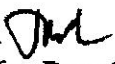


Florida Department of  
Environmental Protection

Memorandum

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**TO:** Regulatory Division & District Directors

**FROM:** Jeff Littlejohn, P.E.   
Deputy Secretary for Regulatory Programs

**DATE:** October 11, 2012

**SUBJECT:** Criteria for Approval of Personnel Actions

As I have discussed with each of you over the past few months, DEP's regulatory divisions and districts should be working towards a leaner staff that is better trained and better paid. We should have the best and brightest staff possible, with the right number of staff to achieve the best environmental benefit for Florida.

I firmly believe that each director and their staff must serve as good stewards of Florida's environmental laws and the taxes of the citizens. We must ensure that we are implementing solutions that eliminate waste, increase efficiency and demonstrate accountability for every taxpayer dollar spent.

Currently, all requests to fill vacant positions or to provide staff with pay increases come to Mike (districts) or me (divisions) for consideration. To expedite approval, we have established the attached criteria for these personnel actions. By following these criteria, directors will be able to quickly obtain approval for requests from Carla Gaskin.

If you have any questions or need clarification regarding the criteria, please feel free to contact Carla or me.

# *Criteria for New Hires, Promotions, Reclassifications and Pay Increases*

**Regulatory Programs  
Florida Department of Environmental Protection  
October 11, 2012**

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**Filling Vacant Positions (New Hires, Promotions, Reclassifications)**

Advance approval from the Deputy Secretary for Regulatory Program's office is required for:

- Filling a vacant position with an external candidate (New Hire)
- Filling a vacant position with an existing DEP employee (Promotion or Reassignment)
- Reclassifying and filling a vacant position (Reclassification)

**Prior to requesting approval to fill a vacant position, the following steps must be taken:**

1. **MISSION CRITICAL DETERMINATION:** Prior to requesting approval to fill a vacant position, directors should determine whether the duties of the position are critical to DEP's mission. Approval will only be given for positions that are critical to the mission of DEP's regulatory divisions and districts.
2. **COST BENEFIT ANALYSIS:** Prior to requesting approval to fill a vacant position, a cost benefit analysis must be conducted. This analysis must include:
  - Whether the duties of the position can be performed outside of DEP at a lower cost. Outside entities include, but are not limited to, Water Management Districts, State Universities, county departments, private sector, etc.
  - Whether the position's duties/workload can be equitably distributed to other staff, negating the need to fill the position.
  - Whether filling the position will result in cost savings.
3. **COMPLETE REQUEST TO FILL FORM:** Once the Mission Critical Determination and Cost Benefit Analysis are complete, a Request to Fill form must be completed (template attached) and submitted to the Staff Director for Regulatory Programs (Carla Gaskin). This form will be used to populate a savings tracking spreadsheet that will be provided to the Deputy Secretary on a weekly basis. Savings examples are located at the end of this document.

**Once a Request to Fill Form is Submitted:**

- Once all required information is provided, you will be notified whether you are approved to fill the vacant position within five business days.

**Once Approval is Granted to Fill a Vacant Position:**

- If you receive approval fill a vacant position, you must advertise the position. Advertising vacant positions ensures that the most qualified applicants - whether they are internal or external candidates - are selected. Requests to waive the advertising requirement should be submitted to the Staff Director for consideration on a case-by-case basis.
- Once the most qualified candidate is selected, the Staff Director should be added as an "Approver" on the Personnel Action Request (PAR) in People First.

**Pay Increases (Merit, Additional Duties, Competitive Job Offers)**

Advance approval from the Deputy Secretary for Regulatory Program's office is required for salary increases. With the exception of a District or Division reorganization, where multiple positions are being consolidated resulting in significant cost savings, salary increases can only be considered if they are based on one of the three criteria below:

- Merit
- Additional Duties
- Competitive Job Offer

**Prior to requesting approval for a pay increase, the following steps must be taken:**

1. **MISSION CRITICAL DETERMINATION:** Prior to requesting approval for a pay increase, directors should determine whether the duties of the position are critical to DEP's mission. Approval will only be given for positions that are critical to the mission of DEP's regulatory divisions and districts.
2. **COST BENEFIT ANALYSIS:** Prior to requesting approval for a pay increase, a cost benefit analysis must be conducted. The cost benefit analysis must show that the pay increase will result in cost savings. Savings examples are located at the end of this document.
3. **COMPLETE PAY INCREASE REQUEST FORM:** Once the Mission Critical Determination and Cost Benefit Analysis are complete, a Pay Increase Request form must be completed (template attached) and submitted to the Staff Director for Regulatory Programs (Carla Gaskin). This form will be used to populate a savings tracking spreadsheet that will be provided to the Deputy Secretary on a weekly basis.

**Once a Pay Increase Request Form is Submitted:**

- Once all required information is provided, you will be notified whether you are approved to increase an employee's pay within five business days.
- The review period may take longer if the requested pay increase exceeds 3% or \$3,000, whichever is greater, of the employee's existing salary.

**Once Approval is Granted for a Pay Increase:**

- If the pay increase *does not exceed* 3% or \$3,000, whichever is greater, of the employee's existing salary: The Staff Director should be added as an "Approver" on the Personnel Action Request (PAR) in People First. Please refer to page six for the requirements established by the Bureau of Personnel Services related to the justification section of the PAR.
- If the pay increase *exceeds* 3% or \$3,000, whichever is greater, of the employee's existing salary: The Staff Director and Chief of Staff should be added as an "Approver" on the PAR in People First. Please refer to page six for the requirements established by the Bureau of Personnel Services related to the justification section of the PAR.

**Cost Saving Examples:**  
**Vacant Positions (New Hires, Promotions, Reclassifications)**

1. You receive approval to fill a vacant Environmental Specialist II (ES II) position. After advertising the vacancy, you determine that an Environmental Specialist I (ES I) within your office is the best candidate to fill this position. You decide that the ES I duties can be shifted to other staff within the office, which results in not needing to fill the ES I position. This will save DEP the annual salary associated with the ES I position (plus benefits, which will be calculated by the Deputy Secretary's Office).
  - *Cost Savings: \$30,988.68 + benefits*
  
2. You receive approval to fill a vacant Administrative Assistant I position. After advertising the vacancy, you determine that an OPS Senior Clerk within your office is the best candidate to fill this position. You decide that the incumbent can perform the functions of both positions, which results in not needing to fill the OPS position. The OPS Senior Clerk worked 20 hours per week at an hourly rate of \$10.
  - *Cost Savings: \$10,400*
  
3. *An Engineering Specialist III* retires from your office. After evaluating the workload and functions of that position, you determine that it is more in line with the duties of an Engineering Specialist I. You receive approval to reclassify the Engineering Specialist III position (\$40,948.20) to an Engineering Specialist I position (\$34,501.44) and fill the position. This will save DEP the difference between the two salaries and associated benefits (which will be calculated by the Deputy Secretary's Office).
  - *Cost Savings: \$6,446.76 + benefits*

**Cost Saving Examples:**

**Pay Increases (Merit, Additional Duties, Competitive Job Offers)**

1. Instead of filling a vacant Environmental Specialist I (ES I) position in your office, you decide to shift the ES I duties to an Environmental Specialist II (ES II) in your office. To compensate for these additional duties, you propose a \$5,000 pay increase for the ES II. This will save DEP the annual salary associated with the ES I position (\$30,988.68 plus benefits, which will be calculated by the Deputy Secretary's Office), minus the cost of the pay increase (\$5,000).
  - *Cost Savings: \$25,988.68 + benefits*
  
2. You have an employee that developed and implemented a documented cost savings measure that results in an annual savings of \$10,000. To compensate the employee for their savings, you propose a \$1,000 merit pay increase.
  - *Cost Savings: \$9,000*

**Justification Criteria for Pay Increases:**  
**Bureau of Personnel Services**

**OPS Pay Increases**

- Justification details for the pay increase are required to be provided on the Personnel Action Request (PAR) form.

**Merit Pay Increases**

- Demonstrated top performer based on employee's performance evaluation score relative to his/her peers.
- Justification on the PAR must provide details for approval of the merit pay increase, percentage of increase (or specific dollar amount), current performance evaluation score, all salary adjustments the employee has received over the past three years and the reason for each salary adjustment (merit, promotion, additional duties, competitive job offer, etc.).

**Pay Increases for Additional Duties**

- Requires an updated position description outlining the additional duties.
- Justification on the PAR must provide details of the additional duties (new statutory requirement, shifting duties from one position to another, etc.) and the cost savings, if any, realized by the shifting of duties, percentage of increase (or specific dollar amount), all salary adjustments the employee has received over the past three years and the reason for each salary adjustment (merit, promotion, additional duties, competitive job offer, etc.).

**Pay Increase for Competitive Job Offer Outside of State Government**

- Requires written supporting documentation (letter or email confirmation) of the official job offer.
- Justification on the PAR must provide details supporting why it is in the state's best interest to approve a competitive job offer, percentage of increase (or specific dollar amount), all salary adjustments the employee has received over the past three years and the reason for each salary adjustment (merit, promotion, additional duties, competitive job offer, etc.).

**Request for Approval to Fill/Reclassify Vacant Position or Reclassify Filled Position**

District/Division: \_\_\_\_\_ Position Number: \_\_\_\_\_

Position Title: \_\_\_\_\_

Career Service     SES     SMS     OPS

Will you be reclassifying position? If so, provide proposed position title: \_\_\_\_\_

Number of Days Position Has Been Vacant: \_\_\_\_\_

If position has been vacant for more than 30 days, how has the function been performed during this time?

Is this position mission critical? Please explain.

Can this function be performed outside of DEP at a lower cost? Please explain.

Can the duties of this position be distributed to existing employees? Please explain.

Will the filling of this position result in any cost savings to taxpayers? Please explain.

Proposed Salary: \$ \_\_\_\_\_

Cost Savings: \$ \_\_\_\_\_

Additional Comments:

**Please submit completed form to Carla Gaskin**



## Request for Approval of Pay Increase

District/Division: \_\_\_\_\_ Position Number: \_\_\_\_\_

Position Title: \_\_\_\_\_

Employee Name: \_\_\_\_\_

Type of Pay Increase:  Merit Increase  Competitive Offer  Additional Duties

Current Salary (Annual): \$ \_\_\_\_\_ Proposed Salary (Annual): \$ \_\_\_\_\_

Percent Increase: \_\_\_\_\_ % Amount of Increase: \$ \_\_\_\_\_

Justification for Pay Increase:

How will this pay increase result in cost savings to taxpayers? Please explain.

Cost Savings: \$ \_\_\_\_\_

Please Submit the Following Documentation With Completed Form:

**Merit Increases:**

Copy of employee's most recent performance evaluation

**Additional Duties:**

Employee's current position description

Proposed position description

**Competitive Job Offer:**

Copy of written offer

**Please submit completed forms & documentation to Carla Gaskin**