

**Preliminary Scope of Work
for
Review of Management/Supervisory Span of Control and Support Staff Guidelines**

Task 1:

- Research and identify existing documented County procedures/guidelines regarding:
 - Management and Supervisory spans of control
 - Guidelines for determining administrative assistant support to managers. This would include any guidelines for determining when a manager is allocated a secretary, and at what classification level.

Task 2:

- Identify how agencies/departments are actually implementing span of control and administrative support guidelines.

- Identify specific areas within agency/departments that warrant further review to confirm inefficiencies caused by inadequate spans of control, and unwarranted and/or misclassified secretarial support positions.

The above tasks are preliminarily estimated to take 2-3 months of work. There is a third task, (below) which is preliminarily estimated to take 2-3 additional months, and could be done by either the Performance Audit team, or the CEO's Office/Human Resources Department.

Task 3:

- Conduct a benchmarking analysis of other local government management span of control guidelines to determine alternative options and identify best practices.

- Utilize the benchmarking analysis and other research to determine the appropriate procedures/guidelines for Management/Supervisory spans of control, and for determining administrative support for managers. In addition, identify County agencies/departments that can achieve greater efficiency in this regard.