



Reduction in Force

CITATION REFERENCE

OFFICIAL TITLE	POLICY ON EMPLOYMENT REDUCTION IN FORCE (PRCIE)
VOLUME	HUMAN RESOURCES
RESPONSIBLE OFFICE	USG HUMAN RESOURCES OFFICE
ORIGINALLY ISSUED	JANUARY 2008
REVISED	MAY 2020

Policy Statement

The University System of Georgia is committed to providing a stable and secure environment for

In an effort to avoid permanently reducing employees due to budget cuts, funding changes, or emergency conditions affecting regular operations, each institution should analyze the potential cost savings effectiveness of a temporary reduction of work hours (e.g. temporary layoff, furlough, or other such programs) to achieve the necessary budget reduction. Employees should only be terminated through a permanent RIF after examining other available alternatives.

If it is determined that a significant organizational objective or savings can be achieved through a temporary or permanent RIF, the president (h)-(e)9 eg ef w He oh439eT(Tc 0.005 Tw 9.17

to the designated institutional administrators for approval (for example: Dean/VP, Human Resources Administrator, AA/EEO Administrator, or CEO/COO). The highest level of authority within the business unit, Human Resources, and Legal Affairs (where applicable) must be consulted in the early planning stages and in the development of the Reduction in Force Plan.

RIF plans that are intended to temporarily reduce employee work hours, in order to achieve budget reductions during an emergency or other temporary situation without permanently eliminating positions must include the following components and considerations for approval by the President (or the designee) and the USG System Office:

- Strategic Fiscal/Administrative Objective
- Business Needs Assessment

- o A review of reassignment opportunities for impacted positions/employees when applicable
- o Proposed timeline and effective date
- o Appropriate approval signatures at each level of the organization

Position Selection Criteria Positions will be identified based on institutional and/or departmental needs as outlined in the business needs assessment. The decision as to which employee position(s) will be impacted is determined at the institutional level and subject to the approval of administrators identified by each institution. When identifying employee positions for a temporary reduction in force, management should consider the following:

- o Core job functions. An analysis of the core job functions needed to maintain business operations (division, unit, and/or program area) and the resulting position(s) that will be retained or reduced in support of those functions must be conducted.
- o Selection criteria. Define the method for determining the order in which employees will be impacted (e.g. all employees within scope are impacted the same/or differently based on established criteria such as job function/work assignment).
- o Competitive process. If all employees in the same job within an in scope area will be impacted in the same manner, then a competitive process is not needed. However, if some employees in a job code within an in scope area will be impacted and others will not, then a competitive process should be established (i.e. appointment type: fulltime, part time, critical skills, etc.).

If FLSA exempt employees will be impacted by a reduction in work hours, prepare communication and change management plans to ensure they will be prepared to adhere to work time limitations and time reporting requirements that apply during workweeks reduced by one or more days. Refer to [DCA Fact Sheet 70](#)

Impact Analysis/Demographic Data Review:

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detailing appropriate messaging, timing, and forums (group or individual meetings, emails) must be developed. Impacted employees should be engaged as soon as practical prior to written notice.

Employee Notice After receiving approval from institution administrators, the

- Identification of expected outcomes (savings, process improvements, etc.)
- Development of a new organizational structure (as applicable)
- A review of reassignment opportunities for impacted positions/employees when applicable
- Proposed timeline and effective date
- Appropriate approval signatures at the level of the organization

Position Selection Criteria:

Where multiple positions in the same job classification exist within the department and a subset of those positions has been identified for the RIF, each employee must be evaluated against the same factors in making a determination in the following order. The factors should include:

- Competencies; Evaluation of each employee's relative qualifications and proficiency levels in the knowledge, skills and abilities required to successfully perform the job.
- Performance; The primary component for determining employee performance should be the most recent two annual Performance Evaluation ratings, unless the employee has been employed for one year or less in which case there may only be one annual Performance Evaluation available. Additional performance related considerations include:
 - Any active disciplinary action for either job performance or personal conduct;
 - Documented performance difficulties communicated to the employee, but not rising to the level of disciplinary action; or
 - Any other documented indicators of performance deficiencies.
- Institutional Seniority: Review institutional employment to the extent that employees are otherwise equal in skills, qualifications and performance. Seniority is based on the institution's hire date and prorated for periods of part-time employment. In the case where a RIF may be related to a consolidation, the potentially affected employee's hire date at the consolidated institution may be used for seniority consideration purposes.

