



Guide to Oregon's Equal Pay Act

What You Need to Know



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The Basics

It is unlawful for employers in Oregon to:

- » Discriminate between employees in the payment of wages or other compensation for work of a comparable character.
- » Pay wages or other compensation to any employee at a rate greater than that at which the employer pays wages or other compensation to employees for work of a comparable character.
- » Screen job applicants based on current or past compensation.
- » Determine compensation for a position based on current or past compensation of a prospective employee.



Law applies to all employers doing business in Oregon except the federal government. Law covers all employees. Excludes independent contractors and participants in a work training program administered by the state or federal assistance laws and some out of state employees.

Defining Comparable Character

Work of a comparable character is defined as: Work that requires substantially similar knowledge, skill, effort, responsibility and working conditions in the performance of work regardless of job description or job title.



The Basics (cont.)

A process should be in place to define the comparable characteristics of your jobs. It should include:

- » Detailed job descriptions, including a thorough list of essential duties and functions with a percentage of time spent in the primary functional areas.
- » Clearly defined **knowledge**. This should include any certifications, licenses and certifications, as well as the education, experience and/or training required to do the job.
- » Clearly defined **skill**. This should include the ability, agility, coordination, creativity, efficiency, experience or precision required to perform the job.
- » Clearly defined **effort**. This should include the amount of physical or mental exertion, amount of sustained activity and complexity of job tasks required to perform the job.
- » Clearly defined **responsibility**. This should include the accountability, decision making discretion; amount, level or degree of significance of tasks; autonomy or extent employee works without supervision, extent employee exercises supervisory functions; extent actions expose employer to risk or liability, required to perform the job.
- » Clearly defined **working conditions**. This should include the work environment, hours (alternative scheduling, level of busyness, limited duration assignments, number of hours, overtime hours, PT/FT) time of day, shift differentials, physical surroundings (air quality, distractions, dust, exposure to weather, isolation, lighting, noise, temperature, physical design or layout of workspace, ventilation or wetness) potential hazards (degree or severity of potential injury, frequency of exposure, intensity, physical hazards, risk of injury or toxicity), when performing the job.

It is important to note that evaluations of work of comparable character need only consider comparisons of Oregon employees. Jobs could be performed in different functional areas, but still be comparable. For example, a Receptionist and a Customer Service Representative could be comparable if defined as such based on the measurements above.



A comparable characteristic worksheet is included on page 21 of this guide as a way to track the comparable nature of your jobs and should be included in all job descriptions.

Equal Pay Analysis

For positions of a comparable character, ensure equitable pay practices by conducting an equal pay analysis. This analysis will identify differences in pay for work of a comparable character. If differences are identified then further analysis must be done to justify the differentials based on the reasons set forth below.

An equal pay analysis is:

- » An evaluation process to assess and correct wage disparities among employees who perform work of a comparable character.
- » It starts with an adverse impact analysis to determine if wage disparities exist and is followed by adding factors allowed under the law to explain wage disparities for reasons other than a protected class.
- » If disparities continue to exist, a full, more complex pay equity analysis will need to be performed taking into consideration additional variables, if applicable, that can justify and validate why pay inequities exist, for reasons other than a protected class.
- » Evidence of an equal pay analysis done according to this law may not be admissible in any other proceeding.
- » Information that an employer has not done an equal pay analysis may not be used as evidence of a violation.
- » **Note:** A valid equal pay analysis does not require soliciting or surveying employees for protected class information. A valid analysis can be done without protected class information. If you choose to seek that information, seek guidance before proceeding.



The Basics (cont.)

Justifying Differentials

If differences are identified for positions performing work of a comparable character, then employers must justify the differentials based on factors specifically set forth in the Equal Pay Act.



Employers may pay employees for work of a comparable character at different compensation levels if ALL of the difference is based on a bona fide factor that is related to the position and is based on:

- » **A seniority system** –
Employees may be paid differently based on length of service.
- » **A merit system** –
Employees may be paid differently based on job-related criteria. This may be measured by written performance evaluations or policies using a set numerical or established rating scale.
- » **A system that measures earnings by quantity or quality of production, including piece rate work.**
- » **Workplace locations** –
Includes cost of living, desirability of worksite location, access to worksite location, minimum wage zones, wage and hour zones.
- » **Travel, if travel is necessary and regular.**
- » **Education** –
This includes substantive knowledge gained through relevant coursework, as well as completed certificate or degree programs.
- » **Training** –
Includes on-the-job training or formal training programs.
- » **Experience** –
This includes any relevant experience to the job.
- » **Any combination of the factors described if the combination accounts for the entire differential.**

Statute of Limitations, Damages and Penalties

Statute of Limitations

Employees have a one year statute of limitations for Equal Pay violations. However, a practice that is unlawful under this law occurs each time an employee is paid under a discriminatory decision or practice.

Notice

Employers are required to post a notice of the requirements of the law.

Damages and Penalties

Employers found in violation must pay an award of back pay for the lesser of:

- » The two-year period immediately preceding the filing of the complaint, plus the period of time commencing with the date on which the complaint is filed and ending on the date on which the commissioner issued the order; or
- » The period of time the complainant was subject to an unlawful wage differential by the employer plus the period of time commencing with the date on which the complaint is filed and ending on the date on which the commissioner issued the order.
- » Liquidated damages
- » Compensatory damages
- » Punitive damages if:
 - ❑ Plaintiff proves by clear and convincing evidence that employer has engaged in fraud, acted with malice or acted with willful and wanton misconduct OR if an employer was previously found in violation of this law.
- » Reasonable attorney fees
- » Other injunctive or equitable relief



Statute of Limitations, Damages and Penalties (cont.)

Avoid Compensatory and Punitive Damages in Civil Actions – Equal Pay Analysis

In a civil action, courts will grant an employer's motion to disallow an award of compensatory and punitive damages if the employer demonstrates by a preponderance of the evidence that it has:

- » Within three years before the date that the employee filed the action, completed an equal pay analysis of its pay practices in good faith that:
 - ❑ Was reasonable in detail and in scope in light of the size of the employer; and
 - ❑ Included a review of practices designed to eliminate unlawful wage differentials; and
 - ❑ Has made reasonable and substantial progress toward eliminating unlawful wage differentials for the employer's employees.



How Best to Prepare



1. Update and/or develop job descriptions for all jobs
 - » Ensure descriptions are detailed and have met all the definitions necessary to clearly define comparable characteristics needed to perform the job.

2. Develop formal compensation programs that are fair and equitable. These programs should be:
 - » Structured
 - ❑ Formal pay structures - Group jobs of “comparable character” together
 - ❑ Externally competitive
 - ❑ Based on external reliable data sources
 - ❑ Recognize internal job relationships
 - » Formalized and documented including:
 - ❑ How pay decisions are made
 - ❑ How and when pay increases are awarded
 - ❑ Process for ensuring competitive salaries
 - ❑ Process for ensuring equitable salaries
 - » Evaluate performance if pay is based on merit:
 - ❑ Identify how the different performance indicators influence pay levels
 - ❑ Document formal practices and ensure they are consistently followed
 - ❑ Consistent performance rating scale used by all who make pay decisions
 - ❑ Evaluation process is consistent with measurable metrics
 - » Transparent
 - ❑ Be open about pay to a point that makes sense for your organization
 - ❑ Recognize fairness and equity
 - ❑ Consistently share processes and regularly educate employees



How Best to Prepare (cont.)

- » Communicated
 - ▣ Train supervisors and managers on how to use and communicate pay programs
 - ▣ Regularly share compensation processes and practices
 - ▣ Formalize a compensation philosophy and strategy that is regularly communicated

3. Conduct an Equal Pay Analysis

- » In the case of an employee filing a civil action, demonstrate that within three years of the date the employee filed the action, an equal pay analysis was conducted in good faith. This step is to identify if differentials exist. If differentials are identified, further analysis is required to justify the differentials based on the reasons allowed under the statute.

Ensure that the Equal Pay Analysis:

- » Is reasonable in detail and scope in light of the size of the employer
- » Included a review of wage practices designed to eliminate unlawful wage differentials
- » Eliminates wage differentials for plaintiff and has made reasonable and substantial progress toward eliminating wage differentials

4. Justify Differentials

- » If differences are identified for positions performing work of a comparable character, either adjust pay accordingly or justify the differentials based on factors specifically set forth in the Equal Pay Act. **Note:** Additional strategies may also be warranted and seeking advice is recommended.

Frequently Asked Questions

#1

Q: WHAT IS AN EQUAL PAY ANALYSIS?

A: Evaluation process to assess and correct wage disparities among employees who perform work of a comparable character. May require a regression analysis based on all of the factors included in making wage and compensation decisions. Starts with an adverse impact analysis to determine if wage disparities exist and is followed by adding factors to explain away all differentials.

#2

Q: WHAT IS THE BEST WAY TO BEGIN A PAY EQUITY ANALYSIS?

A: This is a multi-part answer!

Current, up-to-date job descriptions	✓ CHECK
Formal compensation structure in place	✓ CHECK
Evaluation of internal processes and pay practices	✓ CHECK
Documented processes and practices	✓ CHECK

Having up-to-date job descriptions helps on so many fronts. Ensure that they clearly reflect what the employee is doing and include a section in the description which clearly defines the knowledge, skills, effort, responsibility and working conditions required to perform the job. If you don't have a formal compensation structure in place, there is no time like the present. Establish a structure that is based on the factors mentioned above that includes ranges and pay grades. Evaluate how internal processes are currently being performed regarding pay, including at hire, promotions, annual adjustments, etc. to ensure they are fair and equitable. Document your pay practices especially if pay is based on performance. It will be unacceptable to have any form of "arbitrary" pay decisions moving forward, so you need to have consistent and documented processes in place. Having good systems, policies and practices in place will help explain legitimate reasons for pay differences between employees in the same job, or jobs that are similar in nature. Consider having a formal pay equity analysis conducted.



FAQ (cont.)

#3

Q: WHAT CAN I DO TO MAKE SURE I AM COMPLIANT?

A: One of the key components of the law is evaluating jobs of comparable character. Historically we have seen this in the form of “equal pay for equal work” but this takes it a step further. The law’s intended purpose is to ensure employees who are performing jobs of a similar nature, including knowledge, skill, effort, working conditions and location are paid “equitably.” One of the most important steps you can take is to evaluate that the employees who are performing jobs of comparable character are paid equitably.

Another key component of the law explains that employers are allowed to compensate employees performing work of a comparable character differently if all of the difference is based on a bona fide factor related to the position and is based on: (1) a seniority system; (2) a merit system; (3) a system that measures earnings by quality or quantity of production, including piece-rate work; (4) workplace locations; (5) travel, if travel is regular and necessary for the employee; (6) education; (7) training; (8) experience; or (8) any combination of these factors, if the combination of factors accounts for the entire compensation differential. For differences between jobs of a comparable character, assess if the differences can be entirely explained by these factors.



#4

Q: HOW DO I DO AN ANALYSIS?

A: The first thing to decide is whether the organization wants its equal pay analysis covered under attorney-client privilege. If the intent of the employer is to hold this information strictly confidential then employers should consult with an attorney and perform their analysis at the direction of an attorney.

Next, look at the different job titles in your organization. If you have multiple employees performing a job of comparable character, compare their salaries to each other. Keep in mind jobs with different job titles may still perform work of a comparable character for purposes of this law.

Once you have all of the information compiled, you will need to devise a systematic way of evaluating the data. Analyze salaries and note any discrepancies that show up.

#5

Q: THE ANALYSIS IS COMPLETE. NOW WHAT?

A: Now comes the tough part . . . deciding what to do with the results. Based on jobs of comparable character, you will need to identify if any pay disparities exist, and if they do, either make wage adjustments or justify the difference based on the factors mentioned. Duties, qualifications, and/or responsibilities can be added to roles so they are no longer comparable in character. Consider doing a cost analysis to see how many necessary adjustments will impact the organization.

Reconciling wages is the hard part, but now you presumably have up-to-date job descriptions, jobs grouped based on comparable nature, a formal pay structure in place, documented policies and equitable pay practices. Ongoing maintenance and monitoring is critical to continued compliance. Consider having a pay equity analysis conducted every three years to ensure you stay compliant.

Organizations have a responsibility to reduce or eliminate pay inequities through effective workplace programs and policies. Also keep in mind that you cannot reduce an employee's compensation to comply with the law. You can, however, red circle, freeze or otherwise hold an employee's compensation constant as other employees come into alignment.



Pay Equity Scenarios: Company A

A construction company had an equal pay analysis conducted. The preliminary analysis included:

- » Examining date of hire, date in job, sex and race to evaluate if there was any immediate disparities that exist.
- » Evaluating current wage/salary based on tenure and date in job and comparing against other positions of comparable character to ensure equitable pay practices.
- » Evaluating pay levels for all employees in the same job.
- » Evaluating how annual tenure drives the amount of earnings available by sex and race.

Statistics relative to one of the job groups of comparable character was summarized into the following table (for illustration purposes, only data on sex is provided):

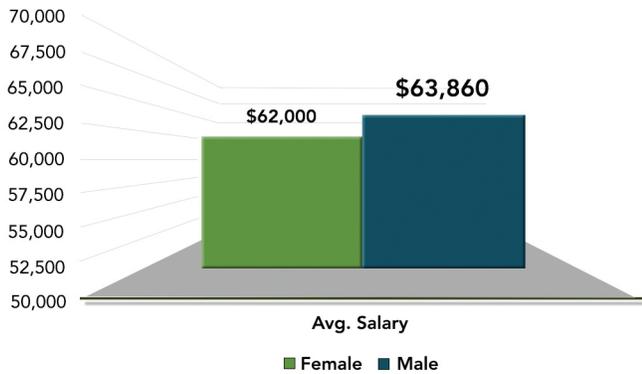
Salary & Gender	Avg. Salary	% Employees	Per Year Earning
Female	\$62,000	20.00%	\$2,480
Male	\$63,860	80.00%	\$4,257

Tenure & Gender	Female Tenure (Y)	Male Tenure (Y)
Total Time at BR	25	15
Time in Job at BR	17	5



Based on these statistics, there does appear to be a concern with sex:

Avg. Salary - Male vs. Female



Years in Job by Sex



Preliminary Findings:

- » Males are earning approximately 3% more than females in this employee group, and females have significantly more tenure. Earning potential is calculated based on the average salary based on gender divided by average tenure by gender.
- » Findings show that male employees are earning approximately \$4,257 per year on average, while female employees are earning approximately \$2,480 per year on average (a difference of more than 70%).
- » Female employees represent 20% of the sample, while male employees represent 80% of the sample.

Based on these preliminary findings, the organization will need to take the next steps:

- » Review job groupings to ensure that all jobs in this job group are of comparable character, OR
- » Reconcile pay differences by adjusting the pay for female employees, OR
- » Determine justifiable differentials as to why the disparity exists.



Pay Equity Scenarios: Company B

A manufacturing organization collected the following information for their assembler positions. Several red flags exist in this example:

1. A high performer, who has been with the organization longer than other counterparts and is paid lower.
2. A lower performer is paid higher than a better performer, yet seniority could be the justifiable difference.
3. Two employees who appear to have been hired close to the same time are paid differently, with one earning \$.50 less.
4. The newest Assembler is paid higher than an equally performing employee who has more seniority.

It is important to run an analysis like the one below for your jobs of comparable nature (at a minimum) to see if inequities exist.

Position	Wage	Date of Hire	Performance
Assembler	\$19.50	1/21/2016	4
Assembler	\$19.50	2/12/2016	4
Assembler	\$18.50	4/15/2017	4
Assembler	\$19.00	11/7/2017	3.5
Assembler	\$18.75	3/30/2018	3.8
Assembler	\$18.00	6/15/2018	3
Assembler	\$18.50	8/5/2018	3
Assembler	\$17.50	3/21/2019	4
Assembler	\$17.00	5/17/2019	3
Assembler	\$18.00	9/5/2019	4



Pay Equity Scenarios: Company C

Organization Inquiry: We've looked at our pay overall based on our jobs, but we haven't done a formal analysis to determine what jobs should be considered "Work of a Comparable Character." Some factors seem so subjective. Our hourly jobs follow a set wage schedule. If one gender or race held more of the lower paying jobs, then that could be an issue? Should we be concerned?

Could we be picked for a random audit under this Act? Someone would have to complain. Right?

Response: For work of a comparable nature, if you have a compensation structure in place with job groups, that is a starting point. If you identify disparities within those groups then you should look at all of the finer detail as to what goes into work of a comparable character.

This is what you would need to look at in determining that:

- » **Knowledge:** Certifications, licenses and certificates, education, experience, training.
- » **Skill:** Ability, agility, coordination, creativity, efficiency, experience or precision.
- » **Effort:** Amount of physical or mental exertion, amount of sustained activity, complexity of job tasks.
- » **Responsibility:** Accountability, decision making discretion; amount, level or degree of significance of tasks; autonomy or extent employee works without supervision, extent employee exercises supervisory functions; extent actions expose employer to risk or liability.
- » **Working Conditions:** Work environment, hours (alternative scheduling, level of busyness, limited duration assignments, number of hours, overtime hours, PT/FT) time of day, shift differentials, physical surroundings (air quality, distractions, dust, exposure to weather, isolation, lighting, noise, temperature, physical design or layout of workspace, ventilation or wetness) potential hazards (degree or severity of potential injury, frequency of exposure, intensity, physical hazards risk of injury or toxicity).



Pay Equity Scenarios: Company C (cont.)

Once you have grouped according to work of a comparable nature and if you identify disparities then you need to run a regression analysis based on the factors that the law recognizes as justifications.

Employers may pay employees for work of a comparable nature at different compensation levels if ALL of the difference is based on a bona fide factor that is related to the position and is based on:

- » *A seniority system*
- » *A merit system*
- » *A system that measures earnings by quantity or quality of production, including piece rate work*
- » *Workplace locations (desirability of worksite location; access to worksite location)*
- » *Minimum wage zones; wage and hour zones*
- » *Travel, if travel is necessary and regular*
- » *Education*
- » *Training*
- » *Experience*
- » *Any combination of the factors described if the combination accounts for the entire differential*

Hopefully that process would be able to account for all differences.

In regards to groups of women or minorities only being in certain positions, that is more likely to be a discrimination problem, not necessarily a pay discrimination issue unless there were pay disparities within those doing work of a comparable character. And either way, something to be concerned about. And you're also correct that someone would have to file a claim with BOLI or later down the road a civil suit against the company. You can't be randomly selected by the state for an audit.



Important Definitions

PROTECTED CLASSES

Race, color, religion, sex, sexual orientation, national origin, marital status, veteran status, disability, age.

COMPENSATION

Wages, salary, bonuses, benefits, fringe benefits, equity based compensation.

REGRESSION ANALYSIS

A powerful statistical method that allows you to examine the relationship between two or more variables. The process of performing a regression analysis allows you to isolate variables and to confidently determine which factors are of greater significance, which factors can be adjusted, and how these factors influence each other.

WORK OF A

COMPARABLE CHARACTER

Work that requires substantially similar knowledge, skill, effort, responsibility and working conditions in the performance of work regardless of job description or job title.

- Knowledge: Certifications, licenses and certificates, education, experience, training.
- Skill: Ability, agility, coordination, creativity, efficiency, experience or precision.
- Effort: Amount of physical or mental exertion, amount of sustained activity, complexity of job tasks.
- Responsibility: Accountability, decision making discretion; amount, level or degree of significance of tasks; autonomy or extent employee works without supervision, extent employee exercises supervisory functions; extent actions expose employer to risk or liability.
- Working Conditions: Work environment, hours (alternative scheduling, level of busyness, limited duration assignments, number of hours, overtime hours, PT/ FT) time of day, shift differentials, physical surroundings (air quality, distractions, dust, exposure to weather, isolation, lighting, noise, temperature, physical design or layout of workspace, ventilation or wetness) potential hazards (degree or severity of potential injury, frequency of exposure, intensity, physical hazards risk of injury or toxicity).
- Minor differences in knowledge, skill, effort, responsibility and working conditions will not prevent jobs from being comparable.

Pay Equity Checklist



✓	Recommended
	<p>Detailed job descriptions in place:</p> <ul style="list-style-type: none"> ▪ Formal job descriptions help you avoid wage and hour claims ▪ Formal job descriptions provide employees an understanding of what is expected of them
	<p>Job descriptions updated annually or as needed:</p> <ul style="list-style-type: none"> ▪ As jobs change, so should descriptions, to ensure they remain accurate and in compliance
	<p>Formal compensation plan in place:</p> <ul style="list-style-type: none"> ▪ It is important to maintain your structure and make adjustments as you see your organization shifting or if certain jobs are in high demand, etc.
	<p>Update our compensation plan annually (or as often as needed):</p> <ul style="list-style-type: none"> ▪ The market is always moving and the search for quality talent gets more and more challenging
	<p>Evaluate pay for each employee annually to ensure internal equity:</p> <ul style="list-style-type: none"> ▪ Internal equity is nearly as important as being externally competitive ▪ Employees want to know they are paid fairly compared to other employees in similar roles ▪ Account and justify for ALL differences in pay such as: <ul style="list-style-type: none"> » A seniority system » A merit system » A system that measures earnings by quantity/quality of production » Workplace locations » Travel (if necessary and regular) » Education » Training » Experience » Combination of factors
	<p>Evaluate pay for employees annually to ensure external competitiveness:</p> <ul style="list-style-type: none"> ▪ The demand for certain jobs is always shifting and keeping a pulse on how the jobs in your organization are paid compared to similar organizations is critical
	<p>Formal compensation philosophy and/or policy in place:</p> <ul style="list-style-type: none"> ▪ Review your philosophy and policy just like anything else . . . as often as needed. It should be structured as flexible so that changes in the economy and how that can affect your organization are built into the language
	<p>Documented pay practices:</p> <ul style="list-style-type: none"> ▪ Review regularly ▪ Ensure they are flexible
	<p>Pay equity analysis:</p> <ul style="list-style-type: none"> ▪ Consider having a formal pay equity analysis conducted ▪ Continue to maintain and monitor equitable pay practices



Comparable Characteristics Worksheet

	Entry	Int.	Sr.	Spec.	Supv. 1	Supv. 2	Mgr.	Dir.	Exec.
<i>Suggested level for determining appropriate score</i>	1	2	3	4	5	6	7	8	9
<p>Knowledge Know and understand data, facts, and processes and apply information and methodology. Familiarity, awareness, understanding or learning gained through experience, study, advanced learning. May include certifications, licenses, certificates, education, experience, or training.</p>									
<p>Skills Proficiency or dexterity that is required or developed through training or experience; a developed talent or ability. An art, trade or technique; particularly one requiring use of hands or body. Includes proficiency and speed with which a task can be performed. Includes interpersonal, creativity and dexterity. May include ability, agility, coordination, efficiency or experience.</p>									
<p>Effort Describes the amount of exertion, strength, and physical force needed to perform the assigned work. It also considers the requirement to consider alternate points of view, make decisions without sufficient information, determining course of action to achieve desired results, develop conceptual explanations and remain rational during times of significant urgency. Includes physical requirements and mental demands. May include amount of physical or mental exertion needed, amount of sustained activity, or complexity of job tasks performed.</p>									
<p>Responsibility The state, quality or fact of being responsible; something for which the job is responsible; a duty, task, obligation or burden. Includes impact and influence, work independence, planning, supervision, authority. May include accountability, decision-making discretion, impact of an employee's exercise of job functions on the employer's business, amount/level/degree of significance of job tasks, autonomy or extent to which the employee works without supervision, extent to which the employee exercises supervisory functions, extent to which an employee's work or actions expose an employer to risk or liability.</p>									
<p>Working Condition Something the job does, makes, performs, especially as an occupation or undertaking; a duty or task. Conditions; existing circumstances, accommodation needed to surroundings; adapt to something perhaps disagreeable; risk of injury, need for caution and requirement to endure unpleasant situations. Includes, work environment and work pressure. May include work environment, split shifts, busyness during hours of work, duration of assignments, number of hours worked, overtime hours worked, part-time/full-time work, the time of day/week of work (i.e. shift differentials are allowed), physical surroundings, air quality, distractions, dust, exposure to weather, isolation, lighting, noise, physical design or layout of workspace, temperature, ventilation, wetness, degree or severity of potential injury, frequency of exposure to hazards, intensity of hazards, physical hazards, risk of injury, toxicity.</p>									
Total									

Comparable Characteristics Worksheet: Definitions

Please use the following definitions to identify the appropriate level for your job based on the identified factors for knowledge, skill, effort, responsibility and working conditions.

1. Entry level:

- **Entry level business support.** Acquires new skills and learns policies and procedures to complete routine tasks. Receives close supervision on assignments and interactions with customers and callers.
- **Entry level production.** Acquires new skills and knowledge to complete routine tasks using clearly defined policies and procedures. Receives close detailed instructions and supervision. Typically requires High School education and 0-2 years of experience.
- **Entry level professional.** Learns to apply knowledge and skills acquired through a formal degree or certification program. Work is routine requiring close supervision. Typically requires a bachelor degree and 0-2 years of experience.

2. Intermediate level:

- **Intermediate level business support.** Applies learned skills and procedures to complete semi-routine tasks. Receives general guidance on assignments and interactions with customers and callers. Typically requires High School education and 2-4 years of experience.
- **Intermediate level production.** Applies learned skills to complete a wide range of production tasks. General guidance on routine tasks. Independent interaction with outsiders and team members. Vocational or apprenticeship training and 2-4 years' experience.
- **Intermediate level professional.** Applies developing knowledge and skills to a range of semi-complex tasks. Receives minimal direct supervision. Actively contributes to team and handles escalation calls. Typically requires a bachelor degree and 2-4 years of experience.

3. Senior level:

- **Senior level business support.** Applies expertise to perform a broad range of tasks. Senior member of a team. Mature knowledge source for customers, clients and co-workers. Typically requires High School education with some vocational training and 4-6 years of experience.
- **Senior level production.** Working on complex problems. Applies expertise to perform a range of challenging tasks. Receives minimal guidance and determines daily activities. May be a team lead. Vocational or apprenticeship training and 4-6 years' experience.
- **Senior level professional.** Applies mature technical and organizational knowledge to a range of challenging tasks. Receives consultative supervision. Provides technical and team leadership. Handles escalated interaction with customers and callers. Typically requires a bachelor degree and 4-6 years of experience.



4. Specialist level:

- **Specialist level business support.** Applies specialized expertise to perform a broad range of tasks. Handles highly sensitive interactions with customers, executives and senior level co-workers. Typically requires High School education and vocational training and over 6 years of experience.
- **Specialist level production.** Applies specialized expertise to perform a broad range of tasks and contributes to defining new processes and procedure. Subject matter expert for internal and external contact. May be a team lead. Vocational or apprenticeship training and over 6 years' experience.
- **Specialist level professional.** Applies expert technical and organizational knowledge to highly complex projects. Provides senior technical and team leadership. May be highest escalation for customers and callers. Typically requires a bachelor degree and over 6 years of experience.

5. First Level Supervisor (Supervisor 1):

- Responsible for daily operations of a unit or sub-unit. Assigns tasks, checks work, and establishes work schedules. May perform the work of the unit on a limited basis. Reports to second level supervisor.

6. Supervisor (Supervisor 2):

- Supervise operations of a department or unit. Schedules work and monitors quality and productivity. Assists with staffing and performance management. Decisions impact schedules and unit productivity. Reports to Manager or Director level.

7. Manager:

- Manage a department with reporting supervisors. May manage a function with no or few direct reports. Makes final decision on administrative, project management and operational matters. Actions directly impact department performance. Reports to director or executive level in smaller organizations.

8. Director:

- Direct a broad department or more than one group with reporting managers and senior staff. Establish financial and operational goals. Decisions have serious and long-term impact on division and corporate earnings. Reports to VP or CEO.

9. Executive:

- Typically part of the Executive Team, making strategic decisions, reporting directly to the President or CEO.





Cascade Employers Association

Building better workplaces through
compliance, culture, connection

You Are Not Alone.

Cascade Employers Association is a membership-based resource for Northwest employers committed to developing a strong, vital workforce. We work with organizations who know a prosperous business is built on their people. If you're a good employer seeking resources to become a great employer, talk to us.

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