



## **PERSONNEL POLICY**

### **SUBJECT: REORGANIZATION**

DATE: January 1, 2017

Number: 208-16

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#### **I. Statement of the Policy**

As a public agency, Fulton County has a responsibility to our citizens to ensure that taxpayer funds are used appropriately, and that we are working as efficiently, effectively, and productively as possible on their behalf. Fulton County therefore encourages the County Manager, Department Heads and Appointing Authority to routinely review departmental operations to determine whether there are performance gaps or opportunities for improvement - such as increasing operational efficiency, reducing costs and making County government more customer-friendly. Sometimes improvements require changing the organizational structure of a unit, program or division and/or the elimination, addition or redistribution of job functions within a department. It is the policy of Fulton County to have any changes to the organizational structure of departments centrally reviewed and approved by the County Manager prior to implementation.

A reorganization is the restructuring of departmental operations. A reorganization may occur for various reasons including, but not limited to, the following:

- To improve operational efficiency
- To reduce costs or for other budgetary reasons
- The merger, repositioning or realignment of business units
- To meet the strategic needs of the County or department
- To provide a better service model
- The addition or loss of grant funds
- The addition or termination of a program or service

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- A significant change in technology.

The structure of the County has a profound effect on the delivery and funding of services. Accordingly, Fulton County adopts this policy to formally outline the process for the preparation, coordination, review, approval and implementation of changes to the organizational structures of County departments.

The provisions of this policy are intended to ensure a thoughtful and thorough analysis of workforce demands, financial resources and the needs of County residents prior to the implementation of any departmental reorganization. The County Manager, Department Heads and Appointing Authorities must consider the concerns of and impact on employees, employee unions, other departments, vendors, citizens and any related stakeholders while developing reorganization proposals. In addition, because reorganizations impact classifications and employees, Department Heads and Appointing Authorities are required to work in conjunction with the Department of Human Resources Management and the Office of the County Attorney to ensure all personnel matters are processed and handled in accordance with federal and state law and Fulton County policies and procedures. A reorganization shall become effective the first pay period following approval by the County Manager or the requested effective date, whichever is later.

This policy is not to be used to eliminate specific personnel or as a substitute to disciplinary policies or procedures. While department reorganization may result in the reclassification of and/or other changes to an existing position(s) or the creation of new positions; this process should not be used to request for individual reclassification. Individual reclassification requests occur pursuant to the Positions and Compensation Policy and Procedure when the established classification of an incumbent employee's current position is changed due to significant and permanent changes in the assigned responsibilities as the result of long-term adjustments to work assignments. If following implementation of a reorganization, there are any employees that have been displaced or declared excess or surplus to the needs of the department, the County Manager will seek approval of the Board of Commissioners to separate those employees via a reduction in force.

## **II. Background and Applicability**

This Policy and the accompanying Procedure shall apply to any change in the organizational structure of an existing unit, section, program or division within a department, which results in the realignment of existing supervisory, managerial or other reporting relationships and/or the elimination, addition or redistribution of functions.

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### **III. Definitions**

Reorganization is defined as a management initiated rearrangement of duties and responsibilities or of reporting relationships of multiple positions within or between a department's organizational units.

### **IV. Establishment and Implementation of Procedure**

The County Manager, in consultation with the Chief Human Resources Officer and the County Attorney, is authorized to establish and modify, as needed, a procedure for implementing this policy.

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## PERSONNEL PROCEDURE

### SUBJECT: REORGANIZATION

DATE: March 17, 2017

Number: 208-16

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#### I. Procedures

A Reorganization is a management initiated rearrangement (or restructuring) of duties, responsibilities and/or of reporting relationships of multiple positions within or between a department's organizational units. The County Manager may authorize the reorganization of any department, but must inform the BOC 30 days prior to the effective date of any reorganization that may lead to a reduction in force. No Department Head or Appointing Authority may reorganize their department without prior written approval from the County Manager; however, neither the elimination nor the addition of a single division, program or unit within a department shall constitute a reorganization for purposes of this policy and procedure.

Reorganization requests should be submitted far enough in advance (typically 90-180 days) of an estimated effective date in order to provide sufficient time for a complete and thorough review and analysis by the County Manager, the Finance Department and the Department of Human Resources Management (DHRM). The effective date of the reorganization will be determined by the complexity of the reorganization request, the volume of the changes requested, and the time needed for thorough analysis of the reorganization request. To the extent a reorganization will require the establishment of a new accounting or budget set up, reorganization plans should be developed in concert with the fiscal year budget whenever feasible.

##### A. Submission of Reorganization Requests to the County Manager

A Department Head/Appointing Authority formally initiates the reorganization process by preparing and submitting a reorganization plan to the County Manager. The reorganization plan is a detailed description of all changes to the organizational structure of the department that will result from the reorganization. Examples of the changes that may occur include change(s) in reporting relationships; creation of new positions; reallocation of existing vacant positions; and/or reclassification of multiple

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positions in conjunction with other actions (reclassification upward, title change, reclassification downward).

The Reorganization Plan must include the following:

1. A clear explanation of each proposed change, including the need for the change. This is the most important part of the Reorganization Plan. It should identify simple, clear reasons for the proposed organizational changes. If the reorganization is in part due to a federal program change, a change in law, or any other legal basis, that legal authority should be referenced and attached. The Appointing Authority/department head should also describe the operational impact should the reorganization request not be approved.
2. A description of the budget and fiscal impact of the proposed changes include specification of the effects of the reorganization on the budget of each affected organizational division, unit or program, as applicable. It must include an estimate of any reduction or increase in expenditures expected to result from the reorganization.
3. An explanation of how the proposed changes will support, benefit or otherwise add value to the department, unit or program's objectives and mission including a description of any improvements in operational efficiency and/or service delivery expected to result from the reorganization.
4. A personnel impact summary that provides an explanation of the impact the reorganization has relating to the personnel of each affected organizational unit, including but not limited to the number of employees that will be transferred and/or subject to placement or layoff, new positions and reclassifications.
5. Current and proposed organization charts for each unit, division, bureau, program or section affected by the reorganization. Employee names should not be shown on the charts; however, the Department Head/Appointing Authority should use position numbers on the organization charts that are being reclassified so that they can be easily identified.
6. A proposed implementation date for the reorganization to be determined by the complexity of the reorganization, volume of the changes requested and time needed for thorough analysis of the request.
7. A plan for how to communicate and share information about the proposed reorganization with department employees throughout each step of the reorganization process.

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8. A plan for filling positions in the new structure. Options include lateral reassignments and/or full recruitments for all new positions. (Note: Appointing Authorities/Department Heads should consult with the Department of Human Resources Management (DHRM) regarding filling positions within the new organizational structure.)

Requests for reorganization must include all of the items identified above. Incomplete requests will be returned to the department. Submission of an incomplete request may delay review of the request.

### **B. Development of a Communication Plan.**

Developing and implementing an effective communication plan will assist in keeping employees engaged and productive in the midst of organizational changes. Appointing Authorities/Department Heads should consider identifying a point person for coordinating information needs for all involved and impacted. Development of the communication plan should involve the following:

- Identification of the groups the department will need to communicate with throughout the implementation.
- Determination of who will draft communications, the method of delivery (in-person, e-mails, memoranda, etc.) and the timing of the communication.
- Determination of whether a departmental intranet site (which may help with rumor control) is an appropriate tool in the reorganization plan.
- Determine if a meeting with employee unions is necessary and coordinate through the Personnel Department.
- Development of a preliminary schedule of informational meetings with staff.
- Inclusion of regular meetings, in coordination with the Office of External Affairs, that will provide feedback from management, staff and client groups.

The Appointing Authority/Department Head should facilitate ongoing communication with staff by remaining open and listening to employee suggestions and concerns.

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## **II. Responsibilities**

The specific responsibilities under this policy are assigned to County departments and agencies as specified below:

### **A. The Department Head/Appointing Authority Requesting the Reorganization**

1. Analyze current processes to determine whether existing functions and organizational structures are meeting department and/or County objectives. This process may include any of the following:
  - Reviewing department programs and processes to determine if organization structures are enabling or hindering successful operations and identifying areas for improvement;
  - Collecting data to identify gaps between the actual vs. desired performance of the department, unit or program; and
  - Identifying opportunities for cost reduction, improved efficiency and/or increased effectiveness including elimination of processes and functions that do not further the department's, unit's or program's vision, mission or objectives.
2. Meet with key stakeholders of the department, including managers and customers, to determine their expectations for the services and programs the department provides.
3. Put together an analysis and planning committee that, ideally includes:
  - Key department managers
  - Representatives from other departments who are involved in or impacted by the department's business processes
  - A Department of Human Resources Management (DHRM) Representative
  - A Representative from the Office of the County Attorney
4. Determine if a different organizational structure is needed to support improved business processes, to support customer needs, to meet program, unit, department or County goals and/or to achieve desired outcomes.
5. Identify a new structure or model that will support your goals, including Distribution of functions throughout the department, unit or program (definition

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- of functions to be performed, groupings of functions, and the relationships among functions)
6. Prepare position description questionnaires (PDQs) that convey the changes in duties and responsibilities for each position affected by the reorganization.
  7. Development of the Reorganization Plan.
  8. Collaborate with the DHRM on the development of class specification for any new classifications established as a result of the reorganization.
  9. Develop an ongoing communication plan, including:
    - Identifying the different groups who will need communication and the messages/information each group will need;
    - Determining a schedule for informational meetings with staff;
    - Planning communications outside the department to announce the reorganization and articulate the reasons for the change to stakeholders; and
    - Setting up individual meetings with employees who may be impacted by a Reduction in Force and employees whose jobs will change significantly as a result of the reorganization.
  10. Consider how the changes will affect employees and plan for transitions, including the following:
    - Determination of the skills needed for any new positions;
    - Assessment of the skills, knowledge and experience of current department staff including potential and readiness for new assignments;
    - Comparison of current employee skill sets with what is needed for new positions; and
    - Determination of training needs to prepare staff for new positions.
  11. Design, implement and/or coordinate any training needed to prepare staff for new positions.
  12. The Appointing Authority/Department Head, in consultation with the Department of Human Resources Management, shall prepare a spreadsheet with the names of every employee in the current organizational structure and for each employee, indicate:
    - Job title.
    - Date of hire.

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- How the employee will be affected by the structural changes, e.g., job will be eliminated.
- Physical location.
- Gender, ethnicity, age (for evaluation of adverse impact).
- Supervisor.

13. The Appointing Authority/Department Head shall prepare a spreadsheet for all new positions in the new organizational structure and indicate:

- Job title
- New supervisor
- Physical Location.

14. The Appointing Authority/Department Head shall prepare a timeline, which may be updated as needed, with dates for:

- Communicating with managers, supervisors and staff at critical points during the reorganization.
- Notifying employees who will be affected by the intended changes.
- Meeting with those affected. Notably, multiple meetings with managers and staff may be needed.
- Executing the recruitment plan to advertise new positions or initiate new assignments.
- Providing progress reports/updates to the program, unit or department.
- Initiating Reduction in Force (RIF) activity if needed, including detailed transition plans for each affected employee.
- Completing RIF activities if needed.
- Training existing staff if needed.
- Identifying the length of the transition period for each function.
- Launching of new services, programs, or units, if applicable.

15. Submit reclassification requests to the DHRM. Once the reorganization has been approved by the County Manager, the department may submit any reclassification requests/actions associated with the reorganization to the DHRM. Reclassification requests/actions that are submitted to the DHRM without the required County Manager approval will be returned to the department.

## **B. Department of Human Resources Management (DHRM)**

1. Provide technical assistance, throughout the development and implementation stages, on the personnel impact of reorganization changes. Prior to submitting its reorganization plan to the County Manager, the requesting department should contact the DHRM for an initial consultation relative to the proposed

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reorganization. The DHRM shall review the reorganization plan for the technical aspects of human resource management and provide its recommendations to the County Manager.

2. Provide classification assistance including an assessment and recommendation to the Appointing Authority/Department Head regarding the appropriate salary grade level and classification to be assigned to positions based on described duties and responsibilities.

Factors that will be considered in determining the appropriate classification for a position include, but are not limited to:

- Nature of the duties and responsibilities of the position including scope, level and complexity;
- Relationship of the position to other positions in the department;
- Level of Supervision given and/or received;
- Exercise of independent judgment; and
- Autonomy and authority related to decision-making and accountability.

### **C. Office of Diversity and Civil Rights Compliance**

1. Provide Guidance to Department Heads, Appointing Authorities and the County Manager regarding any potentially adverse impact of proposed organizational changes on protected groups.

### **D. Finance Department**

1. Provide guidance to reorganizing department regarding budget levels and other funding matters.

2. Identify potential changes to the Department's accounting/budget structure.

3. Provide budgetary analysis to County Manager and reorganizing department regarding proposed organizational changes.

### **E. Office of the County Attorney**

1. Provide opinion and other guidance with respect to the legal implications of proposed organizational changes and plan.

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