

Steps in Reduction in Force

1. Each designated Organizational Unit under the Appointing Authority determines the reductions in services and functions that are required to meet the Organizational Unit's budget allocation. The Organizational Unit determines its new model for post reduction. This includes determining which positions will be needed and what the responsibilities of the positions will be. As part of this process, the positions no longer needed will also be identified.
2. If a job class has a position being eliminated within the Organizational Unit then a check is made to determine if there are any temporary, provisional, or probationary employees within that same job classification within that Organizational Unit. If there are individuals in these categories of employment, these individuals will be laid off prior to the lay off of any permanent status employee. If the total number of eliminated positions within the job class is not greater than the sum of temporary, provisional, or probationary employees, then the order of displacement will be temporary employees, provisional employees, and then probationary employees. Within a category, the order of layoff will be by reverse hire date within the impacted Organizational Unit with last hired being first laid off.
3. Determine which employees will be retained and which will face displacement downward or layoff.

The Organizational Unit begins by working with the positions of the highest level job class which is being eliminated within the Organizational Unit. Retention score calculations are made for all incumbents of the job class which is being eliminated for all positions within the job classification which remain. The individuals with the highest retention score fill the position(s). The individual(s) displaced are eligible for retention consideration for lower level positions in job classifications which exist within that Organizational Unit and which the incumbent has previously successfully encumbered.

Once determination is made as to who retains these positions, the Organizational Unit begins work with the next lower level job classification. This process is repeated until all job classes in which a position was eliminated have been evaluated as well as all job classes for which a displaced incumbent from a higher level job classification has retention considerations.

Individuals who do not have sufficient retention scores to maintain a position within their current job classification or for a lower level position in a job classification they previously encumbered are designated for layoff.

4. The head of the Organizational Unit presents results to the Appointing Authority (or his/her designee). The results are reviewed and accepted or returned for further consideration.

Only after the results from all organizational units are accepted will layoff notice be announced to impacted employees.

Retention Score Calculation

Retention score will be composed of 3 components: continuous service, performance as measured by performance reviews, and organizational need requirements. Individuals qualifying under the State's veterans' preference statute will have an additional 3 or 5 points added to their score depending upon the qualifying category. The maximum retention score will be 100 points except for those earning veterans' preference points (maximum of 103 or 105 depending on qualifying category.) The calculation of the points associated with each component is explained below.

Continuous Service

This is the seniority component and it recognizes loyalty to the organization. The score shall be calculated on the total length of time in years of continuous service in a permanent position within the Unified Personnel System regardless of job classification, Appointing Authority, or department. (The only exception to the continuous service will be those employees laid off in fiscal year 2009 and then recalled to service. For those employees, the last two terms of service will be added together for consideration as continuous service.) Employees will be awarded one point for every full year of continuous service up to 20 points. Points will be awarded based on a minimum of 12 months of service and rounded on a six month basis. The maximum score that may be earned in this category is 20 points. Scores will be calculated based on an end date of 3/31/2010. Human Resources will calculate and provide the scores for continuous service.

Examples for illustrative purpose only:

< 12 months of service - 0 points

1 year 3 months of service - 1 point

1 year 7 months of service – 1.5 points

5 years 9 months of service – 5.5 points

23 years 4 months - 20 points

Performance

This component is comprised of performance evaluation ratings and discipline actions taken within the last three years (4/1/2007 - 3/31/2010). The maximum score for this component will be no more than 30 points. Points will be awarded as described below. Human Resources will calculate and provide scores for the performance component.

Performance Evaluations

The last three formal performance reviews received on or before 3/31/2010. If an employee only has one or two performance evaluations on record, those are the only ones that will be considered.

- a) +10 points for each performance evaluation in which the total points received was 350 or greater.
- b) +7.5 points for each performance evaluation in which the total points received was between 308 and 349 points.
- c) +5 points for each performance evaluation in which the total points received was between 265 and 307 points.
- d) 2.5 points for each performance evaluation in which the total points received was between 222 and 264 points.
- e) 0 points for each performance evaluation in which the total points received was between 180 and 221 points.
- f) -2.5 points for each performance evaluation in which the total points received was between 125 and 179.
- g) -5 points for each performance evaluation in which the total points received was between 80 and 124.
- h) -10 points for each performance evaluation in which the total points received was less than 79.

Disciplinary Actions:

Deductions will only be made for disciplinary actions which occurred during the three year time period preceding a designated cut off date for determining layoff status. (Designated time frame of 4/1/2007 - 3/31/2010)

- a) Oral Reminder: -1 point for an oral reminder received (active or inactive) within the 3 year time frame and no other disciplinary action was received by the employee during the same time frame.

- b) Oral Reminder: -3 points for each oral reminder received **if** more than one oral reminder was received during the 3 year time frame **or** if an oral reminder was received and other disciplinary action(s) was taken during the 3 year time frame.
- c) Written Reminder: -5 points for each written reminder received.
- d) Suspension: -10 points for each incident regardless of length.
- e) Disciplinary Demotion: -10 points for each disciplinary demotion.
- f) Disciplinary Pay Reduction: -10 points for each disciplinary reduction in pay.

Organizational Requirements

This component is comprised of an evaluation of the employee against a list of essential requirements for the position. ***The requirements should be based on the role the position will play within the organization after the reduction in force.*** Focus on what is needed tomorrow, not what was needed yesterday. The organizational requirements component will have a maximum value of 50 points.

At a minimum, 7 requirements will be defined for the position. 5 of these requirements will be based on the technical requirements of the position and 2 must come from the competencies of working with people, communicating and networking, and public sector knowledge and performance. An additional 3 requirements are optional but may be used in either category of requirements. Each requirement will be assigned a relative weight. Weighting may be done on a half point basis (0.5, 1.0, 1.5, 2.0, etc.). The minimum weight possible for a requirement is 0.5. The maximum weight possible for a requirement is 4. The sum of all weights must equal 10.

The employee will be evaluated against each listed requirement using the following evaluation scale:

- 0 Employee does not possess this competency/requirement
- 1 Employee possesses this competency/requirement at a minimum level. The employee is at the apprentice level and is working to improve his/her mastery of the competency.
- 3 Employee possesses this competency/requirement. The employee is working at the journeyman level with respect to this competency.
- 5 Employee possesses this competency/requirement at a high level. The employee is a master of this competency and can instruct others in the attainment of this competency.

Only the values of 0, 1, 3, and 5 may be used in making the evaluation.

The rating will be multiplied times the weight for each requirement to obtain the score of the requirement. The scores for all requirements will be summed to obtain the employee score for the organizational requirements component of the retention score.

You are strongly encouraged to use the County's new Performance Management system as a model for defining your requirements.

Veterans' Preference

Veterans' Preference: for individuals qualifying for veterans' preference under Florida State Statute Chapter 295

+5 points will be awarded to individuals classified as Category 1 or 2

+3 points will be awarded to individuals classified as Category 3, 4 or 5.

Retention

Once the retention scores are calculated for all employees eligible for the position, the employee with the highest retention score is designated for placement in the position.