

Elected Officials' Point Factor Evaluations

Conducted by the State Human Resources Division, OFM

Background

The Washington Citizens' Commission on Salaries for Elected Officials is charged with establishing the salaries of Washington state elected officials based on the duties and responsibilities of the position.

The State Human Resources Division in the Office of Financial Management is responsible to study the duties and salaries of agency officials who are subject to appointment by the Governor or whose salaries are set by the Governor. The State Human Resources Director establishes the salary maximum or "plateau" for each position and reports the results to the Governor or the Chair of the Board or Commission with salary setting authority. Over the last several years, the Citizens' Commission has requested that State Human Resources staff conduct the same evaluation of elected officials in the Executive branch as that conducted for appointed agency heads in order to recommend placement in a salary Plateau.

In March 2013, the Citizens' Commission asked that we conduct an evaluation of each Executive branch position. The last review was conducted in January 2007 and was used as a point of reference for the current placement within the structure. The positions included in this review are:

Governor	Auditor
Attorney General	Insurance Commissioner
Commissioner of Public Lands	Secretary of State
Superintendent of Public Instruction	Lieutenant Governor
Treasurer	

Administrative Changes

As a result of the recent review of appointed officials' salaries, the salary plateau structure was revised. Under the previous structure, several of the plateaus had the same salary maximum. To clarify and simply the structure, we merged levels having the same salary maximum and revised the titles of the plateaus from an alpha designation (Plateaus A through G) to a numerical one (Plateaus 1 through 6). The result is a simplified plateau structure, reducing ten plateaus to six, which is more in line with other exempt management salary structures:

Previous Salary Plateau	Salary Maximum	Current Plateau	Salary Maximum
A	190,920	6	190,920
A- B+	151,705 151,705	5	151,705
B B-	130,032 130,032	4	130,032
C D	113,520 113,520	3	113,520
E	103,200	2	103,200
F G	97,008 97,008	1	97,008

Position Evaluations

Prior to conducting the evaluations, updated position descriptions were requested from the Citizens' Commission in order to ensure an accurate review of the duties and capture any changes in responsibilities. A three person standing committee evaluated each of the positions using a point factor evaluation system.

Evaluation Tool

The positions were evaluated using the Willis Point Factor Job Evaluation System. This system has been used to evaluate Washington State Appointed Agency Officials since the late 1970s. The Willis System is designed to assure consistent and accurate appraisal of position content and relative value. Positions are evaluated in accordance with three factors characteristic of all executive level jobs: **Knowledge and Skills, Mental Demands, and Accountability.**

Each factor is divided into dimensions containing different levels of relative value. Each value level is assigned specific numerical points which are combined for the total evaluation points. The points are then translated into placement in a salary plateau.

The factors are comprised of the following dimensions:

Knowledge and Skills

This factor assesses the amount of knowledge and skills for acceptable job performance. The three dimensions of knowledge and skills are Job Knowledge, Managerial Skills, and Interpersonal Skills.

- Job Knowledge: The amount of specialized or technical knowledge required.
- Managerial Skills: The nature and complexity of the management process required.
- Interpersonal Skills: The direct people contact or human relations skills required.

Mental Demands

This factor assesses the requirements to analyze alternatives and solve problems. The two dimensions of mental demands are:

- Independent Judgment: The opportunity for thinking permitted by the position's characteristics and role in the organization.
- Problem Solving: The nature and complexity of the problems the position encounters and must solve.

Accountability

This is the measure of a job's reason for existence in the organization. The two dimensions of accountability are:

- Freedom to take Action: The ability to take action on critical issues, problems, etc.
- Size and Scope of Impact: The extent and type of resources and policy the position controls and/or influences and the result and impact on the mission of state government.

Evaluation Results and Rationale

Overall, most positions' salary plateaus did not change as a result of the review. Two positions, the Lieutenant Governor and the State Treasurer were evaluated at a higher salary plateau. No positions were evaluated at a lower plateau level.

A chart reflecting the revised salary plateaus and recommended plateau placement is marked as **Attachment 1**. A chart reflecting the evaluation points for both elected and appointed officials is marked **Attachment 2**.

Governor

The Governor rated substantially higher than any other elected official, reflecting the position's broad authority and accountability, and overall responsibility for administering the state's budget in order to meet a wide range of public needs. The position is responsible for the performance of 106,000 government and higher education employees and oversees 114 state agencies and the services they deliver in the areas of education and higher education, transportation, social services and health, public safety, economic development, and the environment and natural resources. The Governor also selects, subject to Senate confirmation, the members of the boards and commissions that oversee non-Cabinet agencies. The Governor was rated at the highest points achievable.

Attorney General

The Attorney General was evaluated in Plateau 6 (formerly Plateau A) and is comparable to the state's most demanding appointed officials such as the Secretary of DSHS, Transportation, Corrections, and the Director of the Office of Financial Management. The position operates in a highly complex legal environment and has broad statewide impacts in every area of state government. Complex litigation may impact multi-billion dollar disputes and adverse court decisions may have significant financial consequences to the state. The position serves as legal advisor to state officials, including other elected officials, in all legal and quasi-legal matters. The Attorney General provides advice and representation to all state agencies and has additional statutory responsibilities to protect the public against unfair methods of competition, and unfair or deceptive acts, and against monopolization in the conduct of trade or commerce.

Commissioner of Public Lands, Superintendent of Public Instruction, Auditor, Insurance Commissioner, and Secretary of State

The ratings for these positions placed them in Plateau 5 (formerly the merged Plateaus A- & B+) which is consistent with the previous evaluation results. The duties and responsibilities of these positions appear to align well with those of appointed positions in this plateau including the Departments of Ecology, Fish and Wildlife, Labor and Industries, Revenue, and the Health Care Authority, among others.

Treasurer

The Treasurer was previously evaluated in Plateau 5. The most recent evaluation rating placed it in Plateau 6. The position manages public funds for the state and many of its local governments. This requires maximizing returns through careful investments, managing state debt to obtain the lowest possible borrowing costs, paying state employees and vendors, and balancing the state's books every day. As the state's Chief Financial Officer, the position deals with a wide variety of financial, banking, investment and legal/policy issues that require thorough preparation, planning, and effective management. The position has broad statewide impact and manages \$400 billion in cash assets, invests \$4 billion in state funds and \$10 billion in local government funds, and chairs or participates on several committees having significant impact on the investment or management of state funds.

Lieutenant Governor

This position was rated in Plateau 5, up from Plateau 4 (formerly the merged Plateaus B & B-). The duties of this position fall within both the Executive and Legislative branches of government. The position becomes the Acting Governor whenever the Governor leaves the state or is otherwise unable to serve. In this capacity, the position must be available for critical decisions

and must stand in for the Governor to preside over emergency operations following devastating floods, forest fires, extreme snow storms, wind damage and other natural disasters. While the Lieutenant Governor would not typically make or propose policy changes or new initiatives while serving in an acting capacity, the position does hold that authority. During 2011, the position was Acting Governor nearly 20 percent of the time.

Additionally, the position serves as the President of the Senate. This requires a thorough understanding of the legislative process and related rules. As Chair of the Senate Committee on Rules, the position has substantial input into which legislation advances to the floor of the Senate. The position also serves as a resource for Senate membership and is frequently called upon to help resolve disputes.

The position chairs the Legislative Committee on Economic Development and International Relations which studies a broad range of issues that may impact Washington's economy. The Lieutenant Governor has led a number of trade, cultural, and economic missions overseas in order to sign informal friendship agreements and initiate new opportunities for Washington state businesses.

Recommendations

The recommended placements in the salary plateau structure are based on the same point factor evaluation process used for appointed officials. While the evaluations of most Executive branch positions found that they are properly placed within the structure, we recommend that the placement of two positions, the Treasurer and the Lieutenant Governor be modified. Based on the review, we recommend that the Treasurer be elevated to Plateau 6 and the Lieutenant Governor to Plateau 5. While this reflects a change within the structure, it is important to note that movement to a different plateau does not, in itself, impact the actual salary established by the Commission since the plateau levels establish only the maximum salary.

Recommended Plateau Placement
Salary Schedule for the State Agency Appointed Officials
and the Executive Branch Elected Officials

Position Appointed Official Elected Official	Salary Plateau	Annual Salary	Maximum Salary
Governor	N/A	166,891	***
Attorney General	6	151,718	***
Corrections	6	158,160	190,920
Financial Management	6	158,160	190,920
Social & Health Services	6	158,160	190,920
Treasurer	6	116,950	***
Transportation	6	158,160	190,920
Auditor	5	116,950	***
Chief Information Officer, OFM	5	147,157	151,705
Commerce	5	147,153	151,705
Commissioner of Public Lands	5	121,618	***
Consolidated Technology Services	5	142,950	151,705
Early Learning	5	141,423	151,705
Ecology	5	137,304	151,705
Employment Security	5	147,154	151,705
Enterprise Services	5	Pending	151,705
Fish and Wildlife	5	136,776	151,705
Health	5	140,000	151,705
Health Care Authority	5	147,153	151,705
Insurance Commissioner	5	116,950	***
Labor & Industries	5	140,650	151,705
Licensing	5	Pending	151,705
Lieutenant Governor	5	93,948	***
Retirement Systems	5	126,132	151,705
Revenue	5	136,776	151,705
Secretary of State	5	116,950	***
State Patrol	5	137,304	151,705
Student Achievement Council	5	147,000	151,705
Supt. of Public Instruction	5	121,618	***
Administrative Hearings	4	106,704	130,032
Agriculture	4	118,800	130,032
Financial Institutions	4	116,964	130,032
Industrial Insurance Appeals Board, Chair	4	106,200	130,032
BIIA Member (Max = Chair Max less \$1200)	NA	93,324	128,832
BIIA Member (Max = Chair Max less \$1200)	NA	93,324	128,832
Lottery Commission	4	111,552	130,032
Parks & Recreation	4	116,964	130,032
Public Employment Relations Commission	4	126,132	130,032
Utilities & Transportation Comm., Chair	4	128,164	130,032
UTC Member (Max = 95% of Chair Max)	NA	111,108	123,530
UTC Member (Max = 95% of Chair Max)	NA	111,108	123,530
Veterans' Affairs	4	116,964	130,032

*** Current Salary equals salary maximum for elected officials.

Notes:

1. The Elected officials' positions and the appointed agency heads have been evaluated using the Willis Point Factor Evaluation System.
2. A maximum salary for each appointed agency head is set by the State Human Resources Division in the Office of Financial Management within the framework of 6 plateaus (1-6). The Governor then sets the annual salary for each position within the maximum.
3. Data in this chart shows only the appointed agency heads' positions in Plateaus 6, 5, and 4 because the duties of these positions are comparable to the elected officials' positions.
4. Salaries for the appointed agency heads have been reduced by 3% until July 2013.

State Officials' Position Evaluations

AGENCY	SALARY PLATEAU	EVAL. POINTS	KNOWLEDGE AND SKILLS	MENTAL DEMANDS	ACCOUNT-ABILITY	SHAPE	
Governor	N/A	6,432	H6Y 2,240	G5P 1,952	H6D 2,240	+1	
Attorney General	6	3,872	H5Y 1,472	G50 1,280	G5D 1,120	-1	
Corrections	6	3,104	G5Y 1,280	G4N 848	G5D 976	+1	
Financial Management	6	3,872	G6Y 1,472	G50 1,120	G6D 1,280	+1	
Social and Health Services	6	4,448	H5Y 1,696	G5P 1,472	G6D 1,280	-1	
Treasurer	6	3,104	H5Y 1,280	G50 976	G6S 848	-1	
Transportation	6	3,712	G6Y 1,472	G50 1,120	G5D 1,120	0	
Auditor	5	2,352	G5Y 976	G50 736	G3D 640	-1	
Chief Information Officer, OFM	5	2,176	G4Y 976	G4N 640	G3D 560	-1	
Commerce	5	2,352	G4Y 976	G4N 640	G5D 736	+1	
Commissioner of Public Lands	5	2,464	G5Y 976	G4N 640	G4D 848	+2	
Consolidated Technology Services	5	2,176	G5Y 976	G4M 560	G3D 640	+1	
Early Learning	5	2,256	G4Y 848	G4N 560	G4D 848	+3	
Ecology	5	2,384	G5Y 976	G4M 560	G5D 848	+3	
Employment Security	5	2,464	G4Y 976	G4N 640	G5D 848	+2	
Enterprise Services	5	2,464	G5Y 976	F5N 640	G5D 848	+2	
Fish and Wildlife	5	2,272	G5Y 976	G4M 560	G4D 736	+2	
Health	5	2,384	G5Y 976	G4M 560	G4D 848	+3	
Health Care Authority	5	2,560	G4Y 976	G50 736	G5D 848	+1	
Insurance Commissioner	5	2,448	G5Y 976	G50 736	G4D 736	0	
Labor & Industries	5	2,832	G5Y 1,120	G4N 736	G5D 976	+2	
Licensing	5	2,384	G5Y 976	F4M 560	G5D 848	+3	
Lieutenant Governor	5	2,528	G5Y 1,120	G50 848	G3D 560	-3	
Retirement Systems	5	2,384	G4Y 848	G4N 560	G5D 976	+4	
Revenue	5	2,512	G5Y 976	F4M 560	G5D 976	+4	
Secretary of State	5	2,352	G5Y 976	G50 736	G3D 640	-1	
State Patrol	5	2,272	G4Y 976	G4M 560	G4D 736	+2	
Student Achievement Council	5	2,256	G4Y 976	G4N 640	G4D 640	0	
Supt. of Public Instruction	5	2,816	G5Y 1,120	G50 848	G4D 848	0	
Administrative Hearings	4	1,712	G4Y 736	G4N 488	G3D 488	0	
Agriculture	4	2,096	G4Y 976	G4M 560	F4D 560	0	
Financial Institutions	4	2,072	G4Y 848	F4M 488	G5S 736	+3	
Industrial Insurance Appeals Board, Chair	4	1,760	G4Y 848	F4M 488	F3D 424	-1	
Lottery Commission	4	1,824	G4Y 848	F4M 488	F4D 488	0	
Parks & Recreation	4	1,720	F4Y 736	F4M 424	F4D 560	+2	
Public Employment Relations Commission	4	1,704	G4Y 848	F4M 488	F3D 368	-2	
Utilities & Transportation Comm., Chair	4	2,144	G4Y 848	G4N 560	G4D 736	+2	
Veterans' Affairs	4	1,912	G4Y 848	F4L 424	G3D 640	+3	
Board of Accountancy	3	1,160	F3Y 560	F4L 280	F2D 320	+1	
Criminal Justice Training Commission	3	1,328	F4Y 640	F4L 320	F3D 368	+1	
Economic Development Commission	3	1,160	F3Y 560	F4M 320	F2D 280	-1	
Energy Facility Site Evaluation Council	3	1,280	G3Y 640	E4L 320	F2D 320	0	
Environmental & Land Use Hearings	3	1,496	G3Y 640	F4M 368	G2D 488	+2	

State Officials' Position Evaluations

AGENCY	SALARY PLATEAU	EVAL. POINTS	KNOWLEDGE AND SKILLS	MENTAL DEMANDS	ACCOUNT-ABILITY	SHAPE	
Office							
Health, Medical Quality Assurance Commission	3	1,280	F4Y 640	F4L 320	F2D 320	0	
Health, Nursing Care Quality Assurance Commission	3	1,280	F4Y 640	F4L 320	F2D 320	0	
Human Rights Commission	3	1,248	G3Y 560	G4M 320	G2D 368	+1	
Liquor Control Board, Chair	3	1,448	F4Y 640	F4L 320	F4D 488	+3	
Minority and Women's Business Enterprises	3	1,160	F4Y 560	F4L 280	F2D 320	+1	
Public Disclosure Commission	3	1,160	F3Y 560	F4L 280	F2D 320	+1	
Puget Sound Partnership	3	1,376	F4Y 640	F4M 368	G2D 368	0	
Recreation and Conservation Office	3	1,384	G3Y 640	F4L 320	F4D 424	+2	
Tax Appeals Board, Chair	3	1,304	G2Y 560	G4M 320	F3D 424	+2	
Traffic Safety Commission	3	1,160	F3Y 560	F4L 280	F3D 320	+1	
Workforce Training & Education Coordinating Board	3	1,160	F3Y 560	F4L 280	F3D 320	+1	
Archaeology & Historic Preservation	2	1,120	F3Y 560	F4L 280	F2D 280	0	
Corrections, Indeterminate Sentence Review Board, Chair	2	1,124	F3Y 560	F3K 244	F2D 320	+2	
Pollution Liability Insurance Agency	2	984	F2Y 424	F4L 280	F2D 280	0	
Services for the Blind	2	1,124	F3Y 560	F3K 244	F3D 320	+2	
State Conservation Commission	2	1,092	F3Y 560	F4J 212	F3D 320	+3	
African-American Affairs	1	650	F2Y 368	E3I 122	E3D 160	+2	
Arts Commission	1	888	F2Y 424	F3K 184	F2D 280	+3	
Asian Pacific-American Affairs	1	650	F2Y 368	E3I 122	E3D 160	+2	
Bd. of Volunteer Firefighters	1	702	E3Y 368	E3I 122	E2D 212	+4	
Hispanic Affairs	1	650	F2Y 368	E3I 122	E3D 160	+2	
Horse Racing Commission	1	796	F3Y 424	E3J 160	E2D 212	+2	

Point Value Ranges Key

Willis Point Factor Evaluations - May 2013

PLATEAU LEVEL	MINIMUM	MAXIMUM
6	3,100	N/A
5	2,175	3,099
4	1,650	2,174
3	1,146	1,649
2	916	1,145
1	620	915