



STATE OF ARIZONA
OFFICE OF THE GOVERNOR

DOUGLAS A. DUCEY
GOVERNOR

EXECUTIVE OFFICE

January 15, 2015

VIA EMAIL

Kathy Peckardt, Interim Director
Arizona Department of Administration
100 North 15th Avenue
Phoenix, AZ 85007

RE: Executive Personnel Hiring Freeze

Dear Director Peckardt:

Arizona's finances are no longer in a state of crisis, but our budget policy must deal with looming deficits and other tough spending choices. When it comes to our finances, there is no escaping duty, reality, or arithmetic. In my State of the State address, I announced an executive personnel hiring freeze to help us limit the growth of government. This action will also help us take control of the expenses on our balance sheet so we can protect priorities, such as directing more money to classroom instruction for students and teachers. Like so many Arizona families who have tightened their belts, it is our turn to follow their example and practice more fiscal discipline.

Accordingly, effective February 1, 2015, the Arizona Department of Administration shall implement a hiring freeze for all executive agencies, boards, and commissions. Agencies shall not fill any vacant positions except those critical to directly maintaining the health and safety of the public, or are otherwise deemed mission-critical for carrying out the agency's essential functions. I ask that you provide guidance to agencies for complying with this directive.

I expect that each agency and its leadership will exercise careful hiring decisions and, where appropriate, restraint until the freeze begins. I am confident that disciplined hiring will go a long way towards restoring our State's fiscal health.

Sincerely,

Douglas A. Ducey
Governor

cc: Cabinet Members, Heads of Agencies and Boards and Commissions