



## Response to Questions on the 2016 LOBs

**Request By:** Supervisor Herrity

**Relevant LOB(s):** N/A

**Question:** What are the management to staff ratios in the Department of Family Services (DFS) (assume supervisors are staff)?

**Response:**

DFS is a large agency with almost 1,500 merit employees. As such, DFS has a diverse management structure which varies depending on the specific needs of the program. DFS is overseen by a Director and Deputy Director. There are seven distinct program areas within DFS, all overseen by a Division Director. They are:

- Self Sufficiency
- Adult and Aging
- Children, Youth and Families
- Child Care
- Office for Women Domestic & Sexual Violence Services (OFWDSVS)
- Director's Office/Cross Division Services
- System of Care/Children's Services Act (CSA)

No two management structures within each program area are alike. This is primarily due to the size and complexity of the programs as well as the diverse needs of the individuals served. Supervisors are not defined at a specific grade or title but rather job function based on specific program requirements. The following are examples of the diverse and complex management structures within DFS:

- School-Age Child Care (SACC) Program – All SACC Centers have a Child Care Center Supervisor (S-20), with direct responsibility for working with and supervising a SACC team, comprised of Child Care Teacher IIs (S-18), and full and/or part-time Child Care Teacher Is (S-15) to ensure appropriate staff-child ratios are maintained (the staffing ratio ranges from 1 supervisor to 2 to 5 staff, depending on the enrollment at each SACC Center). Working together, the SACC center staff supervise the children, and provide a program of activities which supports the developmental goals for the children to expand their interests, develop their talents, and enhance their learning. In addition to supervising the center staff and daily program, the Center Supervisor is responsible for ensuring that the program meets all county and state standards. SACC Regional Supervisors (S-24) provide supervision and support for SACC Centers including site-visits, technical assistance and program assessments. SACC Regional Supervisors report to SACC Program Administrators (S-27) who are responsible for services within a geographic area as well as program-wide



administrative functions. The SACC Director (S-32), under the general supervision of the Child Care Division Director, oversees the activities of the School Age Child Care program.

- System of Care/CSA – While System of Care/CSA is the second largest program area in terms of funding (\$44.2 million in FY 2016), it is the smallest in terms of positions (13/13.0 FTE positions, three of which are S-31 or above). This is because System of Care/CSA services are contracted out and thus no services are directly provided by County staff. The System of Care/CSA staff do oversee the purchase of services, compliance and utilization review.
- Public Assistance – There are more than 300 employees (Human Service Workers I to V) who determine initial and ongoing eligibility for Public Assistance programs such as Medicaid, Temporary Assistance for Needy Families, and Supplemental Nutrition Assistance Program. Staff performing these functions are primarily located at DFS’ main regional offices (Reston, Fairfax, Alexandria and Annandale). Human Service Worker V (S-27) manager positions oversee the case management and site operation activities at each of the four regional offices. The Human Service Worker V manager positions directly supervise the Human Service Worker IV (S-24) supervisor positions. Each Human Service Worker IV supervisory position oversees a unit of seven to eight front-line Human Service Workers (I, II, and IIIs) who have direct client contact, process applications and perform ongoing case management activities.

Additionally, many supervisors are considered “working supervisors” so while there may be subordinates reporting to them, they also carry a workload in addition to their supervisory duties. Expanding on the Public Assistance program noted above, a Human Service Worker IV not only supervises lower level Human Service Workers (I, II, and IIIs) but may also carry a caseload, often times addressing the more complex cases.

This diverse and complex management structure makes it difficult to quantify an unduplicated count of supervisors to subordinates; however, if DFS only looks at employees at a grade of S-31 and above, DFS has 31 positions out of the almost 1,500 merit employees for a management to staff ratio of 1:47. These positions are spread throughout the organization and are dictated by the complexity of work performed.