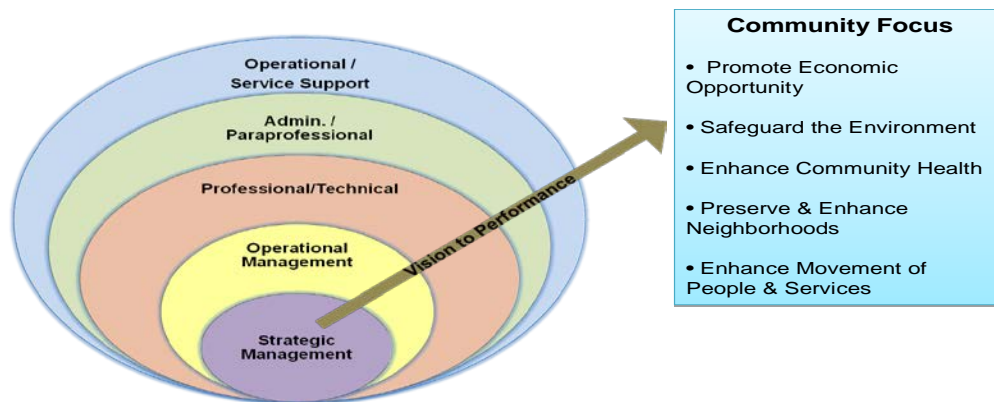


Eliminating Bureaucracy, Flattening the Organization

A. Strategic Emphasis, Streamlined Approach

In addition to becoming a smaller organization, Sarasota County has adopted a contemporary approach to organizational design. To expedite desired community outcomes, multiple reporting layers have been eliminated and re-placed with a streamlined model containing only 5 layers.

Value is placed on competencies (skills, knowledge and abilities) versus management title and rank. Each circle represents an “organizational band.” These bands do not directly correlate to size of budget, number of staff supervised, or salary. Instead, they relate to the primary job focus and expertise required to support the community. The model below represents collective focus and cohesive efforts to ensure vision to performance.



Significant progress in reducing layers has already been achieved. By July 2011, composition among the non-bargaining workforce is projected as follows:

| Organizational Band | # in workforce | % of workforce |
|---------------------------------|----------------|----------------|
| Operational Service Support | 161 | 16.3% |
| Administrative/Paraprofessional | 236 | 23.9% |
| Professional/ Technical | 394 | 39.9% |
| Operational Management | 186 | 18.8% |
| Strategy Management | 12 | 1.1% |

B. Fewer Managers, Higher Performing Employees

The five layer organization calls for fewer managers and increased accountability at all levels of the organization. The graph below reflects the shift toward fewer managers as a total % of the workforce.

| Group | Composition shift as a % of workforce FY 07-FY11 |
|--|---|
| Executives, Managers and Supervisors | Decreased 32% |
| Professional/Technical, Paraprofessional/Administrative Support, Operational Service Support | Increased 22 % |

C. Increased Flexibility, Fewer Position Classifications

To best meet community needs, building agility into the employee classification system is critical. This flexibility supports changing business needs while also facilitating staff opportunity to learn and grow. Numerous and confining position classifications have been replaced with a broader, more relevant, and adaptive classification system. Completion of these ‘broad band’ career tracks is anticipated in July 2011. Non-bargaining employees will have greater capacity to serve citizens through a wider set of contemporary competencies.

