

IV. REDUCTION IN FORCE POLICY

A. DEFINITIONS

1. Administrator/Supervisor – Certified or non-certified supervisory personnel under contract.
2. Applicant Pool – A collection of applications held by Human Resources and available to all administrators and supervisors seeking to hire employees.
3. Category - Affected employees' positions of comparable responsibility and qualifications as defined in the current Position Equivalency Document.
4. Classified Categories - Classified management level personnel, non-management technology personnel, bus drivers, bus attendants, child nutrition workers, clerical workers, crossing guards, custodial workers, maintenance workers, monitors and para-educators.
5. Department - A distinct division of the administrative organization of the school district, including individual school sites.
6. Displaced Employee – Employee removed from his/her present position.
7. Effective Date - Date on which employee officially begins working in a specific job.
8. Extracurricular/Co-curricular Responsibilities – Duties voluntarily performed beyond those listed on the job description which directly impact instruction and/or students.
9. Involuntary Reduction in Position - Action recommended by the Superintendent and approved by the Board which results in an employee being moved from one position of rank, dignity, and/or salary to a position of lower rank, dignity, and/or salary according to the Position Equivalency Document prepared in compliance with the Board's Reduction In Force Policy.
10. Involuntary Transfer - Action recommended by the Superintendent and approved by the Board which moves an employee from their present position to another position of equal rank, dignity and/or salary in compliance with the Board's RIF Policy.
11. Layoff - The removal of affected employees as a result of job

- abolishment or reduction in force.
12. Mutual Consent – An agreement between employee and employer for employee to accept a position offered by employer.
 13. Organizational level - Elementary, Middle, High
 14. Performance Responsibility - The Superintendent's interpretation of the functions and activities required in the job description.
 15. Position - Specific job title
 16. Probationary Period - Status of certified employees under La.R.S. 17:442.
 17. Qualifications - Training, experience, credentials, proficiencies, certifications/licenses and/or degrees, if any, which are required in the job description.
 18. Recall - Action recommended by the Superintendent and approved by the Board to return an employee involuntarily reduced in position or laid off pursuant to the employee's rights under the Board's Reduction In Force Policy.
 19. Reclassification - Action recommended by the Superintendent and approved by the Board which results in a position being changed from one pay category to another pay category on the Board approved salary schedule.
 20. Reduction in Force - Action recommended by the Superintendent and approved by the Board to reduce and/or eliminate positions within identified job categories.
 21. Retirement/Resignation - Termination of employment through action initiated voluntarily by the employee.
 22. Rubric – An instrument composed of weighted scores for parameters including but not limited to experience, performance and education to be used for reassignment of an employee in years that a RIF is implemented.
 23. Seniority Certified and Classified Employees – Total period of uninterrupted, full-time system-wide service.
 24. Seniority Administrative/Supervisory Employees
 - (a) First considered is the total period of continuous uninterrupted full-time administrative service in the Jefferson Parish Public School System, excluding official leave time granted by the

Board.

- (b) When the full-time administrative experience is equal, then the second consideration shall be the number of years of uninterrupted full-time system-wide service.
 - (c) When these two factors are equal, the third consideration shall be the administrative experience within the specific job category being reduced.
- 25. Starting Date - Board approval date or effective date, whichever comes first.
 - 26. Tenure - Legal rights granted certificated employees under La.R.S. 17:443.
 - 27. Termination - Action recommended by the Superintendent and approved by the Board resulting in the discharge of an employee.
 - 28. Voluntary Transfer - Action initiated by the employee and approved by the Board which moves an employee laterally from one position to another with no change in pay category.

B. INTRODUCTION

Prior to implementation of the *Reduction in Force Policy* (RIF), all possible alternatives to the layoff of employees shall be considered. Alternative considerations shall include, but are not necessarily limited to, reductions due to resignations, retirements, unsatisfactory employee evaluations, approved leaves and furloughs as feasible.

When a determination has been made to reduce the number of employees because of conditions such as a significant decline in enrollment, loss of federal or special state funding, discontinuance of special programs or projects, or marked decline in school revenues which result in a surplus of staff within a specific category, the Superintendent shall effectuate the reduction in force by following the procedures listed below:

1. Call a "RIF Alert" and inform all employees and the public of the possibility and the reasons that necessitate a reduction in force.
2. Make information concerning RIF Policy available to all employees through every means possible, (e.g., media, electronic, meetings and printed documents).

3. Board approved job descriptions must be on file in the Department of Human Resources (HR).
4. Board votes for a Reduction In Force.

NOTE: THE BOARD SHALL ALLOW 15 SEQUENTIAL WORK DAYS FOR THE HUMAN RESOURCES DEPARTMENT TO FOLLOW THE PROCEDURES IN "5" AS LISTED BELOW:

5. The following information shall be provided electronically to all employees to be affected by the Reduction in Force:
 - a. Lists of reduction in personnel by position (not names), by department
 - b. Lists of positions equated (*Position Equivalency Documents*)

NOTE: THE BOARD SHALL ALLOW 15 ADDITIONAL SEQUENTIAL WORK DAYS FOR THE HUMAN RESOURCES DEPARTMENT TO FOLLOW PROCEDURES "6 AND 7".

6. For teachers and classified employees only, reassignment letters shall be sent from the Human Resources Department to affected employees.
7. For teachers and classified employees only, recall lists of employees laid-off by category shall be available and housed in the Human Resources Department for public information.
8. For administrator/supervisors only, termination letters shall be sent from the Human Resources Department along with a list of available, equivalent jobs and information about how to enter the applicant pool for possible re-hiring through mutual consent.

C. GENERAL UNDERSTANDINGS

1. All employee reassignments resulting from a RIF are irrevocable for the current school year with the exception of promotions or extenuating circumstances as determined by HR.
2. When practicable, school employees shall be transferred within current organizational levels (elementary, middle, high).
3. Any employee who has retired and returned to work effective July 1, 2010, will be contracted on a year to year basis dependent upon JPPSS areas of critical shortage in accordance with state law *La R.S. 11:710* (Act 921 of Louisiana 2010 legislature) and a JPPSS satisfactory evaluation.

4. Racial balance of all employees shall be considered in all voluntary and involuntary staffing assignments.
5. It shall be the responsibility of the employee to inform HR in writing of change of address and/or phone numbers.
6. It shall be the responsibility of the employee to maintain current certification through the Louisiana Department of Education to ensure continued employment with the JPPSS.

D. PROCEDURE

For Teachers and Classified Employees

Before formulating rubric scores, employees will be categorized based upon the ratings on their most recent formal evaluation. Employees who were most recently rated as “Unsatisfactory” will be first subject to the implementation of the procedures outlined in the RIF policy followed by employees classified as “Needs Improvement.” Only after employees classified as “Unsatisfactory” and “Needs Improvement” have undergone the implementation of the Reduction In Force policy will employees classified with “Satisfactory” performance be subject to the implementation of the RIF policy, as outlined below.

After the JPPSS School Board approves a “Reduction in Force (RIF) Alert,” all employees and the general public shall be notified of the reasons that necessitated such an action. The Department of Human Resources (HR) shall implement the following procedures to prepare for the impending RIF:

1. Using the list of positions identified for reduction by the School Board, lists of equated positions will be developed (Position Equivalency Documents).
2. Develop lists of vacancies within each category from the Position Equivalency Documents.
3. Teacher/Classified - develop lists by rubric score as noted below of current employees within each category that will be affected by the reduction utilizing the Position Equivalency Document.
4. Teacher/Classified - develop lists of employees subject to reassignment by rubric score.
5. Affected employees shall be placed according to the Reassignment Process contained within the Reduction in Force Policy.

For Administrator/Supervisors

Before formulating rubric scores and attending to employees' performance evaluations, Superintendent-designated needs will determine the categories of positions to be subject to RIF. Within those categories, employees will be ordered based upon the ratings of their most recent formal evaluation. Employees who were most recently rated as "Unsatisfactory" will be first subject to the implementation of the procedures outlined in the RIF policy followed by employees classified as "Needs Improvement." Only after employees classified as "Unsatisfactory" and "Needs Improvement" have undergone the implementation of the Reduction In Force policy will employees classified with "Satisfactory" performance be subject to the implementation of the RIF policy, as outlined below.

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1. Using the list of positions identified for reduction by the School Board, lists of equated positions will be developed (Position Equivalency Documents).
 2. Develop lists of vacancies within each category from the Position Equivalency Documents.
 3. Administrator/Supervisor – develop list by rubric score as noted below of current employees within each category that will be affected by the reduction utilizing the Position Equivalency Document.
 4. Administrator/Supervisor – develop lists by rubric score for employees subject to termination and possible mutual consent rehiring.
 5. Affected employees shall be placed according to the Reassignment Process contained within the Reduction in Force Policy.
- E. REASSIGNMENT PROCESS
1. Administrators/Supervisors
 - a. The following administrator/supervisor rubric will be used for the termination and possible mutual consent rehiring of administrators/supervisors.

Administrator/Supervisor Rubric

<p><i>Seniority</i> (years in service)</p> <p>0 to 3 years +2 4to 10 years +5 10 to 20 years +7 20 to 30+ years +10</p>	<p>a. Uninterrupted, full-time administrative/ supervisory service in JPPSS, excluding official leave time granted by the Board</p> <p>In the case of a tie the following criteria will be applied:</p> <p>b. Number of years of uninterrupted, full-time JPPSS service</p> <p>c. Administrative/supervisory experience in position</p>								
<p><i>Performance</i> (Administrator performance evaluations other than principals)</p>	<table border="0"> <tr> <td>Highly Effective</td> <td>+80</td> </tr> <tr> <td>Satisfactory/Effective</td> <td>+70</td> </tr> <tr> <td>Needs Improvement</td> <td>-25</td> </tr> <tr> <td>Unsatisfactory/Ineffective</td> <td>-50</td> </tr> </table> <p>Act 54 of the 2010 Legislative Session will require a change from using Satisfactory, Needs Improvement and Unsatisfactory as descriptors</p>	Highly Effective	+80	Satisfactory/Effective	+70	Needs Improvement	-25	Unsatisfactory/Ineffective	-50
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<p><i>Principals Performance Evaluations</i></p>	<table border="0"> <tr> <td>Exemplary</td> <td>+80</td> </tr> <tr> <td>Proficient</td> <td>+70</td> </tr> <tr> <td>Progressing</td> <td>-20</td> </tr> <tr> <td>Does Not Meet Standards</td> <td>-50</td> </tr> </table>	Exemplary	+80	Proficient	+70	Progressing	-20	Does Not Meet Standards	-50
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<p><i>Attendance</i> (during current year and excluding non- work days)</p>	<table border="0"> <tr> <td>No Excessive Absences</td> <td>+20</td> </tr> <tr> <td>Excessive Tardies (more than 60 minutes as per <i>La. R. S. 17:1203</i>)</td> <td>-10</td> </tr> </table>	No Excessive Absences	+20	Excessive Tardies (more than 60 minutes as per <i>La. R. S. 17:1203</i>)	-10				
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<p><i>Educational Degrees</i></p>	<table border="0"> <tr> <td>Masters</td> <td>+5</td> </tr> <tr> <td>Masters plus 30</td> <td>+7</td> </tr> <tr> <td>Specialist</td> <td>+9</td> </tr> <tr> <td>Ph.D.</td> <td>+10</td> </tr> </table>	Masters	+5	Masters plus 30	+7	Specialist	+9	Ph.D.	+10
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<p><i>Professional Development</i></p>	<table border="0"> <tr> <td>(above 36 hours as required by JPPSS)</td> <td>+5</td> </tr> </table>	(above 36 hours as required by JPPSS)	+5						
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* Total Possible Points Earned = 125

- b. The affected administrator/supervisor within the positions being eliminated shall be eligible to apply for equivalent positions for which he/she is certified and qualified and the affected employee may submit his/her name to HR's applicant pool.
- c. If the employee elects to enter the applicant pool, said employee shall remain in the applicant pool until such time as:
 - (1) the employee is re-hired through mutual consent, or

(2) the employee declines a re-employment offer, or

(3) two years have lapsed.

d. Any affected administrator/supervisor employee in a position which has been designated for abolishment during reduction-in-force procedures shall NOT have the right to displace any other administrator/supervisor employee within this category. All employees holding such a position in category 98 shall serve at the recommendation of the Superintendent and with the approval of the Board.

2. Teachers

The following rubric will be used to determine the order in which teachers are placed in a RIF. Teachers with the highest rubric score and the correct certification will be recalled first. Teachers with the lowest scores will be displaced first. In the event of a tie, salary (which reflects total years of experience, including years of experience outside JPPSS) shall be utilized to determine order. When salaries are equal, a lottery will be used to determine order.

Teacher Rubric

<i>Seniority</i> (years in service)	0 to 3 years	+2
	4 to 10 years	+5
	10 to 20 years	+7
	20 to 30+ years	+10
<i>Performance</i>	Highly Effective	+80
	Satisfactory/Effective	+70
	Needs Improvement	-25
	Unsatisfactory/Ineffective	-50
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<i>Performance</i>	Highly Effective	+80
	Satisfactory/Effective	+70
	Needs Improvement	-25
	Unsatisfactory/Ineffective	-50
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<i>Attendance</i>	No Excessive Absences	+20

	Excessive Tardies (more than 60 minutes as per <i>La.R.S. 17:1203</i>)	-10
<i>Educational Degrees</i>	Masters Masters +30 Specialist Ph.D.	+5 +7 +9 +10
<i>Professional Development</i>	(above 36 hours required by JPPSS)	+10
<i>Extracurricular/Co-curricular Responsibilities</i>	(see definition)	+10

* Total Possible Points Earned = 120

** Highlighted sections will be in effect for the 2012-2013 school year and beyond.

- a. Teachers shall be identified for transfer and placed on a displaced teacher list according to their rubric score.
- b. Utilizing the HR Transfer Program, teachers will be transferred according to their placement on the displaced teacher list. The HR Transfer Program places teachers with regard to race and degree as well as the rubric score.
- c. Teachers on an Intensive Assistance Plan or whose last evaluation stated the employee “Needs Improvement” will NOT be transferred.
- d. Effective with the first teacher workday of a school year, all teacher placements are irrevocable for the current school year unless promotional in nature or due to extenuating circumstances as determined by HR. Transfer to a position at a specialty school shall only be permitted after the conclusion of a school year and prior to the beginning of the following school year.
- e. Once all reassignment steps have been exhausted, the affected employee shall be subject to lay-off. Should a lay-off become necessary, the affected employee shall be placed on a recall list until such time as:
 - (1) the employee is recalled,
 - or
 - (2) the employee declines a re-employment offer within the teacher’s organizational level,
 - or

(3) two years have lapsed.

NOTE: Once conditions (2) or (3) occur, the JPPSS shall be released from further recall obligation to the employee at which time the employee will be removed from the recall list.

3. Classified Employees

a. The following criteria are used to determine seniority for classified employees (classified management level, non-management technology personnel, bus drivers, bus attendants, child nutrition workers, clerical workers, crossing guards, custodial workers, maintenance workers, monitors and para-educators):

1. Academic and/or other qualifying preparation, including specialized training and skill development provided by or required by JPPSS.
2. Length of employment in the system (total period of uninterrupted, full-time system-wide service).
3. Seniority within classified position categories.

Rubric for Classified (Clerical and Paraprofessional) Employees

<i>Time in position</i> (years in service)	0 to 3 years	+2
	4 to 10 years	+5
	10 to 20 years	+7
	20- 30+ years	+10
<i>Educational Preparation -</i> (For Classified Management Level, Non-Management Technology personnel, Para-Educators & Clerical only)	Sixty (60) college credit hours	+4
	Ninety (90) college credit hours	+6
	One hundred twenty (120) college hours	+8
	Degree (paras – higher than an A.A.)	+10
<i>Performance Evaluation</i>	Highly Effective	+80
	Satisfactory/Effective	+70
	Needs Improvement	-25
	Unsatisfactory/Ineffective	-50

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<i>Extracurricular/Co-curricular Responsibilities</i>	See definitions +10								

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- b. The lowest scored classified employee within the category of the positions being eliminated shall be transferred to a position at the same level for which he/she is certified and qualified utilizing the Position Equivalency Document. In the event that no such position is available, the affected individual has the right to displace any employee with less seniority holding an equivalent position.
- c. If no equivalent position is available, the affected employee shall be transferred to the nearest position in a lower category for which the employee is certified and qualified. The same procedure will be applied to the employee displaced by the affected employee's placement.
- d. Once all reassignment steps have been exhausted, the affected employee shall be subject to lay-off. Should a lay-off become necessary, the affected employee shall be placed on a recall list such time as:
- 1) the employee is recalled
 - or
 - 2) the employee declines a re-employment offer
 - or
 - 3) two years have lapsed.

NOTE: Once conditions (2) or (3) occur, the school system

shall be released from further recall obligation to the employee at which time the employee will be removed from the recall list.

F. RECALL PROCESS

Introduction

All affected teacher and classified employees who have been laid off due to RIF shall be placed on a recall list by classification and rubric score for a period of two (2) years from the effective date of lay-off.

The recall lists shall contain ALL certifications and/or qualifications held by employees.

As vacancies occur, affected teacher and classified employees shall be recalled in order of their rubric score (reverse order of lay-offs) and shall be offered re-employment commensurate with qualifications. Any teacher or classified employee whose most recent evaluation was “Unsatisfactory” will not be eligible to be recalled into service until due process is completed and the recommendation for termination is rescinded.

As vacancies occur, two attempts by telephone, or one attempt via email if email address is supplied by the teacher or classified employee, will be made by HR to reach employees for recall.

It shall be the responsibility of the teacher or classified employee on the recall list to inform HR in writing of change of address, and/or phone numbers and/or email address for immediate contact. Employees who will be unavailable for ANY reason must provide a second name and contact information to represent them should a vacancy occur during that time.

1. Teachers

- a. Positions will be offered to teachers via telephone and JPPSS e-mail. It is the responsibility of the employee to respond via email with either an acceptance or rejection of said position within forty-eight (48) hours. Should the employee fail to respond to HR via email within the forty-eight (48) hour period, the next certified/qualified employee on the recall list will be offered the position. Should the employee contact HR after the forty-eight (48) hour period and the position has already been awarded to another employee then the next position within the correct certification will be offered.
- b. Rejection of an offer or failure of the employee to respond within

forty-eight (48) hours to a 2nd offer made via telephone and JPPSS e-mail, shall result in the removal of the employee's name from the recall list. A letter notifying the employee that he/she is being removed from the recall list will follow.

- c. Once an offer is made and the employee accepts via e-mail, he/she will be given the date to report. If the employee cannot report on the specified date, the offer will be rescinded and the name of the employee shall be placed at the bottom of the recall list. A letter notifying the employee that he/she is being placed at the bottom of the recall list will follow.
- d. Each employee will be offered a position by seniority; however, should the position offered be different from the employee's last organizational level, the employee will have the right to refuse and yet remain on the recall list until a vacancy occurs at his/her last organizational level.

2. Classified

Positions will be offered to classified employees via telephone or via email if employee has provided an email address. It is the responsibility of the employee to respond with either an acceptance or rejection of said position within forty-eight (48) hours.

- a. Failure to respond to HR within forty-eight (48) hours of initial contact will result in the employee being skipped. Upon response by the employee, the next position within the correct certification will be offered.
- b. Should HR not be able to reach employee for the 2nd offer and employee fails to respond within forty-eight (48) hours, employee's name shall be removed from the recall list. A letter notifying the employee that he/she is being removed from the recall list will follow.

G. APPEAL PROCESS

1. For Teachers and Classified Employees

- a. An employee shall have the right to appeal involuntary transfers to an ad hoc committee of five (5) appointed by the Superintendent. This appeal shall be in writing within ten (10) work days from the date of official notification, the certified letter of reassignment. The committee shall hear the aggrieved party and submit its recommendation in writing within ten (10) work days to the

Superintendent for consideration. The Superintendent shall notify the aggrieved party of the decision in writing within five (5) work days of receipt of the ad hoc committee recommendation. The final appeal decision rests with the Superintendent.

- b. Employees have the right to representation by another employee or Federation representative, other than legal counsel, during the appeal process.
- c. Employees shall use the appeal process as described in “G.1” above in lieu of the complaint procedure whenever the employee is aggrieved regarding reassignment under Reduction In Force.

2. For Administrator/Supervisors

- a. An employee shall have the right to appeal their termination to an ad hoc committee of five (5) appointed by the Superintendent. This appeal shall be in writing within ten (10) work days from the date of official notification, the certified letter of termination. The committee shall hear the aggrieved party and submit its recommendation in writing within a reasonable amount of time and, when possible, within ten (10) work days to the Superintendent for consideration. The Superintendent shall notify the aggrieved party of the decision in writing within a reasonable amount of time and, when possible, within five (5) work days of receipt of the ad hoc committee recommendation. The final appeal decision rests with the Superintendent.
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