



B.J. Walker, Commissioner
Kenneth L. Jones, Director

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July 15, 2004

MEMORANDUM

TO: Gwendora Bailey, Assistant Division Director
Lynn Robinson, Assistant Division Director
Ellen Skinner, Assistant Division Director

FROM: Ernestine Ferguson, Budget Administrator
Office of Planning and Budget Services

SUBJECT: SFY05 Critical Hire Process

As you know, the critical hire process has now been in place for well over a year, and it does not appear that we will be able to discontinue it in SFY05. In the early stages it was handled as an ad hoc process, but with the continuation of the fiscal pressures on the Division it needs to be streamlined considerably.

We are therefore proposing to make the following changes to the critical hire process:

- An excel spreadsheet will be used to request, track & approve critical hire requests. A copy is attached. The same excel document will be used each month – as critical hires are approved by OPBS they will be annotated and moved to a separate worksheet in the file. This will allow both regional and state staff to see a list of all pending requests each month.
- Each Office (OCP & OFI) will request critical hires separately. The Regional Manager or Manager of Field Operations will be the approving authority – requests for county positions will not require state office approval.
- Critical Hire request for program 136 should be submitted to Alan Davis for review and approval. The request will then be forwarded to OPBS for budget approval.
- Regional approval will indicate that the need for the position has been assessed and that the impact on the lapse has been analyzed. The regional manager's approval indicates that she or he has committed to remain within the personal services budget.

- Separate lapse factors for OCP and OFI will be produced no later than September. Until that time regions should assume a need to lapse 5% of all personal service funds.
- The exceptions to the critical hire process remains as listed:
SSCM series and Social Service Supervisor positions in CPS and Placement.
SSCM and Social Service Supervisors performing duties outside of these core functions are now subject to the critical hire process.
County-funded positions.
Cash-match positions.
Contract-funded positions which do not include state funding.
Positions created as a part of the Division restructuring.
Positions which will be filled by staff transferring from the State Office, and,
Positions such as the RevMax eligibility workers, for whom the daily work activities produce revenues.
- Requests will be submitted monthly, between the 25th and end of the month. They should be e-mailed to mdhawkins@dhr.state.ga.us and copied to ewferguson@dhr.state.ga.us. (OCP and OFI state managers may add others to the cc list as necessary.)
- OPBS will respond no later than the 15th of the following month. (However, the final approval to fill will be generated in OHRMD.)

Hopefully these procedures will allow us to move beyond the previous cumbersome, paper-bound process. We will review this no later than September 1 to see if revisions are necessary.

Any questions should be addressed to Mary Hawkins and Ernestine Ferguson at the above email addresses.

Attachment

cc: Janet Oliva, Ph.D., Director, Division of Family and Children Services
Kenneth Jones, Director, Office of Planning and Budget Services
Steve Love, DFCS Deputy Director
Danny Coates, Deputy Director, OPBS