

# Managerial Oversight

SullivanCotter's Workforce Metrics Benchmark Survey

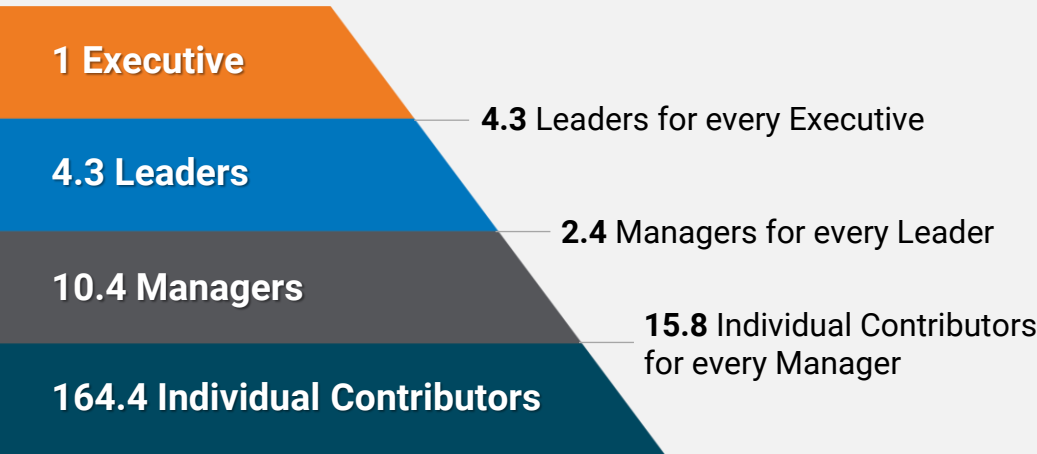


As health care organizations look for better ways to optimize care delivery and improve performance, evaluating the number of direct and indirect reports can identify opportunities to streamline managerial oversight. This helps to reduce the cost of labor and can lead to improved employee autonomy, engagement, and satisfaction.

## Span of Control by Career Stage

### Typical Per-Executive Reporting Structure

Number of Expected FTEs Under Each Executive Based on Median Span of Control



Almost **179.1 FTEs** report up through **each executive**



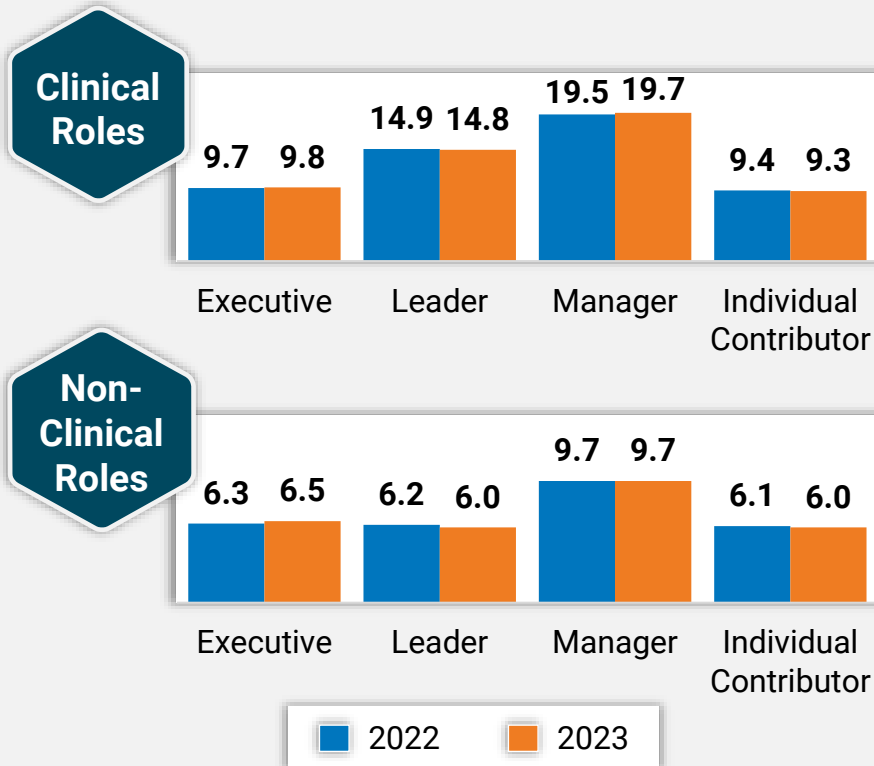
Approximately **10.5 individual contributors** for every management FTE



## Direct Span of Control by Career Stage

Span of control remains stable from 2022 to 2023, and clinical span continues to be higher compared to non-clinical roles

### 2022-2023 Direct Span of Control by Job Family



Managing span of control can help ensure the right balance between management oversight and employee autonomy

### Insights from SullivanCotter's recent Executive Compensation Pulse Survey



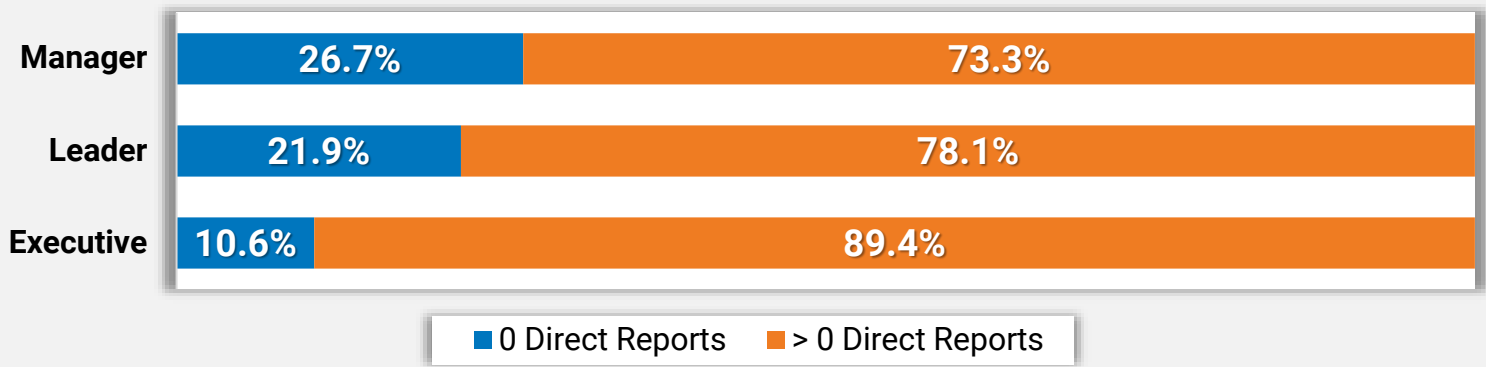
29% of participants had **already made changes** to span of control for their executive group



Another 50% **expected to make changes** over the next 12 months

Nearly 27% of titled Managers do not have any formal people accountability.

## 2023 Direct Span of Control by Career Stage



Need help evaluating the data by career stage?  
Our consultants can help to perform custom analyses and modeling

### The survey database allows organizations to:

- Compare span of control with other organizations
- Assess average number of direct reports compared to the market distribution for a custom peer group
- Analyze span of control and its effect on management efficiency
- Identify potential cost opportunity by targeting a market median span of control ratio

### Example – Span of Control Benchmarking

Career Stage	Custom Peer Group - Direct Span of Control								Example Organization Avg.	Difference Span of Control
	FTEs	P10	P25	P50	Avg.	P75	P90			
<b>Excluding Zeros</b>										
Executive	110.3	1.3	3.1	4.0	6.3	8.4	11.3	5.0	1.3	
Leader	503.9	1.7	3.3	5.0	6.6	8.3	13.3	7.5	-0.9	
Manager	1,342.4	1.3	2.5	6.0	8.8	11.3	18.9	11.1	-2.3	
IC	19,374.9	1.7	3.3	11.5	18.3	21.9	33.4	3.7	14.6	
<b>Including Zeros</b>										
Executive	110.3	0.3	0.5	1.0	1.3	1.5	2.3	3.0	-1.7	
Leader	503.9	0.0	0.3	0.8	1.0	1.3	2.0	0.7	0.5	
Manager	1,342.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
IC	19,374.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	



Career Stage	Example Organization FTE Headcount	Modeled FTE Headcount	Potential FTE Opportunity*	Potential Cost Opportunity
Executive	130.4	120.0	-10	\$4,622,784
Leader	445.4	409.8	-36	\$10,315,888
Manager	1,358.6	1,249.9	-109	\$1,550,719
Individual Contributor	17,165.5	15,792.3	-1,373	\$1,238,954
<b>TOTAL</b>	<b>20,000</b>	<b>17,571.9</b>	<b>-1,528</b>	<b>\$17,728,345</b>

Source: SullivanCotter 2023 Workforce Metrics Benchmark Survey Report

Address health care staffing challenges with unique insight into the **size, shape, cost, and demographic representation** of your workforce



Access **detailed breakdowns** by Executive, Leader, Manager, and Individual Contributor career stages for different organization size categories.

Learn more about our **Workforce Metrics Benchmark Survey**

### Learn More:

[Contact-Us@sullivancotter.com](mailto:Contact-Us@sullivancotter.com)

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