



SPANS OF CONTROL

Policy Title: Management Guidelines on Reduction of Supervisory Layers and Spans of Control

Policy Type: Administrative

Policy Number: # 10-03 (2015)

Approved: 01/25/2016

Responsible Office: Human Resources

Responsible Executive: Chief of Staff

Applies to: University Community with the exception of faculty supervisors and research supervisors due to the unique role and mission of the instructional and research programs

POLICY STATEMENT

This policy outlines the University's goal to achieve and sustain a reduction in layers of supervisory management. Reduced layers of management are expected to enhance University wide communication, which can be adversely impacted by excessive layers of supervisory management, as well as improve efficiency and economies of scale with regard to supervisory resources. By increasing the number of employees currently managed by an individual supervisor, a reduction of managerial layers and an increase in spans of control within each Department and School/Division can be realized.

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DEFINITIONS

Agency: Norfolk State University (NSU)

Supervisor: The employee who has primary responsibility for making decisions on hiring,

assignment and monitoring of work, and performance management for at least one other individual within their work unit.

Supervisory span or span of control: the number of individuals who directly report to an individual supervisor excluding dotted line reporting relationships.

CONTACT(S)

The Associate Vice President for Human officially interprets this policy. The Associate Vice President for Human Resources is responsible for obtaining approval for any revisions as required by BOV Policy #1 (2014) Creating and Maintaining Policies <https://www.nsu.edu/Assets/websites/policy-library/policies/01/BOV-Policy-01-Creating-andMaintaining-Policies.pdf> through the appropriate governance structures. Questions regarding this policy should be directed to Human Resources.

STAKEHOLDER(S)

University departments/Colleges/Schools/Divisions

SPAN OF CONTROLS POLICY CONTENTS

Purpose

It is Norfolk State University's goal to achieve and sustain a reduction in layers of supervisory management in compliance with the JLARC recommendation presented in the Appropriation Act of 2015. Too many supervisory positions can adversely affect the efficiency and effectiveness of a function or department. The purpose of this policy is to establish guidelines for establishing and reviewing the number of layers within our departments and through various methods create broader spans of control.

Procedures

Department heads are expected to make every effort to achieve a minimum supervisory span of three (3) employees (including any administrative and executive assistants) for each supervisory position, with six (6) direct reports considered a desirable goal. Recognizing that the minimum supervisory span of three may not be achievable or appropriate in all circumstances, department heads have the discretion to depart from this standard when essential business needs or University operational needs dictate.

The minimum supervisory span of three may not be achievable or appropriate in every circumstance. When it is necessary for a Department Head to deviate from the minimum number of direct reports as specified in this policy, approval must be obtained from the appropriate Vice President or Associate Vice President (for those Associate Vice Presidents that report directly to the President) . This approval authority cannot be delegated to a subordinate except in exceptional circumstances.

Monitoring

Department Heads are required to review spans of control and update organizational charts

annually. This annual update time will be designated by the Office of Human Resources.

Opportunities to Review and Reconsider Spans of Control

These specific situations present opportunities to review spans of control and increase supervisory spans, thereby reducing layers of management. Department Heads should utilize these opportunities to advance the goals of this policy.

- Employee retirements and resignations
- Vacancies
- Organizational restructuring
- Department consolidation
- Transfers of supervisors to other departments
- Elimination of supervisory positions
- Layoffs
- Creation of new positions
- Use of a “lead employee” versus a formal supervisory position

Department heads should utilize these opportunities to advance the goals of this policy.

Assistance

The Office of Human Resources is available to provide consultative assistance to Department Heads in their efforts to increase supervisory spans and reduce organizational layers.

PUBLICATION

This policy shall be widely published and distributed to the University community. To ensure timely publication and distribution thereof, Human Resources will make every effort to:

1. Communicate the policy in writing, electronic or otherwise, to the University community within 14 days of approval;
2. Submit the policy for inclusion in the online Policy Library <https://www.nsu.edu/president/policy-library/index> within 14 days of approval;
3. Post the policy on the appropriate SharePoint Site and/or Website; and
4. Educate and train all stakeholders and appropriate audiences on the policy’s content, as necessary.

Failure to meet the publication requirements does not invalidate this policy.

REVIEW SCHEDULE

- Next Scheduled Review: 12/12/2021

- Approval by, date: President, 01/25/2018
- Revision History: 03/13/2017
- Supersedes: *None – New Policy*

RELATED DOCUMENTS

None

FORMS

None