DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

State HR Policy

SUBJECT:	Span of Control	**NUMBER:**	30.000.20
DIVISION:	Chief Human Resources Office	**EFFECTIVE DATE:**	2/01/2019

APPROVED: Signature on file with the Chief Human Resources Office

POLICY STATEMENT: Oregon state government is committed to strategically aligning its workforce to comply with mandated supervisory ratios.

AUTHORITY: ORS 291.204 and ORS 291.227

APPLICABILITY: All state agencies over 100 employees, including limited duration, seasonal, and temporary employees.

ATTACHMENTS: FAQs

DEFINITIONS: Also refer to State HR Policy 10.000.01 Definitions

"State Agency" or "Agency": means an agency, board or commission in the Executive Branch with more than 100 employees. See ORS 291.227 for excluded agencies.

"Employee" for purposes of this policy includes:

(1) Permanent full time,
(2) Permanent part time,
(3) Limited duration full time,
(4) Limited duration part time,
(5) Temporary full time,
(6) Temporary part time,
(7) Seasonal full time,
(8) Seasonal part time.

"Supervisory Role": means an employee other than an agency head that meets the definition of supervisory employee as defined in ORS 243.650, and is designated in the State Human Resource Information System with supervisory responsibility.

"Non-Supervisory Role": means an employee designated in the State Human Resource Information System that is not in a supervisory role.

"Maximum Supervisory Ratio": is the ratio determined by an agency based on factors specified in ORS 291.227 and established in an agency's legislatively adopted budget. The maximum supervisory ratio applies to the agency as a whole, not to individual divisions or sections.

"Actual Supervisory Ratio": means the ratio of persons in non-supervisory roles to persons in a supervisory role calculated from the agency's total number of active people recorded in the State Human Resource Information System.

POLICY:

(1) Calculation of Actual Supervisory Ratio:

(a) Total supervisors includes all employees and vacant positions designated as supervisory excluding the agency head.

(b) Total non-supervisors includes all employees and vacant positions designated as non-supervisory.

(c) The calculation of the actual supervisory ratio is the total number of non-supervisory employees and vacant non-supervisory positions in the agency divided by the total number of supervisory employees and vacant supervisory positions in the agency.

(2) Establishing Agency Maximum Supervisory Ratio: Agencies must determine their own maximum supervisory ratio for consideration by the legislature by starting from a baseline ratio of 1 to 11 and adjusting upward or downward based upon some or all of the following seven factors:

(a) Safety of the public or of state employees - If the work of the agency presents a high risk to the safety of the public or of state employees the span of control may narrow and may require more supervisors. Conversely a low risk to the safety of the public or of state employees may widen the span of control and may require fewer supervisors.

(b) Geographical location of the agency's employees - A dispersed work force may narrow the span of control and may require more supervisors, while a geographically close workforce may widen the span of control and may require fewer supervisors.

(c) Complexity of the agency's duties - If the nature of the work is complex, the span of control may narrow and may require more supervisors. A less complex nature of work may widen the span of control and may require fewer supervisors.

(d) Industry best practices and standards - An agency that can demonstrate there are industry best practices and standards that support a greater or lesser span of control may consider those industry best practices and standards when developing their maximum supervisory ratio.

(e) Size and hours of operation of the agency - A large agency or an agency with greater hours of operation may require a wider span of control and may require fewer supervisors while a smaller agency or an agency with fewer hours of operation may have a narrower the span of control and may require more supervisors.

(f) 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. Unique is defined as being individualized, limited in occurrence to a given class or agency, not typical, unusual.

(A) An agency with unique personnel needs including the agency's use of volunteers or seasonal or temporary employees, or exercise of supervisory authority by agency supervisory employees over personnel who are not agency employees may consider those unique personnel needs when establishing the agency maximum supervisory ratio.

(B) An agency with a greater number of unique personnel needs may require a narrower span of control with more supervisors while an agency with fewer unique personnel needs may have a wider the span of control and require fewer supervisors.

(g) Financial scope and responsibility of the agency - An agency with a high financial scope and responsibility may require a narrower span of control and more supervisors while an agency with a lower financial scope and responsibility may require a wider span of control and fewer supervisors.

(3) Span of Control Report to the Legislature:

(a) As part of the agency biennial budget process agencies will prepare a report to the Joint Committee on Ways and Means that establishes an appropriate Maximum Supervisory Ratio for the agency.

(b) Agencies will provide a copy of the report to all labor organizations that represent employees of the agency before the report is submitted to the Joint Committee on Ways and Means.

(4) Quarterly Report: DAS will publish a quarterly report with the actual supervisory ratios and maximum supervisory ratios for each agency. Agencies will receive notification of their actual supervisory ratios two weeks prior to the quarterly report being published to allow for corrective staffing changes.

(5) Unless approval has been granted by DAS CHRO, an agency may not fill any supervisory position when the actual supervisory ratio is greater than the maximum supervisory ratio at the time the quarterly report is published or until such time the agency can demonstrate to DAS CHRO the agency is within their maximum supervisory ratio.

(6) Maximum Supervisory Ratio Exemptions:

(a) An agency must request approval from DAS CHRO to hire one or more additional supervisory employees when the agency's actual supervisory ratio is greater than the agency maximum supervisory ratio included in the agency's legislatively adopted budget.

(b) The request must articulate the basis for the request by using some or all of the factors set forth in subsection (2) of this policy.

(c) Determination for granting the request will be based on some or all of the factors set forth in subsection (2) of this policy.

(d) DAS CHRO will notify all labor organizations that represent employees of the state agency of the intent to grant the request to hire one or more additional supervisory employees at least five (5) business days before granting the request.