

LIVINGSTON COUNTY
HUMAN RESOURCES
VACANCY REVIEW POLICY

RESOLUTION #2014-06-172

LIVINGSTON COUNTY, MICHIGAN

APPROVED: 6.02.2014

A. POLICY

1. **PURPOSE:** Livingston County instituted a number of cost reduction measures in light of the financial forecasts indicating the County would be unable to sustain current levels of services within available resources. One of those measures is a hiring freeze. The objective of the hiring freeze for general fund departments and departments that receive a significant subsidy from the general fund is to contribute to the reduction of the budget deficit and to begin to make long-term structural changes and improved efficiencies in Livingston County's work force.
2. **POLICY STATEMENT:** The Board of Commissioners instituted a hiring freeze on July 7, 2008, which resolved:
 - No position in a General Fund department which becomes vacant shall be replaced. In departments not funded by the General Fund, vacancies shall be posted internally with employees in General Fund departments given first consideration. The Board encourages the sharing of responsibilities within or between Departments. In addition supervisory positions may be filled internally as long as a vacancy ultimately falls off the payroll. The Board of Commissioners also endorses consolidation of County offices in order to reduce operating expenses.

In addition, on December 1, 2008 the Board reaffirmed their position on the hiring freeze by resolving:

- Any services funded by State/Federal grants which costs exceed grant funding and which services are not basic to the health, safety, and welfare of the residents of Livingston County and/or which are provided by others; shall be discontinued and the grant funding declined.
- The approved Authorization and Funded Employee List contained in the annual budget (as amended by authorization of the Board of Commissioners) shall limit the number of employees who are authorized to be employed and no funds are appropriated for any position or employees not on the approved Authorization and Funded Employee List.
- All vacancies that occur during this hiring freeze are hereby declared to be a position reduction on the Authorized and Funded Employee List for each such vacated position and funding shall be removed from the Courts, Elected Officials and Department Head budgets. Said vacated position shall not be filled, except by specific Board authorization.
- If the Board of Commissioners authorizes a vacant position to be filled, then all Judges, County Elected Officials and County Department Heads will hold that position vacancy that occurs during the fiscal year for the appropriate duration of time to properly compensate for vacation and/or sick payoffs to insure personnel expenditures don't exceed the authorized budget provided that the judges and elected officials can still perform their mandated functions at a serviceable level.

However, there may be a few instances in which the best interests of Livingston County are served by allowing a hire to take place. The attached Vacancy Review Guidelines explain the objective, criteria and procedures for granting exceptions to the hiring freeze.

Vacancy requests will be approved only when it is clear to the applicable Sub-Committee of the Board of Commissioners that:

- The work is essential to Livingston County;
- The Elected Official/Department Head has examined current work and staffing to identify and then implement changes that improve service, reduce costs and reduce the number of staff required to get the department's work done;
- Alternatives to getting the work done have been seriously explored including redesigning work, reassigning current staff, using additional technology or rethinking how work is performed, streamlining and any other staff-suggested means;
- Lower priority work has been eliminated, deferred, or handled some other way. In other words, with approval, can some of the department's current duties be discontinued?;
- There is no reasonable alternative to hiring.

Where there is no reasonable alternative to hiring, it is expected that another position will be surrendered. Step placement at hiring should be scrutinized to minimize overall personnel costs. Avoid incurring any costs that are not necessary. All County expenditures – not just personnel costs need to be examined to reduce costs to the greatest extent possible.

3. **APPLICABILITY:** Applies to all budgeted full-time and part-time positions that become vacant during the period of time that the hiring freeze is in effect. New positions must go through the applicable subcommittee with final approval vested in the Board of Commissioners. The hiring freeze applies to positions in a general fund department and to departments that receive a significant, greater than 50% general fund subsidy. Every position will be reviewed on an individual basis.

The following are the exceptions whereby a department head may fill a vacancy without first obtaining the approval of the Board of Commissioners:

- Where the Board of Commissioners has previously approved the filling of a vacancy of the same job classification and hours within the same budget year and that position is again vacated

Departments are permitted to temporarily increase staffing levels due to increased workload, vacancies created by terminations or employee leaves of absence if sufficient funding is available within that department's budget. No approval is required to return the incumbent employee to the original position. If funding is not available within a department's budget sufficient to cover the expense of a temporary position, the department must receive approval from the Board of Commissioners through the vacancy review procedure prior to filling a temporary vacancy.

The hiring freeze will be in effect until further notice, and will not be lifted without an affirmative action taken by the Board of Commissioners.

4. **DEFINITIONS:**

5. REFERENCE AND LEGAL AUTHORITY:

BOARD RESOLUTION #604-193:.....Resolution Establishing a Position Review Process to Justify the Current Need for Vacant Positions under the General Hiring Freeze

BOARD RESOLUTION #2008-07-201:.....Resolution Authorizing Implementation of Adjustments to the 2008 Livingston County Budget

BOARD RESOLUTION #2008-12-352:Resolution Adopting the 2009 Livingston County Budget

BOARD RESOLUTION #2009-05-156:Resolution Authorizing Livingston County's Annual Budget Process and Calendar for 2010

6. SEE ALSO:

PERSONNEL POLICY: Workforce Reduction

FORM: Livingston County 2004 General Hiring Freeze, Request to Fill

FORM: Request for Exception to the Hiring Freeze

7. SUPERSEDES: #2009-07-217; #2010-06-189, and #2012-01-019.

8. APPROVED BY:

PERSONNEL COMMITTEE: 05/21/2014

FINANCE COMMITTEE: 05/28/2014

BOARD OF COMMISSIONERS: 06/02/2014

9. RESOLUTION: #2014-06-172

10. REVIEW HISTORY:

B. PROCEDURE:

The requesting Elected Official/Department Head will complete the analysis required to Request an Exception to the Hiring Freeze. The appropriate Board Sub-Committee will review all requests for hiring within their jurisdiction. Only when the appropriate Board Sub-Committee is confident that the hire meets the criteria will the authorization be provided prior to making a job offer.

The Board Sub-Committee may request clarification or additional information as deemed necessary.

Administration will adjust budgets to reflect the savings from vacant positions.

RESOLUTION #2012-01-019	APPROVED: 1.17.2012
RESOLUTION #2010-06-189	APPROVED: 6.21.2010
RESOLUTION #2009-07-217	APPROVED: 7.06.2009

[SEE REQUEST FOR EXEMPTION TO HIRING FREEZE ATTACHED HERETO]

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Policy Rescinded 4-2015

REQUEST FOR EXCEPTION TO THE HIRING FREEZE

Request Submitted by:

Title of Position to be Filled:

Salary:

Position Control#:

Annual Cost of Budgeted Position (incl. fringe benefits):

Projected Cost for the next five years (incl. fringe benefits):

New Position/Classification (Yes/No):

If No: Name of Employee Last Occupying this Position

When did the position become vacant?

Has sufficient time been given to properly compensate for vacation and/or sick pay-offs to insure personnel expenses do not exceed the authorized budget?

1. Briefly describe this position and why you believe that it is essential enough to warrant an exception to the overall Livingston County hiring freeze. Provide a copy of the job description.

2. Budgeted department head count for the past five years:

Jan., 20__ : Jan., 20__ : Jan., 20__ : Jan., 20__ : Jan., 20__ :

3. Recognizing that all Elected Officials/Department Heads are expected to provide quality supervision and be creative problem solvers, how could the department reassign work and/or personnel to get all essential work of the department done without additional hiring?

4. Specifically list three reasonable options or detriments to the department if your request to replace a position is denied.

5. What budget saving measures has this department implemented? Have additional measures been identified? For example, use of temporary employees or part-time (less than 30 hours) employees Please provide explanation(s).

7. Has current staff been working overtime and, if so, how much is currently being worked or how much is planned to be worked per week (on the average)?

8. Has cross-trained staff been fully utilized to maximize the output of existing staff? Please provide explanation(s).

9. Are your actual revenues coming in at your projected budgeted revenue amounts?

Policy Rescinded 4-2015