Conducting Layoffs and Managing Change: A Guide for Managers & Supervisors

County of Santa Clara

Employee Services Agency

May 2010
May, 2010

Dear Manager/Supervisor,

The process of laying off employees or transferring them to other work assignments may be difficult for everyone, especially those most directly involved – you, the manager, and the impacted employees. How the notification conversation is handled is key to this challenging process. To that end, we have provided you with this Guide of information, techniques, checklists, and resources to help you manage this process for your department.

Employees will receive a packet of materials with resources that you will be distributing to them along with the notification letter. Please be sure to familiarize yourself with both sets of materials so you can refer employees to appropriate resources and answer their questions.

Thank you,

Employee Services Agency
Layoff Implementation Checklist for Managers

Exiting Department:

- Ensure employee knows where and when they are to report for their new position.
- Personnel files - Departing Department Service Center sends to receiving department Service Center if necessary. Those departments receiving individuals from Law and Justice Departments may need to set up new departmental personnel files for these individuals.
- Collect any County-issued equipment for your department/unit if moving out of unit (i.e.: laptop, P-Card, keys to office furniture or doors, vehicle, cell phone, etc.)
- Deactivate access to applicable computer systems and/or reset voicemail if moving out of unit (i.e.: NEOGOV, PeopleSoft, Kronos, Liquid Office, department specific systems, etc.)
- Collect ID badge if moving out of Agency.
- Transition tasks that employee leaving performs.
- Update organizational chart.

Receiving Department:

- Notify reception area of new employees’ arrival.
- Prior to employees start date, instruct employee on where to park, what time to report, whom to report, dress code, and lunch options.
- Welcome employee to unit.
  - Introduce Staff.
  - Tour Department & Important places (i.e.: office space/work area, break room, restrooms, employee bulletin board, copier, fax machine, etc.).
  - Explain expectations of job, completing time-off slips.
  - Explain evacuation plan/safety orientation (i.e.: Safety/Emergency procedures, emergency exits, injury prevention, reporting injuries).
  - Set-up computer/email access, order business cards if applicable.
  - Obtain ID Badge if new to Agency.
- Personnel Action Request (ePAR) processing – to be prepared and input by the Receiving Department. Contact the Department Service Center for assistance if desired.
- Journal Voucher preparation – to be prepared by the Receiving Department’s fiscal unit.
Time and attendance capturing – to be prepared by the Receiving Department’s timekeepers.

For employees who are moving from justice departments to non-justice departments, the Receiving Department should contact Luz Perez at luz.perez@esa.sccgov.org to obtain the Employee ID to update the job record and finish making any other necessary changes as indicated above.

Update organizational chart.

Layoff Implementation Checklist for Department Service Centers:
The following records should be checked for proper enrollment – make any necessary changes as applicable:

- Leave Plans
  - Vacation/STO/PTO
  - Sick Leave
  - Personal Leave
  - Comp. Time
  - FLSA Comp. Time

- If the change in bargaining units results in different leave accruals, a PER 5 must be completed.

- Additional Pay (Stopping or Starting)
  - Lead Pay
  - Bilingual Pay
  - Footnote Differentials

- General Deductions
  - Union Dues

- VRWH – Remember to end the leave plan associated with VRWH. If there are any affected employees who want to continue in the VRWH program, those employees should discuss this with their immediate supervisor. The supervisor should be referred to the Office of Labor Relations. If the VRWH plan makes sense and is agreeable to everyone, we may allow the plan to continue. These decisions will be on a case-by-case basis.

Use of Action/Action Reasons on Job

| In-placement resulting in lower pay rate: | Pay Rate Change | IND |
| In-placement resulting in higher pay rate: | Pay Rate Change | INP |
| Transfers within same BU/IC (class to class) | Transfer | LOF |
| Transfers from one BU/IC to another BU/IC (class to class) | Transfer | LOF |
| Return to Former Class In Lieu Of Layoff: | Pay Rate Change | LRC |

If you have any questions regarding the information on this document, please contact Renae Owens at (408) 299-5867.
Manager’s Roles & Responsibilities During the 4 Stages of the Layoff Process
STAGE ONE: BEFORE LAYOFF NOTIFICATION DAY

The process of laying off employees is emotionally stressful for everyone involved, and presents managers with a number of practical challenges as well. It is important to understand and prepare for the process in advance of the notification day.

Roles & Responsibilities of Managers
- Review employee layoff packet materials
- Prepare what you will say:
  - At notification meetings
  - With your supervisors and team leads
  - With employees not receiving notification
- Determine how you will manage conversations with employees receiving notification but absent on the notification day
- Determine logistics for how you will set up your notification meetings

Preparing For a Layoff Notification Meeting
The purpose of the notification meeting is to personally inform the employee in a sensitive, straightforward manner that his or her position is being eliminated or employee is being bumped from position and to provide information about the layoff process and next steps.

An effective layoff meeting can help avoid problems between the employee and manager or County. It will also help to ensure that the employee is aware of available resources.

The following suggestions are intended to help you to handle the task of delivering a layoff notification:

1. Take time to prepare for the layoff meeting. Your main function is to communicate the fact and reasons for the layoff, the time frame for separation, and information about next steps.
2. Review the layoff notice and layoff packet materials so you’re familiar with the contents.
3. Prepare what you will say. Plan what will be said, how it will be said, and in what sequence.
4. Select the appropriate time and place
   - Use a private place away from the employee’s immediate work area.
   - Allow enough time to respond to all questions and issues, but do not prolong the meeting unnecessarily.
   - Choose a time close to the end of day or shift to communicate the layoff; this will enable the employee to leave easily, if necessary.
   - If several employees are to be notified, schedule the appointments in close succession.
STAGE TWO: NOTIFICATION DAY

On the day of layoff notification, it is critically important to communicate personally with everyone in the organization, beginning with those employees who will be directly impacted.

Roles & Responsibilities of Managers

- Conduct notification meetings
- Talk with employees’ work-leads or supervisors
- Contact employees absent on notification day
- Talk with employees not receiving notification letters

5 Steps for Conducting the Layoff Notification Meeting

1. Opening Statement
   - Explain the reason for the layoff.
   - Specify the effective date.
   - The opening statement can be difficult. Here is one way to start the conversation: “As you know, the County has been hit hard with budget reductions. We’ve had to look long and hard at our services and programs over the past several months, and this resulted in the elimination of a number of positions. Unfortunately, your position has been impacted.”

2. Present and Review the Layoff Notification Letter and Layoff Packet
   - Explain contents and purpose.
   - Inform the employee of available resources.

3. Explain Next Steps
   - What is expected if the employee is going to work during the notice period
   - Time off/use of phone, fax, computer, for job search activities
   - Anticipated last day in the office

4. Take Time to Answer Any Questions
   - Answer honestly any questions the employee may have about the layoff, selection process, and next steps.
   - Do not provide confidential or personal information about other employees.

5. Closing Statement
   - Acknowledge the employee’s contributions.
   - Encourage the employee to use transition services.
Suggestions for Conducting the Layoff Notification Meeting

- Call the employee in when you are ready to begin; do not leave a long lag time between scheduling and holding the meeting.
- Eliminate calls and interruptions during the meeting.
- Be direct and straightforward.
- Communicate in a professional tone of voice.
- Answer any questions honestly, but do not provide confidential or personal information about other employees.
- Do not argue with the employee about the decision or any other past or current issues she/he may raise.
- Point out that information you’re discussing is written in their packet.
- Don’t be surprised by questions you might have already answered.

Avoid:
- Small talk
- Giving advice
- Getting drawn into emotional reactions
- Making promises or commitments
- Lengthy discussions
- Trying to make them feel better
- Focusing on how bad you feel

Dealing with Employee Reactions

- Most employees will be in shock over the news and not remember much of the conversation you will have with them. For this reason, repeating the information during the notification meeting is often helpful.
- Some employees will react with tears – let them cry, be supportive, provide Kleenex.
- Some will react with anger – let them vent to a point. Do not get engaged in an argument or shouting match with them.
- Others may seem shocked or depressed. Still others will be confused.
- Some might have anticipated this news and be more emotionally prepared.
- Even employees who appear to have things under control may be covering up their deeper feelings.
- In all cases, acknowledge the individual’s feelings and refer them to the appropriate resources (e.g., County EAP).
- If the conversation becomes combative, call 911 for assistance.
Communicating With Others Impacted By the Layoff Process
While clear, direct and compassionate communication with employees receiving layoff notification should be your first priority, it is critically important that everyone within the organization receives timely, accurate, and thorough information.

- Have a timeline for communicating with your staff. Meet first with employees receiving notification, then with the rest of your staff. Remember, word of mouth travels fast, so try to stay ahead of rumors with accurate information.
- State the expectation that the laid off employees will work with you to insure an orderly transition of any remaining work
- Do not make any announcements about layoffs to staff by email.

Talking with the Work-leads or Supervisors of the Employees Receiving Notification
After layoff notification meetings, talk to the work leads regarding impacted employees. Let the work lead know that you wish you could have given them advance notice, but given the confidential nature of the information and the collective bargaining agreements, you couldn’t. Let them know that not telling them this information earlier does not indicate that you don’t value them as a work lead.

Talking with the Employees Not Receiving Notification Letters
Following all the notification meetings, you need to meet with the employees that are not receiving notification either individually or as a group. This meeting could be the afternoon of notification day or the next morning.

Employees who are not being laid off will still be affected, either directly or indirectly, particularly when layoffs are part of larger organizational changes (e.g., changes in organizational structure, reporting relationships, work group composition). Managers should meet with the immediate workgroup to inform them about the changes and to answer any questions.

Before meeting, review the information to be communicated to ensure that it is complete and accurate. Your message should be concise, but complete. There should be adequate time to respond to questions.

Briefly describe the circumstances leading up to the decision and the decision-making process. Explain any changes within the organization that will occur post layoffs. Give the employees the opportunity to ask questions and voice their emotions. Then set a future time for another employee meeting to discuss future plans, new responsibilities, etc.
**Sample Script for Discussion with Department Employees Remaining**

“As you know the organization is dealing with a severe budget crisis. As a result, there has been a need for a reduction in the organization’s workforce. Today < > employees received layoff notification letters.

It’s a difficult and sad day for everyone concerned – the people laid off, you that are remaining, and for the organization as a whole. We will all need time to adjust to the impacts of the layoffs. Even though employees were given notice today, their last day of employment will not be until < >. So we have < > to work on developing a transition plan for our department.

As we move forward I want to make sure that we, as a group, continue to work as effectively as we have before. And that we don’t start a division in the department between the employees who received notice and those who didn’t.

What questions do you have about what has occurred today/yesterday?

**Reactions to Expect from Employees Remaining After the Layoff:**

- Anger/hostility
- Feelings of being overwhelmed
- Sense of guilt
- Insecurity about the future
- Negative attitude
- Resistance to change
- Sadness/depression
- Increased absenteeism
- Lack of interest, energy or motivation
- Confusion about roles, relationships, authority

It is important to recognize that these feelings and behaviors are normal and are being experienced to some extent by everyone affected by the layoff. You can help alleviate the stress by encouraging people to express their feelings, and by validating what they say. Try to be empathetic and responsive, accommodating individual differences and treating people with dignity.
STAGE THREE: BETWEEN NOTIFICATION DATE AND EFFECTIVE DATE

Although required notification periods vary depending on the action, the County is providing all laid-off employees with as much notice as possible before the effective date. As circumstances change during this time, some layoff notifications may be rescinded or revised.

Roles & Responsibilities of Managers
Managers need to monitor and manage:

- Any alarming behaviors
- Your own self care
- Off-Boarding process
  - Refer to Layoff Implementation Checklist for Managers at the beginning of this Guide
- The “Time in Between”
  - Register for the course “Managing Your Team Through Changes at Work”
STAGE FOUR: POST EFFECTIVE DATE

After laid-off employees have separated from the County, we will face the tasks of adjusting our operations, rebuilding staff trust and morale, and rededicating ourselves to the mission of the County.

Roles & Responsibilities of Managers

- Focus on rebuilding your team
- Be visible
- Reinforce business reasons for changes
- Talk about your vision of the future
- Revisit Department’s strategy and action plans for 2010/2011
- Be positive and yet don’t invalidate their concerns
- Communicate new information immediately
- Tell them if there’s no new information
- Be willing to say “I don’t know, but I’ll try to find out.”
- Continue the process of change management.
- Register for the course “Managing Your Team Through Changes at Work”
- Refer to the “On Boarding: Your Best Change to Help Your New Employee Succeed” article in the Guide
EAP Quick Guides
For
Managers on Layoffs
CHECKLIST FOR MANAGERS: GIVING LAYOFF NOTICE TO EMPLOYEES

DO

- Schedule a face-to-face individual meeting in a private setting with affected employee. Meeting should be at a convenient time for the employee.
- Act with compassion and empathy but remember your role is as manager.
- Acknowledge that this conversation may be difficult for you.
- Communicate /Inform employee you are giving a layoff notice.
- Explain the action and reason for the Notice. If necessary, describe what led to the decisions. Discuss economic pressures. Be factual.
- Keep the conversation focused and to the point. Meet only about the layoff notice, not other projects for business.
- Listen to the employee's response. Allow some venting. Don't take these statements personally.
- Keep on track and consider ending the meeting if it lasts longer than 15 – 20 minutes.
- Say, ‘I don’t know’ if you don’t know an answer to a question. If possible, try to find the answer.
- Refer the employee to the Layoff Coordinator, Union, and/or Website for more details and information.
- Try to be available after the meeting for questions or guidance.
- Provide the employee with necessary written resource materials.

DON'T

- Avoid or delay communicating the reason you are meeting
- Delegate this meeting to someone else.
- Make any promises or predictions about their future job placement/employment.
- Engage in speculation about why their position was eliminated or discuss other employees or their situations/positions.
- Discuss how the elimination of their code will impact the functioning of the department.
- Defend, justify or argue.
- Patronize or try to lighten the blow by using humor or with statements about knowing how the employee feels or how this may be a blessing a disguise.
EAP Guide for Managers: Effectively Dealing with Layoffs

The following is a list of normal reactions to layoffs:

- Concentration problems
- Fatigue
- Need to establish a sense of control
- Feeling sad, scared, irritable, or confused
- Talking about and recounting news and previous similar layoffs
- Difficulty sleeping
- Increase or decrease in appetite
- Physical discomfort (e.g., headaches, stomach aches, sore muscles, etc.)
- Feeling vulnerable, powerless, or overwhelmed
- Difficulty in making decisions or thinking creatively
- Feeling guilty and/or empathy that others were laid off
- Fear that loved ones may also be laid off
- Fear of any other unexpected event
- A re-evaluation of life – what’s important; what isn’t

How managers can respond:
Recognize that the workplace will be disrupted for a while and allow employees to discuss the layoff as much as they want. Talking helps relieve the anxiety, and while the discussion may seem disruptive now, it will assure quicker recovery.

Protect those employees who seem distressed by the layoffs. Remember some employees may be more vulnerable than others because they may have loved ones or friends who are being laid off, have been laid off before, or have other personal reasons that intensify their reactions to this national economic crisis. The injuries inflicted by a callous remark or lack of support will worsen their situation. Anticipate variability in reactions by employees and don’t judge. Some employees will be severely traumatized by the layoffs and others relatively unaffected. Reactions may include anger at the County or the state legislature, mobilization for political action, or fear that a friend or family member are facing layoff, or denial that the economic crisis will have an effect on their lives.

Provide lots of information. Giving fresh and relevant information about the layoff situation and dispelling rumors is extremely helpful for those who are traumatized. Be visible and available to answer questions.

Allow for group meetings to provide information, dispel rumors, and to hear how people are responding. It is very helpful to know that others are experiencing the same reactions.

Acknowledge that a layoff often compels employees to re-evaluate their life priorities, including careers.
**When to call for help:**
Identify employees who request assistance or who are particularly distraught. They should be referred to the County’s Employee Assistance Program (EAP).

Managers may have to cope with their own reactions to the layoff and may not be able to respond appropriately to employees until they have taken time to handle their own reactions. Call the County’s Employee Assistance Program (EAP) for help.

If one of your employees is laid off, or if an employee is “inplaced” into your unit, the workplace will be disrupted. If the situation warrants, refer the employee and family members to the EAP. If the situation seems to be affecting co-workers, consult with one of the counselors at EAP. The EAP can provide consultation and on-site meetings to discuss the problems involved in a layoff.

---

**Employee Assistance Program (EAP)**

1885 The Alameda, Suite 211
San Jose, CA 95126
(408) 241-7772
On Boarding: Your Best Chance to Help Your New Employee Succeed

Onboarding --

- Acquiring
  - Accommodating
    - Assimilating
      - Accelerating new users (employees) into a system, a culture, or a methodology.

Starting a new job can be a real challenge. It can be stressful for the incoming employee and for their manager or supervisor. What you do as a supervisor to help your new employee get started in part determines whether you yourself will succeed, and how much pleasure or grief you experience in the months or years to come. This checklist is written as a guide to help you and your new employee(s) get off on the right foot.

**Before the First Day**

1. Creature comforts. Does your new employee have a place to sit? A desk, chair, a workstation?
2. Tools of your trade. Have ready to go the things that your employee will need to start work immediately. A computer? A telephone? Depending on the job, a Blackberry, an apron, a blood pressure monitor, or a toolkit.
3. Have the employee’s initial assignment ready to go the day they walk in. All of us want to feel useful and needed and that will help.
4. Set the tone. Clearly articulate your expectations to all of your employees that the new person be welcomed and assisted to assimilate and to learn. It’s not an option!
5. Prepare essential information for easy access. What information does an employee need in order to work in your department?
7. Give the employee a copy of the job description
8. Daily procedures
9. Find a way to display or list your team members and key players. Ideas: A “Who’s Who” area with photos on a poster or website or on email; “flash cards” with photos and role information
10. Prepare a list of FAQs / Top 10 questions answered about the team
The First Day
1. Be there! When we start a new job, we want to know that someone is in charge and we want someone to show us the ropes. You may think that if your new employee has worked at the County for a long time, you won't need to welcome them -- but you'd be wrong! We all need to hear that we are wanted. This is especially true when we have just lost a job and been separated from our friends and coworkers and are feeling a little unsure of ourselves.

2. You have only one chance to make a good first impression.

3. Take the time to personally introduce yourself and your team members to the new employee.

4. If you give a lot of information on the first day, back it up in writing or online.

5. Explain the flow of communication: reports, e-mails, memos, staff meetings, one-on-ones, etc.

6. How do you like to be contacted? How do you want misunderstandings to be dealt with?

7. How does your new employee get their paycheck? Who do they give their time cards to? When? What are the hours?

8. A checklist showing the steps of the most common tasks

9. On day one, balance paperwork and procedures with personal contacts. Don’t overwhelm.

10. Discuss the primary focus or challenge of the group/unit/department

11. What was the most recent challenge or accomplishment of the team?

The First 90 Days (or so)
1. Beware of desensitization. Because we’ve had budget reductions for several years in a row (and here they are again), there may be a tendency to think that it doesn’t really matter that you have a new employee. Everyone is working hard and there's never enough budget. The risk is that you don’t do the things that make you and your employee successful; that you become numb to the challenges that confront you. Resist promoting a culture of indifference or "who cares?"

2. Don’t make the new employee learn the, "hard way." Assign/delegate the job of training the new employee to a senior employee designated as an "Onboarding Manager" reflecting the importance of the assignment. Not just, "Follow Mary around."

3. Have a conversation with your new employee about their background, skills and strengths, and career goals.

4. Information to provide: rules and regulations, traditions, nuances, do's and don'ts.

5. Consider holding regular “tuning” meetings: What’s working? What’s not?

6. Observe your team by walking around. Look for any signs that your team is slow to welcome or accept or assist the new member.

7. Acknowledge any and all progress.

This time of transition and change can be a stressful one. The Employee Assistance Program is available to provide confidential, free counseling and coaching at (408) 241-7772. Visit the EAP Website at www.sccceap.org for additional information.

County of Santa Clara Employee Assistance Program (EAP) -- (408) 241-7772
Resources for Managers
Courses to Support County Employees During Layoffs

These courses, offered through ESA, are intended for County employees who may be affected by layoffs. Register on-line at: http://training.sccgovatwork. All classes held at the Charcot Training Center unless otherwise indicated.

Dealing with Change

Navigating Workplace Changes

The skills and strategies in this workshop will help you through the changes you face. You will learn to understand how change affects you, move beyond your resistance to change, move through transition periods more easily and build and maintain positive attitudes toward change.

- Tuesday, June 15, 1:00 to 4:30 PM
- Thursday, July 15, 8:30 to 12:00PM

Managing Your Team through Changes at Work

Change in the workplace has become a way of life. As a manager or leader you are challenged to maintain performance under chaotic conditions. Your workforce may become confused, resistant, and disheartened. How do you build a productive and motivated workforce under these conditions? This workshop will cover step-by-step strategies and activities that will help you become an effective change leader in your organization.

- Wednesday, June 23, 9:00 to 11:30 AM
- Wednesday, July 14, 9:00 to 11:30 AM

Staying Healthy in Stressful Times

Excessive stress is not only damaging to your mental and emotional health, it is also damaging to your physical health. Learn how to stay healthy even during the most stressful times. This class will provide tips to help you build your coping capacity and personal resiliency. Discuss and practice ways you can reduce the negative effects of stress on your health and keep your life in balance. Presented by the Employee Wellness Program.

- Thursday, June 24, 2:30 to 4:30 PM
Job Transition Courses

Career Planning

In these days of layoffs, downsizing, and uncertainty in the job market, it is a good idea to consider planning the next steps of your career. What do you like? What suits your personal comfort zone for behavior? What is your ideal career situation? How can you get the most out of the job you currently have? All these questions have some bearing on your long-term success at any job. In this class, we will explore possibilities, directions, and stages of career development.

- Tuesday, June 22, 8:30 to 12:00 PM

Writing a Resume

In this course, the basics of building your resume will be discussed. Major topics will include building your summary statement, highlighting your achievements and focusing on results you have attained. By the end of this course, you will have a draft resume.

- Tuesday, June 22, 1:00 to 4:30 PM

Successful Interviewing Skills

The purpose of this workshop is to provide those being interviewed with the tools necessary to confidently, effectively, and legally encounter the interview process. This course will give practical experience in preparing for an oral board interview as well as for an individual interview. We will discuss interview questions that are legal and illegal and have an actual opportunity to rehearse an oral board interview to demonstrate new skills. Bring a job description of a job you desire.

- Thursday, June 24, 8:30 to 12:00 PM
- Wednesday, July 28, 8:30 to 12:00PM

Register on-line at: http://training.sccgovatwork

All classes held at the Charcot Training Center unless otherwise indicated.
Financial Planning

Building Financial Security

Managing your money includes finding all ways possible to maximize every penny you earn. This workshop will help you identify your short-term and long-term financial goals. In addition, you will learn how to design a budget which is a critical step in building your financial security. We will provide you with materials to design your own personal budget.

- Wednesday, June 16, 9:00 to 11:30AM
- Wednesday, July 14, 9:00 to 11:30AM

Charting your Course

In addition to your pension and Social Security, your 457 plan can play an important role in your financial planning. This workshop will provide an overview of how to utilize the 457 Deferred Compensation plan during financial unstable times. A Workbook and course materials will be provided.

- Wednesday, June 16, 1:30 to 4:00PM
- Tuesday, June 29, 9:00 to 11:30AM* (held at SCVHHS)
- Wednesday, July 21, 9:00 to 11:30AM

Retirement Planning

This workshop provides an overview of the PERS Retirement program and options. Participants have the opportunity to ask a PERS representative specific retirement questions. These workshops will include the following information: planning for retirement, selecting the “best” date to retire, calculating a retirement allowance, planning survivor continuance, taxes and your retirement. The CalPers Workbook provided will include charts, examples of calculations, and retirement information.

- Tuesday, June 29, 9:00 to 11:30AM
- Tuesday, July 20, 9:00 to 11:30AM
- Tuesday, July 20, 2:00 to 4:30PM

Register on-line at: http://training.sccgovatwork

All classes held at the Charcot Training Center unless otherwise indicated.
<table>
<thead>
<tr>
<th>DATE *</th>
<th>TASK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starting week of 04/12/10</td>
<td>Develop seniority lists, identify underlying status, identify vacancies, etc.</td>
</tr>
<tr>
<td>4/30/2010</td>
<td>Complete seniority lists &amp; forward to Department Layoff Coordinators &amp; Unions for review.</td>
</tr>
<tr>
<td><strong>Week of 05/17/10</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Review seniority lists with Department Layoff Coordinators</td>
</tr>
<tr>
<td></td>
<td>Receive input from Departments and Unions on seniority lists.</td>
</tr>
<tr>
<td></td>
<td>Departments to provide information on (former Local 715) positions for bidding including specialized requirements for positions and define current unit staffing.</td>
</tr>
<tr>
<td></td>
<td>Refer inplacement list to inplacement team. Revise as needed based on input from Department Layoff Coordinators and Unions.</td>
</tr>
<tr>
<td>5/17/2010</td>
<td>Revise seniority as necessary based on feedback from Department Layoff Coordinators and Unions.</td>
</tr>
<tr>
<td>5/18/2010</td>
<td>Prepare layoff related draft letters for distribution</td>
</tr>
<tr>
<td>5/24/2010</td>
<td>Letters to departments for processing with actions and copy of templates to Unions</td>
</tr>
<tr>
<td>5/27/2010</td>
<td>Departments to distribute letters to Employees, scans letters &amp; emails letters to Unions &amp; Layoff Team</td>
</tr>
<tr>
<td>6/3/2010</td>
<td>Final day to comply with 20 day layoff notice requirement for most budget actions (last day in position being 06/30/10)</td>
</tr>
<tr>
<td></td>
<td>Provide SEIU 521 with former Local 715 positions to be bid on.</td>
</tr>
<tr>
<td><strong>Week of 06/21/10</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Bids for SEIU Local 521 (former Local 715).</td>
</tr>
<tr>
<td></td>
<td>Finalize admin transfers.</td>
</tr>
<tr>
<td></td>
<td>Finalize inplacements.</td>
</tr>
<tr>
<td>6/30/2010</td>
<td>Last day an employee can occupy a deleted position (for most budget actions).</td>
</tr>
<tr>
<td>7/1/2010</td>
<td>First day in new position for laid-off employees.</td>
</tr>
</tbody>
</table>

* Above dates are target dates and may be adjusted as needed.
Frequently Asked Questions (FAQs): Layoffs

These FAQ’s are not meant to supplant labor contracts, applicable Merit System Rules or Personnel Practices. For specifics about individual situations, please contact your department’s Layoff Coordinator or your union representative.

How is seniority determined?
Seniority is determined by either labor contract or applicable County Ordinance, Personnel Practices. Depending on the provision, seniority may be calculated by days of accrued service or date of hire within a coded classification. Other methods include time in rank or date of hire within bargaining unit.

How is this affected by leaves such as sick leave, vacation, maternity leave, etc.?
Paid leave is counted as time towards seniority. Some unpaid leaves such as Military Leave, Maternity Leave, and Worker's Compensation Leave count toward seniority. Other unpaid leave is not counted toward seniority.

What happens if a position / program is proposed to be cut?
If there are enough vacant position(s) within a department / Agency that are the same classification it would not be considered a layoff. The affected employee would be administratively transferred to the vacancy.

If there are no vacancies in the affected classification, the least senior employee would be laid off and normal lay-off provisions as dictated by the applicable labor agreement would apply.

Among options that may be available include the following:

1. The laid-off employee may transfer to a vacant code in the same classification in a different department / agency or;
2. The laid-off employee may return to former class where permanent status was held.
3. Employees with no lay-off options may be referred to inplacement. Inplacement is defined as an offer of transfer (within specific wage bands) or demotion to a vacant position, which the County intends to fill during the layoff period. Only laid-off employees with no other formal layoff options may be inplaced. Employees must meet the employment standards for classifications considered.

May an employee choose to waive the “return to former class” option and be referred directly to inplacement?
No, vacant positions available for inplacement have been frozen and reserved for employees who would otherwise be laid off.
Can an employee displace someone in the same classification in a different agency?
An employee may not “bump” (displace) an employee in a different agency, regardless of relative seniority.

How does “inplacement” work? Does the affected employee serve a probationary period?
The affected employee fills out a work history, which should include all employment experience. ESA - HR or HHS-HR will identify vacant positions for which the employee meets the minimum qualifications and is within specific transfer bands. Inplaced employees are placed on probationary status as though they had transferred voluntarily to the new position. The affected employee retains any underlying permanent status.

What happens if jobs open up in the classification from which the employee was laid-off?
Laid-off employees are placed on reemployment lists that last for up to two years. These individuals will be offered positions as they become available based on seniority. No application, test or interview is required. A person will be removed from the list if he/she turns down two offers of reemployment for a position in the same code status that the person was laid off from.
Frequently Asked Questions (FAQs): Employee Benefits

Q. If my code status is reduced as a result of layoff, what happens to my medical, dental, vision and other benefits?

A. Your employee benefits will be retained at the same code status you held prior to layoff. You will continue to receive “grandfathered” benefits until such time as you are offered a position at the same code status and classification you held prior to layoff. Example: You are a full-time employee who is laid off to a half time position. Your benefits will continue at the full-time status until you accept another full-time position. If you are offered a full-time position and you do not accept it, your benefits will no longer be grandfathered and you will be responsible for any required premium payment for you and/or your family.

Q. If I am laid off and separated from employment, when do coverage for my medical, dental, vision and other benefits stop?

A. Your employee benefits will stop at the end of the pay period in which you last worked. For example: if your last day on payroll is June 30, 2010, your coverage will end at midnight on Sunday, July 11, 2010.

Q. Can I continue my health benefit coverage after I am laid off?

A. You will be notified of your rights to continue coverage through the Consolidated Omnibus Budget Reconciliation Act (COBRA) within 30 days from the date you last worked. COBRA allows you to continue with your medical, dental and vision coverage at the County’s group premium rate plus a 2% administrative fee that is paid by you and not the County.

In most cases, you may continue the same coverage you had while employed. However, there are restrictions on health plan service areas and where you reside. As a result, you may be required to change your health plan at the time you enroll in COBRA coverage. For example: if you have Valley Health Plan while employed, but reside in Nevada County, you will be required to change to Health Net after being laid off. Valley Health Plan provides coverage through COBRA only if you reside in Santa Clara County, a surrounding County, or the City and County of San Francisco.

You may contact United Administrative Services at 408/288-4400 should you have questions regarding COBRA coverage and premium rates.

Q. Can I continue my life insurance coverage after I am laid off?

A. You have the option to convert your group term life insurance coverage to an individual whole life insurance policy through Mutual of Omaha. Please contact United Administrative Services by calling 408/288-4400. However, you may wish to contact other insurance brokers or insurance companies directly for coverage options and quotes.
**Q.** What happens to my contributions to my CalPERS plan after I am laid off?

**A.** Generally, you have one of two options:

1. Leave your contributions on deposit with CalPERS until which time you are eligible to retire and can draw a retirement pension.
2. Receive a lump sum distribution of your member contributions plus interest earned.

Contact CalPERS at 1-888-CalPERS (225-7377) or go online at [www.calpers.ca.gov](http://www.calpers.ca.gov) for questions about distribution of your funds.

**Q.** What happens to my Deferred Compensation Plan funds after I am laid off?

**A.** You have several options for distribution of your deferred compensation monies either as installment payments, or in a lump sum, and/or as a transfer to other qualified retirement plans. However, you are not required to take any action when you are separated from employment with the County. You can simply leave your funds on deposit in your ICMA-RC account to continue to be invested until future withdrawal at any time without any penalty for early withdrawal. At age 70 ½, you will be subject to required minimum distribution amounts each year per IRS rules.

Contact Employee Benefits at 408/299-5880 or 1-800/541-7749 for distribution packets. You may also contact Sonia Rogers, I.C.M.A.-RC representative at 1-800/735-7202, ext 4910 for questions about distribution of your funds.

**Voluntary Reduced Work Hour (VRWH) Program Participants**

**Q.** I am currently participating in the VRWH program and am being transferred to another County department as a result of the layoff action. What happens to my VRWH status?

**A.** In most cases, any change in code status (i.e., vacate, transfer, promote/demote, reduce code status), removes the employee from the VRWH program for the remainder of the six-month period of the program. If you are participating in VRWH and transfer to another department, you can discuss with your new department if they will allow you to continue in the program. If your new department is agreeable, your new manager or supervisor can call the Office of Labor Relations at (408) 299-5820. Requests will be granted on a case-by-case basis.

**Q.** I am currently participating in the VRWH program and will be laid off and separated from the County. What happens to my VRWH hours and my payoffs?

**A.** Whenever an employee terminates while participating in the VRWH program, any payoffs to which the employee is entitled will be paid at the lower VRWH rate of pay. If you have used more than the prorated number of VRWH hours to which you are entitled (based on the actual number of pay periods in the program) at the time of lay off, you will be responsible to repay to the County the value of any hours used that have exceeded the prorated amount.
Inplacement Information

If an employee has been issued a layoff notice and has no rights to other positions within the County, the employee is invited to participate in the Inplacement Program. The Inplacement Program was established to attempt to place employees with no rights to claim County positions, into vacant County positions (within specific salary bands), in lieu of layoff.

The employee is placed on secondary probation in a new position on the day following his/her layoff date, with no break in County service.

The program has been successful in placing over 750 employees in the past 22 years who otherwise would have been laid off. There is no guarantee that all employees will be placed but every effort is made to match an employee with a vacancy.

The Inplacement Program works as follows:

1. The County identifies vacant positions that will be available for Inplacement consideration.

2. Human Resources reviews the interests, education, work history and current salaries of the participants and attempts to match them up with vacant County positions. Emphasis is placed on keeping employees at the same salary or lower. It is not the County’s intent to promote employees through this process.

3. Departments are contacted and notified that their positions may be used for inplacement. Information is collected from the Layoff Coordinator about the duties, hours, location, and special needs of the position.

4. A second review is done.

5. Human Resources discusses the placement with the receiving department and, after reviewing all options, decides which employees will fit the best in vacant positions.

6. Program participants are contacted and told about the position(s) being considered for them.

7. A hiring offer is then made. If accepted, the paperwork and ePAR is prepared by the receiving department.

8. Inplacement is voluntary and if the placement offer is not accepted by the employee, he/she may be ineligible for Unemployment Benefits.
Important information you can share with employees:

1. Where to obtain a County Job Application. A County job application is available on our website at www.sccjobs.org (click on Employment Opportunities link on the left hand side of the screen, go to the bottom of the page, and click on County Job Application in PDF Format)

2. Inplacement forms are attached to layoff letters. An electronic version is available at: layoff.team@esa.sccgov.org

NOTES:

- Employees of Santa Clara Valley Health and Hospital System (SCVHHS), should fax the Inplacement Information Form and County Employment Application to Terry Chavarria or Tuyet-Mai Pham at (408) 885-6455. If they have questions about Inplacement, please contact Terry Chavarria at (408) 793-2071 or Tuyet-Mai Pham at (408) 885-3887.

- Employees in other County departments should email or fax the above Inplacement Information Form and County Employment Application to Julia Long at Julia.Long@esa.sccgov.org or (408) 295-3012. If they have questions about Inplacement and do not work at SCVHHS, please have them contact Julia Long (408) 299-5852 or Paula Mogliolo at Paula.Mogliolo@esa.sccgov.org or (408) 299-5833.

*If you have an employee with work restrictions who is either being reasonably accommodated in your current position or believe he/she may require reasonable accommodation depending on his/her inplacement, please notify Marina Arellano, Reasonable Accommodation Coordinator, at (408) 299-5198, and provide information about any current work restrictions. Send to marina.arellano@esa.sccgov.org.

Above all: Remember Confidentiality and Clear Communication
Inplacement Form

If you are interested in Inplacement consideration, please complete and fax this form along with a recent County application or resume, to the Inplacement contact on your letter. **Remember to contact Marina Arellano if you currently have a reasonable accommodation or if you think you may need one in your new job.** If you are not interested in participating in Inplacement, please indicate so at the bottom of this form and return the form by the same date.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Daytime Phone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td>Work Phone:</td>
</tr>
<tr>
<td>Email Address:</td>
<td></td>
</tr>
</tbody>
</table>

Current Department/Division:

Current Classification:

Prior County Classifications:

Education/Degrees/Units:

Special Licenses/Certificates:

Expertise/Skills:

**Bilingual Skills:**
(You must be fluent in a second language and be willing to be tested for your skills.)
Please indicate what language besides English in which you are fluent.

Departments you are interested in working:

<table>
<thead>
<tr>
<th>Shift Preferences:</th>
<th>Day</th>
<th>Swing</th>
<th>Night</th>
<th>Full Time</th>
<th>Part Time</th>
</tr>
</thead>
</table>

Work Location Preference:

I am interested in these kinds of positions:

**Check one of the two boxes, below:**

- [ ] I am interested in Inplacement and I am submitting this form with a County application and/or resume.

- [ ] I am **not** interested in Inplacement. I understand that failure to participate in this program may jeopardize my ability to obtain Unemployment Benefits.
For Hiring Managers: Information on using the Reemployment List

- Hiring Managers need an approved freeze exemption is required before requesting the Reemployment List.

- A requisition needs to be submitted in NEOGOV in order to receive a reemployment list. Indicate in the comments section that a reemployment list is being requested. Include any information about location, hours worked, language required, etc.

- The most senior name on the reemployment list will be referred to the hiring manager. The employee will be notified to contact Sherae Moresco directly to accept or waive the position. The hiring manager does not need to contact the employee.

- If there is more than one employee on the reemployment list, the position will be offered to each employee in seniority order until the position has been claimed. The Hiring Manager will be notified of the outcome. If no one claims the position, the hiring manager will be instructed to go back to FERC to request filling the vacancy another way.

- The employee being offered the position may contact the hiring manager to get more information about the position. This is not to be a hiring interview, as the employee has a right to the position.
Reemployment form