



## City of Round Rock Reduction in Force (RIF) Procedure

### Change Control

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### I. SCOPE

To provide an effective method for accomplishing required reductions in the number of regular budgeted positions (reductions in force).

To ensure that two criteria are met in completing a reduction in force:

- Consistent identification of individuals subject to reductions in force within departmental job titles, and
- Consistent approach to job placement assistance for individuals affected by the reduction in force.

### II. DEFINITIONS

<b>Core Service Position</b>	<p>Job position which functionally matches the following criteria, in rough order of priority:</p> <ol style="list-style-type: none"> <li>1. Has a potential immediate or near-term effect on public safety or health.</li> <li>2. Meets but does not exceed a State or Federal mandate or the City Charter</li> <li>3. The loss of the activity or services has a long-term but potentially catastrophic (i.e., sudden, swift, and disastrous) effect on the public, and the activity or service is not a core service of another entity.</li> <li>4. Has a beneficial effect on the daily lives of a significant segment of the population and is not the core service of any other entity.</li> <li>5. Provides revenue through a direct revenue-generating or collecting function that is in excess of its total costs and that is not otherwise provided by another entity.</li> <li>6. Provides direct support or critical indirect support for a core service.</li> </ol>
<b>Highest Ranked Employee</b>	<ul style="list-style-type: none"> <li>• The employee with the most length of service with the City when compared to all other employees in the work group with the same job title.</li> <li>• When there is a tie for length of service, the best overall performance rating will be used to determine who the highest is ranked.</li> <li>• In cases where there is a tie for length of service and performance rating, the Human Resources Department Director will randomly and objectively select the ranking of the employees.</li> <li>• Ranking of employees will be used to determine who is subject to reassignment and/or layoff.</li> </ul>

<b>Length of Service</b>	<ul style="list-style-type: none"> <li>Years of employment with the City without a break in service. A break in service is an absence from employment with the City of Round Rock occurring between the termination date and subsequent reemployment date, which causes the loss of service credit.</li> <li>Service date is set in the HR system and is calculated to the day (for example, 10 years 233 days).</li> </ul>
<b>RIF</b>	Reduction in Force
<b>RIF Reassignment (accept/decline)</b>	To be determined at the time the reduction in force process is announced but typically, one week from date of offer.
<b>RIF Timeline</b>	Term for completion of RIF process and will be determined at the time the reduction in force process is announced.
<b>Same Job Title</b>	<p>The same job title exists when the salary grade and job title are identical for a group of employees. For example, Accountant is compared to Accountant. This example would not include any other accounting titles, such as Accountant Senior or Accounting Technician.</p> <ul style="list-style-type: none"> <li>An employee assigned to a job title must be compared to other employees with identical salary grade and job titles as that employee.</li> </ul>
<b>Semi-Core Service Position</b>	<p>Job position that functionally match the following criteria, in rough order of priority:</p> <ol style="list-style-type: none"> <li>Has a potential and beneficial long-term effect on public safety or health, but the loss of the activity or services would not have a potential catastrophic effect.</li> <li>Is that portion of a core service that exceeds a State or Federal mandate – an augmentation of a core service?</li> <li>Has a beneficial effect on the daily lives of a significant segment of the population but is the core service of another entity.</li> <li>Provides revenue through a direct revenue-generating or collecting function that funds most but not all of its costs and that is not generated or collected by another entity.</li> <li>Provides direct support for a semi-core service or indirect support for a core service.</li> </ol>

### III. ROLES AND RESPONSIBILITIES

<b>Department</b>	<p>Identifies positions subject to elimination.</p> <ul style="list-style-type: none"> <li>Identifies individuals subject to reduction in force</li> <li>For employees whose positions are being eliminated, the department coordinates reassignment opportunities based upon criteria established by this procedure.</li> <li>Submits and maintains documentation of decision process, including Reduction in Force worksheet, service lists and performance criteria used, if any, in determining individual reduction in force status.</li> </ul>
<b>Human Resources Department (HRD)</b>	<p>Identifies the employee layoff selection process to be used by departments for each reduction in force.</p> <ul style="list-style-type: none"> <li>Approves individual selection decisions by departments in meeting the reduction in force criteria.</li> <li>Approves elimination lists to ensure compliance with the spirit and intent of employment law.</li> <li>Provides to departments the letters of notification with City Manager signature for individuals subject to the reduction in force.</li> <li>Supports departments with compensation and job title information, as needed.</li> <li>Provides internal placement assistance to individuals subject to reduction in force outside originating department.</li> </ul>
<b>Employee</b>	<p>If subject to reduction in force, considers internal reassignment as offered, and advises Department Director (or designee) his/her decision to accept or not accept position within established deadlines.</p> <ul style="list-style-type: none"> <li>If offered placement services, actively participates in identifying new job opportunities within and outside the City, as appropriate.</li> </ul>

**IV. PROCEDURES**

**1. Determining Positions subject to elimination**

When it becomes necessary to reduce the number of budgeted positions in a department, each Department Director is responsible for identifying the classifications and/or specific positions to be eliminated, based upon one of three approaches.

Directors will first evaluate the criticality of various functions in their departments to meet current operating needs. Directors may use but are not limited to the following considerations:

- o Core Service Criteria: Does this position or function meet the criteria as defined?
- o Semi-Core Service Criteria: Does this position or function meet the criteria as defined?
- o Basis for commitment: Is the commitment based on federal or state compliance, City ordinance or Council or City management policy?
- o Business mission/goals: In what capacity does this function contribute to the business mission/goals of the department or City?
- o Cost effectiveness: What is the cost impact of the function in comparison to other service delivery alternatives?
- o Funding availability

Next, evaluate which approach is best to meet your business needs:

<b>Approach 1</b>	Eliminate an entire function based on the operating needs of the City.
<b>Approach 2</b>	Reduce the number of positions supporting a function.
<b>Approach 3</b>	Reduce the number of positions supporting a function based upon specific and well-documented differential skill sets.

**EXAMPLE**

A department has several employees classified as ZZZ job title, yet each specializes in a different area of the job. A review of current operating needs may determine that certain areas are less critical than others and thereby the skills rather than the function are eliminated through the reduction in force.

**2. Selecting and notifying individuals subject to reduction in force**

Once position(s) have been identified for elimination, Directors will determine which individuals will be subject to the reduction.

- Departments will use length of service with the City as the first criterion and employee performance as a second criterion for determining the order of reductions for the affected job titles, as described below.

**Step 1:**

<b>Rank Employees</b>	Once positions or functions have been identified for elimination, all regular employees in the work group within the affected job title should be ranked according to their length of service with the City. See definition for Length of Service.
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**EXAMPLE 1**

There are three people in same YYY job title in the same ZZZ division; they should be ranked according to their length of service with the City.

**EXAMPLE 2**

A department has several employees classified as ZZZ job title, yet each specializes in a different area of the job. The department should determine which skill set is no longer required and rank all employees with that skill level according to their length of service with the City.

**Step 2:**

<b>Break a Tie</b>	A tie in length of service may be broken by ranking affected employees according to performance criteria, subject to the following considerations.
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- Departments that have documented and communicated established performance standards to employees and which have documented performance appraisals based on those standards for at least the past 12 months will consider employee performance as criteria if the length of service is the same for two or more employees. The Department Director will review the Overall Performance Ratings on each employee's most recent mid-year, year-end, close out or probationary period evaluation, to determine whom this process will affect.
- If performance evaluations are not generally available in the department and/or all employees with the same length of service do not have evaluations for the last rating period, or the evaluation ratings are equal, the Human Resources Department Director will select by lot the employee who will be affected by this process.

**Step 3:**

<b>Notify HRD</b>	Prior to notifying the affected employees, departments will complete the Reduction in Force Worksheet and forward to HRD, for review.
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**Step 4:**

<b>Notify Affected Individuals</b>	After HRD completes its review of the Reduction in Force decisions, the department should begin the process of notifying affected individuals.
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- Each employee whose position has been eliminated will be notified and will be informed that they are subject to reduction in force.
- Notification will be made through distribution of a notification letter, signed by the City Manager (which will be provided by the Human Resources Department).
- A thirty-day written notice should be given to each affected employee. However, the City strives to provide employees with a sixty-day advance notification when possible.

**Step 5:**

<b>Refer Employees Subject to RIF to HRD</b>	Placement assistance with priority consideration for job referrals will be offered by HRD to any individual subject to the reduction in force who is interested in remaining with the City. See Section 4, HRD Job Placement and Assistance during RIF.
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**Step 6:**

<b>Document Actions</b>	Each Director is responsible for: <ul style="list-style-type: none"><li>• Documenting the basis for each position elimination and employee layoff decision; and</li><li>• Submitting supporting documentation to HRD as requested.</li></ul>
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**Step 7:**

<b>Send Notice of Job Termination</b>	If no job offer is made during the designated time period for placement assistance, the Human Resources Department will notify the releasing department who will have the responsibility of completing the reduction in force process. This includes a Personnel Action Form at the completion of the process.
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- The department will provide a final letter of termination signed by the department Director and provide information on final date of employment with the City and related benefits information.

- Employees who are laid off due to the elimination of positions and for whom alternative placements are not available or accepted will be considered to have left City employment “in good standing.”
- 3. Determining the effect of leave of absence on reduction in force decisions**
- If an employee is on an approved leave of absence – no matter the type of leave granted -- the employee is to receive the same consideration as an employee not on leave of absence, including the opportunities for alternative department positions and applicable job placement assistance.
  - City of Round Rock employee leave policies do not entitle any employee to any right, benefit, or position of employment other than any right, benefit, or position to which the employee would have been entitled had the employee not taken leave.

**EXAMPLE**

During an approved leave, if the employee is terminated for reasons unconnected with a legitimate leave or the employee’s position is eliminated through a reduction in force, the commitment to return the employee to a position with the City will cease on the day the employee is terminated or the position is eliminated.

- The burden will be on the department to ensure that the employee on leave receives the same treatment and options offered if that employee had been working.

<b>Documenting Decisions</b>	Departments will indicate on the Reduction in Force Worksheet the leave status of any employees affected by the reduction in force process, to be reviewed by HRD.
<b>Special Assistance</b>	Departments should contact HRD for assistance in reviewing terms of specific leaves and ensuring compliance under this procedure.

**4. HRD Job Placement and Assistance during RIF**

<b>Job Accommodation</b>	Employees requesting accommodation as part of the reduction in force process will be assisted through the City of Round Rock Reasonable Accommodation process, if they meet ADA guidelines.
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<b>Document Need</b>	Departments will indicate on the Reduction in Force Worksheet the known accommodation needs of any employees affected by the reduction in force process, to be reviewed by HRD, or may refer employees directly to HRD for assistance.
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<b>Job Placement Assistance</b>	The Human Resources Department will offer job placement assistance to individuals subject to the reduction in force and who are interested in maintaining employment with the City of Round Rock. These employees will be given priority consideration for vacant positions.
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The following guidelines will be used for Priority Referrals:

1. Employees who meet the minimum qualifications for an advertised vacant position will be identified and referred by the Human Resources Department.
2. Priority Referrals must be interviewed and must be considered viable candidates. Departments may also interview non-priority candidates for the same position. If several Priority Referrals are presented for a specific vacancy, the department should interview at least six of the most qualified Priority Referral candidates.
3. Once a decision is made to fill the vacancy, placement will occur consistent with current hiring procedures. The Human Resources Department will notify the releasing department that a hiring decision is made.