



Span of Control Study

Department of County Management

Budget note highlights

- Best practices for span generally suggest 1:5 to 1:10, with each manager leading approximately 5-10 direct reports, however ideal ratio can vary based on nature of the work, the experience of employees and managers, and the level of interaction between them.
- Objectives:
 - Evaluate current span of control
 - Tighter adherence to maximizing frontline staff
 - Policy compliance by January 2026 via:
 - Written report to the Board on achieving an average management-to-staff ratio of 1:7 or greater
 - Organizational charts
 - Implementation strategy



Considerations beyond the numbers

- Many supervisors/managers are working managers
- External responsibilities for staff or functions that cannot be seen on an org chart
- Budgetary authority/responsibility
- Specialties that commonly have small spans (project managers, administrative, practicing medical directors, etc.)

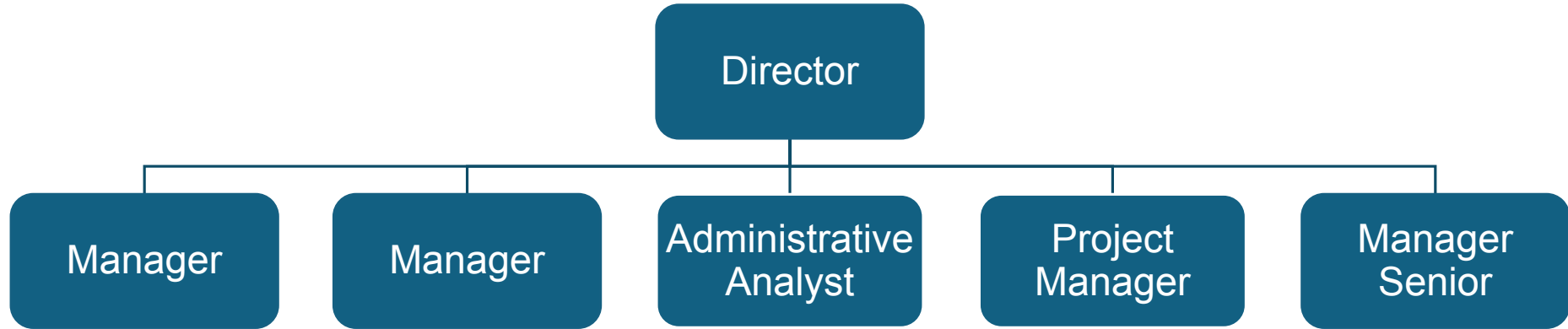


Considerations beyond the numbers

← Narrow Span		Wide Span →
Complex	Nature of the work	Not Complex
Different	Similarity of activities performed	Similar
Unclear	Clarity of organizational objectives	Clear
Vague	Degree of task certainty	Definite Rules
High	Degree of risk in the work for the organization	Low
High	Degree of public scrutiny	Low
Heavy	Burden of non-supervisory duties	Light
High	Degree of coordination required	Low
None	Availability of staff assistance	Abundant
Dispersed	Geographic location of reporting staff	Together
← More Supervisors		Fewer Supervisors →



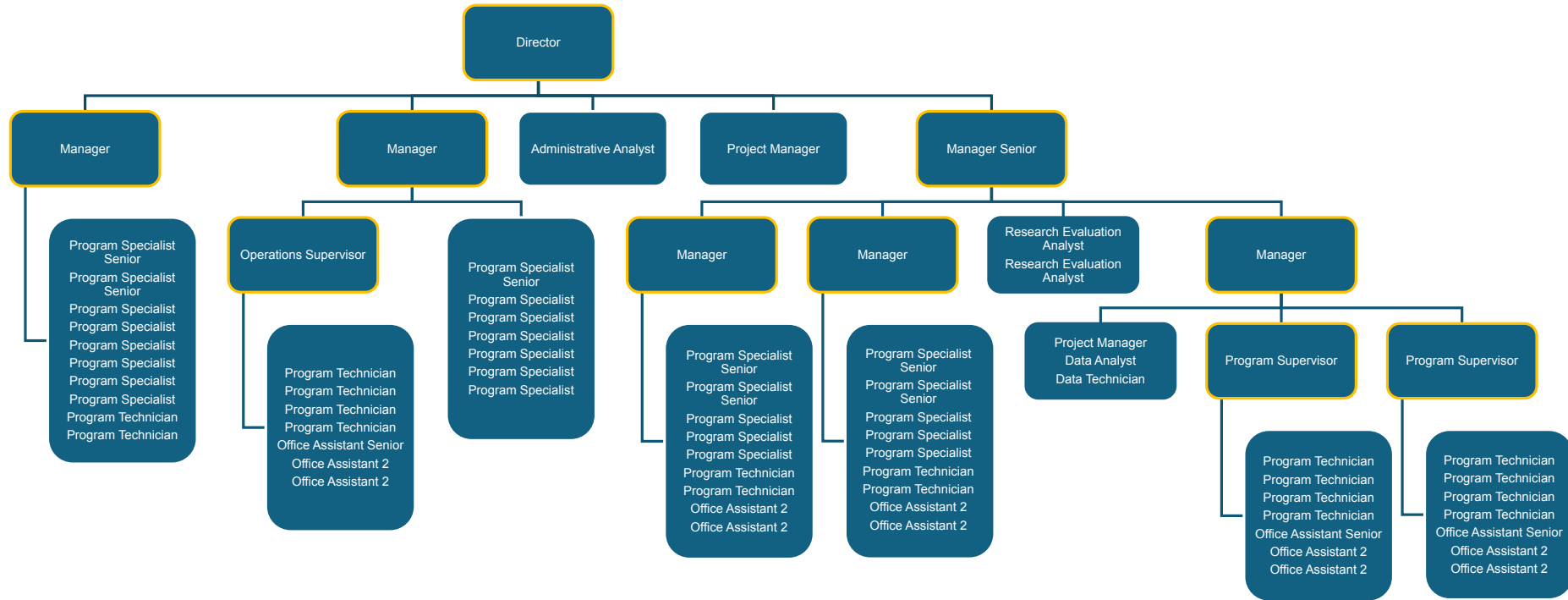
Considerations beyond the numbers



This hypothetical director has a direct span of control of 5, falling below the desired countywide standard of 7. What does their full span look like?



Considerations beyond the numbers



Supervisory job structure

Department Directors & Deputy Department Directors - *top level over a department*

- *Has reporting directors & managers*
 - ◆ *Ex: DCA Department & Deputy Director*

Division Directors - *top level over a division within a department*

- *Has reporting managers*
 - ◆ *Ex: DCA Facilities Division Director*

Managers - *top level over programs/functions*

- *May have reporting supervisors/managers, or has budget, FTE, and responsibility at the manager level*
 - ◆ *Ex: DCA Facilities Senior Manager (Property Management, Dispatch, Compliance, Technology Services)*

Supervisors - *frontline supervisor over programs/functions*

- *Has reporting non-supervisory staff*
 - ◆ *Ex: DCA Facilities Building Safety & Compliance Supervisor*



Methodology

- **Positions included as supervisory:** positions in non-represented job profiles that *require* supervision of staff
- **Positions included as non-supervisory:** positions in all other job profiles, including some that *may* supervise staff, but do not require it

Employee types included

- Regular status, limited duration, temporary, on-call, interns
 - Supervisory work exists for all position types
 - Secondary analysis was performed on regular & limited duration only
- Excluded: contractors and volunteers



Calculations

Two calculations

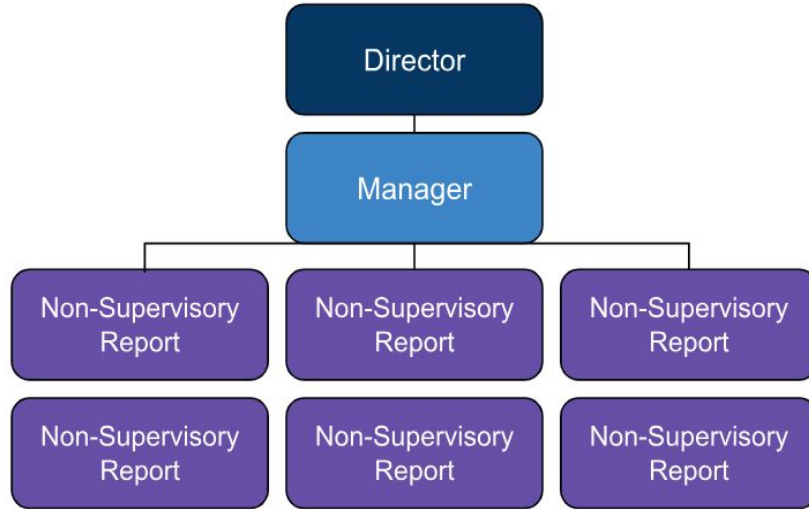
- **Average span of control:** number of direct reports to each supervisory position, averaged out
- **Non-supervisor to supervisor ratio:** non-supervisor position count divided by supervisor position count

Primary analysis included all position types (except contractors & volunteers), secondary analysis for regular and limited duration only



Calculation example

Hypothetical organizational chart



This org chart has two supervisory positions and six non-supervisory positions.

1. Span of Control
 - a. Director's Span = 1
 - b. Manager's Span = 6
 - c. Average Span: $(1 + 6) / 2 = \underline{3.5}$
2. Non-Supervisor to Supervisor Ratio: $6 / 2 = \underline{3}$



Span at a glance

Countywide Average Span

(All employee types)

11

*The average of direct reports to each
supervisory position at the county
(positions in job profiles which require
supervision of staff)*

Countywide Average Span

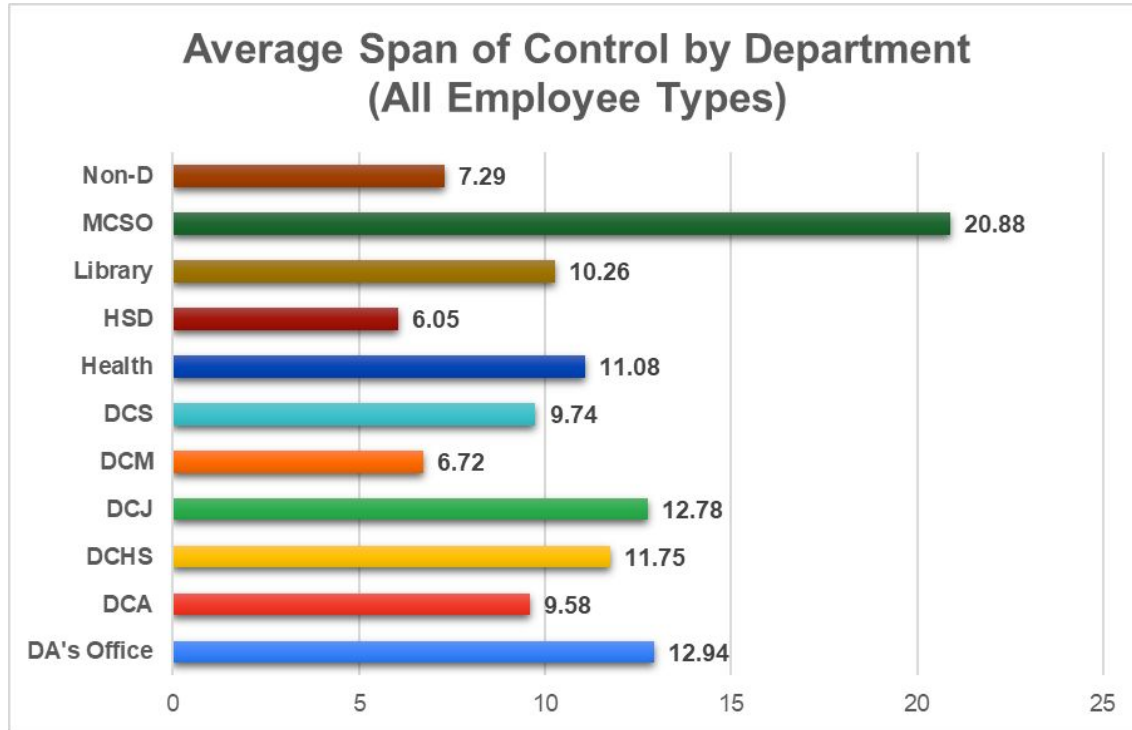
(LDA, Reg only)

9

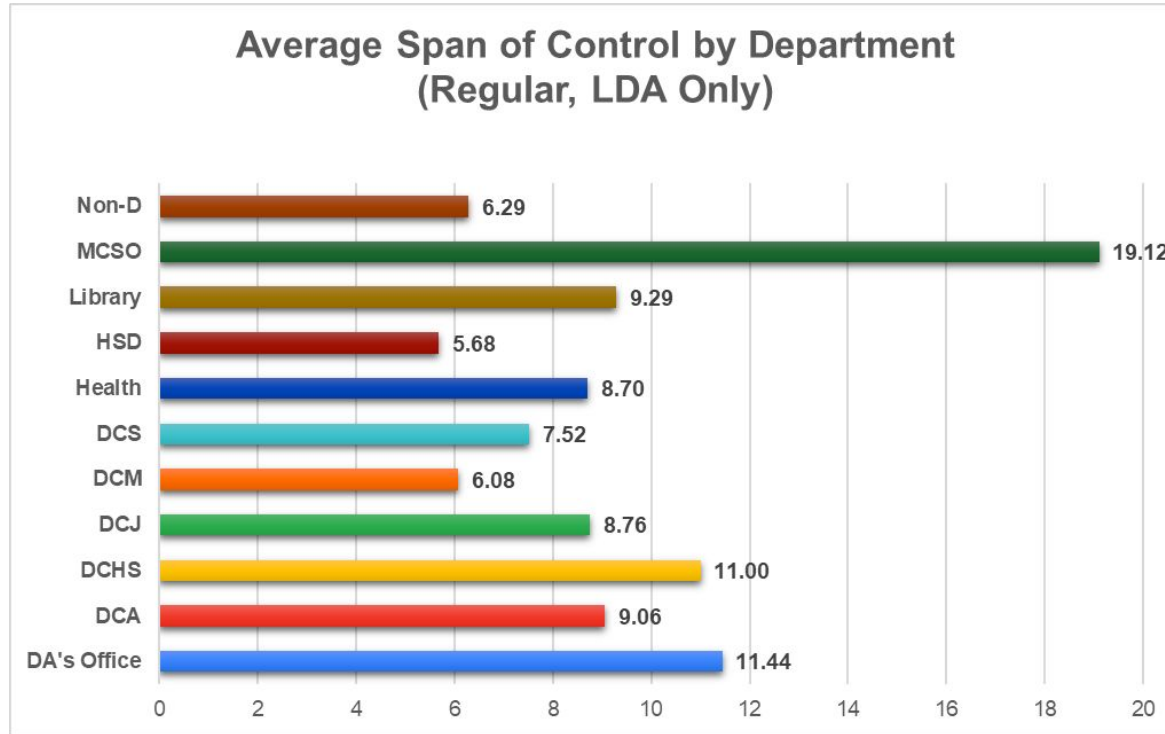
*The average of direct reports to each
supervisory position at the county
(positions in job profiles which require
supervision of staff)*



Spans by department (*all employee types*)



Spans by department (*reg, LDA employees*)



Supervisory ratio at a glance

Countywide Ratio Calculation
(All employee types)

$$6508 \div 666 = 10$$

*Non-supervisors ÷ supervisors in jobs
that REQUIRE supervision = Ratio*

Countywide Ratio Calculation *(LDA,
Reg only)*

$$5108 \div 664 = 8$$

*Non-supervisors ÷ supervisors in jobs
that REQUIRE supervision = Ratio*

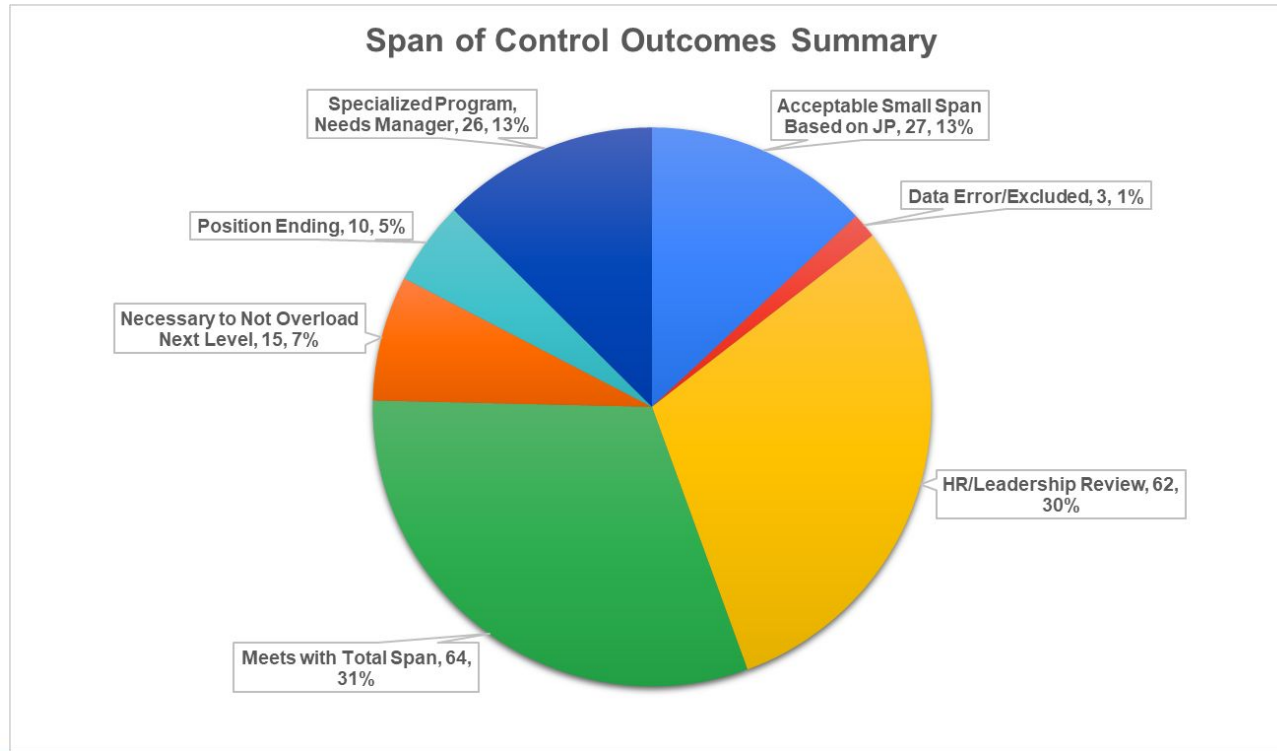


Class comp/HR reviews

Overview of Supervisory Positions				
Data Effective Date	Managers Reviewed	At or Above 1:7	Below 1:7	Below 1:5
September	667	67%	33%	23%
December	663	68%	31%	22%



Positions below 1:7 findings



Best practices

- Reliable research is not easily found
- No one-size-fits-all
- Responses to survey of local jurisdictions:
 - Three have no minimum spans
 - Four have minimum spans from 2-5
 - All recognize that needs vary by position



Best practices: State of Oregon

- ORS 291.227 sets the baseline ratio at 1:11
- Agencies establishes their own maximum depending on a number of factors
- An agency may be exempted from the limitations if an additional supervisory position is reasonably necessary
- Quarterly report shows different ratio standards by agency (examples below):
 - Department of Public Safety Standards and Training: 1:18
 - Department of Transportation 1:11
 - Oregon Housing and Community Services: 1:07
 - Public Utility Commission: 1:06
- Overall ratio by agency tracking (not a manager by manager review) indicates that there is flexibility within State agencies, so long as the *average* is at the agency's established standards



Moving forward

- Countywide average exceeds budget note
- Division-level analyses by department with FY27 projection tools being utilized now
 - Ongoing annual tool to inform budget planning
- Bi-annual report-out from Central HR (HR & exec leaders)
 - **August** for view of post-budget adoption impacts
 - **January** for planning of upcoming budget
- Establish guidelines that set 1:7 as the departmental and countywide benchmark
 - Criteria for CHRO to review if exceptions are requested





Questions?