



COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES
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April 25, 1995

To: All Department Heads

From: Michael J. Henry *MJH*
Director of Personnel

Subject: **DHR COORDINATION OF WORKFORCE REDUCTION**

At its meeting of April 4, 1995, on motion of Supervisor Molina, the Board instructed the Department of Human Resources (DHR) to establish a procedure for department heads to coordinate the workforce reduction process through this department, to ensure that all possible measures are taken to locate alternative employment for displaced County workers within their own department, other departments, or the private sector. We had previously developed and were implementing those processes and policies required to utilize all available resources to assist employees impacted by workforce reductions, and we are again communicating these processes and policies to all potentially affected County departments. These ongoing policies are outlined in Attachment A, and I would invite your comments and suggestions which can be incorporated into the operative Countywide process.

REQUEST FOR INFORMATION ON POTENTIAL EMPLOYEE IMPACT

In order to facilitate the process of coordinating between departments to minimize the impact of workforce reductions, it is essential that DHR be provided with estimates of potential employee impact, as well as information on available and anticipated vacant positions. DHR will use this information to mitigate the impact of workforce reductions on employees, with the understanding that not all employees will be able to obtain alternate employment in the event of large scale layoffs. Our memo of March 24 requested vacant position data; we are now requesting employee impact estimates from each department.

At such time as your 1995-96 Proposed Budget recommendations have been finalized by the Chief Administrative Office, but no later than June 1, please submit to DHR a listing of the estimated number of filled positions targeted for curtailment. We have included a format for your use in Attachment B which will provide the affected classes and numbers of positions.

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These estimates will be considered preliminary, for planning purposes only, and subject to periodic revision as attrition occurs, the budget situation changes, and your workforce reduction plan is finalized. We anticipate that the initial estimates will change as we work with you in carrying out Board policy to minimize the impact of workforce reductions and place employees wherever possible.

EMPLOYMENT EXAMS AND APPOINTMENTS

In order to better coordinate the filling of vacant positions with County employees who are potentially impacted, it will be necessary for all departments to provide DHR with, and obtain advance DHR approval of, the following Open Competitive (OC) recruitment activities:

- Exam plans, including bulletins, which must be submitted to DHR seven working days prior to the anticipated posting of the examination;
- Notice of intent to fill vacant positions with non-County employees from new and existing certification lists, which must be submitted to DHR seven working days in advance of the anticipated appointment.

If DHR does not respond within the seven working days, departments will be free to proceed with the above actions.

In addition, DHR must now approve any extensions of Open Competitive eligible lists or registers beyond the period specified in the examination bulletin. The delegated authority for these approvals under Civil Service Rule 10.06 is withdrawn effective the date of this memo.

REQUEST FOR SERVICE CONTRACTOR INFORMATION

We also need information by June 1, 1995, regarding department-administered service contracts where impacted County employees could potentially be placed with private contractors who may be recruiting in the future to fill their vacant positions. This information will be used to develop a comprehensive program of retraining, job fairs, and outplacement services to assist impacted County employees. Please provide details of those contracts which exceed \$250,000 on Attachment C.

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In addition, the Board has expressed concern that all new and renewal service contracts be reviewed prior to placement on the Board agenda to determine if they could be cost-effectively reduced or modified to provide employment opportunities for department employees who may be displaced through workforce reductions. All future new or renewal service contracts filed for the Board agenda should contain a statement that the contract has been reviewed and there is no potential for reduction or modification to provide funding to mitigate potential employee impacts of workforce reduction.

SUBMISSION OF REQUIRED INFORMATION

The above requested information on potential employee impacts, requests for approval, and service contracts should be submitted to the DHR analyst who is assigned your department by June 1, 1995. See attached list for such assignments.

If you have any questions, please call me directly, or your staff may call the DHR analyst assigned to your department.

MJH:EB

JS:jh

Attachments

- c Each Supervisor
Personnel Officers

PRELIMINARY POLICY FOR DHR COORDINATION OF WORKFORCE REDUCTION EMPLOYEE ASSISTANCE

Following are the key policy elements of our process to ensure that all possible measures are taken to locate alternative employment for impacted County workers. These measures are intended to be used concurrently to mitigate the impact of actual or anticipated workforce reductions on employees, but it must be recognized that not all employees can be accommodated in the event of a large-scale workforce reduction.

A. Departmental Efforts:

Each department will first be responsible to ensure that all placement opportunities within the department are exhausted for each surplus employee prior to workforce reductions. Employees will be reassigned to vacant positions to avoid reductions or layoffs with such transfers to be in accordance with applicable Civil Service Rule and MOU provisions.

B. Vacancies In Other Departments:

Efforts must be made to place surplus employees in vacant positions in other County departments. DHR will maintain a listing of vacancies Countywide and will provide a referral/placement service at the request of departments with surplus employees or vacancies to be filled.

C. Grant Funded Positions:

Where feasible, surplus employees should be transferred to available grant funded positions within the department or in another County department. The DHR listing of vacancies will include grant funded positions.

D. Reduce Contracts to Fund Positions:

Where the department has service contracts for work that can reasonably and cost effectively be performed by County employees, the contract funding should be reviewed for possible funding of positions to avoid layoffs.

E. Place Employees with Contractors:

Efforts should be made to place employees with contractors providing services to the County. DHR will maintain an inventory of major contractors and the type of employees they hire for reference by departments seeking to place employees.

F. Place Employees with Providers:

Efforts should be made to place employees with firms doing substantial business with the County, e.g., our employee health insurance providers. DHR will maintain a referral resource to identify job opportunities which may be available.

G. Reemployment List:

DHR will administer Reemployment Lists for all laid off or reduced employees, which must be used by departments when making appointments to similar equal or lower level classes in accordance with Civil Service Rules.

H. Retraining and Outplacement Services:

DHR in concert with the Department of Community and Senior Citizens Services will make available job retraining and outplacement services where available through State and Federal funding. This will include job fairs at impacted County facilities where private sector employees can make offers of employment to County employees who are being laid off.

I. Hardships:

DHR will work with each department to establish a process to review, as necessary, the circumstances of hardship cases involving the reassignment of employees from one geographic area to another resulting directly or indirectly from reductions or layoffs of other employees, pursuant to Civil Service Rules. There will be very limited opportunity to accommodate only the most severe hardships.

**Curtailed Positions Resulting
From 1995-96 Proposed Budget**

Department: _____

Prepared by: _____

Phone No.: _____

**(Curtailed positions should only reflect
those which may be occupied when eliminated)**

| <u>Program Area/Facility</u> | <u>Classification Title</u> | <u>Item No.</u> | <u>No. Positions</u> |
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