Layers Of Management - Update

ISSUE

An update of the progress of the Department of Personnel (IDOP) in conjunction with the Executive Branch agencies in reducing the layers of management and increasing the number of employees per supervisor as well as the IDOP's progress in evaluating the State's job classification system.

AFFECTED AGENCIES

All Executive Branch departments and agencies.

According to the IDOP, the Board of Regents and Offices of the Elected Officials chose to not respond to the initial request for information. Subsequently, these entities were not included in the review. The IDOP has indicated that authority over the human resource management subject with the Board of Regents has been limited. The enabling chapter for the IDOP (Chapter 19A, Code of Iowa) has never included the Board of Regents to the extent it does other Executive Branch departments. The Board of Regents made an initial report to the Legislative Council's Fiscal Committee in December 1993. An update regarding the changes in spans of control and layers of management in the organizations of the institutions of the Board of Regents is scheduled to be presented to the Board of Regents in December 1994.

Information from the Offices of Elected Officials regarding changes in spans of control and layers of management was requested and received by the Legislative Fiscal Bureau (Attachment A).

CODE AUTHORITY

Chapter 1220, Section 3, 1992 Iowa Acts

STATED REQUIREMENTS

Chapter 1220, Section 3, 1992 Iowa Acts (HF 2454 - The Governmental Efficiency Bill) required the IDOP to work with the Department of Management (DOM) and Executive Branch agencies to reduce the aggregate layers of management by at least 50.0% by July 1, 1994, and to increase the aggregate span of control up to 50.0% by July 1, 1993 (Attachment B).
An interim report to the General Assembly was required by April 1, 1993, and a final report by April 1, 1994. All reports required from the IDOP were received.

The IDOP was also to simplify the job classification system. House File 2454 specifies that agencies are to notify the Legislative Fiscal Committee before implementing any reduction in layers of management including:

- A description of the proposed reduction.
- A list of the positions and responsibilities to be reduced.
- A list of the activities to be eliminated or reduced.
- An estimate of the savings due to the reduction in layers.

**COMPLIANCE WITH HF 2454**

ATTACHMENT C includes definitions and formulas given to Executive Branch departments and set by the IDOP in determining spans of control and layers of management.

**Span of Control**

A department-by-department comparison of spans of control and layers of management from July 1991 to July 1994, is provided in Attachment D. House File 2454 requires the "aggregate" span of control be increased up to 50.0% by July 1993. The departments met this requirement. In the November 1993 *Issue Review* dealing with this topic, it was determined that "aggregate" could be defined two ways: as the "average" span of control, calculated by department; or "in the entirety" comparing the total supervisory employees with the total non-supervisory employees in the Executive Branch departments.

Attachment D indicates that the average span of control for Executive Branch departments increased by 12.2%. *Table 1* shows the changes span of control in the entirety between July 1991 and July 1994. The Span of Control increased by 5.4% between July 1991 and July 1993 and increased a total of 25.7% by July 1994.

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Number of Employees</td>
<td>20,924</td>
<td>19,386</td>
<td>18,743</td>
<td>18,759</td>
<td>-2,165</td>
<td>-10.3%</td>
</tr>
<tr>
<td>Number of Supervisors</td>
<td>2,830</td>
<td>2,580</td>
<td>2,405</td>
<td>2,025</td>
<td>-805</td>
<td>-28.4%</td>
</tr>
<tr>
<td>Non-supervisory Employees</td>
<td>18,094</td>
<td>16,806</td>
<td>16,338</td>
<td>16,734</td>
<td>-1,360</td>
<td>-7.5%</td>
</tr>
<tr>
<td>Span of Control</td>
<td>1:7.4</td>
<td>1:7.5</td>
<td>1:7.8</td>
<td>1:9.3</td>
<td>1.5</td>
<td>25.7%</td>
</tr>
</tbody>
</table>

It should be noted that the span of control of 12 departments did not increase up to 50.0% by July 1993.

- 1 agency did not report.
- 3 agencies had no change.
• 6 agencies decreased the span of control instead of increasing it.
• 2 agencies increased span of control more than 50.0%.

Although it doesn't affect compliance with HF 2454, 4 of the 12 agencies listed above did, as of July 1994, increase span of control up to 50.0%.

Layers of Management

The Executive Branch departments did not comply with the requirement of decreasing the layers of management in the aggregate by at least 50.0% as required in HF 2454 (ATTACHMENT D). As of July 1991, the average layers of management were 3.5 and were reduced to 2.7 (20.7%) as of July 1994. Weighting the average by number of total employees in the departments in the aggregate, the layers of management have decreased from 4.67 in July 1991 to 3.64 in July 1994 (-22.1%).

Of the 28 departments included in Attachment D:
• 1 did not respond.
• 2 reduced layers of management by at least 50.0%.
• 5 decreased layers of management by at least 30.0%.
• 6 decreased layers of management between 20.0% and 30.0%.
• 6 decreased layers of management between 10.0% and 20.0%.
• 2 decreased layers of management less than 10.0%.
• 6 had no changes in layers of management:
  • 2 agencies have 1 layer of management.
  • 3 agencies have 2 layers of management.
  • 1 agency has 3 layers of management.

Job Classifications

The following job classification review projects will meet the goals described in HF 2454 when completed. The first 2 items have been completed and the remainder are in progress. It is anticipated the project will result in further classification consolidations and the development of additional non-supervisory technical career paths (Table 2).

• Consolidate 9 current supervisor job classes into a 3-level Public Service Supervisor class series.

• Review individual positions in Executive Branch departments to determine the appropriate classification of positions where supervisory responsibilities are removed as a result of reorganization.

• Work with Executive Branch departments during reorganization implementation to identify opportunities for additional class consolidations and the need to develop higher level technical non-supervisory job classes in specific areas.

• Develop and revise pre-employment examinations for consolidated and new job classifications.
• Continue to work with the American Federation of State, County, and Municipal Employees (AFSCME) in an effort to further reduce the number of job classes covered in the labor agreement.

• Review and improve the job classification system on an ongoing basis to meet the needs of the departments and their employees.

Table 2
Changes in Number of Job Classifications

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>July 1986</td>
<td>1,301</td>
</tr>
<tr>
<td>July 1991</td>
<td>1,026</td>
</tr>
<tr>
<td>July 1993</td>
<td>942</td>
</tr>
<tr>
<td>July 1994</td>
<td>889</td>
</tr>
<tr>
<td>Total Reduced</td>
<td>412 (31.7%)</td>
</tr>
</tbody>
</table>

Reports to the Fiscal Committee by Agencies

As of June 28, 1994, only 3 changes in layers of management had been received for review by the Legislative Fiscal Committee. These were from the Departments of Cultural Affairs and Natural Resources, and the Civil Rights Commission. The IDOP advised the Legislative Fiscal Bureau staff that 1 additional agency had complied but the IDOP did not forward the change. The remaining agencies misunderstood that information given to the IDOP satisfied the requirements in HF 2454. The remainder of the departments responded after the IDOP made a follow-up request for information. A summary of that information is included in ATTACHMENT E. A copy of each department's response is available upon request.

Summary

The Executive Branch departments were in partial compliance with HF 2454.

• The IDOP is in the process of simplifying the Job Classification System and higher level nonsupervisory positions are being developed.

• The Executive Branch departments complied with HF 2454 by increasing the span of control of the aggregate up to 50.0% by July 1993. In the entirety, the span of control of the aggregate was increased by 5.4% and as an average the span of control increased by 12.2%, complying with HF 2454.

• The Executive Branch departments did not comply with HF 2454 by not decreasing the layers of management of the aggregate by at least 50.0% by July 1994. As an average, the layers of management were reduced by 20.7% and as a weighted average by 22.1%.

Even though the Executive Branch departments did not meet the layers of management requirement in HF 2454, progress was made to reduce the layers of management. The Governor's Committee on Government Spending Reform (Fisher Committee) Report released in 1992 specifies that changing the organizational structure itself is a way to increase the focus on customers and to increase productivity by making sure that decisions are made at the lowest possible level in the organization. Customer satisfaction is a goal for agencies in the Blueprint for Organizational Change for the Executive Branch, issued in December 1992. Total Quality Management (TQM) as well as changes in organizational structure are both a part of the Blueprint. The TQM approach stresses customer orientation and involvement of employees at all levels in the organization to identify how improvement can be made in processes to yield better results.
Dr. Paul Light, a professor at the Humphrey Institute of Public Affairs at the University of Minnesota and an expert in institutional organization in the public sector, stated that requiring governmental agencies to examine their spans of control and organizational structure is mandatory if the total quality management (TQM) philosophy is going to be successful. Dr. Light added that structures need to be broader rather than wider to compliment the TQM philosophy and the distance between the decision maker and the employee carrying out the decision needs to be as short as possible for customer orientation.

BUDGET IMPACT

From those agencies sending information to the IDOP for the Legislative Fiscal Committee, there will be a savings of $5.3 million in State funds and $1.0 million of savings from other sources. The Department of Human Services alone estimates savings of $4.0 million in State funds. The elected officials have indicated a savings of $611,000.

STAFF CONTACT: Tami Fujinaka (Ext. 14613)
Comparison of Elected Officials Department Organizations
July 1991 to July 1994

<table>
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<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary of Agriculture</td>
<td>8.25</td>
<td>8.67</td>
<td>5.1%</td>
<td>3.8</td>
<td>3.8</td>
<td>0.8%</td>
</tr>
<tr>
<td>Auditor</td>
<td>19.28</td>
<td>18.16</td>
<td>-5.8%</td>
<td>2.7</td>
<td>2.7</td>
<td>0.0%</td>
</tr>
<tr>
<td>Governor</td>
<td>11.5</td>
<td>10.5</td>
<td>-8.7%</td>
<td>2.0</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>Secretary of State</td>
<td>6.1</td>
<td>8.5</td>
<td>39.3%</td>
<td>4.0</td>
<td>3</td>
<td>26.0%</td>
</tr>
<tr>
<td>Treasurer</td>
<td>3.9</td>
<td>5.5</td>
<td>41.0%</td>
<td>3.5</td>
<td>3</td>
<td>42.9%</td>
</tr>
<tr>
<td>Averages</td>
<td>7.3</td>
<td>8.2</td>
<td>14.2%</td>
<td>3.4</td>
<td>2.692</td>
<td>13.6%</td>
</tr>
</tbody>
</table>

This data was gathered by the Legislative Fiscal Bureau from the Offices of the Elected Officials.
House File 2454

House File 2454 provides for the following changes to the Code of Iowa.

<table>
<thead>
<tr>
<th>Page #</th>
<th>Line #</th>
<th>Bill Section</th>
<th>Action</th>
<th>Code Section Changed</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>Amends</td>
<td>Sec. 279.46</td>
<td>Adds Health Insurance to Schools' Early Retirement</td>
</tr>
</tbody>
</table>
Section 1. Section 279.46, Code 1991, is amended to read as follows:

279.46 RETIREMENT INCENTIVES -- TAX.

The board of directors of a school district may adopt a program for payment of a monetary bonus, continuation of health or medical insurance coverage, or other incentives for encouraging its employees to retire before the normal retirement date as defined in chapter 97B. The program is available only to employees between fifty-nine and sixty-five years of age who notify the board of directors prior to March 1 of the fiscal year that they intend to retire not later than the next following June 30. An employee retiring under this section shall apply for a retirement allowance under chapter 97B or chapter 294. If the total estimated accumulated cost to a school district of the health or medical insurance coverage, bonus, or other incentives for employees who retire under this section does not exceed the estimated savings in salaries and benefits for employees who replace the employees who retire under the program, the board may include in the district management levy an amount to pay the costs of the program provided in this section.

Sec. 2. PARTICIPATION IN HEALTH OR MEDICAL INSURANCE PROGRAMS BY RETIREES AGE FIFTY-FIVE OR OLDER.

As used in this section, unless the context otherwise requires:

a. Health or medical insurance program means a health or medical group insurance plan for employees of the state.

b. Member means an employee of the executive branch of the state or the judicial branch of the state who is a member of the Iowa public employees' retirement system or the Iowa department of public safety peace officers' retirement, accident, and disability system, who at the date of termination of employment is receiving full health or medical insurance benefits pursuant to a health or medical insurance program in which the state makes contributions, and is not

CODE: Permits school districts to offer health or medical insurance coverage in addition to other incentives in their early retirement programs.

Defines requirements and establishes early retirement program for Executive and Judicial Branch employees who are members of the Iowa Public Employees' Retirement System (IPERS) or the Peace Officers' Retirement, Accident, and Disability System (POR). Members of the General Assembly and employees of the Board of Regents are specifically excluded from participation.
receives disability payments under the state employees' disability insurance program, and who is not a member of the general assembly. Member does not mean an employee of the state board of regents.

2. A member with at least twenty years of membership service who retires on or after May 15, 1992, and before January 15, 1993, who applies to receive retirement benefits under this Act prior to January 15, 1993, who has attained at least the age of fifty-nine at the time of retirement, and who was a participant in a health or medical insurance program in which the state makes contributions at the time of retirement, may continue to participate in the health or medical insurance program in which the member is enrolled on April 1, 1992, as authorized by law. However, a member may choose to participate in a health or medical insurance program after April 1, 1992, which incurs less cost to the state. Notwithstanding any other provision of law to the contrary, the state shall continue to pay the employer's portion of the premium at the cost existing at the time of retirement under the program for the retiree until the retiree attains the age of sixty-five. Any additional premium costs for coverage incurred after the time of retirement shall be paid by the retiree. However, in order to have the state continue to pay the employer's portion of the premium, the member must send written notification to the department of personnel at any time after the effective date of this section and prior to November 15, 1992, of the intent to retire and the anticipated date of retirement.

3. If a member continues participation in a health or medical insurance program and the state pays premiums as authorized in subsection 2, the member is not eligible to accept further employment in which the state or a political subdivision of the state is the employer. However, this subsection shall not apply to a member who is elected to a public office as defined in chapter 56.

Establishes eligibility and program requirements:

2. The retiree must be at least 59 years old with 20 or more years of service.
3. The retiree may continue in his or her current health or medical insurance program or choose one which costs less.
4. The State will pay the employers' portion at the same rate that is in effect at the time of retirement. Any premium increases will be paid by the retiree.
5. Notice of intent to retire must be given by November 15, 1992.

Early retirees are not eligible for further employment with the State or a political subdivision. This restriction does not apply to elected officials.
4. A state department shall not be required to delete more than its proportionate share of all general fund full-time equivalent positions vacated due to the incentive for retirement established in subsection 2. All positions vacated by a member exercising the rights established in subsection 2 shall be deleted, and the savings, as determined by the department of management, shall revert to the originating fund in a manner specified by the department of management, except that the portion of the savings which represents the cost of the employer's portion of a member's premium payable under this section shall not revert but shall be transferred to the department of revenue and finance to defray the costs of implementing this section. However, if an affected department determines that the vacancy may be detrimental to critical services provided to the public, the affected department may, with the approval of the department of management, exchange the vacancy with a position or positions determined by the department of management to be of an equal value, and delete that position or positions. If a position is not available for exchange, the department may, with the approval of the director of the department of management, retain and fill the vacancy. It is the intent of the general assembly that retirement taken pursuant to this section be used to eliminate the greatest number of employment positions as is feasible. The department of management shall report to the legislative fiscal bureau and the fiscal committee of the legislative council the number of vacancies retained and filled pursuant to this subsection.

It is the intent of the general assembly that the cost of premiums incurred by a state department be included within that department's annual budget and be paid from originating funds.

Requires the following:

1. Departments shall eliminate positions vacated through early retirement up to their proportionate share of all vacated positions.
2. The Department of Management (DOM) is to determine the savings from early retirement.
3. Departments are to transfer the cost of the employer's share of the insurance premiums to the Department of Revenue and Finance (DRF) for payment and transfer the remaining savings to the originating fund.
4. Critical positions may be exchanged for positions of equal value or refilled with permission of DOM.

It is the intent of the General Assembly that:

1. As many positions as possible be eliminated.
2. DOM report to the Legislative Fiscal Bureau (LFB) and the Legislative Fiscal Committee on the number of vacancies created and the number refilled.

Requires Departments to include these insurance premium costs in future budgets.

FISCAL IMPACT: There are 618 full-time employees eligible for early retirement. If 35.79% of the eligible employees retire early (which is the participation rate for the previous early retirement
Sec. 3. INITIATIVES FOR EFFICIENCY IN STATE GOVERNMENT —
SPAN OF CONTROL AND LAYERS OF MANAGEMENT, JOB CLASSIFICATION
SYSTEM, AND TOTAL QUALITY MANAGEMENT. It is the intent of the
general assembly to restore the confidence of citizens of Iowa
te in the value of their investment in state government, to
3 improve efficiency and productivity of state government, and
4 to instill in all state employees pride for their work. The
general assembly supports the concept of total quality
management achieved through an incremental long-term process
involving employee teams examining and improving work
procedures, using data-based problem-solving tools to analyze
work systems, and making improvements which enhance service to
the citizens of Iowa. In order to accomplish these goals, the
following initiatives shall be performed:

1. SPAN OF CONTROL AND LAYERS OF MANAGEMENT. The
department of personnel, in consultation with the department
of management, shall, after discussion and collaboration with
executive branch agencies, reduce the layers of management in
each executive branch agencies in the aggregate from those existing
on July 1, 1991, by at least 50 percent by July 1, 1994, and
increase the ratio of number of employees per supervisor for
executive branch agencies in the aggregate from those existing
on July 1, 1991, by up to 50 percent by July 1, 1993. The
department shall present an interim report to the general
assembly by April 1, 1993, and a final report by April 1,
1994, regarding the progress of the department in completing
this task and its outcome.

However, before any reduction in layers of management is
implemented, the department of personnel shall notify the
legislative fiscal committee of the legislative council program ending June 30, 1988) and if 50.0% of the positions are refilled, there will be an estimated savings of $2.8 million in FY 1993 and $5.2 million in FY 1994.

The General Assembly intends to achieve the following goals by the initiatives in this section:
1. Restore the confidence in State government.
2. Improve efficiency and productivity.
3. Instill State employees with a sense of pride in their work.
4. Support the concept of Total Quality Management (TQM).

Requires the Department of Personnel (IDOP) to work with Executive Branch agencies to reduce the aggregate layers of management by at least 50.0% by July 1, 1994, and increase the span of control by up to 50.0% by July 1, 1993.

Requires an interim report to the General Assembly by April 1, 1993 and a final report by April 1, 1994.

However, before any reduction in layers of management is implemented, the department of personnel shall notify the legislative fiscal committee of the legislative council program ending June 30, 1988) and if 50.0% of the positions are refilled, there will be an estimated savings of $2.8 million in FY 1993 and $5.2 million in FY 1994.

The General Assembly intends to achieve the following goals by the initiatives in this section:
1. Restore the confidence in State government.
2. Improve efficiency and productivity.
3. Instill State employees with a sense of pride in their work.
4. Support the concept of Total Quality Management (TQM).

Requires the Department of Personnel (IDOP) to work with Executive Branch agencies to reduce the aggregate layers of management by at least 50.0% by July 1, 1994, and increase the span of control by up to 50.0% by July 1, 1993.

Requires an interim report to the General Assembly by April 1, 1993 and a final report by April 1, 1994.
28 regarding the proposed reduction. The notification shall
29 include all of the following: a description of the proposed
30 reduction; a list of the positions and employment
31 responsibilities to be eliminated or reduced; a list of
32 activities to be eliminated or reduced; and an estimate of
33 savings expected to result from the reduction of layers of
34 management. The legislative fiscal committee shall report to
35 the legislative council concerning notifications received
1 pursuant to this paragraph.

2 2. JOB CLASSIFICATION SYSTEM. The department of personnel
3 shall evaluate the state’s system of job classification for
4 state employees in order to ensure the existence of technical
5 skill-based career paths in state employment which do not
6 depend on an employee gaining supervisory responsibility to
7 gain advancement, and which provide incentives for state
8 employees to broaden their knowledge and skill base. The
9 department shall include in its review the elimination of
10 obsolete, duplicative, or unnecessary job classifications.
11 The department shall present interim reports to the general
12 assembly by January 15, 1993, and January 15, 1994, regarding
13 the progress of the department in completing this task and its
14 outcome.

15 3. PRIORITIES IN IMPLEMENTATION. In implementation of
16 this section, priority shall be given to elimination or
17 reduction of middle management employee positions. In
18 addition, prior to the elimination of employee positions other
19 than middle management positions or positions eliminated due
20 to early retirement, priority shall be given to elimination or
21 deferral by executive branch agencies of purchases and out-of-
22 state travel.

23 The department of management shall report quarterly to the
24 fiscal committee of the legislative council and to the
25 legislative fiscal bureau regarding out-of-state travel
26 authorized by executive branch agencies including a listing by

Include:
1. A description of the proposed reductions.
2. A list of the positions and responsibilities to be reduced.
3. A list of the activities to be eliminated or reduced.
4. An estimate of the savings due to the reduction in layers.

Requires the IDOP to:

1. Evaluate the State’s job classification system
   and revise it to include technical skill-based
   career paths that do not require employees to
   become supervisors to advance.
2. Review job classifications for obsolete,
   duplicative, or unnecessary job classifications.
3. Report to the General Assembly by January 15,
   1993 and January 15, 1994 on the progress
   towards simplifying the job classification
   system.

Establishes elimination of middle management
positions as the first priority. After middle
management positions and early retirement positions
are eliminated, departments will reduce expenditures
by eliminating or deferring purchases and
out-of-state travel.

Requires the DOM to report quarterly to the LFB and
the Legislative Fiscal Committee regarding
out-of-state travel. The report is to include:
5 27 agency of personnel authorized to travel, and the cost and
5 28 purpose of the travel authorized.

5 29 Sec. 4. EFFECTIVE DATES. Sections 1 and 2 of this Act
5 30 take effect upon enactment.

5 31 HF 2454
5 32 aa/pk/25

1. Department of person traveling.
2. Cost of the travel.
3. Purpose of the travel.

The early retirement sections of this Act are effective upon enactment.
Definitions and Formulas Used by the Department of Personnel

In Calculating Layers of Management and Span of Control

The information included in this review was collected by the IDOP and is based on data submitted by the departments to the IDOP. Definitions given to departments by the IDOP are to be used when analyzing departments' organizational structure.

- **Supervisor** - An employee who has the authority to direct the work of permanent full-time and permanent part-time employees. Duties include the authority to do, or to effectively recommend, the following:
  - Hire and reassign.
  - Discipline (discharge, suspension, and salary reduction).
  - Reward (grant salary increases, promotions, and leave).
  - Assign/reassign duties, call back employees, and approve overtime.
  - Resolve/settle grievances.
  - Evaluate performance and take appropriate action.

- **Layers of Management** - A single or group of supervisory employees on the same horizontal plane in a vertical organization. Layers of management were calculated using the following method:
  - Consider the individual divisions of the department.
  - Count the number of layers in the longest vertical chain in each division.
  - Do not count the last layer (non-supervisory).
  - Include the department director as the first layer in each division count.
  - Sum the division counts.
  - Divide that sum by the number of divisions in the department.
  - The result is the average number of layers of management for the department.

- **Span of Control** - The number of employees reporting directly to a position having supervisory authority as defined above. Span of control is calculated by using the following formula:

\[
\frac{N + (S - 1)}{S}
\]

- \(N\) = number of non-supervisory employees (full-time and part-time).
- \(S\) = number of supervisory employees.
Comparison of Executive Branch Department Organizations
July 1991 to July 1994

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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Department for the Blind</td>
<td>7.3</td>
<td>8.6</td>
<td>17.8%</td>
<td>9.4</td>
<td>28.8%</td>
<td>3.0</td>
<td>2.6</td>
<td>13.3%</td>
<td></td>
</tr>
<tr>
<td>Civil Rights</td>
<td>5.6</td>
<td>6.2</td>
<td>10.7%</td>
<td>7.0</td>
<td>10.7%</td>
<td>3.0</td>
<td>2.0</td>
<td>33.3%</td>
<td></td>
</tr>
<tr>
<td>College Student Aid</td>
<td>7.3</td>
<td>8.8</td>
<td>20.6%</td>
<td>8.8</td>
<td>20.6%</td>
<td>3.0</td>
<td>2.3</td>
<td>23.3%</td>
<td></td>
</tr>
<tr>
<td>Commerce</td>
<td>5.8</td>
<td>4.9</td>
<td>-15.5%</td>
<td>6.1</td>
<td>5.2%</td>
<td>4.0</td>
<td>3.9</td>
<td>25.9%</td>
<td></td>
</tr>
<tr>
<td>Corrections **</td>
<td>7.5</td>
<td>8.8</td>
<td>17.3%</td>
<td>9.2</td>
<td>22.7%</td>
<td>4.8</td>
<td>4.0</td>
<td>18.8%</td>
<td></td>
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<tr>
<td>Cultural Affairs</td>
<td>7.7</td>
<td>12.3</td>
<td>59.7%</td>
<td>12.3</td>
<td>59.7%</td>
<td>4.0</td>
<td>2.0</td>
<td>50.0%</td>
<td></td>
</tr>
<tr>
<td>Economic Development</td>
<td>3.8</td>
<td>3.8</td>
<td>0.0%</td>
<td>8.4</td>
<td>121.1%</td>
<td>4.3</td>
<td>3.3</td>
<td>23.3%</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>7.1</td>
<td>7.0</td>
<td>-1.4%</td>
<td>9.8</td>
<td>38.0%</td>
<td>3.9</td>
<td>3.1</td>
<td>20.5%</td>
<td></td>
</tr>
<tr>
<td>Elder Affairs</td>
<td>5.5</td>
<td>5.0</td>
<td>-10.7%</td>
<td>8.3</td>
<td>48.2%</td>
<td>3.0</td>
<td>2.0</td>
<td>33.3%</td>
<td></td>
</tr>
<tr>
<td>Employment Services</td>
<td>7.4</td>
<td>8.7</td>
<td>17.6%</td>
<td>15.6</td>
<td>110.8%</td>
<td>5.1</td>
<td>3.3</td>
<td>35.3%</td>
<td></td>
</tr>
<tr>
<td>Ethics &amp; Campaign Disclosure</td>
<td>5.0</td>
<td>6.0</td>
<td>20.0%</td>
<td>6.0</td>
<td>20.0%</td>
<td>1.0</td>
<td>1.0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Full Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Services</td>
<td>7.0</td>
<td>6.2</td>
<td>-11.4%</td>
<td>10.3</td>
<td>47.1%</td>
<td>3.9</td>
<td>2.9</td>
<td>26.9%</td>
<td></td>
</tr>
<tr>
<td>Human Rights</td>
<td>5.9</td>
<td>6.2</td>
<td>5.1%</td>
<td>6.1</td>
<td>3.4%</td>
<td>2.1</td>
<td>2.1</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Human Services</td>
<td>8.4</td>
<td>9.1</td>
<td>8.3%</td>
<td>9.7</td>
<td>15.6%</td>
<td>4.5</td>
<td>3.7</td>
<td>17.5%</td>
<td></td>
</tr>
<tr>
<td>Inspections &amp; Appeals</td>
<td>7.2</td>
<td>8.2</td>
<td>13.9%</td>
<td>11.6</td>
<td>61.1%</td>
<td>3.2</td>
<td>2.8</td>
<td>12.5%</td>
<td></td>
</tr>
<tr>
<td>Law Enforcement Academy</td>
<td>6.0</td>
<td>7.0</td>
<td>16.7%</td>
<td>7.0</td>
<td>16.7%</td>
<td>2.0</td>
<td>2.0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td>3.0</td>
<td>3.7</td>
<td>23.3%</td>
<td>5.4</td>
<td>80.0%</td>
<td>2.0</td>
<td>2.0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Natural Resources</td>
<td>7.5</td>
<td>7.9</td>
<td>5.3%</td>
<td>8.3</td>
<td>10.7%</td>
<td>3.9</td>
<td>3.8</td>
<td>2.6%</td>
<td></td>
</tr>
<tr>
<td>Parole</td>
<td>4.3</td>
<td>4.0</td>
<td>-7.0%</td>
<td>3.6</td>
<td>-16.3%</td>
<td>3.0</td>
<td>2.0</td>
<td>33.3%</td>
<td></td>
</tr>
<tr>
<td>Personnel</td>
<td>7.0</td>
<td>7.0</td>
<td>0.0%</td>
<td>14.0</td>
<td>100.0%</td>
<td>3.0</td>
<td>2.5</td>
<td>18.7%</td>
<td></td>
</tr>
<tr>
<td>Public Defense</td>
<td>13.1</td>
<td>11.7</td>
<td>-10.7%</td>
<td>11.7</td>
<td>-10.7%</td>
<td>3.0</td>
<td>3.0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Public Employment Relations</td>
<td>10.0</td>
<td>10.0</td>
<td>0.0%</td>
<td>10.0</td>
<td>0.0%</td>
<td>1.0</td>
<td>1.0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Public Health</td>
<td>6.7</td>
<td>7.7</td>
<td>14.8%</td>
<td>8.3</td>
<td>23.9%</td>
<td>3.3</td>
<td>3.2</td>
<td>3.0%</td>
<td></td>
</tr>
<tr>
<td>Public Safety</td>
<td>6.0</td>
<td>6.5</td>
<td>8.3%</td>
<td>6.5</td>
<td>8.3%</td>
<td>4.5</td>
<td>3.9</td>
<td>12.5%</td>
<td></td>
</tr>
<tr>
<td>Revenue &amp; Finance</td>
<td>8.5</td>
<td>8.7</td>
<td>2.4%</td>
<td>12.5</td>
<td>47.1%</td>
<td>4.0</td>
<td>3.0</td>
<td>28.0%</td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>7.6</td>
<td>8.4</td>
<td>10.5%</td>
<td>10.6</td>
<td>39.5%</td>
<td>6.0</td>
<td>4.1</td>
<td>31.7%</td>
<td></td>
</tr>
<tr>
<td>Veterans Affairs</td>
<td>8.8</td>
<td>17.6</td>
<td>100.0%</td>
<td>19.1</td>
<td>117.0%</td>
<td>5.0</td>
<td>3.5</td>
<td>30.0%</td>
<td></td>
</tr>
</tbody>
</table>

Average | 6.9 | 7.8 | 12.2% | 9.5 | 36.6% | 3.5 | 2.7 | 20.7% |

* Data does not necessarily match data reported on a similar chart in November 1993. The IDOP adopted calculation methods that more accurately reflect the actual situation in the various departments following the initial report.

** This data is different from that turned into the IDOP. It was created using IDOP instructions and organization information from the Department.
## Reduction of Layers of Management

In Compliance with House File 2454
1992 Iowa Acts

### How Change Was Accomplished

<table>
<thead>
<tr>
<th>Date Sent</th>
<th>Department</th>
<th># of Layers Prior to Change</th>
<th># of Layers After Change</th>
<th># of Prior Supervisory Positions</th>
<th># of Current Supervisory Positions</th>
<th>Change in # of Supervisory Positions</th>
<th>Positions Deleted</th>
<th>Supervisory Duties Moved to an Existing Supervisor</th>
<th>Supervisory Duties Moved</th>
<th>Other</th>
<th>Savings Realized in State Funds</th>
<th>Savings Realized from Other Funding Sources</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/9/94</td>
<td>Blind</td>
<td>3.00</td>
<td>2.60</td>
<td>14</td>
<td>10</td>
<td>-4</td>
<td>1</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>$1,341</td>
<td>$3,973</td>
<td>This elimination of supervisory positions does not result in the elimination of any significant programs or services. However, the response time to some service requests has been increased.</td>
</tr>
<tr>
<td>9/22/93</td>
<td>Civil Rights Commission</td>
<td>3.00</td>
<td>2.00</td>
<td>5</td>
<td>3</td>
<td>-2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>$0</td>
<td>$0</td>
<td>This elimination of supervisory positions does not result in the elimination of any significant programs or services.</td>
</tr>
<tr>
<td>6/22/94</td>
<td>College Student Aid Commission</td>
<td>3.00</td>
<td>2.30</td>
<td>7</td>
<td>7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>None.</td>
<td>None.</td>
<td>None.</td>
<td>This elimination of supervisory positions does not result in the elimination or reduction of any significant programs or services.</td>
</tr>
<tr>
<td>6/13/94</td>
<td>Commerce</td>
<td>4.00</td>
<td>3.00</td>
<td>78</td>
<td>63</td>
<td>-25</td>
<td>6</td>
<td>0</td>
<td>19</td>
<td>0</td>
<td>$300,000</td>
<td>$0</td>
<td>Department counts the Director position as a layer in each division even though the Director has been effectively eliminated and the division administrators are to rotate the duties of Director on an annual basis.</td>
</tr>
</tbody>
</table>
## Reduction of Layers of Management

In Compliance with House File 2454
1992 Iowa Acts

### How Change Was Accomplished

<table>
<thead>
<tr>
<th>Date Sent</th>
<th>Department</th>
<th># of Layers</th>
<th># of Layers</th>
<th># of Prior Supervisory Positions</th>
<th># of Current Supervisory Positions</th>
<th>Change in # of Supervisory Positions</th>
<th>Positions Deleted</th>
<th>Supervisory duties moved to an existing supervisor</th>
<th>Supervisory duties moved</th>
<th>Other</th>
<th>Savings realized in State Funds</th>
<th>Savings realized from other funding sources</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/17/94</td>
<td>Corrections</td>
<td>4.75</td>
<td>4.00</td>
<td>238</td>
<td>206</td>
<td>-33</td>
<td>10</td>
<td>10</td>
<td>7</td>
<td>5</td>
<td>$100,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9/14/93</td>
<td>Cultural Affairs</td>
<td>4.00</td>
<td>2.00</td>
<td>9</td>
<td>4</td>
<td>-5</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>$4,000</td>
<td>$30,000</td>
<td></td>
<td>No elimination or reduction of any significant programs.</td>
</tr>
<tr>
<td>8/24/94</td>
<td>Economic Development</td>
<td>3.00</td>
<td>3.00</td>
<td>40</td>
<td>18</td>
<td>-22</td>
<td>0</td>
<td>15</td>
<td>4</td>
<td>no estimate</td>
<td>no estimate</td>
<td></td>
<td>The change does not result in the elimination or reduction of any significant programs or services. Any savings will be applied to support planning, research, or business marketing.</td>
</tr>
<tr>
<td>8/21/94</td>
<td>Education</td>
<td>3.86</td>
<td>3.14</td>
<td>39</td>
<td>29</td>
<td>-10</td>
<td>0</td>
<td>10</td>
<td>0</td>
<td>$60</td>
<td>$5,000</td>
<td></td>
<td>This elimination of supervisory positions does not result in the elimination or reduction of any significant programs or services.</td>
</tr>
<tr>
<td>8/18/94</td>
<td>Iowa Public Television</td>
<td>3.00</td>
<td>2.00</td>
<td>33</td>
<td>19</td>
<td>-14</td>
<td>0</td>
<td>13</td>
<td>1</td>
<td>$1,200</td>
<td>$60</td>
<td></td>
<td>This elimination of supervisory positions does not result in the elimination or reduction of any significant programs or services.</td>
</tr>
</tbody>
</table>
## Reduction of Layers of Management

In Compliance with House File 2454
1992 Iowa Acts

### How Change Was Accomplished

<table>
<thead>
<tr>
<th>Date Sent</th>
<th>Department</th>
<th># of Layers Prior to Change</th>
<th># of Layers After Change</th>
<th># of Prior Supervisory Positions</th>
<th># of Current Supervisory Positions</th>
<th>Change in # of Supervisory Positions</th>
<th>Supervisory duties moved to an existing supervisor</th>
<th>Position is downgraded and supervisory duties moved</th>
<th>Other</th>
<th>Savings realized in State Funds</th>
<th>Savings realized from other funding sources</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/21/94</td>
<td>Vocational Rehab.</td>
<td>6.00</td>
<td>5.00</td>
<td>39</td>
<td>34</td>
<td>-5</td>
<td>0</td>
<td>1</td>
<td>4</td>
<td>$1,503</td>
<td>$6,010</td>
<td>This elimination of supervisory positions does not result in the elimination or reduction of any significant programs or services.</td>
</tr>
<tr>
<td>6/17/94</td>
<td>Elder Affairs</td>
<td>3.00</td>
<td>2.00</td>
<td>4</td>
<td>2</td>
<td>-2</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>$6,833</td>
<td>$9,834</td>
<td>This elimination of supervisory positions does not result in the elimination or reduction of any significant programs or services.</td>
</tr>
<tr>
<td>6/17/94</td>
<td>Employment Services</td>
<td>6.12</td>
<td>3.33</td>
<td>134</td>
<td>64</td>
<td>-70</td>
<td>33</td>
<td>0</td>
<td>37</td>
<td>$32,934</td>
<td>$983,782</td>
<td>DES reduced number of supervisors on its own from 146 to 134 during FY 1990.</td>
</tr>
<tr>
<td>6/29/94</td>
<td>General Services</td>
<td>3.86</td>
<td>2.90</td>
<td>59</td>
<td>35</td>
<td>-24</td>
<td>0</td>
<td>12</td>
<td>8</td>
<td>4</td>
<td>N/A</td>
<td>4 of the supervisors lost supervisory duties but positions were upgraded.</td>
</tr>
<tr>
<td>6/28/94</td>
<td>Human Services</td>
<td>4.60</td>
<td>3.70</td>
<td>832</td>
<td>599</td>
<td>-233</td>
<td>103</td>
<td>25</td>
<td>104</td>
<td>$4,000,597</td>
<td>$0</td>
<td>For entire 7/1/91 to 7/1/94 period. Further detail available.</td>
</tr>
<tr>
<td>7/6/94</td>
<td>Inspection and Appeals</td>
<td>3.20</td>
<td>2.80</td>
<td>64</td>
<td>36</td>
<td>-28</td>
<td>7</td>
<td>16</td>
<td>2</td>
<td>3</td>
<td>$0</td>
<td>The deleted positions would have resulted in savings but the Department did not track the total. The 3 positions under the other category are positions that were contracted out (venerations at Des Moines racetrack).</td>
</tr>
<tr>
<td>7/27/94</td>
<td>Management</td>
<td>2.00</td>
<td>2.00</td>
<td>9</td>
<td>5</td>
<td>-4</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>$0</td>
<td>$0</td>
<td>No savings since salaries have been frozen.</td>
</tr>
<tr>
<td>8/3/94</td>
<td>Natural Resources</td>
<td>3.89</td>
<td>3.60</td>
<td>138</td>
<td>113</td>
<td>-25</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>6/15/94</td>
<td>Board of Parole</td>
<td>3.00</td>
<td>2.00</td>
<td>4</td>
<td>3</td>
<td>-1</td>
<td>1</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
## Reduction of Layers of Management

**In Compliance with House File 2454**  
1992 Iowa Acts

### How Change Was Accomplished

<table>
<thead>
<tr>
<th>Date Sent</th>
<th>Department</th>
<th># of Layers Prior to Change</th>
<th># of Layers After Change</th>
<th># of Prior Supervisory Positions</th>
<th># of Current Supervisory Positions</th>
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<th>Supervisory duties moved to an existing supervisor</th>
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<th>Other</th>
<th>Savings realized in State Funds</th>
<th>Savings realized from other funding sources</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>6/20/94</td>
<td>Personnel (does not include IPERS)</td>
<td>3.00</td>
<td>2.00</td>
<td>13</td>
<td>6</td>
<td>-7</td>
<td>0</td>
<td>4</td>
<td>3</td>
<td>$2,500</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/17/94</td>
<td>Public Health</td>
<td>3.30</td>
<td>3.20</td>
<td>50</td>
<td>37</td>
<td>-13</td>
<td>1</td>
<td>12</td>
<td></td>
<td>$853,110</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/14/94</td>
<td>Public Safety</td>
<td>4.50</td>
<td>3.90</td>
<td>23</td>
<td>13</td>
<td>-10</td>
<td>3</td>
<td>7</td>
<td></td>
<td>$66,300</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/20/94</td>
<td>Revenue and Finance</td>
<td>4.00</td>
<td>3.00</td>
<td>84</td>
<td>52</td>
<td>-32</td>
<td>9</td>
<td>21</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6/30/94</td>
<td>Transportation</td>
<td>6.00</td>
<td>4.10</td>
<td>555</td>
<td>392</td>
<td>-163</td>
<td>150</td>
<td>7</td>
<td>6</td>
<td></td>
<td>Cost increase of $66,000.</td>
<td></td>
</tr>
<tr>
<td>6/30/94</td>
<td>Commission on Veterans Affairs</td>
<td>5.00</td>
<td>3.50</td>
<td>95</td>
<td>41</td>
<td>-54</td>
<td>22</td>
<td>38</td>
<td>0</td>
<td>$0</td>
<td>$0 This elimination of supervisory positions does not result in the elimination or reduction of any significant programs or services. The 1991 layers of management number does not include 2 DHS layers.</td>
<td></td>
</tr>
</tbody>
</table>