



DEPARTMENT OF  
PERSONNEL

PERSONNEL SERVICES DIVISION

CITY OF SACRAMENTO  
CALIFORNIA

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August 13, 1993

Personnel and Public Employees Committee  
Sacramento, California

Honorable Members in Session:

**SUBJECT: SUMMARY OF LAYOFF/TRANSFER PROCESS AND RESULTS**

**LOCATION AND COUNCIL DISTRICT: All Districts**

**RECOMMENDATION:**

For information only.

**CONTACT PERSON: Bronda Silva, Supervising Personnel Analyst, 264-5824**

**FOR COMMITTEE MEETING OF: August 24, 1993.**

**SUMMARY:**

This report summarizes the steps of the recent layoff/transfer process and reports on the final results and impacts to all affected employees.

**COMMITTEE/COMMISSION ACTION:**

None.

**BACKGROUND INFORMATION:**

In order to mitigate the effects of budget and position cuts to employees, the City set up several new programs and began an internal transfer process in order to place employees who were targeted for layoff into vacant positions. The City staff worked aggressively to minimize the layoff impact to employees by implementing the following:

1. The transfer rule was expanded for targeted employees from a 5% to a 15% differential in classes eligible for transfer.
2. The Career Development Trainee program criteria and effects were modified during the layoff period to allow the City to place employees who are to be laid off into positions for which they did not otherwise qualify and train them to meet the qualifications.
3. Promotions that were on hold due to the hiring freeze were approved in order to open up entry level positions for targeted employees to transfer into. This entailed conducting several promotional exams in a short period of time.
4. An Alternative Employment Program was activated in order to place laid off employees in limited-term positions.
5. A Positive Alternative Outplacement Program was conducted for employees identified for layoff.
6. Our Employee Assistance Program was augmented by five additional counseling visits during this period.

The results of staff's efforts are displayed in Appendix 1. The overall results were 18 promotions, 69 transfers, and 10 career employees who were laid off from their positions. The tables in the Appendix display actual numbers and percentages for all the ethnic groups and the sexes. As can be seen from Table A, of the 69 employees who found other permanent positions with the City, 55% were White, 16% were Black, 25% were Hispanic, 3% were Asian, and 1.5% were Filipino. Females represented almost 38% of the transferred employees.

Table B displays the results of the promotions that were made during this time in order to facilitate the transfer process. Of the 18 total promotions, 67% were White, 22% were Black, 5.5% were Hispanic, and 5.5% were American Indian. 28% of the promotions went to Females.

In regard to actual layoffs, 10 employees are no longer in their career classifications. Of those employees laid off, 90% were White and 10% were Black. Females accounted for 80% of the impacted employees with White Females being the hardest hit (70%). More than half of the laid off employees either desired to be laid off, did not accept positions that were offered to them, were placed in other positions in other organizations, or did not participate at all in the transfer process.

As the Appendix shows, the City's efforts to mitigate layoffs and its impact on employees, especially minority groups, were very successful. Not only were the majority of targeted

employees placed in other positions, but in many cases, employees benefited from the transfers by moving to a higher classification or into a classification that will provide greater promotional opportunities than the employee previously possessed. In addition, the feedback from the departments and the employees has been generally positive.

**FINANCIAL CONSIDERATIONS:**

None.

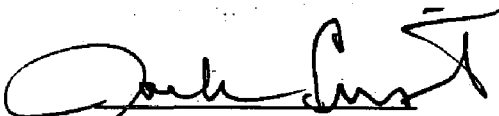
**POLICY CONSIDERATIONS:**

For information only.

**MBE/WBE:**

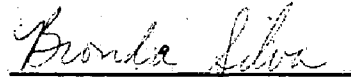
None.

**RECOMMENDATION APPROVED:**

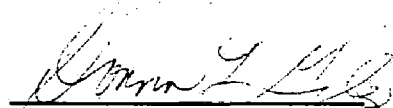


Jack R. Crist  
Deputy City Manager

Respectfully submitted,



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Donna L. Giles  
Director of Personnel

