



Mark A. Hackel
County Executive

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To: County Staff

From: Andrew S. McKinnon, Director
Human Resources and Labor Relations

Date: April 28, 2020

Re: Hiring Action Plan

We wanted to share with all staff what we are discussing with our leaders in regard to staffing and needs. We are moving forward with hiring in a very deliberate way. Attached to this email is our "Hiring Action Plan". As you will see, this isn't a freeze but a way of moving forward that we hope will help us in protecting our staff's current pay, benefits and collectively bargained increases over the course of the next couple years.

Our staff consists of so many dedicated public servants, and we want to honor you all and find opportunities if we can. While we believe there will be a constriction in the number of county staff we employ, it is our fervent desire to do that through natural attrition and look to fill positions internally if we can.

I know that we have many grant funded positions and positions from dedicated funding sources. Those positions will also be subject to the "Hiring Action Plan" as the State may cut funding quickly based on its precarious budgetary position.

You may already be aware of this information as we did send it out to our HRLR Solutions team over the weekend.

Thank you all for your contributions during this pandemic and please stay safe.

Hiring Action Plan

BACKGROUND

Due to the COVID-19 pandemic, and the potential financial challenges facing the County, a Hiring Action Plan has been created to evaluate the hiring process.

OBJECTIVE

The goal of the Hiring Action Plan is to protect jobs and preserve competitive wages for employees during this unprecedented time. This means that vacant positions will not be automatically approved to be posted for recruitment. For all vacant positions, the following action plan will be followed.

PLAN SPECIFICS

Under the Hiring Action Plan all current and future employment vacancies will be evaluated to determine the importance the position has to essential operations of the department/County. The Hiring Action Plan will be effective immediately and will be in place until further notice.

Vacancy Review Process

1. Department creates a Requisition in NEOGOV, the County's Applicant Tracking System (ATS), for the vacancy.
2. HRLR Consultant assigned to the Department will facilitate a discussion and obtain necessary information to move the vacancy through the approval process. The discussion will include questions such as the need for the position, the length of time the position was vacant, current staffing levels, the ability to fill the position internally, as well as other justifications to fill the position.
3. The provided information will be used in conjunction with other considerations to evaluate the need to fill the vacancy. This evaluation will have a 3-step approval process and may be denied at any step:
 1. Human Resources and Labor Relations Department
 2. Finance Department
 3. County Executive's Office

Considerations:

The following will also be considered when evaluating the necessity of the position:

- Filling a vacant position is part of COVID-19 response activities necessary to address the emergency.
- Filling a vacant position is required by specific legal mandate, federal mandate, or court order.
- Filling a vacant position is critical to protecting the health, safety, or welfare of County residents, including residents of a County institution or facility.
- Filling a vacant position is necessary to produce budgetary savings, protect existing state revenue, or secure additional state revenue.
- Filling a vacant position is necessary for a program that is 100% grant funded and has no direct or indirect impact to the County’s general fund.

THE HIRING ACTION PLAN IS NOT A HIRING FREEZE:

To better demonstrate what the Hiring Action Plan is and is not, please refer to the chart below:

Hiring Action Plan Is	Hiring Action Plan Is Not
All vacancies are reviewed and taken into consideration for processing	All vacancies are on hold
Approved vacancies will be posted	Job postings are removed
Staffing levels are continuously monitored	Employees who leave are not replaced
The interview process is geared towards hiring top talent to achieve operational efficiency	Interviews are canceled
Job offers are made to achieve operational efficiency	Job offers are canceled
Promote the County as a place to have a rewarding career	Opportunities to promote the County to job seekers and the community are ceased
Address poor performers to achieve department objectives	Poor performers are not addressed to keep staffing levels high
Employees are encouraged by available career paths and promotional opportunities	Employee morale suffers due to stagnant internal career paths and opportunities