

**CITY OF MINNEAPOLIS  
EMPLOYEE REASSIGNMENT PROCEDURES  
(Links to [Policy](#))**

**Governing Policy:** City of Minneapolis Employee Reassignment Policy

**Synopsis:** Establishes procedures, roles, and responsibilities for an Employee Reassignment.

**Procedure History: Department Approval:** TBD, 2009

**Last Revision Date:** May 26, 2009

**Links to Related Regulations:**

**Administering Departments:** Human Resources

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**I. Roles and Responsibilities**

All employees of the City of Minneapolis play important roles to ensure compliance with the Employee Reassignment Policy. City employees must perform the responsibilities as outlined below and in accordance with the procedures developed for this policy.

| Role                            | Responsibility  |
|---------------------------------|---|
| Employees                       | 1. Comply with the <u>City of Minneapolis Employee Reassignment Policy and Procedures</u> .   |
| COOP Coordinator                | 1. Declare a citywide COOP event.<br>2. Ensure that employees are assigned or re-assigned to department operations that are critical to continuity of government authority, basic public safety services, and life safety services.   |
| Department Heads and Management | 1. Understand and comply with the <u>Employee Reassignment Policy</u> with respect to the individuals covered by this policy.<br>2. Perform responsibilities as it pertains to managing current employees.<br>3. Before reassigning an employee, make sure the employee has been given a copy of the <u>Employee Reassignment Policy</u> .<br>4. Predetermine personnel who perform essential functions and non-essential functions and the minimum number of staff necessary to perform the essential functions.<br>5. Identify work that may be suspended or delayed while personnel are assigned to essential functions.<br>6. Prepare "Job Actions Sheets" to guide replacement employees in the performance of all essential tasks.<br>7. Establish a management line of succession plan.  |
| Human Resources Director        | 1. Develop, implement, manage, and update the policy.<br>2. Establish, manage, and modify procedures necessary to carry out and comply with the policy in accordance with applicable laws, City ordinances, policies and rules.<br>3. Develop and maintain procedures for implementation and ongoing maintenance of the <u>Employee Reassignment Policy</u> .<br>4. Determine the appropriate means of communicating the <u>Employee Reassignment Policy and Procedures</u> to all employees.<br>5. Ensure Human Resources staff are carrying out their responsibilities.<br>6. When all of the personnel identified for the line of succession are unavailable (which may be the case in small work units where there is a limited number of leadership personnel), at the direction of the CIMT (Continuity Incident Management Team), will identify other personnel from outside the work unit who can assume the powers and duties to perform essential functions (See page 4). |
| Employee Services Director      | 1. Immediately contact the affected union(s) to discuss any necessary labor agreement modifications that have not yet been approved.  |

## **II. Purpose**

To determine how City essential functions shall be identified, and to establish how employees may be deployed or redeployed in a COOP event to provide for continuity of government authority, continuity of basic public safety services, and continuity of life safety services.

## **III. Essential Functions**

An essential function is one that, if not performed, will lead to the elimination or deterioration of government or the elimination or deterioration of the City's ability to provide a safe, healthy environment.

Departments must predetermine essential functions and non-essential functions, cross-train for the continued execution of essential functions, and provide access to information for key staff for the continued execution of essential functions.

## **IV. Department Plans**

The following provides guidance and direction to assist all departments, divisions and work units to develop plans for identifying essential functions, lines of management succession, and delegation of authority in the event of a COOP event:

- A.** Departments should identify the conditions that activate an internal COOP plan. The COOP Coordinator shall proclaim the COOP event, but if a citywide COOP event has not been proclaimed, a department head may receive authority from the COOP Coordinator to activate the department plan because the catastrophe has negatively impacted the business continuity of his or her department.
- B.** Departments should predetermine essential functions and non-essential functions, including critical times of year when certain essential functions must be performed.
  - 1. Departments should predetermine personnel who perform essential functions and non-essential functions and the minimum number of staff necessary to perform the essential functions.
  - 2. Payroll and human resources are essential functions. Cross training of the payroll and human resources functions must occur to ensure that employees are appropriately paid and employment and supervisory decisions are timely and supported by policies, rules, and labor agreements.
  - 3. Departments should identify work that may be suspended or delayed while personnel are assigned to essential functions.
  - 4. Departments should identify secondary personnel within the department that have the skills and abilities to perform essential functions. Such personnel may be:
    - a. Employees in the same classification series as those who normally perform the function.
    - b. Employees in the department who can be trained either in advance of the need or on-the job when the need arises.
  - 5. Departments should prepare "Job Actions Sheets" to guide replacement employees in the performance of all essential tasks.
  - 6. Human Resources will identify other personnel who may be available to perform the essential functions. Such personnel will include non-essential employees in other departments and retired employees.
- C.** Departments, divisions, and work units should establish a management line of succession plan. A line of succession provides a list of predetermined alternates for key leadership and

decision-making positions in each department, division or work unit. This plan will be important if management staff are absent during the COOP event.

1. The succession plan should clearly identify the names of designated personnel and their regular titles and how they can be contacted. (The 'Call Forwarding' feature on the City's phone system can be utilized to forward the principal's work phone, work cell-phone and pager to the employee who assumes the powers and duties of the principal in his/her absence. The principal's email can also be accessed by the replacement employee if the principal establishes a 'new rule' in Outlook and grants permission.)
2. The names and order of succession of designated personnel should be communicated to division and work unit personnel.
3. The succession plan should clearly set forth the powers and duties that will be performed and by whom. The department should predetermine the employees who will have the delegated authority to make decisions and the Department Head or individual Managers will communicate that these employees will have that authority to division and work unit personnel.
4. If all of the personnel identified for the line of succession are unavailable (which may be the case in small work units where there is a limited number of leadership personnel), at the direction of the CIMT (Continuity Incident Management Team), the Human Resources Director (or designee) will identify other personnel from outside the work unit who can assume the powers and duties to perform essential functions. The line of succession plan should be updated whenever a pertinent staff change occurs.
5. Departments should cross train in advance those in the line of succession. Advance cross-training for essential functions, such as the payroll function, is imperative. The department may provide resources such as videotapes, outside trainers, procedure manuals, teleconferencing, consultants, etc., to train employees to perform other functions.
6. Departments should construct methods by which those in the line of succession will have access to information (i.e. computer passwords, calendars for employee approved time off, office keys, file cabinet keys, etc.) in the event they have to take over leadership responsibilities.

#### **V. Assignment to Higher Level Classification (Details)**

A "detail" is defined as a temporary assignment of an employee to an existing higher-level position when the higher-level duties and responsibilities comprise the majority of the work performed and the work is expected to be performed.

Collective bargaining agreement provisions dealing with working out of class (details) and notification periods may be suspended for short periods of time.

Departments should identify areas where "details" are expected to occur.

- A.** If an employee is assigned to a higher level position and is expected to perform the full scope of the work, he/she should receive the pay for the higher level position. A detail is not appropriate when an employee is simply assigned different duties which are not higher level duties, or where an employee is simply assigned to work in a different work unit if the work performed there are not higher level duties.

Many labor agreements contain language that allows employees to be detailed if the employee fills a temporary vacancy or is replacing an employee in a higher rated job class

who is absent for a prolonged period. Employees assigned to perform duties of an equal or lower classification will suffer no reduction in base pay.

- B. A detail should be confirmed with an employee via e-mail, memorandum, fax or department form and the appropriate HR form for payroll purposes.
- C. An employee assigned to perform duties of a higher classification will receive 'detail' pay as dictated by City rules.

## **VI. Contingent Workforce: Temporary/Permit Worker**

Departments may need to utilize the services of employees outside of the bargaining unit to perform work and will need to consult with Human Resources and Labor Relations if this becomes an issue. Hiring the Temporary/Permit worker must be documented through a written offer of employment and a completed job application.

Departments should identify classifications that may be needed during a COOP event so that they may more quickly staff their work units.

Non-continuous, contingent appointments include:

1. Temporary/Permit: an individual hired as a city employee for a limited period.
2. Contract: an individual hired through a personal services agreement to provide specific services or from one of the city's temporary staffing agency contracts.

Departments should contact Human Resources to check prior eligible lists or to develop COOP event postings in order to identify individuals available for contingent employment.

Monitoring Temporary/Permit workers is the responsibility of the department. It is the responsibility of the department to obtain any necessary approvals prior to hiring Temporary/Permit workers.

During a COOP event, job classification studies will be suspended for Temporary/Permit employees.

## **VII. Labor Relations**

A COOP event in the City of Minneapolis may necessitate changes in the implementation of labor agreements in order to staff and administer the functions of a department, division and/or work unit.

Should this need occur, the Employee Services Director or his/her designee should immediately contact the affected union(s) to discuss any necessary labor agreement modifications that have not yet been approved.

No change in the interpretation or application of labor agreement provisions will be administered without consultation with the City of Minneapolis Employee Services Director or his/her designee.

Changes in the interpretation or administration of labor agreements shall be narrowly tailored to provide specific flexibility during a COOP event and shall be limited to the term of the COOP event.

The following general labor agreement provisions should be reviewed prior to the onset of a COOP event:

- Bidding of Shifts
- Work Out of Class (Higher Class/Lower Class)

- Approval/cancellation of Vacations, Sick Leave, Holidays, Compensatory Leave, Leave Without Pay, Budgetary Leave, etc.
- Assignment/Reassignment of work and/or units of work
- Shift Assignment Changes
- Increase/Decrease in Hours
- Posting of Vacancies
- Shift Differential/Weekend Differential
- Overtime/Compensatory Time
- Absence Without Leave
- Lunch and Rest Breaks

The above listed provisions may be modified in the interest of Public and Life Safety and to deliver City services in the most efficient and seamless manner possible.

City Labor Relations staff will be in regular communications with management staff and union representatives regarding whether and when the COOP response requires certain provisions of labor agreements to be administered differently.

Some other matters to consider during department planning activity include:

- Might employees from outside a bargaining unit be utilized?
- Might minimal notice be required for changes in work schedules and/or hours of work?
- Might some/all employees be required to telecommute or telecommuting may be discontinued with minimal notice?
- Might employees be assigned to work overtime with minimal notice?
- Might employees be assigned to perform work in other work units or departments?
- Might essential employees (as defined by individual departments) be expected to report to work, unless specifically excused by the Employer?

#### **VIII. Contract Negotiations, Meet and Confer, Labor/Management Committees, Grievance Procedures, etc.**

During the period of the COOP event, the City and labor unions may temporarily suspend collective bargaining negotiations, grievance processing and labor-management committee meetings. However, the City and its labor unions will make extra efforts to maintain communications during the COOP event. Managers and Supervisors should read the collective bargaining agreements for each unit represented in their operation (available on City Talk) or contact Labor Relations staff if they have questions or concerns about these issues.