

DEPARTMENTAL LAYOFF COORDINATORS' GUIDEBOOK City and County of San Francisco



Micki Callahan
Human Resources Director

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Introduction

The Department of Human Resources, Client Services Team has been charged with the coordination of the City's Layoff program. A team of expert analysts from the Client Services will provide consistent, equitable, and expedient services in all aspects of managing the Citywide layoffs. The Layoff Processing Team may be contacted as follows:

Layoff Processing Team
Department of Human Resources
44 Gough Street
San Francisco, CA 94103

Kerry Ko:	(415) 557-4875
Emily Morrison	(415) 557-4951
FAX #:	(415) 557-4868

This Layoff Coordinators' Guidebook has been developed to provide you with current procedures for implementing departmental layoffs and information about subsequent Citywide displacement and return-to-duty processes. Document templates for use in noticing affected employees and their unions have been provided.

A critical component to the success of the program is the direct involvement of departmental supervisors and personnel staff in ensuring that applicable Civil Service Rules and policies governing employee layoffs are applied with consistency, compassion and respect. To that end, department supervisors are encouraged to provide meaningful orientations for employees "bumping" into their department. This should include the identification of the essential functions of the position as well as identification of the supervisor's specific expectations for the employee, including performance objectives.

Further, supervisors are encouraged to monitor the new employee's performance during the employee's probationary period and review with the employee any needed improvements in performance to successfully meet expectations. Feedback on less than satisfactory performance should occur as early as possible in the probationary period to allow the employee an opportunity to rectify performance problems.

To ensure the ultimate success of any employee bumping into a department, supervisors are encouraged to provide basic training to new employees and provide them with tools necessary to be successful in their new appointment when possible and appropriate.

I encourage all Departmental Layoff Coordinators to contact your assigned DHR Client Services Analyst or the Layoff Processing Team should additional information, assistance, or clarification of layoff policies and processes be needed.

Micki Callahan
Human Resources Director

SECTION 1: Basic Departmental Procedures:

THE PROCEDURES LISTED BELOW SHOULD BE FOLLOWED IN THE ORDER GIVEN:

1. The Department determines which position(s) to eliminate and is able to articulate a business rationale and resultant impact(s) for its decision. The responsibility of the Human Resources Director is limited to ensuring that layoff and return-to-duty rules and procedures are properly applied.
2. Appropriate authorization is obtained from the Mayor's Office to move forward with the layoff(s) based upon the department's business rationale and impact statement(s).
3. Identifying **Volunteers**:
 - a) If there is sufficient time to conduct this process and to still meet the notification deadlines, employees, including those on authorized leaves of absence in the affected classes, may be canvassed to determine if any employee will volunteer to be laid off. Canvassing of employees may be done either in writing, personal contact with each employee, or by posting a general notification requiring a response within a specified period of time. A written response must be obtained from the employee who volunteers to be laid off.
 - b) Employees who volunteer to be laid off should be placed on Voluntary Layoff status or, if eligible, Elective Involuntary Leave status. (Refer to Item 6, below.)
 - c) Volunteers to be laid off are allowed only within an employment status in a class and department. For example, a permanent employee may not volunteer to be laid off when the department retains probationary, temporary, or provisional employees in the same class.
 - d) Departments must notify employees who volunteer to be laid off of the following:
 - i) If the employee has holdover rights, the employee will be placed on the holdover roster under waiver for all appointments; the employee cannot exercise bumping of less senior employees; and the employee may lift the waiver pursuant to the applicable Civil Service Commission Rule.
 - ii) The employee may have rights to reinstatement in a former class which may not be affected by layoffs. Employees cannot waive reinstatement, but may request a leave of absence from the class to which reinstated.
 - iii) Volunteering to be laid off might affect eligibility for unemployment compensation. The employee should discuss his/her eligibility with the State of California Employment Development Department (EDD).
4. If no one volunteers to be laid off or if canvassing is not conducted, the department determines the individual(s) who will be impacted, based upon seniority and status.



5. If the least senior employee in a class affected by layoffs is in a position where special skills or qualifications have been authorized for **Exception to the Order of Layoff** (EOL) by the Human Resources Director, the following steps must be followed:
- a) All of the more senior employees in the class in the department must be canvassed to determine if any of those individuals possesses the requisite skills or qualifications and is available to perform the required duties.
 - b) If a more senior employee possesses the required skills or qualifications and is available to perform the duties, the appointing officer must reassign that employee to the position authorized for an EOL. If there are two or more senior employees who possess the required skills or qualifications to perform the duties, the appointing officer may assign any of those employees to the position authorized for the EOL. The decision of the appointing officer in making the assignment is final.
 - c) Employees who are retained when an EOL is exercised may be bumped by a more senior Holdover who has the required skills or qualifications. These employees must be notified by the appointing officer or designee of this possibility.
 - d) Example: A department current has four (4) 1426 Senior Clerk Typists – one in Division A, two in Division B, and one in Division C. An EOL has been authorized (Must be fluent in Spanish) on one (1) of the requisitions.

Employee	Department Seniority Date	Division Assignment	Requisition Detail
1	March 13, 1994	A	No EOL
2	October 1, 1996	B	No EOL
3	December 16, 2000	B	No EOL
4	July 1, 2002	C	Spanish Speaking

The department eliminates the one (1) 1426 position in Division A. Employee 4 is identified as the least senior in the department, however, Employee 4 is on a requisition that has an authorized special condition resulting in an EOL. The department **must** canvass employees (1-3) to determine if anyone possesses the required skills or qualifications (Spanish speaking) and is available to perform the duties. If as a result of the canvassing, it is determined that employees 1-3 do not possess the required skill or qualifications, employee 3 should be selected for layoff.

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6. **Involuntary Layoff versus Involuntary Leave:** Only those employees who have Permanent Civil Service status, may be placed on Involuntary Leave. Typically, Permanent and Probationary employees are placed on Involuntary Leave rather than placed on Involuntary Layoff. However, these employees must be provided with the option to make a selection. The following chart identifies the primary differences and eligibility requirements for Involuntary Leave:

Employee Status	Involuntary Layoff	Involuntary Leave
Provisional	X	
Temporary from an eligible list	X	
Probationary	X	X
Permanent	X	X

Employees who are placed on **Involuntary Leave**:

- Must continue membership in the Retirement System.
- May not receive a payment of any earned and unused vacation.

Employees who elect **Involuntary Layoff** status:

- Must make a decision about his/her contribution into the Retirement System within 90-days of the separation date, The Retirement System will notify the employee of the available options and specific requirements for reporting his/her decision. Should the individual return to City service after a layoff, he/she will be placed in the Retirement plan that became effective in November 1976.
- Must receive payment of any earned and unused vacation.

7. Departments should draft the notice (refer to templates) and the separation report.
8. Departments must **notify employees** who are to be affected by the layoffs and must adhere to the factors below. While formal notice is by letter explaining the cause of the layoff accompanied by a copy of the Separation Report, a department representative should meet personally with all affected employees.
- a) **Form of Notice** – Notice to the employee must be provided in writing. Templates for written notices have been developed and are attached as exhibits to this document. Electronic copies of the notices are available by contacting Kerry Ko via e-mail at kerry.ko@sfgov.org.
- b) **Advance Notice to Employee** – Most MOUs with City Unions require a minimum period of advance notice to an employee who is being laid off for reasons other than displacement or “bumping.” Please review the appropriate MOU for specific requirements. **Note:** Provide a minimum of two weeks advance notice to those employees represented by MOUs without specific notice requirements.



- c) **Notice to Union** – Departments must notice the Union.
 - i) Most MOUs require that the employee organization be notified when an employee is being laid off. Please refer to the appropriate MOU for specific requirements.
 - ii) Meet and Confer on Impact. Most MOUs require that departments, upon request by the union, meet and confer on the impact of layoffs and resulting workload.
9. **Employee Layoff Information** – Employees must be provided with a copy of the Employee Layoff Information Booklet with their formal notice. An electronic version is available on the DHR website and may also be obtained by contacting Kerry Ko at kerry.ko@sfgov.org.
10. Finalize the **SEPARATION REPORT** and present it to the employee along with the layoff notice and Employee Layoff Information Booklet to the employee. Mail documents by Certified Mail if the employee is on leave.
11. The **NOTICE OF WORK RESTRICTIONS AND ACCOMMODATIONS** must be prepared for each employee being affected by layoff or displacement. Departmental staff must review the employee's personnel and medical files to determine whether or not the employee has any current work restrictions and/or accommodations.
Note: Copies of this form are **not** routinely provided to the employee or the employee's union. Instructions on preparing the Notice of Work Restrictions and Accommodations are included in Section Two, Step Five of this guidebook. An electronic fill-in form version is available and may be obtained by contacting Kerry Ko at kerry.ko@sfgov.org.
12. Fax and mail copies of the Notice of Layoff, Separation Report, and the Notice to Union to the appropriate union immediately upon providing the notice to the employee. Do **not** send the union a copy of the Notice of Work Restrictions and Accommodations.
13. Immediately upon providing the notice to the employee and the employee's union, FAX copies of the Notice of Layoff, the Separation Report, the Notice of Work Restrictions and Accommodations, the Notice to the Union, and any other supporting documents to the DHR Layoff Team at (415) 557-4868.
14. Send a copy of the Notice of Layoff, the original Separation Report, the Notice of Work Restrictions and Accommodations, the Notice to the Union, and any other supporting documents to the DHR Layoff Processing Team, 44 Gough Street, San Francisco, CA 94103.

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SECTION 2: Steps to Complete the Separation Report

Step 1: Complete the information at the top of the Separation Report. Each box in this section of the form must be completed

CITY AND COUNTY OF SAN FRANCISCO DEPARTMENT OF HUMAN RESOURCES				SEPARATION REPORT (SR)			
NAME (LAST, FIRST, M.I.)				DATE OF BIRTH	SOCIAL SECURITY NO.	DHR USE ONLY SR-	
CLASS NO.	TITLE	RANK	LIST	CERTIFICATION OR START WORK DATE 1	DHR RQ NUMBER		
HOME ADDRESS - COMPLETE FOR PARTS 3, 4, 5 OR 6 ONLY				DATE ISSUED	DATE EFFECTIVE	DEPT. RQ NO.	
HOME TELEPHONE NUMBER:							
TYPE OF APPOINTMENT		WORK SCHEDULE		IS THE EMPLOYEE SERVING A PROBATIONARY PERIOD AT THE TIME OF SEPARATION?			
<input type="checkbox"/> PERMANENT (PCS)	<input type="checkbox"/> EXEMPT-PERM. (PEX)	<input type="checkbox"/> FULL-TIME (FT)	IF YES, SPECIFY TYPE: <input type="checkbox"/> ENTRANCE <input type="checkbox"/> PROMOTIVE <input type="checkbox"/> YES <input type="checkbox"/> NO				
<input type="checkbox"/> TEMPORARY (TCS)	<input type="checkbox"/> EXEMPT-TEMP. (TEX)	<input type="checkbox"/> PART-TIME (PT)					
<input type="checkbox"/> PROVISIONAL (TPV)	<input type="checkbox"/> RETIREE (REX)	<input type="checkbox"/> SCHOOL TERM (FT)					
<input type="checkbox"/> LIMITED TENURE (TLT)		<input type="checkbox"/> SCHOOL TERM (PT)					
<input type="checkbox"/> NON-CIVIL SERVICE (NCS)		<input type="checkbox"/> AS NEEDED (Irregular)					
IS THIS A COMPLETE SEPARATION FROM CITY & COUNTY SERVICE? 2		IF NO, RETURNING TO PCS POSITION? <input type="checkbox"/> YES <input type="checkbox"/> NO		OR		ACCEPTING OTHER EMPLOYMENT? <input type="checkbox"/> YES <input type="checkbox"/> NO	
		DEPT _____ 3		OR		NEW DEPT _____ CLASS _____ STATUS _____	

Instructions:

- 1 Use certification date for permanent (PCS), probationary (PCS) and temporary (TCS) employees. Use the start work date for provisional (PV), non-civil service (NCS) and exempt employees (PE/TE).
- 2 If the employee is being separated from a temporary or provisional appointment, but has permanent status in another class, or if the employee is a uniformed member of the Police, Fire, or Sheriff's Departments: check NO to the question "Is this a complete separation from City and County service?" In these cases, the permanent department restores the employee to the former class. In all other cases, the answer in this section is YES because the outcome of the placement process is unknown. If a permanent or probationary employee has had permanent status in another class in the same or a different department, the employee may be eligible for reinstatement to a position in the former class. The Department of Human Resources will initiate the appropriate action in this case.
- 3 When the answer is NO as explained in #2 above, indicate in this section the Class Number, Title, and Department to which the employee is returning.



Step 2: Do not complete Sections 1,2,3,5, and 6 of the Separation Report

1 REASSIGNMENT									
NEW ACQUISITION	DEPT REQ NBR	DHR REQ NBR	DEPT	DIV	CLASS	POSITION NUMBER	REQ TYPE	WORK SCHED	WORK SHIFT
2 LEAVE/SUSPENSION OVER 5 DAYS				APPROVED DURATION		5 TERMINATION			
MILITARY LEAVE (ATTACH ORDERS)				SUSPENSION		RELEASE FR APPOINTMENT			
LESS THAN 180 DAYS				OTHER-SPECIFY		DISMISSAL (DPE)			
MORE THAN 180 DAYS				END DATE		LEGAL LIMIT (LLT)			
UNPAID ADMINISTRATIVE LEAVE						SETTLEMENT (RZA)			
						RELEASE OF NCS, TPV, EX (RLS)			
						RELEASE FR PROBATION			
						DISCIPLINARY (RFC)			
						NON-DISCIPLINARY (RFP)			
						AUTOMATIC RESIGNATION (ARS)			
						DEATH (DEA)			
						NEVER REPORTED			
						TOWORK (DSH)			
3 RESIGNATION				BY THE APPOINTEE: I HEREBY FREELY AND VOLUNTARILY RESIGN FROM THE ABOVE POSITION. I REQUEST APPROVAL OF THIS RESIGNATION AS OF THE EFFECTIVE DATE WITH THE FULL UNDERSTANDING THAT ONCE APPROVED, I MAY ACQUIRE ANOTHER POSITION IN THIS CLASS ONLY AS PROVIDED IN THE RULES OF THE CIVIL SERVICE COMMISSION (SEE EMPLOYEE COPY AND CSC RULES 114 & 119)					
SATISFACTORY SERVICES				SIGNATURE					
(TER: RSS)				DATE					
UNSATISFACTORY SERVICES									
(TER: RUS)									
				6 OTHER					
				TRANSFER (TRF)					
				RETIREMENT SERVICE (SRT)					
				DISABILITY (RTD)					

Step 3: Complete Section 4 of the Separation Report

4 LAY-OFF EOL		REASON 6		METHOD OF NOTICE		BY THE APPOINTEE: I ACKNOWLEDGE RECEIPT OF THE DHR INFORMATION LEAFLET.	
INVOLUNTARY LEAVE (PCS_LIL)		LACK OF WORK		HAND DELIVERED		SIGNATURE	
INVOLUNTARY LAY-OFF (PCS_LIO)		LACK OF FUNDS		CERTIFIED MAIL		DATE	
VOLUNTARY LAY-OFF (PCS_LVO)		DISPLACED BY HCP					
ELECTIVE INVOLUNTARY LVE (PCS_EIL)		DISPLACED BY ELIG.					
PV & EX ONLY: INVOL. (NH) VOL. (NV)		RETRENCHMENT					

Instructions:

- 4 Permanent and probationary employees are to be placed on Involuntary Leave unless they have elected an Involuntary Layoff. Employees who wish to change the designation from "Involuntary Leave" to "Involuntary Layoff" may change and initial the form at the time of notification or request to be laid off at any time by notifying the Department in writing. The Department must complete and submit an amended Separation Report. If separation is a result of an exception to the order of layoff being exercised, write EOL in Box 1 as shown above.
- 5 Temporary (TCS), Provisional (PV, NCS and LT), and Exempt employees (PE and TE) are not eligible for Involuntary Leave and must be placed on Involuntary Layoff, unless the employee elects Voluntary Layoff (laid off "out of order"). Indicate whether the employee is placed on Involuntary or Voluntary Layoff.
- 6 Check the appropriate REASON for the layoff.
- 7 The method of notification must be checked. It is the Department's obligation to hand-deliver the Separation Report to the employee with the Layoff Notice and the Employee Layoff Information Booklet. If the employee is on leave and notification is by certified mail, a copy of the notice and Employee Layoff Information Booklet must be included in the mailing.

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- 8 The employee should be asked to sign the Separation Report to indicate he/she received the Employee Layoff Information Booklet.
 - a) If the employee elects not to sign the Separation Report, type "Employee elected not to sign" with the date and the signature of the person responsible for providing the form and the Employee Layoff Information Booklet to the employee.
 - b) If the employee is on a long-term leave and is not available to sign the Separation Report, type "Employee on leave; not available to sign" with the date and the signature of the person responsible for the certified mailing of the form and Employee Layoff Information Booklet to the employee.

Step 4: Complete the departmental information at the bottom of the Separation Report.

APPOINTING OFFICER SIGNATURE		TELEPHONE NUMBER	
NAME/TITLE			
DEPARTMENT NO.	DEPARTMENT NAME	PERSONNEL FILE FORWARDED YES _____ NO _____	FORWARDED TO:

DHR 1-67 (REV. 03-2004)

DHR USE	
ACTION PENDING:	<input type="checkbox"/> YES <input type="checkbox"/> NO
ANALYST:	_____
DATE:	_____
RQ STATUS:	<input type="checkbox"/> YES <input type="checkbox"/> NO
CANCEL RQ:	_____
DOC. #:	_____ Date _____
SR POSTED:	_____ Date _____
CN POSTED:	_____ Date _____
Holdover Canvass:	_____

Step 5: The Notice of Work Restrictions and Accommodations must be prepared for each employee affected by layoff or displacement as follows:

1. **Purpose** – The Notice of Work Restrictions and Accommodations is intended to transmit information, from the separating department to the department in which the employee will be returned to work, regarding an employee's current work restrictions due to a medical condition, and any current accommodations provided to the employee. A copy of the Notice of Work Restrictions and Accommodations is attached at the end of this section. An electronic version of the form is available by contacting Kerry Ko at kerry.ko@sfgov.org.
2. **Important Note** – Do not include any information on this form regarding the employee's medical condition or medical diagnosis.
3. **Part I: Work Restrictions** – This section of the Notice of Work Restrictions and Accommodations should be filled out with reference to any documentation provided by the employee's health care provider. The format of this section closely follows the current format used by the Occupational Health Service, San Francisco General Hospital, on the Primary Treating Physician's Progress Report. Medical restriction information provided by the employee's health care provider in other formats may be summarized in the space provided for Other Restrictions and Comments. If attachments are used, all information regarding the employee's medical condition or medical diagnosis must be redacted.



4. **Part II: Work Accommodations** -- This section of the Notice of Work Restrictions and Accommodations should be filled out with reference to any documentation known to the department regarding accommodations currently provided to the employee due to a medical condition. The format of this section follows the general accommodation types used on the DHR form Request for Reasonable Accommodation. If attachments are used, all information regarding the employee's medical condition or medical diagnosis must be redacted.
5. **Restricted Distribution** -- The Notice of Work Restrictions and Accommodations must be forwarded to the DHR Layoff Team as an attachment to the Separation Report. A copy should be maintained in the employee's medical file. The Notice of Work Restrictions and Accommodations is not routinely provided to the employee or the employee's union. Upon issuance of a return-to-duty certification, DHR will forward the Notice of Work Restrictions and Accommodations to the department in which the employee is returned to work.

Step 6: The Separation Report and layoff documents must be distributed immediately upon providing a copy to the employee as follows:

- Fax to the DHR Layoff Processing Team at **(415) 557-4868**, a copy of the Separation Report, Notice of Work Restrictions and Accommodations, Notice to Employee, and Notice to the Union.
- Send to the DHR Layoff Processing Team, 44 Gough Street, San Francisco, CA 94103, the original Separation Report, original Notice of Work Restrictions and Accommodations, and copies of the Notice to Employee and Notice to the Union.
- Fax to the Union a copy of the Separation Report, the Notice to Employee, and the Notice to Union. Do not send a copy of the Notice of Work Restrictions and Accommodations. (Refer to the applicable MOU for specific requirements.)
- The employee – if the employee was not provided a copy of the Separation Report in person, the employee's copy must be sent to the employee by certified mail. Do not send a copy of the Notice of Work Restrictions and Accommodations.
- The official employee personnel file – copies of the Separation Report, the Notice to Employee, and the Notice to Union.
- The employee's medical file – copy of the Notice of Work Restrictions and Accommodation only.
- Send to the Retirement System, 30 Van Ness Avenue, Suite 3000, San Francisco, CA 94102 a copy of the Separation Report. Do not send a copy of the Notice of Work Restrictions and Accommodations.
- Important notice regarding Unemployment Insurance reporting – To report the employee's separation to the City's Unemployment Insurance Third Party Administrator, TALX UCeXpress, departments must:
 - Call in the separation at 1-800-628-9829 or
 - Access www.ucexpress.com and navigate to Client Login.

Step 7: Additional documents that may be required

- If the employee volunteered to be laid off, a copy of the employee's written request to be voluntarily laid off must be attached to the Department of Human Resources (original) copy of the Separation Report.
- When the separation was effected using an Exception to the Order of Layoff as approved by the Human Resources Director:
 - If the separation is for the least senior employee in the class and department who possesses the requisite skills or qualifications, and a more senior employee is being reassigned to the position, a Separation Report for the reassignment of the more senior employee (with Section 1 of the Separation Report completed) must be attached to the Separation Report reflecting the layoff of the least senior employee.
 - If none of the more senior employees possesses the requisite skills or qualifications and is available, a statement signed by the appointing officer that all of the more senior employees in that class have been canvassed and none possesses the requisite qualifications must be attached to the Separation Report of the employee who is being laid off. (Proof of the canvassing must be retained in the department and must be readily available for audit by the Department of Human Resources).
- If the separated employee was in a non-permanent status and is on leave from a permanent position in the same or another department, the employee must be returned to duty in his/her permanent class and department. If no vacancies exist in that class and department, the employee displaces the least senior employee in that class and department. Employees on leave from another department must be instructed to immediately notify the department from which the leave was taken that they are being laid off and the date of the layoff (this is referred to as "abridgement of leave"). Notice should also be provided to the DHR Layoff Team.
- If the separated employee's status was permanent or probationary, the DHR Layoff Team will determine his/her reinstatement or reemployment rights. No further action is required by the department.

NOTICE OF WORK RESTRICTIONS AND ACCOMMODATIONS

Name of Employee: _____	Date Issued: _____
	Separation Date: _____
_____	Class & Title: _____
Last, First MI	Department: _____
	Contact Name: _____
	Contact Phone: _____
	Prepared by: _____

Instructions: Upon separation of an employee to accept employment in a different department, or upon Layoff, the separating department must attach this form to the Separation Report submitted to the Department of Human Resources.

PART I: WORK RESTRICTIONS

- 1. The employee has no current work restrictions.
- 2. The employee has been unable to work from _____ through _____.
 Industrial (Workers' Compensation) Non-industrial Not yet determined
- 3. The employee has been released to modified work from _____ through _____.
 Industrial (Workers' Compensation) Non-industrial Not yet determined
- 4. The employee is able to: (Not At All = 0 hours; Occasionally = 15% of time; Intermittent = 50% of time; Frequently = 75% of time; No Restrictions = 100% of time)

	Not At All	Occasionally	Intermittent	Frequently	No Restrictions
Repetitive Hand Motions	<input type="checkbox"/>				
Bend	<input type="checkbox"/>				
Squat	<input type="checkbox"/>				
Kneel	<input type="checkbox"/>				
Climb	<input type="checkbox"/>				
Reach Above Shoulders	<input type="checkbox"/>				
Push/Pull Lift/Carry 0-10 lbs	<input type="checkbox"/>				
Push/Pull Lift/Carry 11-25 lbs	<input type="checkbox"/>				
Push/Pull Lift/Carry 26-40 lbs	<input type="checkbox"/>				
Push/Pull Lift/Carry >40 lbs	<input type="checkbox"/>				
Sit	<input type="checkbox"/>				
Stand	<input type="checkbox"/>				
Walk	<input type="checkbox"/>				
Drive (Work Vehicle)	<input type="checkbox"/>				

Other Restrictions and Comments (do not include information regarding medical condition or diagnosis):

NOTICE OF WORK RESTRICTIONS AND ACCOMMODATIONS

PART II: WORK ACCOMMODATIONS

- 1. The department has made no work accommodations for the employee.
- 2. The department has made the following work accommodations for the employee:

Accommodation Type:	Description:
<input type="checkbox"/> Modified Work Schedule	
<input type="checkbox"/> Job Restructuring	
<input type="checkbox"/> Reassignment	
<input type="checkbox"/> Change in Procedure	
<input type="checkbox"/> Purchased Assistive Device	
<input type="checkbox"/> Purchased Assistive Services	
<input type="checkbox"/> Removal of Communication Barrier	
<input type="checkbox"/> Removal of Architectural Barrier	
<input type="checkbox"/> Other	

Other Comments:

Signature of Department Representative

Print Name

Limited Distribution: Department of Human Resources (Original attached to Separation Report)
Employee's Medical File (Copy)



SECTION 3: Meeting with the Employee

A department representative must meet with the employee to provide the formal Notice of Layoff and the Separation Report. During the meeting, the employee should be informed of the following:

1. The business rationale for elimination of the classification/position.
2. Why the specific employee is being laid off, e.g., displaced by an employee with higher seniority.
 - Be prepared to respond to the question, “how will my job duties be handled?” (e.g., your duties will be assigned to other staff; your duties will no longer be performed.)
3. If applicable, the permanent employee’s option for Involuntary Layoff or Involuntary Leave.
4. A review of the written notice pointing out the effective date of the separation.
5. An explanation of what to expect next including the role of the DHR Layoff Team (Refer to Section 4).
6. Review of Employee Layoff Information Booklet.
 - a) Unemployment Insurance information.
 - b) Health benefits continuation information.
 - c) Retirement information.
7. Explanation of abridgement of leave following layoff of a permanent employee on leave.
 - a) A permanent employee on leave to accept a Provisional, Exempt, or Temporary appointment who is being laid off from the temporary or provisional appointment notifies the department from which the leave was taken that the leave will be abridged.
 - b) Notification of the abridgement of leave is the responsibility of the employee who will be returning from another appointment. A copy of the employee’s Request for Leave indicating the abridgement of the leave should be sent to the DHR Layoff Team.
8. Explanation that questions regarding the layoff and return-to-duty processes should first be addressed to the Departmental Layoff Coordinator or Departmental Personnel Officer, who will contact the Layoff Processing Team on the employee’s behalf.

SECTION 4: Understanding the Role of the DHR Layoff Team

The role of the DHR Layoff Team is to:

- Verify that the employee selected for layoff has been accurately identified.
- Return employees to duty from a reinstatement roster or a holdover roster as quickly and efficiently as possible, as appropriate.
- To respond to employee and department inquiries regarding the citywide displacement process as a result of a layoff.
- To consistently and equitably adhere to the intent of the Civil Service Rules while maintaining compassion and sensitivity to the needs and rights of impacted employees.

PROCESS DESCRIPTION:

Process 1: Verification That the Selected Employee Has Been Accurately Identified

1. Separations by Layoff or Involuntary Leave are reviewed to ensure that inverse seniority has been followed.
 - a) Separations which do not follow inverse seniority due to a Voluntary Layoff or Elective Involuntary Leave or an Exception to the Order of Layoff previously approved by the Human Resources Director are also reviewed at this time for supporting documentation.
 - b) A Layoff Team member will contact the department if there appears to be an incorrect application of CSC Rule 121, *Layoff*, or of a collective bargaining agreement.
2. The separating employee's appointment history is reviewed.
 - a) If the employee is being laid off from a provisional (PV), non-civil service (NCS), exempt (PE/TE), or limited tenure (LT) status and does not have any permanent civil service status, that employee is completely separated from the service. If the employee is on leave from a permanent appointment, the leave is abridged by the layoff and the employee returns to the position and department from which the leave was taken.
 - b) If the employee is being laid off from a temporary (TCS) appointment and does not have any permanent civil service status, the employee's name is returned to the eligible list from which certified; or, if the list has expired, is placed on a holdover roster for certification to a temporary position in the class from which laid off. If the laid off TCS employee is on leave from a permanent appointment, the leave is abridged; the employee returns to the position and department from which the leave was taken; and the employee's name is returned to the eligible list from which certified TCS or to a holdover roster for another temporary appointment.

**Process 2: Return to Duty – Permanent and Probationary Employees**

Permanent and probationary employees who have been laid off or placed on Involuntary Leave are ranked on a permanent holdover roster from which they may be certified under the Rule of One for return to duty as follows:

1. To a vacant position in the same class and department from which laid off:
If the employee is offered return to duty to a PERMANENT (PCS) vacancy, the following shall apply:
 - a) The employee retains original citywide and departmental seniority dates minus the period of time on the holdover roster; completes remainder of probationary period, if necessary, per Civil Service Commission Rule(s).
 - i) Refusal of this return to duty offer is deemed a resignation from the class; the employee's name is removed from the holdover roster; and all rights to re-employment in the class, following layoff, are forfeited unless the position has been designated as subject to conditional waiver per Civil Service Commission Rule(s). However, the holdover may refuse a part-time or school-term position and remain eligible for full-time employment.
2. To a vacant position in the same class in a different department from which laid off:
 - a) If the employee is offered return to duty in a PERMANENT (PCS) vacancy:
 - i) The employee serves a new probationary period and retains original citywide seniority date, minus the period of time on the holdover roster. Departmental seniority in the new department dates from certification to the new department.
 - ii) Refusal of the offer of return to duty places the employee under General Waiver and under Departmental Waiver unless the position has been designated as subject to conditional waiver pursuant to CSC Rule 113. A general waiver may be lifted by the employee upon the filing a Change of Availability Form. A Departmental Waiver may be withdrawn only with the approval of the Human Resources Director. Refusal of a part-time position does not affect eligibility for a full-time position.
3. To an occupied position in the same class ("bumping") if:
 - a) There are temporary, exempt (appointed pursuant to Charter Section 10.104-17), or provisional appointees in the class in any department. The occupied position is deemed "vacant" of a permanent employee and is subject to the process outlined in Item 2 above.
 - b) He/she is not the least senior permanent employee citywide. In this case, an employee who has been laid off may displace the least senior appointee in the class in any department citywide. If there are vacant positions or positions filled by temporary or provisional employees, the employee will be certified to those positions but cannot displace permanent employees.

4. To a TEMPORARY (TCS) vacancy:

- i) Acceptance will not affect future offers for return to duty on a permanent basis.
- ii) Refusal will be considered a waiver of all temporary employment in the department refused. Such waiver may be withdrawn only with the permission of the Human Resources Director.

Process 3: Reinstatement

In addition to retaining eligibility for return to duty from a permanent holdover roster for the class from which laid off, permanent and probationary employees may:

1. When laid off from an entrance appointment:

- a) Reinstatement to a position in the class and department held on a permanent basis immediately prior to the appointment from which laid off. The Human Resources Director may direct reinstatement to a position not filled by a permanent employee in the former class in any department, or if neither of these options is available, the Civil Service Commission may approve an appointment to a position in a similarly related class, provided no permanent (PCS) or temporary (TCS) incumbent is adversely affected.
 - i) If reinstated to the class and department held prior to the appointment from which laid off, there will be no new probationary period if already completed and both citywide and departmental seniority is calculated from the original seniority date in class.
 - ii) If reinstated to the class held prior to the appointment from which laid off in a different department, a new probationary period is required and departmental seniority dates from the new appointment. Citywide seniority is calculated from the original seniority date in the class.
 - iii) Refusal to reinstate to a formerly held position in a former department will not affect standing on the holdover roster for return to duty in the class in which the layoff occurred, but will cancel all rights to reinstatement in the formerly held class.

2. When laid off from a promotive appointment:

- a) Reinstatement to a position in the class and department from which promoted. The Human Resources Director may direct reinstatement to a position not filled by a permanent employee in the former class in any department, or if neither of these options is available, the Civil Service Commission may approve an appointment to a position in a similarly related class, provided no permanent incumbent is adversely affected.
 - i) If reinstated to the class and department held prior to the appointment from which laid off, there will be no new probationary period, if already completed, and both citywide and departmental seniority is calculated from the original seniority date in class.



- ii) If reinstated to the class held prior to the appointment from which laid off in a different department, a new probationary period is required and departmental seniority dates from the new appointment. Citywide seniority is calculated from the original seniority date in the class.
- iii) Refusal to reinstate to a formerly held position in a former department will not affect standing on the holdover roster for return to duty in the class in which the layoff occurred, but will cancel all rights to reinstatement in the formerly held class.
- iv) If an employee has completed the probationary period in a promotive appointment that is two or more steps higher in the occupational series than the permanent position from which promoted, the employee may be returned to a position in an intermediate class, subject to the following:
 - (1) Seniority determination:
 - (a) If the intermediate position to which reinstated is in the same department as the position from which laid off, citywide seniority and departmental seniority dates are determined by the certification date to the position from which laid off.
 - (b) If the intermediate position to which reinstated is in a different department than the position from which laid off, the citywide seniority date is determined by the certification date to the position from which laid off and the departmental seniority date is determined by the certification date to the position to which reinstated. For example, an employee promotes from PCS 1220 to PCS 1224 and is subsequently laid off from class 1224 in one department and reinstated to a permanent position in class 1222 (intermediate class) in a different department the employee would have citywide seniority in class 1222 from the date of certification in class 1224 and departmental seniority from the date of certification by reinstatement in class 1222.
 - (2) A probationary period must be completed in the intermediate class if the employee has not previously completed a probationary period in the intermediate class.

Process 4: “Near Listing” of Classifications Deemed Suitable to Temporarily Provide Services

The Layoff Team may evaluate classifications affected by layoffs to determine if another classification(s) may be deemed suitable (“near listed”) to temporarily provide a required service. The Human Resources Director may authorize that a holdover be returned to temporary duty on a **vacant** requisition from this “near list” holdover roster, if:

1. There is no holdover roster for the classification near listed to; or
2. The holdover roster for the classification near listed to has been exhausted.

SECTION 5: Retirement System Information

Employees who are separated due to a reduction in force or “bumped”, and have questions about their retirement eligibility or membership benefits, should contact the Retirement System. The Retirement System is located at 30 Van Ness Avenue, Suite 3000 (3rd Floor), San Francisco, CA 94102. Employees may call (415) 554-1500 for general retirement information.

IF AN EMPLOYEE IS PLACED ON “INVOLUNTARY LAYOFF” STATUS AND IS SEPARATED FROM CITY EMPLOYMENT:

1. The employee may voluntarily retire for service if he/she has: 20 or more years credited service and is at least 50 years of age, or 10 or more years of credited service and is at least 60 years of age; or for disability if he/she has 10 or more years of credited service and suffers from a condition the Retirement System considers as disabling.
2. An employee must file an application for service or disability retirement during the calendar month in which his/her retirement will become effective.
3. An employee who is eligible for a service retirement may not defer his/her service retirement. If the employee does not file an application for retirement within 90 days of the employee's separation from City employment, the Retirement System will begin processing the employee's refund of contributions.
4. An employee who retires from City service may not reenter covered City employment except under specific conditions. You should check with the Retirement System prior to accepting City employment after retirement.
5. Those employees who have less than five (5) years of Plan service credit must withdraw their contributions, as they are not eligible for either a service retirement or a vesting allowance. The pre-tax portion of Plan contributions are eligible for rollover treatment (e.g., tax-deferred roll over to an IRA) upon refund to the member.
6. If neither an application for retirement nor an application for refund has been filed with the Retirement System within 90 days of the employee's separation from City employment, the Retirement System will process an automatic refund of the employee's retirement contributions and mail the refund check to the employee's last known address.
7. Refunds and roll-overs may be subject to federal and state tax liens, Family Support Orders, and community property claims.
8. Applications for refund are normally processed within eight (8) weeks of verification of separation from City employment.
9. Any contributions that are withdrawn from the Retirement System may be eligible for redeposit upon the employee's rehire into covered City employment and again becoming a member of the Retirement System.



IF AN EMPLOYEE ELECTS TO BE PLACED IN "INVOLUNTARY LEAVE" STATUS:

1. The employee remains a member of the Retirement System.
2. If the employee is eligible for a service retirement, he/she may file an application for voluntary service retirement with the Retirement System at any time during his/her leave. The retirement application must be filed during the calendar month in which the employee elects to retire.
3. The employee is not eligible to refund or rollover his retirement contributions.

Under provisions of the Retirement System, loans are not allowed against retirement contributions.

SECTION 6: Health Service System Information

Employees who are separated from City service and are placed on a **Holdover Roster**, may be eligible to continue receiving their health and dental benefits (including covered dependents) for up to five (5) years, as long as they meet the following requirements:

1. Employees must certify that they are unable to obtain health coverage from another source; and
2. Employees must complete and submit a **Certification of Eligibility Form** to the Health Service System Department on an annual basis. The Certification of Eligibility Form will be sent to employees by the Health Service System.
3. Employees will be required to continue paying the “**employee portion**” of any premium payments they paid while active employees.

This city-subsidized benefit includes the continued payment of all medical and dental benefit premiums that were paid on behalf of the employee and dependents by the City at the time of the layoff.

Employees who are separated from all City service and have **no holdover rights**, and who are members of the Health Service System at the time of separation, may be eligible for an extension of health coverage under the Federal Consolidated Omnibus Budget Reconciliation Act of 1986 (**COBRA**). The employee will be notified by the Health Service System regarding rights to COBRA coverage.

Frequently Asked Questions regarding the continuation of employee health benefits upon separation due to reduction in force are attached to this guidebook as **Appendix A**.



SECTION 7: Reminders for Employees

UNEMPLOYMENT INSURANCE

If the employee is separated from City service or has his/her hours reduced through no fault of his/her own, the employee should contact the California State Employment Development Department (EDD) as soon as possible ((800) 300-5616 or www.edd.ca.gov). The employee may be entitled to State Unemployment Insurance benefits starting one (1) week after the date of actual separation or reduction in hours. Delay in filing may cause the employee to lose benefits.

OTHER EMPLOYMENT

Permanent and Temporary Holdovers who obtain employment outside of the San Francisco City and County Civil Service will NOT lose standing on the Holdover Roster.

MAINTENANCE OF JOB QUALIFICATIONS

Permanent and Temporary Holdovers must maintain any qualifications, such as certificates, specialized skills or licenses required by law and by the terms of the examination announcement(s) under which they qualified for employment.

EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Employee Assistance Program (EAP) provides cost-free, confidential counseling to employees and their families for up to 30 days after separation from City employment. The Employee Assistance Program is located at 1360 Mission Street, Suite 400, San Francisco, CA, 94103, or you can call (415) 554-9580.

ADDRESS CORRECTION AND CHANGE OF ADDRESS

It is important that the employee check his/her copy of the Separation Report Form to make sure that the **name and address** as shown are current. If information is incorrect or missing, the department should amend the notice and send the amended notice to the Department of Human Resources. If the employee moves after being separated, the employee must immediately notify the Department of Human Resources, Referral Office, 44 Gough Street, San Francisco, CA 94103, in writing by submitting a change of address form or a letter which includes the employee's name, social security number, former job code and title, new address, and signature. All contact with the employee for holdover and/or reinstatement purposes is done by mail. **If we do not have the employee's current address, he/she may miss out on a job opportunity.**

REINSTATEMENT NOTICES

Employees who are reinstated will receive instructions from the Department of Human Resources by mail concerning the reinstatement opportunity and the departmental contact for the position.

RESPONSE DEADLINE FOR REEMPLOYMENT NOTICES

When the employee has been officially notified that his/her name has been reached for reemployment, the employee has **five (5) business days** from the notification date **to respond** to the department and to the Department of Human Resources. **Failure to respond to a notice of return to duty may result in the removal of the employee's name from Holdover Roster(s) and/or eligible lists.**



Method of Delivery

Date

Layoff Template

Employee's Name

Address

City, State ZIP

Dear Name:

Department Name has determined that there are insufficient funds available in Fiscal Year 2007-08 to support your position in class Job Code and Title. It is with regret that I must inform you that your separation from this department is imminent.

This letter is provided to you as formal notification that, effective close-of-business Day and Date, you will be separated from your position as a Permanent, Provisional, Exempt, etc. employee in class Job Code and Title with Department Name. This action is necessitated due to lack of funds or anticipated lack of funds.

If you have permanent civil service status, you may have holdover or displacement rights to another City position. The Department of Human Resources Layoff Processing Team will evaluate your employment history to determine your holdover or displacement rights. A team member will contact you directly. If you do not hear from a DHR Layoff Processing Team member within a reasonable amount of time, you should contact your department's Layoff Coordinator or Departmental Personnel Officer.

For information regarding continuation of your health benefits, please refer to the enclosed, *Employee Layoff Information Booklet*, or contact the Health Service System Membership Division at (415) 554-1756.

Should you wish to discuss this matter with me, I can be reached at DPO's Phone Number.

Your contributions to this department have been greatly appreciated. On behalf of Appointing Officer's Title or Name and the Department Name, I wish you every success in your future endeavors.

Very truly yours,

DPO's Name

Departmental Personnel Officer

Enclosures: *Separation Report*
Employee Layoff Information Booklet

cc: Appointing Officer
DHR, Layoff Processing Team
Union Name – FAX and U.S. Mail
Retirement System

Method of Delivery

Displacement Template

Date

Employee's Name

Address

City, State ZIP

Dear Name:

It is with regret that I must inform you that, effective close-of-business Day and Date, you will be separated from your position as a Permanent, Provisional, Exempt, etc. employee in class Job Code and Title with Department Name. This action is due to the separation of an employee in another City department with more seniority than you.

If you have permanent civil service status, you may have holdover or displacement rights to another City position. The Department of Human Resources Layoff Processing Team will evaluate your employment history to determine your holdover or displacement rights. A team member will contact you directly. If you do not hear from a DHR Layoff Processing Team member within a reasonable amount of time, you should contact your department's Layoff Coordinator or Departmental Personnel Officer.

For information regarding continuation of your health benefits, please refer to the enclosed, *Employee Layoff Information Booklet*, or contact the Health Service System Membership Division at (415) 554-1756.

Should you wish to discuss this matter with me, I can be reached at DPO's Phone Number.

Your contributions to this department have been greatly appreciated. On behalf of Appointing Officer's Title or Name and the Department Name, I wish you every success in your future endeavors.

Very truly yours,

DPO's Name

Departmental Personnel Officer

Enclosures: *Separation Report*
Employee Layoff Information Booklet

cc: Appointing Officer
DHR, Layoff Processing Team
Union Name – FAX and U.S. Mail
Retirement System



**FACSIMILE
FIRST CLASS MAIL**

Notice to Union Template

Date

Name of Union Representative
Name of Union or Employee Organization
Address
City, State ZIP

Dear Name of Union Representative:

You are hereby notified of the intent of Name of Department to separate the following employee from the Department for economic reasons.

Employee's Name:	Employee's Name
Class and Title:	Job Code and Title
Appointment Type:	Permanent, Provisional, Exempt, etc.
Separation Date:	Day and Date (close of business)
Separation Type:	Involuntary Leave or Involuntary Layoff

Should you wish to meet and confer over the impact of these separations, please contact me by Use date 10 calendar days from the date of notice, and identify the specific impact issues you would like to discuss. If I do not hear from you during that time period, I will assume that you are waiving the union's right to meet and confer with regard to this particular action.

I can be contacted by telephone at (415) DPO's Phone Number.

Very truly yours,

DPO's Name
Title

Attachment: Employee's Notice of Separation

cc: DHR, Layoff Processing Team
DHR, Employee Relations Division

Method of Delivery

Date

Rescission Template

Employee's Name

Address

City, State ZIP

Dear Name:

By this letter, I am rescinding the Notice of Layoff or Displacement dated Date of Prior Notice previously sent to you. Information currently available to us indicates that it will not be necessary to lay you off from your position. Please continue to report to work as usual.

I recognize and apologize for the great inconvenience this process has caused you. Should you have any questions about this matter, I can be reached at DPO's Phone Number.

Very truly yours,

DPO's Name

Departmental Personnel Officer

cc: Appointing Officer
DHR, Layoff Processing Team
Union Name – FAX and U.S. Mail
Retirement System



City and County of San Francisco
Health Service System

Frequently Asked Questions Regarding the Continuation of Employee Health Benefits Upon Separation Due to Layoffs

I have just been separated by my Department due to a reduction in force. I do not have any prior service with the City and County of San Francisco and do not qualify to be placed on a Holdover Roster. I expect to be out of a job.

- ***What happens to my medical and dental insurance?***
 - Medical and dental benefits for you and your covered dependents will end on the last day of the pay period in which your employment ends. However, you may elect to continue your medical, vision and dental insurance, at your expense, as provided for under the federal law known as the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA).
 - The COBRA Administrator for the City and County of San Francisco will send a COBRA Enrollment Packet to the home address on file with the Health Service System at the time of your separation. You will generally receive this information within 14 days after your separation date has been reported to the Health Service System.
 - The COBRA Enrollment Packet will contain detailed information on your rights and responsibilities with respect to COBRA continuation coverage. Read the information carefully to ensure that you take advantage of the options available to you and your covered dependents.

- ***How much will my COBRA continuation coverage cost?***
 - You will be responsible for the timely payment of the full cost of the medical and/or dental premiums plus a 2% administrative fee. The cost of COBRA continuation coverage will be included in your COBRA enrollment materials. Failure to make timely payments for COBRA continuation coverage will result in the termination of your coverage.

- ***How long will I be eligible for COBRA benefits?***
 - COBRA generally provides for the continuation of coverage for up to 18 months for separated employees and their covered dependents.

- ***Can I make changes to my medical and dental plans (add or remove dependents) while on COBRA?***
 - Yes, however changes to plans may only be made during an annual open enrollment period or as a result of a qualified change in family status, e.g., birth or adoption of a child, marriage, divorce.

I have just been separated or “bumped” and placed on a Holdover Roster but have not been placed into a City position. I expect to be out of a job.

- ***What happens to my medical and dental insurance?***
 - All medical and dental benefits for you and your covered dependents may be continued for up to five (5) years as long as you meet the requirements for this City-subsidized benefit. This means that all medical and dental benefit premiums that were paid for by the City on your behalf will continue. You will be required to continue any premium payments you made for your coverage while an active employee. Failure to keep your premiums timely paid will result in the termination of healthcare coverage.
- ***What are the requirements for this City-subsidized benefit?***
 - You must meet all of the following requirements in order to be eligible for this benefit:
 - You must be on an active Holdover Roster.
 - You must complete and submit a Certification of Eligibility Form each year as requested by the Health Service System in order to maintain your healthcare coverage.
- ***Where do I get a Certification of Eligibility Form?***
 - In May of each year the Health Service System will mail a copy of the Certification of Eligibility Form to the home address on file for you to complete and return.
- ***What happens if I do not submit the Certification of Eligibility Form?***
 - If you do not submit the required Certification of Eligibility Form by the submission deadline as requested by the Health Service System, your healthcare coverage will be terminated.



City and County of San Francisco

Gavin Newsom
Mayor



Department of Human Resources

Micki Callahan
Human Resources Director

MEMORANDUM

Date: January 22, 2008
To: File
From: Kerry K. Ko, Assistant Deputy Director, Client Services
Subject: Annual Drawing to Establish Final Tie-breaker for Seniority

The following individuals participated in the drawing to establish the order of numerals 0 –9 for the purpose of breaking seniority ties using social security number for calendar year 2008:

Ted Yamasaki, Managing Deputy Director
Jennifer Johnston, Chief of Policy and Administration

Drawing conducted on: Tuesday, January 22, 2008.

Drawing Results for Calendar Year 2008

Most Senior	Order	Social Security Numeral
▽		
▽	1	6
▽	2	0
▽	3	3
▽	4	4
▽	5	1
▽	6	2
▽	7	8
▽	8	7
▽	9	9
Least Senior	10	5

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Address List Of Employee Organizations

AUTO, MARINE & SPECIALTY PAINTERS, LOCAL UNION NO. 1176

8400 Enterprise Way, Room 124
Oakland, CA 94621
Mark Van Zevern – Special Trustee
Christopher Christophersen – Business Representative
Telephone: (510) 632-7456
Fax #: 510) 632-7459

AUTOMOTIVE MECHANICS UNION LODGE NO. 1414

(Peninsula Automotive Mechanics Lodge No. 1414,
International Association of Machinists & Aerospace Workers, AFL-CIO)
150 South Boulevard
San Mateo, CA 94402-2470
Arthur Gonzalez, Business Representative
Telephone: (650) 341-2689
FAX #: (650) 341-4050

BRICKLAYERS AND ALLIED CRAFTSMEN, LOCAL 3

8400 Enterprise Way, Room 103
Oakland, CA 9462
Greg Miranda, President
Mark Wuelfing, Financial Secretary-Treasurer
Dave Jackson, Field Representative
Telephone: (510) 632-8781
FAX #: (510) 632-8261

BUILDING MATERIAL & CONSTRUCTION TEAMSTERS, LOCAL 216

See Teamsters Local 853

CARPET, LINOLEUM AND SOFT TILE WORKERS, LOCAL 12

80 Carolina Street, Suite 220
San Francisco, CA 94103
Dave Figueroa, Business Representative
Telephone: (415) 701-1112
FAX #: (415) 701-1130

CEMENT MASONS UNION, LOCAL 300 (Area 580)

150 Executive Park Blvd., Suite 1000
San Francisco, CA 94134
Sidney Martin, President
George R. Brown, Sr. Business Agent
Larry Jobe, Alternate Steward
Telephone: (415) 468-4411
FAX #: (415) 468-7121

COMMITTEE OF INTERNS & RESIDENTS /SEIU, AFL-CIO

1338 Mission Street
San Francisco, CA 94103
Kelly Gray - Organizer
Telephone: (415) 861-5235
FAX #: (415) 563-9914

National Office

520 8th Avenue, Suite 1200
New York, NY 10018
Ph: (800) 247-8877
FAX: (212) 356-8111

DEPARTMENTAL LAYOFF COORDINATORS' GUIDEBOOK

City and County of San Francisco

ELECTRICAL WORKERS, LOCAL 6

(International Brotherhood of Electrical Workers, Local 6)
55 Fillmore St.
San Francisco, CA 94117
John J. O'Rourke, Business Manager-Financial Secretary
Kevin Hughes, Asst. Business Manager
Telephone: 861-5752
FAX #: 861-0734

GLAZIERS, LOCAL 718

(Glaziers, Architectural Metal and Glass Workers Union, Local 718, of San Francisco)
80 Carolina St., Suite 200
San Francisco, CA 94103
Douglas Yamamoto, Financial Secretary
Telephone: 864-7181
FAX #: 864-8718

HOD CARRIERS, LOCAL 36

6229-A Mission Street
Daly City, CA 94014
Alex Corns, Business Manager/Secretary Treasurer
Telephone: (650) 756-6651
FAX #: (650) 756-0557

INTERNATIONAL ALLIANCE OF THEATRICAL STAGE EMPLOYEES & MOVING PICTURE MACHINE OPERATORS OF THE UNITED STATES & CANADA, LOCAL 16 (I.A.T.S.E.)

240 Second Street
San Francisco, CA 94105
F.X. Crowley, Business Manager-Secretary
Telephone: 441-6400
FAX#: 243-0179

IRONWORKERS, LOCAL 377

(International Association of Bridge, Structural, Ornamental and Reinforcing Ironworkers, Local Union 377)
570 Barneveld Ave.
San Francisco, CA 94124
Dan Hellevig, Executive Officer (ext. 11)
Telephone: 285-3880
FAX: 285-0717

LABORERS INTERNATIONAL UNION OF NORTH AMERICA, LOCAL 261

3271 - 18th Street
San Francisco, CA 94110
Vince Courtney, City Employee Representative
Oscar De La Torre, Business Manager / Secretary-Treasurer
Telephone: 826-4550
FAX#: 826-1948

MUNICIPAL ATTORNEYS' ASSOCIATION OF SAN FRANCISCO

c/o Ropers, Majeski, Kohn & Bentley
201 Spears St., Ste 1000
San Francisco, CA 94105
Tom Owen, President (554-4679; FAX #: 554-4214)
James Lassart (274-6300)
Telephone: 972-6338
FAX #: 972-6301

Contact at ROPERS:
Suzanne Rischman (274-6324; FAX#: 274-6301)



**NORTHERN CALIFORNIA CARPENTERS REGIONAL COUNCIL/
LOCAL 22 & BUILDING INSPECTORS ASSOCIATION**

2085 3rd Street
San Francisco, CA 94107
Michael Brown, Sr. Field Representative
Telephone: 355-1322
FAX: 355-0816

NCCRC / PILE DRIVERS, DIVERS, WHARF & DOCK BUILDERS, LOCAL 34

55 Hegenberger Place
Oakland, CA 94621
Pat Karinen, Sr. Field Representative-NCCRC
Telephone: (510) 635-4227
FAX #: (510) 635-1234

OPERATING ENGINEERS, LOCAL 3

(Operating Engineers Local Union No. 3 of the International
Union of Operating Engineers, AFL-CIO)
c/o SFDSA
444 Sixth Street
San Francisco, CA 94103
Carl D. Carey, Business Representative
David Gossman, OE#3 Business Representative
Telephone: 861-8060
FAX #: 861-8057

PHYSICIANS AND DENTISTS (UAPD)

(California Federation of the Union of American Physicians & Dentists)
1330 Broadway, Suite 730
Oakland, CA 94612
Gary Robinson, Executive Director
Patricia Hernandez & Al W. Groh, Representatives
Telephone: (510) 839-0193
FAX #: (510) 763-8756

PLASTERERS AND SHOPHANDS, LOCAL 66

150 Executive Park Blvd., Suite 1200
San Francisco, CA 94134
Chet Murphy, Business Representative
Telephone: 467-6066
FAX#: 467-6805

PLUMBERS, LOCAL 38

(United Association of Journeymen & Apprentices of the
Plumbing & Pipe Fitting Industry, Loc. Union No. 38)
1621 Market Street
San Francisco, CA 94103
Larry Mazzola, Sr., Business Manager & Financial Secretary-Treasurer
Larry Mazzola, Jr., Asst. Business Manager
Telephone: 626-2000
FAX #: 626-2009

PROFESSIONAL AND TECHNICAL ENGINEERS, LOCAL 21

(International Federation of Professional and Technical Engineers,
Local No. 21, AFL-CIO)
Orpheum Theater Building
1182 Market Street, Room 425
San Francisco, CA 94102-4921
Robert (Bob) Muscat, Executive Director
Telephone: 864-2100
FAX #: 864-2166

DEPARTMENTAL LAYOFF COORDINATORS' GUIDEBOOK

City and County of San Francisco

ROOFERS, LOCAL 40

150 Executive Park Blvd., Suite 3625
San Francisco, CA 94134-3309
Steven Tucker, Business Representative
Bruce Lau, Secretary-Treasurer
Telephone: 508-0261
FAX #: 508-0321

SAN FRANCISCO DEPUTY PROBATION OFFICERS' ASSOCIATION (SFDPOA)

P.O. Box 883831
San Francisco, CA 94188-3831
Stephen Fitzpatrick, President
Telephone: 553-9513
FAX #: 753-1771

SAN FRANCISCO DEPUTY SHERIFFS' ASSOCIATION

444 6TH St.
San Francisco, CA 94103
David Wong, President
Telephone: 861-8060
FAX#: 861-8057
Recognized: 4-23-81
(An affiliate of Operating Engineers, Local 3)

Note: Represented by Operating Engineers, Local 3

1620 South Loop Road
Alameda, CA 94502-7090
David Gossman, OE#3 Business Representative
Telephone: (510) 748-7438 ext. 3382
FAX #: (510) 521-4886

SAN FRANCISCO DISTRICT ATTORNEY INVESTIGATORS ASSOCIATION

732 Brannan Street
San Francisco, CA 94103
Maura Duffy, President (753-4474)
Bruce Austin, Vice President
Telephone: 551-9565
FAX #: 551-9504

P.O. Box 77567
San Francisco, CA 94107-0567

SAN FRANCISCO FIREFIGHTERS, LOCAL 798

1139 Mission Street, 2nd Floor
San Francisco, CA 94103-1514
John F. Hanley, President
Frank Kelly, Vice President
Joseph Moriarty, Union Representative
Telephone: 621-7103
FAX #: 621-1578
(Affiliated with International Association of Firefighters)



SAN FRANCISCO INSTITUTIONAL POLICE OFFICERS ASSOCIATION

P.O. Box 410867
San Francisco, CA 94121-0867
Lt. Gary T. Kong, President (Ph: 206-4927, Pgr: 280-3361)
Gary R. Yee, Vice President
Elias Santiago, Recording Secretary (Ph: 224-0415)
FAX #: 206-4928

NOTE: Represented by Operating Engineers, Local 3

1620 South Loop Road
Alameda, CA 94502-7090
Carl D. Carey, Business Representative
Telephone: (510) 748-7438 ext. 3382
FAX #: (510) 521-4886

SAN FRANCISCO MUNICIPAL EXECUTIVES' ASSOCIATION

870 Market St., Rm. 460
San Francisco, CA 94102-3011
Eileen Hirst, President
David German, Vice President
Rebecca Rhine, Executive Director
Telephone: 989-7244
FAX #: 989-7077

SAN FRANCISCO POLICE OFFICERS' ASSOCIATION

800 Bryant St., 2nd Flr.
San Francisco, CA 94103
Gary Delagnes, President
Steve Johnson, Secretary
Telephone: 861-5060
FAX #: 552-5741

SANITARY TRUCK DRIVERS AND HELPERS, TEAMSTERS, LOCAL NO. 350

295 89th Street, Suite 304
Daly City, CA 94015
Robert Morales, Secretary-Treasurer
Jim Payton, Business Representative
Larry Doherty, President
Telephone: (650) 757-7290
FAX #: (650) 757-7294

SERVICE EMPLOYEES INTERNATIONAL UNION LOCAL 1021

350 Rhode Island, Suite 100 South
San Francisco, CA 94103
Telephone: 575-1740
FAX #: 431-6241

Fran Jefferson, Field Director
SEIU
155 Myrtle Street
Oakland, CA 94607
Telephone: (510) 452-2366
FAX #: (510) 452-2436

SHEET METAL WORKERS, LOCAL 104

(Sheet Metal Workers International Union, Local 104)
858 Hinckley Rd.
Burlingame, CA 94010
Victor Torreano, Business Representative
Tim O'Connell, Business Representative
Telephone: (650) 697-0664
FAX #: (650) 697-3587

DEPARTMENTAL LAYOFF COORDINATORS' GUIDEBOOK

City and County of San Francisco

STATIONARY ENGINEERS, LOCAL 39

(International Union of Operating Engineers, AFL-CIO)
337 Valencia Street
San Francisco, CA 94103
Kevin O'Hair, Business Representative
Telephone: 861-1135
FAX #: 861-5264

SUPERVISING PROBATION OFFICERS, OPERATING ENGINEERS, LOC. 3

1620 South Loop Road
Alameda, CA 94502-7090
Carl D. Carey, Business Representative
Telephone: (510) 748-7438 ext. 3382
FAX #: (510) 521-4886

TEAMSTERS, LOCAL 853

(Formerly Teamsters Local 216)
West Bay Division
151 West 20th Avenue
San Mateo, CA 94403
John C. Becker, President
Rome Aloise, Secretary-Treasurer
Daniel A. Harrington, Business Representative
Phil Tarantino, Vice President
Telephone: (650) 871-7525
FAX #: (650) 952-7490

TEAMSTERS, LOCAL 856

(Freight Checkers, Clerical Employees and Helpers, Local 856, International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers of America)
453 San Mateo Avenue
San Bruno, CA 94066
Joseph Lanthier, President
Michael J. McLaughlin, Secretary-Treasurer
Don Lawson, Business Representative (Nurses)
Telephone: (650) 635-0111 or (800) 758-8326
FAX: (650) 635-1632

Mike Nelson (Atty for Loc. 856)
Beeson, Tayer & Bodine
235 Pine St., Suite 1200
San Francisco, CA 94104

TRANSPORT WORKERS UNION, LOCAL 200

(Transport Workers Union of America, Local 200)
1446 Fillmore St., Suite 223
San Francisco, CA 94115
Glenda Lavigne, President
Telephone: 922-9428
FAX #: 922-9415

TRANSPORT WORKERS UNION, LOCAL 250-A

(Transport Workers Union of America, Local 250-A, AFL-CIO)
1508 Fillmore St., Suite 211
San Francisco, CA 94115
Irwin Lum, President
Rafael Cabrera, Executive Vice President
Sammy Au, Secretary-Treasurer
Telephone: 922-9495
FAX #: 922-9416