



Executive Branch Implementation of 11:1 Supervisory Ratio

Madilyn Zike, Chief Human Resources Officer

April 14, 2015



Legislation related to 11:1 ratio

- HB 2020 in 2011 - Required DAS to develop a plan to adopt the 11:1 ratio for those agencies with more than 100 FTE
- HB 4131 in 2012 – Required all agencies to make progress toward the 11:1 ratio
- HB 3165 in 2013 – Clarified exception criteria



Current 11:1 staffing ratio requirement

- Agencies are required to move toward the 11 to 1 ratio requirement
- Based on similar requirements in Texas
- Impacts 28 state agencies with more than 100 FTE. Requires agencies to either layoff or reclassify supervisory positions to increase the ratio
- DAS Director may consider mission critical exception requests
- DAS reports to the Legislature as part of the development of the legislatively adopted budget



Implementation Process

- Agencies worked with DAS to evaluate the job duties of each supervisory versus non- supervisory position
- Agencies began restructuring and realigning supervisory ranks to meet the Legislative goal between 2011 and 2012
 - 140 positions had supervisory duties removed
 - 187 supervisory positions were slated for abolishment



Implementation Factors

- Most supervisors are “working supervisors”
- Effectiveness of communication between supervisors and employees
- Supervision of staff in dispersed geographical areas
- Availability of supervisors on site during emergency situations in remote or disbursed locations
- Recruitment and retention of supervisors
- Roles and responsibilities revisited and clearly defined
- Career progression opportunities
- Challenges in mentoring staff and ensuring employee accountability, including employee performance appraisals



Key Factors in Effective Span of Control

- Organizational size
- Workforce skill level
- Organizational culture
- Manager's responsibilities
- Physical proximity
- Technology
- Training