate	Assigned to Groupings
Deputy Director (the other)	Agriculture	$2266c	
Assistant Director (3)	ABC	1976	
Deputy Director	Conservation	2169c	
Chief Deputy Director	Consumer Affairs	1976	
Deputy Director	Fish and Game	2169c	
Chief, Div. of Ind. Welfare	Industrial Relations	2026 4c	
Chief, Div. of Ind. Safety	Industrial Relations	2026 4c	
Chief, Div. of Apprentice Stds.	Industrial Relations	2026 4c	
Chief, Div. of Labor Law Enf.	Industrial Relations	2026 4c	
Chief, Div. of Labor Statistics and Research	Industrial Relations	2026 4c	
Chief, Div. of Fair Empl. Pract.	Industrial Relations	2026 4c	
Chief Assistant Commissioner	Insurance	2179	
*Deputy Director of Commerce	Lieutenant Governor	2076	6
Deputy Director (the other)	Motor Vehicles	2266	
Chief Deputy Director	Parks & Recreation	2169c	
*Chief Deputy Director	Rehabilitation	2076	
Deputy Secretary of State (the other)	Secretary of State	1976	
Deputy Director	Veterans Affairs	2076	
Director	Aeronautics	1882	
Deputy Director	Consumer Affairs	1976	
Deputy Director	Emergency Services	1882	
Asst. State Fire Marshal	Fire Marshal	1587	
Chf., Div. of Bldg. & Hsg. Stds.	Housing & Com. Devel.	1929 3	7
*Chf., Div. of Hsg. & Com. Devel.	Housing & Com. Devel.	1929 3	
Deputy Director	Navigation & Ocean Devel	1882	
Deputy Director	Parks & Recreation	2076	
Deputy Director	Aeronautics	1626	
Asst. Dir., Adm. & Mgt.	Emergency Services	1793	
Asst. Dir., Field Operations	Emergency Services	1793	8

*Position vacant or incumbent unavailable for interview during the period of study.

1 single step salary rate
2 two-step salary range
3 three-step salary range
4 four-step salary range
c compressed salary rate or range

C. Executive Officers, Executive Secretaries and other administrative positions

1. That Executive Officer, Executive Secretary and administrative positions be grouped into four broad categories:

   a. Those positions that are comparable to heads of departments who do not report to full time Boards or Commissions and who for all practical purposes are comparable to chief executives of small departments.

   b. Those positions in departments that are for all practical purposes comparable to departmental executives (i.e., principal or first line deputies).

   c. Those positions that require specialized technical credentials (i.e., legal, engineering).

   d. Those positions that are special advisors, representatives, advocates and assistants who do not require special credentials but rather general administrative and communications skills and abilities.

2. That the following positions be grouped in Category A and compared to statutory executives and statutory salary levels:

Position	Organization	Present Maximum Mo. Salary Rate	Proposed Salary Tie: Statutory Salary Level	Proposed Salary Tie: Statutory Mo. Salary Rate
Executive Officer	State Lands Commission	$2290[c]	V	$2291.50
Executive Officer	Air Resources Board	2266[c]	V	2291.50
Executive Officer	Water Resources Control Board	2179	V	2291.50
Executive Director	Council on Criminal Justice	2187.50	V	2291.50
Executive Director	Teachers' Retirement System	2179	V	2291.50

c COMPRESSED SALARY RATE

3. That the following positions be grouped in Category B and compared to positions in the proposed exempt executive salary matrix (Page 6):

Position	Organization	Present Maximum Mo. Salary Rate	Proposed Salary Tie (See Page 6)
Executive Secretary	Board of Equalization	$2410[c]	Level IV A Dept Principal Deputy (Grouping #3)
Secretary	Public Utilities Commission	2360[c]	Level IV B Dept Principal Deputy (Grouping #4)
Chief, Transportation Planning & Research	Business & Transportation Agency	2158[c]	Level IV C Dept 1st Line Deputy (Grouping #6)
Regional Deputy Directors, JTD & P (2)	Human Resources Development	2179	Level IV C Dept 1st Line Deputy (Grouping #6)
Executive Assistant	Lt. Governor's Office	2291[1]	Level II A Dept Principal Deputy (Grouping #2)
Executive Secretary	Commission for Teacher Preparation and Licensing	2410[3c]	D/Education 1st Line Deputy (Grouping #3)
Chancellor	California Community Colleges	2297[1]	D/Education 1st Line Deputy (Grouping #3)
Manager, Cal. Expo.	General Services	2297[1]	D/General Services 1st Line Deputy (Grouping #5)

4. That the following positions be grouped in Category C and compared to established civil service levels for similar specialized positions within their occupational grouping:

Position	Organization	Present Maximum Mo. Salary Rate	Proposed Salary Tie
Gen Mgr & Chief Eng	Reclamation Board	$2076	Principal Engineer
Executive Officer I (6)	Water Quality Control Board	1793	Supervising Engineer
Executive Officer II (3)	Water Quality Control Board	1976	Principal Engineer
Chf Counsel & Exec Ofc	ABC Appeals Board	2076	Principal Counsel, ABC
Executive Secretary	Calif Law Revision Commission	2288	Prin Dep Leg Counsel II
Executive Officer	Office of Adm Procedure	2179	Chief Referee, UIAB
Secretary	Unempl Insurance Appeals Bd	2179	Chief Referee, UIAB
Chief Counsel	Public Utilities Commission	2291[c]	Chief Dep Leg Couns., C.E.A.
Staff Legal & Legislative Asst. (Apprenticeship Stds)	Industrial Relations	1626	Associate Counsel
Staff Asst, Division of Industrial Welfare	Industrial Relations	950	Asst. Information Officer
Assistant Director, Communications	Human Resources Devel	1976	Asst. Dir. (civil service level in HRD)
Executive Secretary	Intergovernmental Board on EDP (Lt. Governor's Office)	1976	Data Processing Manager IV
Director	Coord Council for Higher Educ	3211	Top level management positions in the State University Higher Education field

1 single step salary rate
2 two-step salary range
3 three-step salary range
c compressed salary rate or range

5a. That positions in Category D be compared to civil service positions (especially the "Staff Services" Occupational Group).

Since this group includes such a broad range of positions, it has been subdivided into five levels (D1, D2, D3, D4, and D5). General definitions for these levels are as follows:

Level D1 Positions

This level describes positions that are:

a. Responsible to a Board or Commission widely acknowledged as one of the most highly complex and sensitive. The activities of this Board or Commission can have a major impact on State Government. The incumbent plays a major advisory role and is given unusually complete responsibility and authority; or

b. Responsible for a technical program with above-average program variety, sensitivity, or technical specialization. Subject matter and funding make this a potentially high-impact program; or

c. In the nature of a confidential executive assistant to a Director of a large department of above-average sensitivity (statutory salary level $30,000/year [$2500/mo.] or more) to function as confidential advisor and recommend on matters having major program impact. Incumbent is considered a member of the Director's policy-making Cabinet.

Level D2 Positions

This level describes positions that are:

a. Responsible to a Board or Commission of above-average size and/or sensitivity. Studies may have an important impact on a specific governmental activity; incumbents have frequent legislative contacts and testify occasionally; or

b. Responsible for a moderate-sized program (10 or more technical staff) with above-average program variety and sensitivity or a larger program of average sensitivity; or

c. In the nature of a confidential executive assistant to a Director of a department (statutory salary level $30,000/year [$2500/mo.] or more) or to a member of a Board or Commission with above-average program sensitivity. Incumbents conduct special confidential investigations and advise on legislative and policy matters. Generally, not a member of the Director's policy-making Cabinet.

Level D3 Positions

This level describes positions that are:

a. Responsible to a Board or Commission of average size and/or sensitivity. Duties include providing advice (and technical assistance) on matters having potential impact on State departments or other governmental jurisdictions; or

b. Responsible for a moderate-sized program of somewhat greater variety and complexity in a department, agency, etc. Subject matter, funding and program sensitivity make this an "average" program; or

c. In the nature of a confidential executive assistant to a Director of a small department or to an Executive Officer of a Board or Commission with average sensitivity. Incumbents conduct special confidential investigations and advise on legislative and policy matters.

Level D4 Positions

This level describes positions that are:

a. Responsible to a small Board or Commission whose program is of limited scope, but either the subject matter or funding source increase potential program impact or sensitivity; or

b. Responsible for a variety of public relations or general administrative assignments for a Director, Board or Commission member; or

c. Responsible for a technical program specialty (i.e., industrial relations, employer-employee relations, etc.). Incumbents are professional technical specialists in a field receiving minimal supervision.

Level D5 Positions

This level describes positions that are:

a. Responsible to a small, noncontroversial Board or Commission whose program is of limited scope and complexity. Incumbents make relatively routine decisions; or

b. Responsible for a variety of routine administrative assignments of limited scope and complexity. Incumbents perform a variety of routine assignments, make technical studies and schedule hearings, meetings, etc.

5b. That for salary purposes positions assigned to Category D be grouped together as shown below:

GROUPINGS OF EXECUTIVE OFFICER, EXECUTIVE SECRETARY AND OTHER ADMINISTRATIVE POSITIONS

Position	Department/Agency/Board	Present Maximum Mo. Salary Rate
Level D1		
Special Assistant	Board of Corrections	$2127
Executive Secretary	California Highway Commission	1976
Museum Director (Museum of Science and Industry)	Commerce	1976[1]
Executive Secretary	Commission on Calif. State Govt. Organization and Economy	1976
Deputy State Architect	General Services	2112[3c]
*Procurement Officer	General Services	2076
*Special Assistant to the Attorney General	Justice	1976
Assistant Secretary	State Personnel Board	2179
Assistant II	Lt. Governor's Office	2000[1]
Level D2		
Administrative Officer	Adult Authority	1793
Executive Secretary	Arts Commission	1793
Deputy to B/E Members (4)	Board of Equalization	1793
Executive Officer	CA Crime Tech Res Foundation	1793
Executive Officer	Commission on Peace Officer Standards & Training	1793
Assistant Deputy State Controller	Controller	1882
Executive Secretary	Council on Intergovtl. Relations	1793
State Librarian	Education	1882
Local Assistance Officer	General Services	1976
Superintendent, Printing Production	General Services	1874[4c]
General Services Planning Officer	General Services	1926[1]
Executive Officer, Office of Alcoholism Program	Human Relations Agency	1882
Coordinator, Office of Narcotics and Drug Abuse	Human Relations Agency	1882
State Coord., Mental Retardation	Human Relations Agency	1882
*Assistant Deputy Director, TCIP	Human Resources Development	1793
Assistant to Deputy Director (3)	Job Training, Development & Placement (HRD)	1882
Executive Secretary	Job Training, Development & Placement Svs Advisory Board	1882
*Executive Assistant	Mental Hygiene	1793
Executive Director	Scholarship & Loan Commission	1882
Executive Director	SF Bay Cons. & Devel. Commission	1929[1]
Assistant State Treasurer	Treasurer	1976
*Special Representative	Water Resources	1882
Executive Secretary	Wildlife Conservation Board	1882
Administrative Representative	Youth Authority Board	1793

*Position vacant or incumbent unavailable for interview during the period of study.

1 single step salary rate
2 two-step salary range
3 three-step salary range
4 four-step salary range
c compressed salary rate or range

Position	Department/Agency/Board	Present Maximum Mo. Salary Rate
Level D3		
*Executive Secretary	Advisory Council on Vocational Education	$1708
Executive Director	Calif. Job Development Corp. Law Executive Board	1708
Executive Officer	California Water Commission	1708
Assistant State Librarian	Education	1626
Executive Secretary	Environmental Quality Study Council (Lt. Governor)	1708
Executive Secretary	Fish and Game Commission	1708
Executive Secretary	Health Planning Council	1708
Secretary	Horse Racing Board	1733[1]
*Special Assistant to the Director	Housing	1708
Asst. Chf., Division of Building and Housing Standards	Housing	1667
Assistant to the Chief, Division of Industrial Safety	Industrial Relations	1708
Assistant Chief, Division of Labor Law Enforcement	Industrial Relations	1626
Assistant Chief, Division of Fair Employment Practices	Industrial Relations	1626
Assistant I	Lt. Governor's Office	1626
Executive Officer	Office of Intergovernmental Management (Lt. Gov. Office)	1666[1]
Assistant Deputy Director	Parks and Recreation	1626
Executive Secretary	Social Welfare Board	1793
Executive Officer	Women's Parole Commission	1626
Level D4		
Executive Officer	Advisory Commission on Marine and Coastal Resources	1548
Assistant to B/E Members (4)	Board of Equalization	1626
Special Assistant to Secretary	Bus. & Trans. Agcy. Toll Bridge Authority	1475[1]
Executive Secretary	Commission on Aging	1548
Industrial Relations Consultant	Corrections	1273
*Local Law Enforcement Coordinator	Corrections	1708
Special Asst. to the Superintendent	Education	1548
Assistant Local Assistance Officer	General Services	1548
*Supervisor, Local Public Works Allocation Program	General Services	1548
*Asst. Executive Officer, Office of Alcoholism Prog. Mgmt.	Human Relations Agency	1793
*Asst. Coordinator, Office of Narcotics & Drug Abuse	Human Relations Agency	1793
Chief, Migrant Program	Human Resources Development	1548
Special Consultant for Rehab.	Industrial Relations	1626
State Intergroup Coordinator	Industrial Relations	1548
Community Relations Officer	Industrial Relations	1548
Special Representative	Justice	1548
*Special Representative	Military Department	1405
Intergovernmental Mgmt. Asst. II	Lt. Governor's Office	1475
*Special Representative	Parks & Recreation Commission	1475
Special Representative	State Forestry Board	1548
Executive Secretary	Status of Women	1213[1]
Level D5		
Assistant to the Board	California Veterans Board	1048
Executive Secretary	Colorado River Board	1405
*Executive Officer	Commission of the Californias	1273
Contract Administration Assistant	Council on Intergovtl. Relations (Lieutenant Governor's Office)	1273[1]
*Special Rep., Industrial Safety Bd.	Industrial Relations	1111
*Special Representative, WCAB	Industrial Relations	1213
Executive Secretary	Justice	1405
Intergovernmental Mgmt. Asst. I	Lt. Governor's Office	1100

*Position vacant or incumbent unavailable for interview during the period of study.

1 single step salary rate

APPENDIX

APPENDIX I

STATE OF CALIFORNIA RONALD REAGAN, Governor

COMMISSION ON CALIFORNIA STATE GOVERNMENT ORGANIZATION AND ECONOMY

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SACRAMENTO 95814

Chairman
H. HERBERT JACKSON
Sacramento

Vice-Chairman
MANNING J. POST
Beverly Hills

ALFRED E. ALQUIST
Senator, San Jose

HOWARD A. BUSBY
San Diego

JACK R. FENTON
Assemblyman, Montebello

HAROLD FURST
Berkeley

HAROLD C. HENRY
Rosemead

JAMES E. KENNEY
Pasadena

ANDREW L. LEAVITT
San Mateo

WALTER H. LOHMAN
Los Angeles

MILTON MARKS
Senator, San Francisco

ERNEST N. MOBLEY
Assemblyman, Fresno

NATHAN SHAPELL
Beverly Hills

L. H. HALCOMB
Executive Officer

September 20, 1971

This Commission, under a subcommittee headed by James E. Kenney, is conducting a study of executive compensation in the California state service. The scope of the study is limited to exempt administrative positions, such as Deputy Director and Executive Secretary whose salary rates are set administratively by the Department of Finance and not fixed by statute.

Since the position to which you are appointed falls within the scope of our study, you are asked to complete the attached questionnaire so that we will have a better understanding of your responsibilities. A staff member of the State Personnel Board who is assisting the Commission in this study will contact you in the near future to schedule an interview to discuss your position. The questionnaire should be completed and on hand for this interview. If you have questions on any items in the questionnaire you may wish to clarify them at that time.

Immediately following this interview, a copy of the completed questionnaire will be furnished to your Director or Board/Commission Chairman for additional comment which may be necessary for a fair evaluation of your position.

It is our goal to complete this study by the end of October, therefore your cooperation will be appreciated.

Respectfully,

H. HERBERT JACKSON
Chairman

Attach.

COMMISSION ON CALIFORNIA STATE GOVERNMENT ORGANIZATION AND ECONOMY

Salary Survey of Exempt Positions in Departments, Boards, and Commissions

Position Questionnaire

Please indicate your involvement in each of the following areas. Answer each item with reference to the duties of your present position.

	Yes	No
1. This position has responsibility for:		
a. a line program	☐	☐
b. staff supportive services	☐	☐
2. This position performs an independent, nonsupervisory function:	☐	☐
3. This position includes responsibility for direct supervision If yes, give total number of subordinate staff _____	☐	☐

4. The organizational unit or function for which you are responsible is: _____

5. To whom do you report? - Title

_____

6. What is the Fiscal Year 1971-72 Budget for your area of responsibility?

$_____

7. Do you become involved in developing, planning, organizing, and coordinating the fiscal functions of the department or commission?	☐	☐

If yes, please explain extent of involvement and cite specific examples.

_____

_____

_____

_____

_____

	Yes	No
8. Do you become involved in developing, planning, organizing, and coordinating the planning functions of the department or commission?	☐	☐

If yes, please explain extent of involvement and cite specific examples.

_____

_____

_____

9. Do you become involved in developing, planning, organizing, and coordinating the personnel functions of the department or commission?	☐	☐

If yes, please explain extent of involvement and cite specific examples.

_____

_____

_____

10. Do you have responsibility for the establishment and implementation of administrative programs, policies, and procedures?	☐	☐

If yes, explain extent and give examples.

_____

_____

_____

11. Does this include responsibility for evaluation of programs and resource utilization?	☐	☐

If yes, explain.

_____

_____

_____

	Yes	No
12. Are all proposals in the following areas routed through your office prior to decision?		
a. departmental policy	☐	☐
b. departmental budget	☐	☐
c. program planning	☐	☐
d. departmental internal management	☐	☐
13. Does successful performance in the position require frequent (more than monthly) contact with representatives from:		
a. other departments or commissions within State service	☐	☐
b. other governmental jurisdictions (City, County, Federal, etc.)	☐	☐
c. the Legislature	☐	☐
d. private industry	☐	☐
e. employee groups and/or unions	☐	☐
f. local interest groups from the public sector	☐	☐
g. agency secretary and staff	☐	☐

Please explain extent of contact and give examples.

_____

_____

_____

_____

_____

_____

_____

	Yes	No
14. Does this position include independent responsibility for decisions which:		
a. affect and bind the policies of your own organizational unit?	☐	☐
b. affect and bind the policies of the department or commission?	☐	☐
c. affect and bind the policies of other governmental jurisdictions?	☐	☐

Please give examples of those areas covered.

_____

_____

_____

_____

_____

15. Do you represent the department or commission before:		
a. interdepartmental conferences?	☐	☐
b. public meetings?	☐	☐
c. hearings?	☐	☐
d. legislative groups?	☐	☐
e. agency administrators?	☐	☐

If yes, give specific examples of each.

_____

_____

_____

_____

_____

	Yes	No
16. Do you present budget submissions to the Department of Finance and the Legislature as part of your assigned responsibilities?	☐	☐

If yes, who accompanies you and what is your role in the presentation?

_____

_____

17. Please sketch below or attach an organization chart showing your place in the organization, the person to whom you report, your peers, and those who report to you.

Space below is reserved for:

Additional information and endorsement by the Director or Commission Chairman.

☐ Concur

☐ Concur except as noted below

Comments:

_____

(Signature) Director/Commission Chairman

APPENDIX II

COMMISSION ON CALIFORNIA STATE GOVERNMENT, ORGANIZATION AND ECONOMY

Salary Survey of Exempt Positions in Departments, Boards, and Commissions

Interview Guide - Exempt Appointees

The primary objective of these interviews is to gain an understanding of the exempt appointees' responsibilities within the organization. This information will aid in comparing salary levels and duties among positions. Each area except the section entitled Relationship to Board or Commission should be covered with all incumbents. The last section should be discussed only with those reporting to boards or commissions.

For your convenience notes may be made directly on the interview guide.

MAJOR AREAS OF RESPONSIBILITY

1. What are the primary responsibilities of your position?

   - Are these assigned to you verbally, or in writing?

   - Do they relate to the overall objectives of the department?

   - Do you feel you have the needed authority to carry out each of your responsibilities?

2. Which of your responsibilities do you delegate to your subordinates?

   - Are these delegations verbal or in writing?
   - Do you ask your subordinates to recommend or approve action?
   - How do you control the delegation?

3. To what extent are you involved in: (a) planning? (b) budgeting? (c) controlling? (d) policy decisions? (e) employee development? (f) employer-employee relations? (g) departmental internal management?

Specifically, what are your activities in each?

KEY DECISIONS

1. What are the five or six major decisions that you make in discharging these responsibilities? How often does each decision have to be made?

2. Listed in descending order, what other decisions do you make in discharging these responsibilities?

3. From what source do you derive the authority to make the decisions?

4. What innovative actions have you taken in your position?

5. Do you make decisions alone? Recommend action? Committee action? Is action recommended to you? (To whom? By whom? With whom?)

ORGANIZATIONAL RELATIONSHIPS

1. To whom do you report? _____
(Class Title)

   a. Does he review your work? For technical detail? For policy implications? Give examples.

2. Are you a member of the departmental policy-making body? Do you attend and actively participate in the meetings?

3. Do you serve as confidential assistant and advisor to the Director regarding the organization and operation of the Department? In other areas?

4. To what types of action can you unilaterally commit the department?

5. To what boards, commissions, groups, etc., are you a member and which meetings do you attend because of your position?

POLICY GUIDANCE

1. Do you receive adequate policy guidance in making your decision?

   - What is your primary source of policy guidance? If you have a policy question to resolve, how do you do it?

   - Is this guidance explicitly stated in writing?

   - Are these policies always in accord with overall organizational objectives?

   - Is this guidance received routinely, or only when you request it?

RELATIONSHIP TO BOARD OR COMMISSION

1. What is the purpose of the Board or Commission?

   - How many members? What levels?
   - Full time or part time?
   - How often are meetings held?
   - Do you attend? What is your role?

APPENDIX III

FACTOR EVALUATION GUIDE FOR ADMINISTRATIVE & EXECUTIVE POSITIONS

I. POLICY (1-25)

Appraise the position for its level of responsibility in the development, final determination, and interpretation of policies and for the importance of the policies as indicated by their breadth of application and effect on public operations and

Degree	Scope of Policy
5. Decision as individual	5. Statewide on variety of major programs
4. Decision as part of a group	4. Statewide affecting development of a single major program by other departments and jurisdictions
3. Final recommendation	3. Total department programs with significant impact on other departments or jurisdictions
2. Formulation and primary recommendation	2. Departmentwide programs; or divisionwide programs with significant impact on other departments or jurisdictions
1. Assist in formulation	1. Departmentwide supportive services only

TOTAL _____

II. PLANNING (1-25)

Appraise the position for its level of responsibility in the original development, final determination, and interpretation of objectives and plans for the organization and conduct of business, and the importance of the plans as indicated by the breadth of application and effect on public operations and expenditures.

Degree	Scope of Application
5. Decision as individual	5. Statewide on variety of major programs
4. Decision as part of a group	4. Statewide affecting execution of a single major program by other departments and jurisdictions
3. Final recommendation	3. Total department programs
2. Formulation and primary recommendation	2. Divisionwide programs
1. Assist in formulation	1. Departmentwide supportive services

TOTAL _____

III. ADMINISTRATION (1-50)

Appraise the position for the amount of management activity required in the coordination and direction of personnel, the complexity of the operations administered, and the complexity in evaluating and controlling the results.

Difficulty of Direction & Control	Complexity of Function
5. Four levels of subordinate supervision including significant operations outside of community	5. Diversified functions requiring complex decisions
4. Four levels of subordinate supervision mainly limited to community	4. A single major function requiring complex decisions
3. Fewer than four levels of subordinate supervision including significant operations outside of community; or significant nonsupervisory program management responsibilities requiring strong coordinating role in program achievement	3. Diversified functions with less responsibility for complex decisions
2. Fewer than four levels of subordinate supervision mainly limited to community	2. Diversified functions with routine decisions
1. Nonsupervisory "staff" role without significant program management responsibilities	1. Single function with routine decisions

TOTAL _____

Then, appraise the position for the importance of handling and development of personnel as indicated by the total number of personnel in the entire organization and the reporting level of the incumbent.

Size of Organization	Reporting Level
5. 5000+	5. 1st level
4. 1000 - 5000	4. 2d level
3. 300 - 1000	3. 3d level (or 2d level staff role)
2. 100 - 300	2. 4th level (or 3d level staff role)
1. 0 - 100	1. 5th level

TOTAL _____

IV. PROFESSIONAL EXPERTISE (0-25)

Appraise the position for its responsibility in providing leadership over programs and functions, the complexity of which require subordinate staff having a high degree of professional expertise acquired by advanced college study.

Degree	Scope of Application
5. License or Certification of professional expertise required	5. Various statewide programs
	4. Various departmentwide programs
3. General knowledge of profession required	3. Single statewide program
0. No expertise required	2. Single departmentwide program

TOTAL _____

V. EXECUTIVE CONTACTS (1-25)

Appraise the position for its importance in influencing and obtaining cooperative action of nonsubordinate executives or officials and the public as indicated by the frequency, level and subject of these contacts.

Level of Contact	Subject
5. The Legislature and 5 others	5. Includes budget presentations to Legislature
4. Agency Secretary and 5 others	4. Includes program planning with Agency Secretaries
3. Other governmental jurisdictions and 4 others	3. Includes broad program contacts with other jurisdictions
2. Any 5	2. Includes program contacts with the Legislature
1. Any 4	1. Includes program contacts with other departments

TOTAL _____