

Augusta University

Policy Library

Workforce Reduction Policy

Policy Manager:

POLICY STATEMENT

In accordance with the Board of Regents and the University System of Georgia, this policy outlines the reasons a workforce reduction can be initiated and necessary steps to follow for approval of such action.

REASON FOR POLICY

The purpose of this policy is to set forth the guidelines under which a reduction in workforce for employees in classified positions will be carried out.

AFFECTED STAKEHOLDERS

Indicate all entities and persons within the Enterprise that are affected by this policy:

- Alumni Faculty Graduate Students Health Professional Students
 Staff Undergraduate Students Vendors/Contractors Visitors
 Other:

DEFINITIONS

Reduction in Force: A reduction in force (RIF) is an action to reduce the number of employees in a department or at a University overall. A reduction in force may become necessary due to reduced funding, reorganization, and/or changed workload.

PROCESS & PROCEDURES

Augusta University is committed to providing stable employment but reserves the right to determine the appropriate staffing levels to meet the mission of the institution. Augusta University may, in its sole discretion, add positions or change positions where necessary to meet the mission of the institution, and it may eliminate positions that are no longer critical to the mission of the institution. Situations such as lack of funding, lack of work, or reorganization may require a reduction in the workforce. Departments making such reductions are responsible for retaining the staff necessary to preserve Augusta University's excellence as a comprehensive research university with an academic medical center.

Generally, a reduction in workforce may be implemented for reasons that include the following:

- A budget reduction and/or funding changes,
- Programmatic changes that result in the elimination of or decrease in services,
- Reorganization that results in a shifting of responsibilities or elimination of certain tasks altogether,
- Business process improvements that change work to such an extent that a position(s) is no longer required, and/or
- Other organizational changes that might prompt an adjustment to staffing needs.

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Executive Sponsor: Enterprise Vice President for Human Resources

Next Review:

In an effort to avoid reducing positions due to budget cuts or funding changes, Augusta University reserves the right to consider implementing a furlough or other such program to achieve the necessary budget reduction. The provisions of this policy are not to be used to remove an employee if the sole cause is substandard performance, incompetence or misconduct.

The provisions of this policy do not apply to positions created to support a particular grant or other sponsored project when such positions are ended because the grant or other sponsored project ends according to the terms of the contract or award.

Guidelines for effecting a reduction in the workforce:

1. When a Unit Manager, Department Chair, Director, Dean, or Vice President, hereafter referred to as “Administrator,” is faced with a situation that he/she believes warrants a review of the workforce with the potential for a workforce reduction, he/she will be expected to critically review his/her department or unit and the circumstances prompting the potential reduction. All efforts should be made to minimize or reduce the extent to which positions will be eliminated. When position elimination is the most appropriate way to address a budget, programmatic, reorganization or other change, the Administrator will submit in writing to his/her Supervisor or Senior Administrator, a justification for a change. When the proposed elimination involves a faculty member, the administrator will review and follow the related faculty policies and review/consider the terms and conditions of the faculty member’s contract and status where applicable. Notice requirements may differ between faculty and staff based on contract terms of faculty.
2. The Administrator will identify all potential positions that may be affected by the change. Where possible, temporary positions and vacant regular positions should be the first to be eliminated. If positions to be eliminated are not vacant, the positions to be eliminated should be directly related to the functions or process being abolished. When, in a unit, multiple positions exist with the same title and essentially the same duties and responsibilities, documented performance appraisals should be used as the criteria for selecting the position(s) for elimination. Employees receiving the lowest performance rating should be the first outplaced. In the event that the documented performance ratings do not differentiate between employees and positions being considered for elimination, the last person hired should be the first person outplaced. For purposes of this policy, the hire date is defined as the most recent date of hire at Augusta University.
3. If the positions eliminated via this policy are reestablished within one year, the employees displaced should be notified of the reestablishment and given an opportunity to apply for the positions. The department must coordinate with Human Resources to ensure this communication occurs.

Process/Procedures

The individual Administrator develops a proposal for a reduction in force and completes the Reduction in Force Request Form (Attachment A). Such proposal should include:

- a justification for the change,
- a list of the employees who will be displaced by the reduction in workforce including the employee's name and job title,
- the date of the proposed position elimination (a minimum notice to the employee of sixty (60) days is recommended, and ninety (90) days is preferred),
- a completed Departmental Reduction In Workforce Checklist (Attachment B) reflecting the data and objective decision criteria supporting the proposed action,
- if multiple positions exist with the same title and essentially the same duties and responsibilities in the department proposing the reduction in workforce, then copies of the two most recent performance appraisals for all the employees under the position title under consideration for elimination must be included, and
- the name and contact information of the person in the department who will be responsible for communicating all information to those employees being displaced.

It is strongly recommended that the Administrator meet with or communicate with the Vice President of Human Resources, Director of Employee Relations or designee and the Director of Affirmative Action/EEO at this point to review the proposal and seek input.

The proposal must then be submitted to the appropriate Dean, Vice President or other Senior Administrator for review and approval.

If denied, the proposal is returned to the Department Head, Director or Vice President submitting the request.

If approved, the Dean, Vice President or other Senior Administrator will then forward the approved proposal with all documentation provided in the proposal submitted to him/her to the Director of Employee Relations or designee for review and approval.

If approved, the Director of Employee Relations or designee will forward to the Director of Affirmative Action/EEO for review and approval.

The Director of Employee Relations or designee and the Director of Affirmative Action/EEO will communicate the results of the review to the Dean, Vice President or other Senior Administrator.

When the proposed reduction is in response to a state or institutional budget cut, the Dean, Vice President or other Senior Administrator must notify the President of the proposed workforce reduction prior to its implementation.

If approved by all required parties, then communication with the affected employee(s) must take place and will occur as follows:

1. The Administrator will verbally inform the affected individual(s) of the decision and the reasons underlying the decision. This should be done in either a group meeting when more than one individual is affected, or in an individual meeting at the discretion of the Unit Supervisor. Outplacement packets containing information about other on-campus positions should be provided to each affected employee. A representative from Human Resources should participate in all meetings and be available to answer placement questions.
2. The Administrator will follow up in writing to the employee(s) to ensure clear communication of what was stated verbally. The Administrator will then complete a Personnel Action Request to communicate the action taking place and forward to Human Resources.

FORMS AND RELATED DOCUMENTS

- Proposal for Reduction In Force (Attachment A)
- Reduction In Force Checklist (Attachment B)

APPENDICES

None

AUTHORIZING SIGNATURE

Brooks A. Keel, PhD
President, Augusta University and CEO, AU Health System

Date



REDUCTION IN FORCE REQUEST FORM

This form must be completed by the department head (or designee) for approval of a proposed reduction in force. This request form must be approved BEFORE any reduction in force can be implemented.

Please attach current and proposed organization chart

To be completed by the DEPARTMENT HEAD (OR DESIGNEE):			
Department Name and ID:		Division/VP Area:	
Department Head (or designee):		Campus Phone:	Building & Room Number:
Reason for reduction in force (brief narrative description):			
Anticipated date of separation:		Anticipated number of reduced employees:	
Name(s) of employee(s) to be separated: (attach additional pages if necessary)			
Employee Name	Position Title	Hire Date Into Position	Manager Name
Are there any vacant positions in the department which are the same or closely related: Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please list:			
What is the status of recruitment of vacant positions?			
What efforts within the department have been made to avoid the reduction in force of the employee(s)?			
Please provide a brief explanation why action other than a reduction in force is not possible.			
Approvals (must have all signatures):			
Dean/VP:		Date:	
EVP/Provost or SVP:		Date:	



Departmental Reduction in Force Checklist

(Submit with Workforce Reduction Justification)

Department: _____

Name of Affected Employee: _____
(Attach List of employees plus job titles if necessary. Demographic data shown in box below will be completed by HR.)

Job Title: _____

To be completed by HR:

Employee's Date of Birth: _____

Employee's Race: _____

Employee's Gender: Male Female

Employee's other protected category (please list type): _____

Employment Date: _____

Reason for Reduction (check one):

- 1. Entire function or service is being eliminated:
 - Service or function is no longer needed
 - Service is not essential to the overall needs of Augusta University, its students, faculty or staff
 - Service is not essential to the overall mission of the department/division
 - Service or function is duplicated elsewhere
 - Service or function is being outsourced to save money
 - Funding is no longer available to support service or function
- 2. The function performed by this individual could be funded from non-state revenue sources.
- 3. There are several individuals with this job title performing similar functions within the department and the position held by the individual with the lowest performance appraisal is being eliminated.
- 4. Other. Please be specific: _____

NOTE: The provisions of this policy do not apply to positions created to support a particular grant or other sponsored project when such positions are ended because the grant or other sponsored project ends according to the terms of the contract or award.

Department Director: _____ Signature: _____
(Print Name)