Oregon
Kate Brown, Governor

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MEMORANDUM TRANSMITTAL 206

To: Agency Heads, HR Directors, and Agency Budget Managers, Agency Human Resources Business Partners

From: Madilyn Zike, Chief Human Resources Officer

Date: January 25, 2019

Subject: Span of Control Reporting to the Legislature

We have received a few questions about the span of control policy and process and we would like to provide as much assistance as we can as we understand this is a new process.

The policy 30.010.01 and associated toolkit are available online.

As you are well aware, there have been changes to the requirements, reporting, and process for agency Span of Control (or Supervisory ratio.) Since this is the first time state agencies will be engaging in this new process of reporting an agency maximum supervisory ratio as part of the agency budget report, we would like to remind agencies to make sure the agency maximum supervisory ratio report is included in the budget binder and shared with the agency labor organization.

Each state agency employing more than 100 employees, as part of the biennial budget process, must determine the state agency's maximum supervisory ratio for the biennium by starting from a baseline ratio of one to 11 and adjusting the ratio based on some or all of the following factors:

- Safety of the public or of state agency employees;
- Geographic location of the agency's employees;
- Complexity of the agency's duties;
- Industry best practices and standards;
- Size and hours of operation of the agency
- Unique personnel needs of the agency, including the agency's use of volunteers or seasonal or temporary employees, or the exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees; and
- Financial scope and responsibility of the agency

The calculation for span of control changed from a calculation that contemplated only budgeted positions to a calculation that considers the actual number of people working within the agency and the existing vacant positions. The new calculation results in an agency actual span of control ratio which is dynamic and fluctuates day-to-day as your agency workforce fluctuates, thus giving a more accurate picture of the agency. The calculation for the actual span of control is outlined below.

The Agency actual supervisory ratio is calculated using the following calculation;

______________ = ______________________ + __________________________ - (1)
(Total supervisors) (Employee in a supervisory role) (Vacancies that if filled would perform a supervisory role) (Agency head)

_________________ = _________________________ + ______________________
(Total non-supervisors) (Employee in a non-supervisory role) (Vacancies that if filled would perform a non- supervisory role)

The agency has a current actual supervisory ratio of-
1 : ________________ = _____________ / ___________
(Actual span of control is calculated to the second decimal place then rounded to the nearest whole number) (Total non - Supervisors) (Total Supervisors)

When your agency has completed your agency maximum supervisory ratio report please send CHRO Policy a copy of the report for informational purposes only. CHRO is not approving the report or the ratio.

If you have questions or need assistance please contact CHRO Policy.

Thank you,

DAS CHRO Policy Unit