

Terminology

- **FTE** full time equivalent position.
- **Position numbers** represent the jobs that have assigned position numbers, even if they aren't actively being filled. All open position numbers are counted in our vacancies. All positions have a unique position number.
- **Filled positions** are the actual number of positions that have people working in them today.
- **Churn** refers to turnover and salary savings that allows us to repurpose dollars to areas of emerging and critical need.

Vacancy Report Example

Position A:

- Budgeted \$200,000 for the 23-25 biennium
- Budgeted for 24 months
- Utilized 12 months of budgeted salary and benefits

Position B:

- Not budgeted for in the 23-25 biennium
- Added in June 2024 to address a critical need within a program
- Utilizing salary savings (\$100,000) from Position A to fund the position
- Accounting for this full salary in our vacancy report double counts Position A's salary
- The salary for Position B should not be accounted for on the vacancy report.

Current FTE vacancies - point in time (12-1-24)

374.63 Vacant Positions – Phases summarized as follows:

Phase	Description	Number
1	Part of current budget, position number established, job description completed and in process of being classified then posted	109.00
2	Position posted; actively recruiting and has not yet closed	112.52
3	Position posting closed; applications being reviewed and interviews scheduled	42.9
4	Position has been offered and offer is pending	16
5	Position is filled; new team member not started as of 12/1/24	79.5
Remove	Not budgeted for in 23-25 and/or can be deleted	11.71
Freeze	Federal Hiring Freeze does not allow for filling position(s)	3.0
	TOTAL	374.63

What is the HHS FTE block grant?

During the 2023 Legislative Session, lawmakers:

- Approved the HHS salary appropriation
- Removed the **total number** of FTE appropriation

RESULT: HHS is responsible for staying within our salary appropriation but now has flexibility on total number of FTEs

NOTE: Block grant includes all compensation, overtime, bonuses paid, promotional increases, health insurance premiums, etc.





Why is this important?

Historically limited by a total cap on FTEs each biennium:

- Prohibits adding necessary positions in a timely manner
- Limits repurposing positions
- Inability to be nimble in addressing staffing needs based on client acuity or need

The FTE Block Grant has allowed HHS ...



**To quickly
respond and hire
for immediate or
emerging
business needs**



**Flexibility to
support new
work**



**To support state
workforce by
transitioning
long-term temp
employees to FTE**



**To address
overtime and
team member
capacity by
adding
essential
positions**

How does it work?



Group A: Temporary converting to FTE

- Position is already working 30+ hours per week
- Anticipated to exist for more than 3 years
- Long-term funding is available (now and in future)
- Prioritized within established goals of HHS
- Complete SFN 50



Group B: Refilling basic vacancies

- Natural turnover
- Positions that are being filled with the same role as the previous incumbent
- Repurpose existing vacant position (1.0 FTE)
- Positions must be currently funded in the division's salary budget
- Hiring can occur within HR-established vacancy thresholds
- Complete SFN 50



Group C: Short-term needs

- Short-term
- Less than 720 hours (emergency status)
- Interns, summer students, co-op
- Position is budgeted for or sufficient rollup exists to cover cost
- Prioritized within established goals of HHS
- Complete SFN 50



Group D: Requesting New FTE

- New FTE requests
- Long-term full-time temp request
- Repurposing more than 1.0 existing FTE
- Prioritized based on identified goals of HHS
- Reviewed for approval by a committee including Operations, Program, Finance, HR and Commissioner.
- Established threshold for turnover/vacancy exists for each operations, direct service and program

EXECUTIVE DIRECTOR APPROVAL

COMMITTEE APPROVAL

Example of Repurposing Position with Block Grant

- A full time FTE with benefits is available in a rural city in ND. The position has been posted twice with no candidates applying. Historically we would have limited options in how to address this.
- With the block grant, we can explore two college students with alternate schedules who might be each interested in 20 hours per week. They choose to remain on their parents' health insurance.
- We are then able to hire them at an hourly rate, no benefits are paid out, and the client is still receiving the service locally. We have saved ourselves the cost of health insurance and not utilized an FTE, but utilized the block grant to be creative in filling the role.
- **This FTE can now be utilized for a different programmatic need as long as budgeted dollars still exist.**

Timeline of FTE

23-25 Session

Beginning:
2475.83 FTE
+ 53 Temp to FTE
+ 53 New FTE

2581.83 Ending FTE*

Beginning of Block Grant + FTE Committee

July 2023-Present

- 50 long-term vacancies within the Behavioral Health Division were repurposed to fill new needs within Behavioral Health.
- 50 additional long-term temps were transferred to FTE
- Approved 92.5 new FTE, which are in various phases of being filled
- Approved 56 new FTE in Behavioral Health

Current State – As of 12/1/24

- 374.63 Vacant FTES
- All requests are reviewed by the FTE committee for need and budget
- HHS churn (turnover) allows us to be flexible in filling positions and utilize the unspent salary budget
- Current filled positions is under 2581.83

*While the appropriation for the 107 (53.5 plus 53.5) new FTEs was added to the budget bill, the actual number of FTEs were not added because of the conversion to the FTE block grant for HHS.

Budget review to support FTE pool process

Process to reconcile the headcount with the dollars being spent:

- Actual Expenditures analyzed month by HHS leadership
- Compared to budgets for each section and by HHS as a whole
- Projections are established and then modified by trends over the biennium
- Finance reports are available by the fourth week of every month
- Section Director reviews monthly with Finance team accountant

