



# City of Palo Alto City Manager's Report

**TO: HONORABLE CITY COUNCIL**

**FROM: CITY MANAGER**

**DEPARTMENT: ADMINISTRATIVE  
SERVICES**

**DATE: AUGUST 3, 2009**

**CMR: 333:09**

**REPORT TYPE: Informational**

**SUBJECT: Span of Control Update**

This is an information report and no Council action is required.

## **BACKGROUND**

In recent months the topic of the City's supervisory span of control has come up for discussion as it relates to managers in the Management and Professional labor group and employees in the Service Employees International Union (SEIU) labor group. The purpose of this report is to explain how staff calculates span of control numbers and to provide information on the span of control relationship between City employees.

## **DISCUSSION**

In April 2004, the City Auditor released a report on the City's span of control, which focused on managers, supervisors and lead employees across all labor groups in the City organization. Although methods of calculating span of control ratios vary depending on the exact duties of employees as noted in our audit response in 2004, staff believes that the appropriate method for determining span of control in the context of the current discussion is to calculate the ratio of managers in the Management and Professional to all employees.

As shown in the table below the span of control ratio is 9.33 City employees per manager in the Management and Professional group. This calculation is based on a snap shot of budgeted staffing in the City as of July 2009 as reported in the position control system.

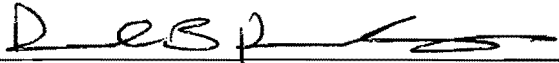
	Managers	Professional	SEIU	Safety	Hourly Staff	Total Staff (less Managers)	Ratio
Attorney	2	9	0	0	2	11	5.50
Auditor	1	3	0	0	2	5	5.00
Clerk	3	1	3	0	1	5	1.67
Manager	4	4	3	0	2	9	2.25
ASD	19	30	36	0	8	74	3.89
CSD	18	2	78	0	385	465	25.83
Fire	4	2	4	113	23	142	35.50
HR	2	14	0	0	2	16	8.00
Library	7	1	36	0	47	84	12.00
Planning	9	2	39	0	5	46	5.11
Police	17	1	62	83	22	168	9.88
PW	41	3	173	0	21	197	4.80
Utilities	29	18	193	0	22	233	8.03
	<b>156</b>	<b>90</b>	<b>627</b>	<b>196</b>	<b>542</b>	<b>1455</b>	<b>9.33</b>

The 156 managers from the Management and Professional group shown in the first column are those who have final approval over hiring and firing, employee performance evaluations, employee priorities and who oversee daily operations. These managers supervise both regular and hourly employees in SEIU and other bargaining groups. Department heads reviewed the number of managers in the Management and Professional group in the spring of 2009. Total staff of 1,455 includes hourly and limited hourly staff.

### **RESOURCE IMPACT**

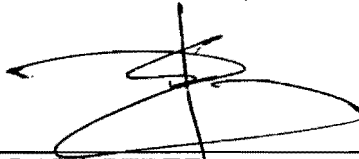
This report is informational in nature and does not result in any resource impacts.

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