



Appendix A – Span of Control Analysis

Departments of Education and Training, Families,
Infrastructure and Justice

Note: Organization charts and data provided by Manitoba.

Span of Control Analysis

KPMG reviewed the organization charts for Education and Training, Families, Infrastructure and Justice provided by Manitoba , to assess the extent that there may be opportunities in these departments to combine areas, flatten management, reduce costly inefficiencies, and contribute to the broader Workforce Adjustment Strategy (if approved by Government).

This analysis is a starting point, and is intended to provide Treasury Board Secretariat and decision-makers with a tool that can be used to challenge departments and proposals for sustainable reductions and savings during the upcoming budget development process.

Factors that may warrant a more narrow span of control should be considered as part of the decision-making process (e.g., geographically dispersed service delivery, complexity of work, shift work), as well as compensation issues and long-standing vacancies (i.e., eliminating long-standing vacancies may serve to exacerbate narrow spans of control).

Narrow Span of Control (SoC)

This appendix highlights areas within each of the four departments that appear to have a narrow span of control. We suggest these areas should be considered further, as a narrow span of control could be an indicator of too many layers of management and related costs and inefficiencies. It should be noted that some management/supervisory positions identified may not be within the excluded category of positions; however, these positions could potentially be considered in future years as part of the Government’s Workforce Adjustment Strategy.

As noted previously, Government should also consider what is an optimal structure for regional service delivery, as some (common) functional areas may be unnecessarily duplicated in each regional area.

Note: Colours are used in each of the following organizational charts to distinguish between different management layers, for example:

- **Red:** first/top level
- **Black:** second/middle level
- **Purple:** third/lower level



Department of Education and Training¹

¹The SoC analysis has not accounted for vacant positions. Manitoba should consider reviewing and eliminating long-standing vacancies which will likely impact the analysis.

Span of Control Analysis – Department of Education and Training

KPMG reviewed the organization charts for Education and Training provided by Manitoba to assess the extent that there may be opportunities within the Department to combine areas, flatten management, reduce costly inefficiencies, and contribute to a broader Workforce Adjustment Strategy.

The following pages identify further, specific areas within Education and Training that appear to have a narrow span of control, as well as areas where there may be potential to combine and streamline functions and programs and flatten management. We suggest these areas should be considered further as a narrow span of control could be an indicator of too many layers of management and related costs and inefficiencies.

Our analysis also suggests that Government should consider the need for numerous and specific classification levels within departments (e.g., "Senior" Executive Director and "Deputy" Executive Director). These titles may be more symptomatic of compensation issues.

This analysis is a starting point, and is intended to provide Treasury Board Secretariat and decision-makers with a tool that can be used to challenge the Department and its proposals for sustainable reductions and savings. Within this context, it should be noted that:

- The following examples should be considered along with the Education and Training examples highlighted in the main body of the business case (which highlighted the prevalence of common policy, IT and finance-related positions across this Department, as well as the distinct offices/directorate that could potentially be combined with other functional areas);
- There may be valid reasons for instances of narrow span of control (e.g., complexity of work);
- Elimination of long-standing vacancies within certain areas of the Department, without further changes, may exacerbate some of the issues identified;
- Some common functional areas may be unnecessarily duplicated within regional service delivery areas; and
- Some management/supervisory positions identified may not be within the excluded category of positions; however, these positions could potentially be considered in future years as part of the Government's Workforce Adjustment Strategy.



Department of Families¹

¹The SoC analysis has not accounted for vacant positions. Manitoba should consider reviewing and eliminating long-standing vacancies which will likely impact the analysis.

Span of Control Analysis – Department of Families

KPMG reviewed the organization charts for Families provided by Manitoba to assess the extent that there may be opportunities within the Department to combine areas, flatten management, reduce costly inefficiencies, and contribute to a broader Workforce Adjustment Strategy.

The following pages identify further, specific areas within Families that appear to have a narrow span of control, as well as areas where there may be potential to combine and streamline functions and programs and flatten management. We suggest these areas should be considered further as a narrow span of control could be an indicator of too many layers of management and related costs and inefficiencies.

This analysis is a starting point, and is intended to provide Treasury Board Secretariat and decision-makers with a tool that can be used to challenge the Department and its proposals for sustainable reductions and savings. Within this context, it should be noted that:

- The following examples should be considered along with the Families examples highlighted in the main body of the business case (which highlighted the prevalence of common policy, IT and finance-related positions across this Department, as well as the distinct offices that could potentially be combined with other functional areas);
- There may be valid reasons for instances of narrow span of control (e.g., complexity of work);
- Elimination of long-standing vacancies within certain areas of the Department, without further changes, may exacerbate some of the issues identified;
- Some management structures and positions may be unnecessarily duplicated within the regional service delivery model; and
- Some management/supervisory positions identified may not be within the excluded category of positions; however, these positions could potentially be considered in future years as part of the Government's Workforce Adjustment Strategy.



Department of Infrastructure¹

¹The SoC analysis has not accounted for vacant positions. Manitoba should consider reviewing and eliminating long-standing vacancies which will likely impact the analysis.

Span of Control Analysis – Department of Infrastructure

KPMG reviewed the organization charts for Infrastructure provided by Manitoba to assess the extent that there may be opportunities within the Department to combine areas, flatten management, reduce costly inefficiencies, and contribute to a broader Workforce Adjustment Strategy.

The following pages identify further, specific areas within Infrastructure that appear to have a narrow span of control, as well as areas where there may be potential to combine and streamline functions and programs and flatten management. We suggest these areas should be considered further as a narrow span of control could be an indicator of too many layers of management and related costs and inefficiencies.

This analysis is a starting point, and is intended to provide Treasury Board Secretariat and decision-makers with a tool that can be used to challenge the Department and its proposals for sustainable reductions and savings. Within this context, it should be noted that:

- The organization charts provided to us did not contain a sufficient level of detail to be able to fully assess potential issues and opportunities (e.g., in certain areas, highlighted in the pages below, a block number of positions were identified);
- Long-standing vacancies should be clearly identified and eliminated and, along with sufficient detail in organizational charts, spans of control should be reassessed;
- Further consideration should be given to the need for different technical positions within a single area, and across regional service areas (e.g., regional construction engineer or construction engineer, senior project engineers, regional senior project managers, and senior project managers);
- Some management structures and positions may be unnecessarily duplicated within the regional service delivery model; and
- Some management/supervisory positions identified may not be within the excluded category of positions; however, these positions could potentially be considered in future years as part of the Government's Workforce Adjustment Strategy.



Department of Justice¹

¹The SoC analysis has not accounted for vacant positions. Manitoba should consider reviewing and eliminating long-standing vacancies which will likely impact the analysis.

Span of Control Analysis – Department of Justice

KPMG reviewed the organization charts for Justice provided by Manitoba to assess the extent that there may be opportunities within the Department to combine areas, flatten management, reduce costly inefficiencies, and contribute to a broader Workforce Adjustment Strategy.

The following pages identify further, specific areas within Justice that appear to have a narrow span of control, as well as areas where there may be potential to combine and streamline functions and programs and flatten management. We suggest these areas should be considered further as a narrow span of control could be an indicator of too many layers of management and related costs and inefficiencies.

This analysis is a starting point, and is intended to provide Treasury Board Secretariat and decision-makers with a tool that can be used to challenge the Department and its proposals for sustainable reductions and savings. Within this context, it should be noted that:

- The organization charts provided to us did not contain a sufficient level of detail to be able to fully assess potential issues and opportunities;
- Elimination of long-standing vacancies may exacerbate narrow spans of control in some areas and/or provide opportunities to reduce management positions;
- Government may wish to consider the optimal regional structure for this Department (e.g., Sheriff Services – Executive Director, Regional Senior Sheriff; Sheriff; Deputy Sheriff); and
- Some management/supervisory positions identified may not be within the excluded category of positions; however, these positions could potentially be considered in future years as part of the Government’s Workforce Adjustment Strategy.



Appendix B - Distinct Offices and Secretariats

Note: Organization charts and data provided by Manitoba.

