

Departmental Reorganization

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1.0 POLICY

The Town of Carolina Beach has established an administrative process to use when requesting a reorganization of department structures, programs, and/or services.

2.0 PURPOSE

When programs and services are created by authorization of the Town Council, Town management creates operating and capital budgets to ensure the purpose is fulfilled. This may include creation and staffing of positions, purchasing equipment, and performing other activities to ensure the program or service is implemented.

At some point after programs and services become operational, one responsibility of Town management is to examine these programs and services to ensure they are still meeting the initial objectives. Many times the review process leads to a recommendation to reorganize one or more program components so that it continues to meet the objectives when initially created or to meet the needs of changed objectives. Such reorganizations serve as a useful tools for internal management control when these same programs and services are reduced or expanded.

Since the Town has local, state, and federally funded programs and services any significant change in the funding or direction of these programs can have immediate and long-term impacts. In addition, such changes may include legal and regulatory compliance issues that can have a negative impact on the Town. As a result, it is imperative the Town establishes a structured and deliberative review process for any reorganization of programs and services.

For these reasons this policy will serve as an outline of the guidelines to use when considering any reorganization. The Town Manager has the final decision on restructuring of operations and/or services.

3.0 SCOPE

This policy applies to all departments.

4.0 DEFINITIONS

- **4.1 Reorganization** – Any initiative undertaken by Town management to modify (add, change, or delete) one or more work units, programs, or services on behalf of citizens designed to increase revenues, reduce operating expense, or improve the efficiency, effectiveness and/or quality of services. Such reorganizations shall be cost neutral, at minimum, and serve as a useful tool for internal management control when these changes are necessary.
- **4.2 Inter-departmental Posting** - A posting that is conducted Town-wide.
- **4.3 Intra-departmental Posting** - A posting that is conducted only within a department.

5.0 ORGANIZATIONAL RULES

- 5.1 The Town's expects all supervisors and managers to adhere to the merit and equal opportunity principle in all matters of personnel administration. Failure to do so will result in corrective action up to and including dismissal.
- 5.2 The following types of actions require the review and approval of the Town Manager:
 - A. Transfer of a function and/or authorized positions from one department or agency to another (e.g., Parks & Recreation to Environmental, Ocean Rescue from Police Department to Fire Department, etc).
 - B. Creating or abolishing a division or work unit (section), or consolidating divisions or sections within a department.
 - C. Expansion in the number of supervisory or management staff.
 - D. Any significant change in the ratio of supervisors to employees.
 - E. Transfer of programs or services (employees) from tax-based funds to state, federal, or grant funds, or vice versa.
 - F. Multiple changes in the work assignments of positions or employees that may affect the job classification or salary range of a position, or FLSA status of the employee.
- 5.3 The following types of actions are considered outside the scope of this policy and are covered by other policies and procedures:
 - A. Individual requests for a reclassification action affecting a position or employee. Generally, this involves the reassignment of work functions from one position to another and whether the changes materially affect the nature of the job role the employee performs (i.e. a Crew Member role is changed to be a higher role which is broader in scope and a higher paid job function).
 - B. Transfer of a function and/or authorized position from one work unit to another within the same department or agency (e.g., moving an Administrative Assistant from one supervisor to another, etc).
 - C. Changing the nature of a job role from non-supervisory (Crew Member) to supervisory (Crew Supervisor). Generally this type of change will be announced and filled through the competitive process.
 - D. Changing the account unit funding of a position or employee from one account unit to another within the same department.

6.0 PROCEDURES

- 6.1 A Town operating or staff department undertakes a review of programs or services and recommends a restructuring of their work units, programs or services to the Town Manager.
- 6.2 The Town Manager reviews the department's request for reorganization against criteria set forth in the policy and against established Town goals and objectives, current or future initiatives, and fiscal policy.
- 6.3 Once the review by all parties has been completed, Human Resources will review the reorganization request against Town policy and goals for Equal Employment, Staffing, Compensation, and Employee Relations.
- 6.4 If the potential exists for staff reassignments due to the reorganization and sufficient vacancies exist within the department, then Human Resources shall recommend to the Town Manager's Office that a competitive, inter-departmental

(i.e., Town-wide) posting process should be utilized to fill the positions. If the potential exists for staff reassignments due to the reorganization and no, or very limited, vacancies exist within the department, then Human Resources can recommend to the Town Manager's Office that a competitive intra-departmental (i.e., department-wide only) posting process be utilized to fill the position(s). Such a recommendation shall only be made within the parameters of this policy and only in exceptional situations after other avenues for competitive recruitment (i.e., Town-wide or internal/external recruitment) are determined by Human Resources to be grossly inefficient, have a negative budgetary impact, and/or otherwise adversely impact critical deadlines and organizational objectives. Town Manager approval shall be required for any intra-departmental posting process.

The competitive selection process within a department is intended to avoid a Reduction-in-Force (RIF) or an over-hire situation within the department undergoing the reorganization. This process seeks to: 1) ensure a competitive process is offered to employees throughout the department, 2) optimize individual performance and enhance departmental service delivery, and 3) support the timely and efficient progress toward accomplishment of the department's overall mission in their new organizational structure.

- 6.5 Once the final outcome is communicated, the Department Director is responsible for communicating the reorganization plan to managers, supervisors and staff employees.
- 6.6 If an inter-departmental (i.e., Town-wide) posting process is approved by the Town Manager to staff positions, the department shall adhere to the Town's general employment policies and practices for recruitment and selection. If an intra-departmental (i.e., department-wide only) posting process is approved by the Town Manager to staff positions, the department shall adhere to the following guidelines:
 - A. The subject department may initiate an "Intra-Departmental Job Posting due to an Approved Reorganization."
 - B. All employees in all divisions under the authority of the Department Director must be informed in writing of the competitive opportunity offered through the Intra-Departmental Job Posting. The announcement shall include the approved organization chart and a complete list of available positions, including:
 - 1) Position title(s),
 - 2) Pay grades(s),
 - 3) Summary description of duties,
 - 4) Minimum qualifications,
 - 5) Position number(s), and
 - 6) Posting closing date.
 - C. The subject department must engage the services of the Human Resources Department to ensure objectivity of the intra-departmental posting and selection processes.

D. Interested employees within the subject department must submit an employment application and a formal "Letter of Interest" to Human Resources prior to the closing date in which they must describe:

- 1) Why they are interested in the position,
- 2) What demonstrated competencies they have that will contribute to success in the position, and
- 3) How their selection would contribute positively to achievement of the department's mission.

E. Human Resources will forward all qualified applicants to the hiring official.

F. Department management must interview each qualified, referred internal candidate who complied with the above steps.

G. Department management must document their selection criteria and decisions, which must be signed-off by the Department Director.

H. Upon approval of the Department's selection decision(s), each employee who applied must be notified of the decision(s) in writing by the Department.

7.0 APPENDIX and APPENDICES

None