Department of Workforce Services

Staff / Manager Span of Control Analysis (August 2020)

Division	Ratio		
	Staff		Manager
Adjudications	9.5	:	1
Administrative Support	4.7	:	1
Office of Child Care	5.5	:	1
Communications / State Employer / Vets	8.0	:	1
Eligibility Services	12.4	:	1
Housing & Community Development	4.8	:	1
Internal Audit	8.0	:	1
Refugee Services Office	4.5	:	1
Unemployment Insurance	8.1	:	1
Utah State Office of Rehabilitation	6.7	:	1
Workforce Development	7.7	:	1
Workforce Research & Analysis	7.3	:	1
Department of Workforce Services	8.3	:	1

The staff to manager ratio for the Department of Workforce Services as a whole exceeds the 8 to 1 ratio. The paragraphs below provide context for individual divisions within the department which have a staff to manager ratio that is significantly below an 8 to 1 ratio and an explanation for why increasing the span of control in these divisions would not necessarily result in a cost savings or is not practical.

Administrative Support

The Administrative Support Division provides various administrative and support functions for the entire department, including information security; purchasing; facilities and risk management; contracts management; operational accounting, including accounts payable; and budget and finance, including fiscal grants management. The division also includes the Business Office which is tasked with taking certain payments from customers as required by federal programs DWS administers. Each of the managers in the division are functional managers who carry a full workload in addition to their supervisory duties. Due to the diverse nature of functions provided by the division, these functions require supervision by managers with a specific skill set, knowledge, and abilities related the areas that they oversee. In addition, the current supervisory span of control is necessary to enable the review of the work product produced by subordinates to the extent necessary to ensure that it is timely, accurate, and complete and meets the myriad of federal and state laws, rules, and regulations which govern the grants and programs the department administers and to maintain proper separation of

duties. For these reasons, increasing the staff to manager ratio in the Administrative Support Division is not practical.

Office of Child Care (OCC)

In addition to supervising staff, OCC program managers are responsible for programmatic work such as contract monitoring. A significant amount of the work that is conducted by OCC is performed through contractual arrangements. OCC directs that work and managers are responsible for supervising the contractors, which include (among others), the six offices that are part of the statewide Care About Childcare Resource and Referral Network, the Utah Registry of Professional Development, Utah Afterschool Network, and The Children's Center providing behavioral health consultation services to child care providers. OCC managers effectively supervise the work of these contractors to ensure they are performing the work required in the Child Care and Development Fund (CCDF) Act. With the recent increase in CCDF funding and expanding responsibilities of the division, the ability to effectively perform these functions requires our managers. If these functions were all being performed in-house, the division would have a much larger staff.

Housing & Community Development (HCD)

HCD cannot improve the staff to manager ratio without adding more program specialist staff. The technical aspect of managing 17 unique programs and their related federal and state requirements cannot be done with fewer than the eight managers HCD currently employs. Increasing federal requirements and audits have highlighted the need for increasing the capacity of managers we currently have rather than reducing the number of managers. The eight managers oversee not just the staff but the work product and delivery and monitoring of over 400 contracts. Adding additional program specialist staff would offset any potential savings achieved by expanding the span of control.

Refugee Services Office (RSO)

The Refugee Services Office is in the process of building its workforce and scope in the community which requires a higher level of supervision and staff to manager ratio. RSO is also the lead organization in the newly developed Refugee Education and Training Center. These major roles determine the span of control needs. Many of the positions in both the community and employment team are not routine, low complexity jobs; thus, they require more supervision. For example, each member of the community team has different job responsibilities and need to work closely with their supervisors to carry out their jobs. Additionally, the teams are responsive to community needs and are constantly adjusting to meet existing challenges. In addition, each of the supervisors work directly with individuals and

provide direct services themselves in addition to their supervisory responsibilities. RSO staff work with community members who speak 20+ different languages and need access to a wide variety of resources to support them in navigating multiple challenges. Additionally, the employment manager works with Salt Lake Community College to build short-term training options for customers to get job skill training and ultimately be hired into a living wage job. Finally, some of personnel employed by RSO to meet the division's unique needs are less experienced and require more direct supervision, training, direction, and mentoring. For these reasons, increasing the staff to manager ratio in the Refugee Services Office is not practical.

Utah State Office of Rehabilitation (USOR)

Increasing USOR's staff to manager ratio would be problematic because of the many additional responsibilities USOR supervisors have. For example, the Vocational Rehabilitation (VR) program has counseling supervisors that provide clinical supervision to rehabilitation counselors and other staff. Counselors and supervisors are required to have master's degree level training, national certification, and state licensure. In addition to providing clinical supervision and general managerial duties, each supervisor also directly serves clients by maintaining their own caseload. Counseling supervisors maintain a caseload that is about half the size of a counselor's caseload. Increasing the span of control would result in the need to hire additional VR counselors to manage client services and caseloads which would offset any potential savings achieved.

Workforce Research & Analysis (WRA)

The four managers in WRA support teams that are very distinct with staff who are in specialized and technical positions. This requires managers to provide very specific training and ongoing support for their teams. Furthermore, some of the federal funding utilized by WRA is very specific about team structure and management requirements. For these reasons, increasing the staff to manager ratio in WRA is not practical.