

**WORKFORCE TRANSITION PLAN**  
**for**  
**Florida Department of Revenue**  
**April 2016**

It is the goal of the Florida Department of Revenue (Revenue) to support adversely affected employees in the event that budget reductions result in a layoff situation. This Workforce Transition Plan is to assist adversely affected employees by clearly communicating available resources, identifying retraining opportunities and assisting affected employees in alternative job placement. If it becomes necessary to lay off employees due to budget reductions, this plan is to ensure that reasonable attempts are made to provide a smooth transition for our adversely affected employees.

**Workforce Transition Team**

Revenue’s Workforce Transition Team (Team) is comprised of:

Executive Direction & Support Services Representatives
Human Resources Process Manager
Employee Relations Manager
Human Resources Consultant, Staffing
Office of Workforce Management Director
Chief of Staff
Attorney Supervisor, Office of the General Counsel
Office of Financial Management Director
Program Representatives
Child Support Program Deputy Program Director
General Tax Administration Deputy Program Director
Information Services Program Deputy Program Director
Property Tax Oversight Deputy Program Director
Child Support Program Human Resources Liaison
General Tax Administration Human Resources Liaison
Strategic Leadership Board members as needed

The Human Resources Process Manager will serve as the leader for the Workforce Transition Team and is the contact person for Revenue’s Workforce Transition Plan. The Human Resources Process Manager may recommend updates and implement modifications to Revenue’s plan to accomplish workforce reductions in an orderly, systematic and uniform manner. For assistance regarding Revenue’s plan, please call 850-617-8370 or via email at [AskHR@dor.state.fl.us](mailto:AskHR@dor.state.fl.us).

**Communications Plan**

Revenue will provide open, honest and continuous communication regarding budget reductions to its employees. Clear avenues of communication for employees will be established so that employees may seek and obtain information and assistance.

Employees directly affected by budget reductions will be notified as quickly as practical with as much information that is available at the time. Official notification will be given to each adversely affected employee via certified mail or hand-delivered letter, indicating the effective date of their pending layoff. Adversely affected employees will receive their written notification within a minimum of ten (10) calendar days and a maximum of thirty (30) calendar days prior to any action taking place.

### **Assessment of Positions**

If budget reductions for Revenue result in a reduction of positions and/or a layoff situation, Revenue will identify positions and/or services that will be affected.

Revenue will review our mission, goals, and objectives to determine which functions are required and those that may not be part of the core mission. During this process, consideration will be given to:

- The state and federal requirements related to each area.
- The priorities, goals and strategies of the agency.
- The components that are not a part of the core mission.
- The organizational structure requirements to accomplish the core mission.
- The knowledge, skills and abilities the remaining employees must have in order to accomplish the core functions.

All efforts will be made to minimize impacts to customers and continue to focus on Revenue priorities and goals.

### **Assessment of Employees**

Revenue will consider several factors when assessing employees, including comparative merit, demonstrated skills, experience and length of service. During this process:

- Revenue will review the employees' performance standards/expectations, completed performance evaluations and any other documentation that supports the employees' performance.
- If the employee has not been rated within the last twelve (12) months or since a major change in duties and responsibilities of their position, a new evaluation will be completed.
- In addition, the elements of initiative, fairness, cooperation, respect, commitment, honesty, excellence, and teamwork shall be evaluated for employees.
- Revenue will evaluate the skills of employees as they relate to the skills required to accomplish the mission and goals of the residual program or may conduct a work sample to evaluate new skills that may be required.
- Revenue will have potentially adversely affected employees complete an application and/or resume to identify related education and experience.

- Revenue will review the completed performance evaluations, and the skills that employees have demonstrated, along with the completed applications and/or resumes. This information will be used to compare the employees' value in relationship to other employees, taking into consideration the overall performance, skills, experience and ability of each employee to accomplish the mission and goals required.

In all layoff situations, Revenue will give preference to employees who have self-identified as a veteran. Veterans will receive special consideration at every step of the retention process. A review of their qualifications for selection and other employment will be conducted before consideration of a non-veteran, provided the veteran is the best-qualified applicant for the position. Revenue will offer a veteran the right to "first interview" for all vacancies for which the veteran is qualified and has applied.

### **Employee Placement Strategy**

Revenue is committed to making every effort to ensure the continued employment of adversely affected agency employees. Revenue's strategy for placing adversely affected employees will include encouraging those employees to be actively involved in the process to gain future employment. The Office of Workforce Management will assist employees in updating resumes, determining employment opportunities, and will help the employee complete a self-analysis of job competencies, knowledge, skills and abilities. In addition, the Employee Assistance Program will be available to provide counseling services to assist adversely affected employees.

Revenue will assist affected employees in locating employment with other agencies. In accordance with Chapter 60L-33, Florida Administrative Code, a Career Service employee with permanent status in their current position facing layoff as a result of a workforce reduction, shall have an opportunity for first interview within any agency for a vacancy for which the employee is qualified and has applied. This right is limited to only the first interview afforded by an agency. If a Revenue employee is considered adversely affected and is applying for an opportunity within Revenue or any other state agency, Revenue's Human Resources Office will provide a letter advising the hiring authority with the vacancy that the affected employee wishes to exercise the right to first interview.

Affected employees will also receive assistance with placement from external agencies including the Department of Economic Opportunity (DEO) and Regional Career Source Florida Centers. In the Leon County/Tallahassee area, Career Source Capital Region will assist employees who are laid off in Revenue's transition. Revenue employees working in a Revenue office outside the State of Florida will also have access to assistance, as needed. Career Source Florida will provide direct assistance to help former employees with job searches and training for the successful transition to a new career.

## **Workforce Transition Team Responsibilities**

The Workforce Transition Team of the Department of Revenue is responsible for overseeing and administering the layoff and employee transition. This team will maintain a record of each individual step in the transition process.

The Workforce Transition Team Leader will be responsible for responding to questions from the adversely affected employees. A separate email account may be established to field employees' questions, concerns and facilitate answers.

The Workforce Transition Team will provide notice of the workforce reduction plan to adversely affected employees. This includes, but is not limited to:

- Creating opportunities for employment in areas identified for bidding on outsourced programs/services, if applicable;
- Identifying employee preferences regarding other vacant positions within the agency for which they are qualified;
- Providing information regarding employment assistance options;
- Referring employees to Employee Assistance Program counseling; and
- Providing information regarding the continuation of benefits.

Revenue's Workforce Transition Team will provide the Department of Economic Opportunity (DEO) and other state agencies with lists of adversely affected employees and copies of updated employee applications and resumes for consideration of employment outside of Revenue.

Where possible, other local employers and community resources (such as Career Source Florida) will be contacted regarding adversely affected employees.

Affected employees will be directed to contact Revenue's Human Resources Office for information regarding vacancies, benefits, and referral to DEO.

## **Strategy for Monitoring Placement Efforts**

Revenue will provide DEO with data relating to Revenue budget reductions, which will be entered in a spreadsheet maintained by the Department of Revenue. Revenue's Workforce Transition Team will monitor and document placement activities as they relate to affected employees.