

SPECIAL REPORT: HB 2020 4131 ACTIONS

DHS Plan to move agency wide to more than a 1:11 ratio

DHS started with a budgeted ratio of 1:9 (6689/738) based on information provided by DAS and confirmed by DHS staff.

DHS approached the ratio work from an enterprise perspective with a goal of exceeding the ratio, if possible, and not limiting the review to only those areas under the target ratio.

Through the following actions DHS achieved a budgeted supervisory to non-supervisory ratio of 1:11:

1. In May 2012, DHS abolished 40 supervisory management, 11 non-supervisory management and 12 non-management (including two in communications) positions as part of the plan to achieve the DHS share (\$6.1 million) of the statewide \$28 million reduction target. This action allowed the agency to receive the required plus-one certification in June 2012 from the Department of Administrative Services, Human Resources Service Division for moving the ratio from 1:9 to 1:10.
2. In October 2012, DHS requested an exception to the 1:11 ratio for Child Welfare supervisors due to the clinical supervision nature of these positions as allowed in HB 4131 (2012) section 1 (4). During the 2007 Legislative Session the legislature made a \$3.2 million TF investment to increase the number Child Welfare caseworkers and supervisors. The intended result was to bring Oregon's child welfare supervisor to caseworker ratio to 1:7 which is considered the national best practice standard by the National Resource Center for Organizational Improvement. Before this action the Oregon ratio was 1:9.5. Best practices continue to recommend 1:7 or lower due to the clinical supervision provided by the supervisors. Child Welfare supervisors take years to gain the clinical experience necessary to assist and ensure caseworkers make appropriate safety and case planning decisions for Oregon's children. DHS requests that all child welfare caseworkers and direct caseworker

supervisors be excluded from the supervisor to non-supervisor ration calculation. The result is removing 188 supervisors and 1,283 non-supervisors from the equation moving DHS to 1:11.

3. DHS continues to examine all units, especially those with smaller supervisory ratios, to determine if there are natural ways to combine supervisory functions. This requires shifting how supervisory, as opposed to “management” functions are performed. Consolidating supervisory functions where possible will lead to the additional net reclassification of approximately 18 positions to non-supervisory status. In addition, DHS identified positions where the position authority was supervisory but the incumbent was not performing supervisory duties, and vice versa. The appropriate adjustments were made to ensure accuracy of data information. The net result was a further reduction. DHS expects to be completed with the formalization of these shifts by the end of 2012 which maintains the ratio of 1:11.

Impact of policy packages on DHS supervisory ratio

PACKAGE 21: Phase-Ins

Two non-supervisory positions will phase-in as a result of HB 3650 and eight non-supervisory provider tax positions will phase into Child Welfare.

PACKAGE 40: Mandated Caseload

In the State Operated Community Programs a new staffing model was built to streamline the staffing and improve service delivery. The resulting package 40 netted the abolishment of three supervisory and 31 non-supervisory positions. In addition, 66 non-supervisory positions will be established for the Aging and People with Disabilities field delivery system.

STRATEGIC FUNDING PROPOSALS

Through the Strategic Funding Proposal process, DHS is proposing the addition of 496 positions, 30 of which are supervisory.

The resulting DHS supervisory ratio will be 1:13.

NET IMPACT TABLE OF POSITION MOVEMENTS IMPACTING RATIO

Reason for change	Non-supervisory	Supervisory	Total Positions
11-13 Baseline (DAS report as of 04/12)	6689	738	7427
May 2012 Abolishment Action	(23)	(40)	(63)
11-13 Child Welfare Exception	(1283)*	(188)*	(1471)*
Agency Restructure of Supervisors <i>[approx.]</i>	18	(18)	-
13-15 Package 21	10	-	10
13-15 Package 40 (SOCP)	(3)	(31)	(34)
13-15 Package 40 (APD)	66	-	66
13-15 Strategic Funding Proposals	466	30	496
Additional 13-15 positions subject to Child Welfare Exception	(35)*	(23)*	(58)*
RESULTING POSITION COUNT FOR SPAN OF CONTROL CALCULATIONS	5905	468	6373

* Positions removed from count only, not removing position authority.