

State of California

MEMORANDUM

TO: PERSONNEL MANAGEMENT LIAISONS DATE: October 25, 2001
REFERENCE CODE: 2001-050

THIS MEMORANDUM SHOULD BE DISTRIBUTED TO:

Personnel Officers
Employee Relations Officers
Chief Administrative Officers

FROM: Department of Personnel Administration
Classification and Compensation Division

SUBJECT: Measures To Mitigate Staffing Reductions

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In an effort to address the national and State economic slowdown, the Governor requested all State agencies and departments to prepare for an across-the-board 15 percent reduction in expenditures. It is anticipated that staffing cuts along with attrition will be critical tools in achieving these fiscal reductions.

This Personnel Management Liaison (PML) memorandum addresses readily available methods that departments may use to accelerate attrition thereby mitigating the impact of a layoff. Each method has been used successfully in the past. However, individual departmental conditions will dictate its usefulness in the current climate.

Available options include:

Departmental Restriction of Appointments (DROA)

This process requires hiring supervisors and managers with positions outside the area of layoff to make appointments of surplus employees from within their own departments. The mechanics of the DROA may vary from requiring that priority consideration be given to surplus employees to actually requiring specific surplus employees be appointed.

Reduction of Intermittent and Non-Permanent Work Force

Departments may cut intermittent hours or terminate temporary appointments such as limited-term appointments. These measures may generate considerable savings if a department has a large temporary work force. Some bargaining unit agreements include language regarding the intermittent work force. Departments should refer to the appropriate agreement prior to using this alternative.

Reduced Work Time

Government Code 19996.19 provides for voluntary reduced work time. A voluntary reduced work time means employment of less than 40 hours per workweek. Reduced work-time benefits both the employer and employees, by increasing flexibility. It offers management more flexibility in meeting work requirements and filling shortages in various occupations. It provides needed alternatives for employees who require or prefer shorter hours; thus, increasing jobs available to reduce unemployment while retaining skills of individuals who have training and experience.

Job Sharing

Provides for a shorter workweek and reduced pay as an alternative to layoff, keeping workers connected to their jobs and enabling employers to retain workers in which they have an investment.

Partial Service Retirement

Allows an employee the opportunity to reduce his/her work time and ease into retirement. Partial retired employees are considered "active" with a reduced time base. Employees are given an opportunity to cut back their work hours without seriously reducing their income. In addition, employees who participate in the program are guaranteed full health, dental, and vision care benefits. Seniority for retirement and other leave benefits are pro rated based on the employee's "active" time base.

Supplemental Time Off

Full-time civil service employees may request supplemental time off during a term not to exceed 12 consecutive monthly pay periods in exchange for a commensurate reduction in pay.

Voluntary Personal Leave

This program allows an employee to voluntarily participate in the Personal Leave Program. The program allows full-time Bargaining Unit 19, 21, and excluded employees the opportunity to continue working their assigned work schedule and receive a pay reduction equal to one or two days (8.0 hours for each day) for each monthly pay period. Employees subject to the Personal Leave Program shall be credited with eight (8) hours of personal leave for each day of dock on the first day of the following monthly pay period for each month in the program.

Leave of Absence

Government Code Section 19991.1 provides for an unpaid leave of absence. The appointing power may grant a leave of absence without pay, to any employee under his or her jurisdiction for a period not exceeding one year. An extension to an unpaid leave of absence may be granted by the appointing power with the approval of the Department of Personnel Administration (DPA).

State Restriction of Appointments (SROA)

In addition to the above measures, DPA is authorized to temporarily restrict the methods of appointment that are available to appointing powers, by means of the SROA Program. DPA will re-establish and staff the statewide SROA unit to assist departments. Details on the SROA Program will be covered in a separate PML.

DPA strongly encourages departments to examine each alternative listed, assess the feasibility of its use, and take action as soon as possible. Early implementation of these measures will alleviate the overall impact of a layoff. Please direct questions specific to this memo to the DPA Classification and Compensation Division analyst.



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