

ADMINISTRATIVE PROCEDURES



Procedure Number: 3-1

Effective Date: 11/04/1991

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C. Dulubey

County Administrator

SUBJECT: **ORGANIZATION PLANNING AND CONTROL**

DEPARTMENT RESPONSIBLE: **Office of the County Administrator**

I. STATEMENT

In order to provide the best services for the County at all times, department organization structures must be established, maintained and revised to meet changing requirements or opportunities for better service. The work involved in carrying out this phase of County management is called organization planning and control. An important part of each department director's assignment is his/her responsibility for this management activity.

This procedure provides guidance to managers in planning organizational changes. It develops a framework to ensure adequate advance coordination to preclude unnecessary work, expenditure of funds, displacement of individuals and work priorities.

Under the direction of the County Administrator each department is held accountable for establishing and maintaining an appropriate organization.

The work of the department director in the area of organization planning and control involves dividing the department's work into appropriate segments and establishment of a frame work of units to perform respective tasks. The organization which results should be designed to provide an efficient means for direction, coordination and control of the process of accomplishing work and for effective communication. Such an organization is the means whereby the objectives of the Department may be efficiently carried out through appropriate assignment of work to employees.

The preparation of an organization proposal requires that all relevant factors which determine organizational effectiveness and economy be taken into account. Appropriate consideration must be given to questions involving at least the following factors:

- A. Span of Control - the number of person supervised by each supervisor. One person should not be asked to oversee more employees or different functions that can be reasonably managed by a single individual.

- B. Reporting Relationships and Chains of Command - the hierarchy of an organization which determines who has authority for specific decisions and for reviewing the work of other staff. Reporting relationships and decision authority should be clear and as well documented as practical.
- C. Channels of Communication - official and unofficial sequence of conversation and correspondence through which information is shared in an organization. Official channels should assure that decision makers have the best and most timely information possible relevant to the decisions for which they are responsible.
- D. Distribution of Functions - division of labor and/or tasks among staff. An individual's functions should be somewhat diversified (to maintain interest), but should also permit some efficiencies through specialization and a manageable workload.
- E. Staffing - Number of Employees - staffing levels are appropriate if work can be accomplished in a timely fashion within the work week with minimal "down time".
- F. Supervisory Ratios - the number of supervisors per non-supervisory employee. Units should avoid a gradual increase in the number of supervisors, a result of promotions that should have been merit awards.
- G. Job Class Specifications - Titles and Salary Ranges - the official definition of a job and the established compensation rate for the job. Specifications should be current and complete. Pay should be consistent with that of other Tucson area workers performing similar duties and equitable in terms of the pay of other County employees performing equally complex duties.
- H. Career Advancement Opportunities for Staff - a staffing pattern that permits advancement. Units should have positions at several ranges. The lower level jobs should be qualifying experience for the higher level positions.
- I. Projected Costs as Well as Current - proposed changes in staffing and pay should be evaluated in terms of projected costs over several years.
- J. Duplication of Effort - when different persons or units process the same forms or provide the same service with no difference in their objective (does not refer to appropriate supervisory review). The quality of work deteriorates when there is duplication of effort because no one individual is accountable for quality.
- K. Potential Overhead Reduction - excessive administrative costs. Administrative costs should be reduced whenever they can be lowered without sacrificing the quality of services to the public.
- L. Efficient Use of Personnel Skills - Position Structure - ideally, staff should include positions at several levels so all members can work up to their capabilities and can delegate accordingly.

- M. Cost of Implementing Change in Time of Disruption - even if a change appears to be marginally effective, it may not be advantageous given the staff time required to implement the change, train, and communicate revisions throughout the organization.

II. PROCEDURE

The following procedure applies to any major reorganization in a County department. A planned modification in staff duties or organizational location will be defined as a major reorganization if it meets any of the criteria listed below. However, this procedure may be utilized by a department director whenever he/she feels a planned staffing modification would benefit by it.

A. Criteria Governing Use of Procedure -

- the duties or the center assignment of five or more positions in the department would be changed;
- the creation of a new center;
- the staffing level and responsibilities of another department would be affected as the result of the action;
- routine procedures of another department would have to be significantly revised;

More minor staffing modifications will reviewed through the standard Budget change process procedures (see Administrative Procedure 3-2). Efforts should be made to have all staffing modifications accomplished well ahead of the date when department budget submissions are due.

B. Informing County Administrator of Proposed Reorganization -

The department director who wishes to effect a major reorganization, must first submit a brief memorandum to the County Administrator describing the reorganization, its purposes, and the impact of the proposed change upon the organization and budget. An organization chart showing the changes should be attached to the memorandum.

C. Staff Support -

The County Administrator will forward copies of the proposal to Human Resources, Finance and any department which would be affected by the reorganization (e.g., Facilities Management, if more space is needed). Staff or these departments will discuss the proposal with the department planning the reorganization. Human Resources will conduct their analysis on the implications of the reorganization for staffing levels and classification.

Finance will suggest how the reorganization might effect systems, procedures, workload and overall program expenses. As appropriate, Human Resources and Finance may suggest revisions in the plan or may jointly develop revisions with the department proposing the reorganization. Other units, (Management Information Services and Facilities Management) will supply the reorganizing department and Finance with information on availability of any necessary equipment and/or space and will provide appropriate comments on cost and feasibility (See Exhibits I and II).

D. Report to County Administrator -

Finance and Human Resources will collaborate on a report to the County Administrator. The report will include the following information on the plan endorsed by the reorganizing department:

1. The rationale behind the creation/revision of the organizations and an organization chart showing organizational modifications.
2. A statement of required staffing levels or changes in staffing levels.
3. A comparison of proposed new and existing titles and salary schedules, together with brief statements of functions for each new position, and a description of how these relate to existing positions.
4. A statement of the impact of proposed changes upon the budget and work sheets showing the calculations used to develop the estimated impact.

The report will contain Human Resource and Finance recommendations. If an alternative to the plan endorsed by the reorganizing department is recommended, the same detail will be provided on the alternative and the "rationale" for the alternative will be presented. The report will also provide a draft implementation plan and schedule.

E. Final Plan and Implementation Schedule -

The County Administrator will discuss the reorganization plan and staff report with the department director who made the proposal. Further meetings with appropriate staff may be held. When the County Administrator and department directors agree to a course of action, Finance will work with the department staff to document the decision and to complete staff work necessary to obtain Finance approval, if the reorganization requires budgetary changes. Finance will also work with the reorganizing department to develop a detailed implementation plan. The implementation plan will always call for the appropriate revision in the department's organization chart, so an accurate record of every department's organization structure will always be available.

EXHIBIT I

GUIDE TO PERFERRED CLEARANCE IN ORGANIZATIONAL CHANGE

	Facilities Management	Purchasing	Management Information Svcs.	Human Resources	Facilities Mgmt/Communications	County Attorney	County Administrator	Office of Budget and Research	Automotive Services
Action	X		X	X	X			X	
Relocation	X		X		X			X	
Remodeling	X		X		X			X	
Change of Floor Plan	X		X		X			X	
Change of Phone Service					X				
Purchase New Equipment	X ***	X	X *		X **			X	
Dispose of Equipment	X ***	X	X *				X	X	
Establish New Job Classes				X				X	
Revise Job Classes				X				X	
Audit Existing Postion				X				X	
Determine Effect of Reorganization on Incumbent Employee				X				X	
Interpret Personnel Polices or Merit Rules				X					
Create New Position				X				X	
Delete Position				X				X	
Reassign/Transfer Position				X				X	
Computer Automation	X ***	X	X					X	
Legal Services						X			
Safety Concerns							X		
Change in Services Affecting Statutory Requirements						X		X	
Require Additional or Fewer Automotive Vehicles									X

- * If Data Processing Equipment
- ** If Communicaitons Equipment
- *** If Renovations Required to Accomodate

EXHIBIT II

ORGANIZATIONAL INPUT COORDINATION FORM

Date: _____

To: COUNTY ADMINISTRATOR

Thru: _____
(Requesting Department)

From: _____
(Department Head)

Re: Proposed Creation/Reorganization of _____

Dated: _____ .

1. Impact on this Department:

2. Estimated cost to this Department:

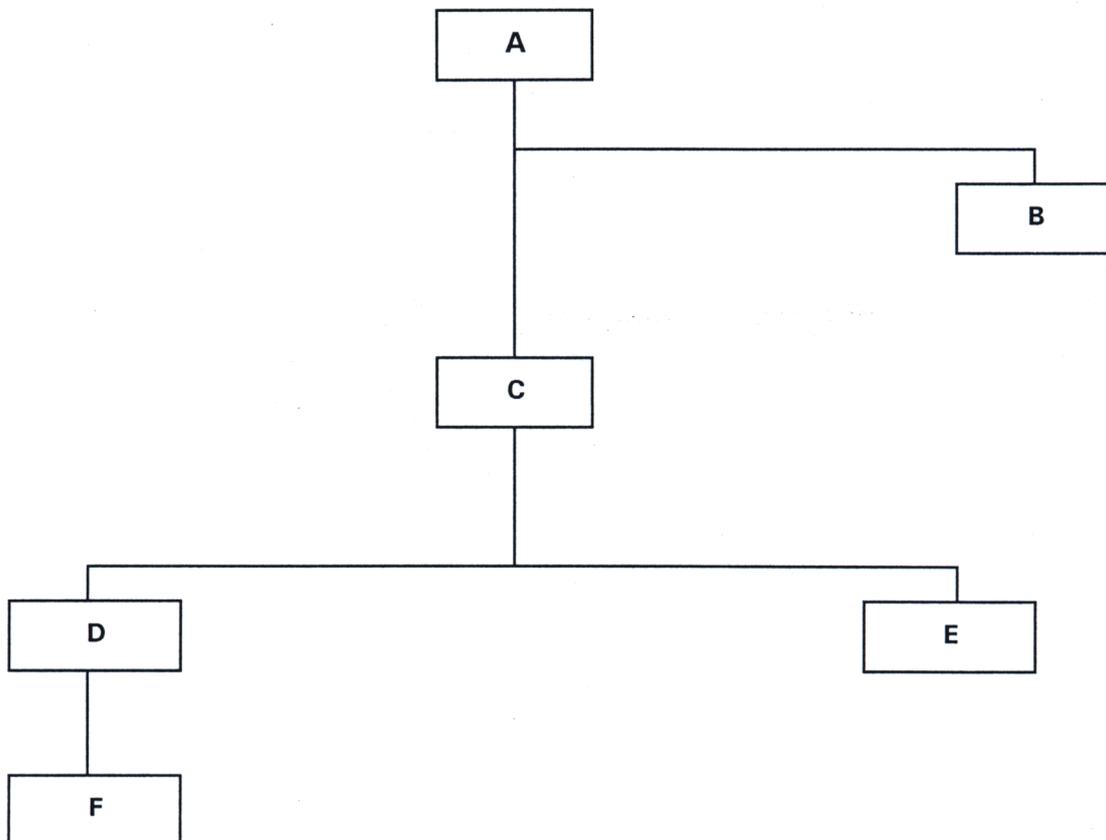
3. What we will have to do:

4. How long it will take us to do it:

5. Remarks:

EXHIBIT III

ORGANIZATION PLANNING AND CONTROL



- A. The Department Head
- B. Is responsible to A only
- C. Is responsible to A only
- D. Is directly responsible to C
- E. Is directly responsible to C
- F. Is directly responsible to D but is not responsible to E