



UNIVERSITY SYSTEM OF GEORGIA

# 2019 interactUSG Conference

## Organizational Changes: Understanding the USG Policies and Procedures

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2019 interactUSG conference

# Reductions in Force (RIFs)



# HRAP Reduction in Force policy

This policy provides institutions with guidelines for developing and implementing RIF plans that are necessary to meet University System, State and Federal regulations and laws; supports the University System and Financial Management goals; and ensures consistency among University System institutions as it relates to the fair and equitable treatment of employees in the application of RIF plans.



- The University System of Georgia is committed to providing a stable and secure environment for its employees to work and each institution shall have the authority to determine the appropriate staffing levels to meet the mission of the institution. However, under certain circumstances it may be necessary to eliminate employee positions through a reduction of the workforce.
- Examples of situations where a workforce reduction may be appropriate include:
  - A budget reduction and/or funding changes (including Financial Exigency);
  - Elimination or decrease in services due to programmatic changes;
  - Reorganization resulting in a shift or elimination of certain tasks or responsibilities altogether;
  - Significant business process improvements or new technologies rendering a position(s) obsolete; and
  - Other organizational changes that might impact staffing levels.



- RIFs are designed to eliminate job positions based on business necessity.
- NOT to eliminate particular people
- NOT to deal with performance issues
- RIFs that only involve one position/person raise suspicions that they were actually intended to target that one person.

- When a RIF is necessary, you should identify positions whose functions your institution can operate without and/or can cover with other positions.
- If only some positions within an area/scope will be eliminated, you should develop objective criteria to determine which positions will be eliminated and which will be retained.

- Such as:
- Those occupied by temporary or provisional employees should be eliminated first.
- Competencies (skills, qualifications, etc.)
- Recent performance evaluations
- Disciplinary actions
- Seniority (at the institution or in the position)

# Impact Analysis

“All reduction in force plans are reviewed to avoid adverse impact on employees in protected classes and limit potential institutional liability.” (HRAP)

Adverse impact or disparate impact =  
an employment action that is based on apparently neutral factors but disproportionately affects one or more particular demographic groups



- RIFs require *at least 60 days'* notice to impacted employees.
- 90 days' notice should be given when possible.
- Notice to the Department of Labor is also required in the case of a “mass layoff.”
  - (25 or more employees under state law)
  - (50 or more employees if at least 33% of total full-time employees under federal law)

Need a plan for communications to:

- Affected employees
- Remaining employees (in some cases)
- Department of Labor (in some cases)
- Other stakeholders like alumni, local community, media (in some cases)



# Rehiring Preference

- **Priority Re-employment:** Employees separated due to a RIF will receive a six month priority consideration period (immediately following the RIF effective date) for internal positions to which they apply and are qualified. Hiring managers must demonstrate a compelling justification for selecting another candidate.
- **Priority Recall:** Employees displaced by positions that were eliminated via this policy and reestablished within one year of the RIF shall be notified and given first right of refusal for the reestablished position(s).

# Need a plan for transition services

(in addition to rehiring preferences)

- Such as:
- Information sessions
- EAP referrals
- Resume sharing with other USG institutions
- Professional development resources
- Any other services you can provide to ease the transition and help with future prospects for our employees (who are losing jobs through no fault of their own)

# Faculty

- RIFS are usually associated with staff reductions.
- Reductions of faculty positions are sometimes necessary as well.
- Most faculty have contracts and lengthy notice periods for non-renewals.
- Many faculty have tenure rights.

Notify USG HR !  
In Advance!

Contact Quint Hill at

[quint.hill@usg.edu](mailto:quint.hill@usg.edu)

(There may be a new RIF-specific  
address coming soon.)





## REDUCTION IN FORCE REQUEST FORM

This form must be completed by the department head (or designee) for approval of a proposed Reduction in Force (RIF). This request form must contain all required signatures and be approved by the President (or h/her designee) BEFORE any reduction in force can be implemented.

### SECTION I. REDUCTION IN FORCE CHECK LIST

Use this check list as a guide to insure that you have the materials required for a Reduction in Force (RIF) approval and completion of all sections of the request form.

- Consult with the following individuals
  - o Highest level of department management
  - o Human Resources
  - o AA/EEO
  - o Legal
  - o VP/Provost level administrator
- Evaluate and maintain supporting documentation
  - o Organizational Chart before RIF
  - o Organizational Chart after RIF
  - o Job description of reduced employees
  - o Job description of any newly created positions
  - o Most recent performance evaluation of employees being reduced (if determination was based on performance)
- Completion of all sections of the following RIF request form
  - o RIF Rationale
  - o Selection assessment criteria (i.e. means of evaluating knowledge, skills, abilities, performance and length of service)
  - o Employee Reports
  - o Vacancy Report
  - o Communication Plan (timeline, notification process, sample letter, as applicable)
  - o Employee Career Transition Plan

## Reduction In Force Request Form

### SECTION II. ORGANIZATIONAL INFORMATION

|  |   |  |
|--|---|--|
| Institution Name:  | Date:[Date]   |  |
| Impacted Department: <a href="#">Click here to enter text.</a>               | Division/VP Area: <a href="#">Click here to enter text.</a>               | Program: <a href="#">Click here to enter text.</a>                             |
| Anticipated Date of Separation(s): <a href="#">Click here to enter text.</a> | Anticipated # of Jobs Impacted: <a href="#">Click here to enter text.</a> | Anticipated # of employees impacted: <a href="#">Click here to enter text.</a> |

### SECTION III. RIF RATIONALE

1. Provide a summary of why the reduction in force is necessary (attach additional pages if needed).

[Click here to enter text.](#)

2. Provide a summary of the expected outcome of the RIF (Cost Savings, improved efficiencies/effectiveness). Attach supporting documentation.

[Click here to enter text.](#)

3. Provide a summary of other options that have been considered as an alternative to avoid the reduction in force and explanation of why other approaches were not possible.

[Click here to enter text.](#)

4. Does the RIF Impact all positions/employees in the affected area? Yes \_\_\_ No \_\_\_ If no, provide a summary of the methodology used to determine which positions//employees will be eliminated.

[Click here to enter text.](#)



## Reduction In Force Request Form

### SECTION IV. VACANCY INFORMATION

- Are there any vacant positions in the department or institution which are the same or closely related to the affected positions?  No  Yes. If yes, How many vacancies? \_\_\_\_\_
- How many impacted employees are under consideration? \_\_\_\_ (please list below or attach a report with the following details):

| Job Title                 | Position#                 | Is this a new positions? | Status of the recruitment (open, interviewing, closed) |
|---------------------------|---------------------------|--------------------------|--|
| Click here to enter text. | Click here to enter text. | Yes __ No__              | Click here to enter text.                              |
| Click here to enter text. | Click here to enter text. | Yes __ No__              | Click here to enter text.                              |
| Click here to enter text. | Click here to enter text. | Yes __ No__              | Click here to enter text.                              |
| Click here to enter text. | Click here to enter text. | Yes __ No__              | Click here to enter text.                              |

### SECTION V. EEO REPORT (LIST ALL EMPLOYEES IN AFFECTED AREA OR ATTACH A REPORT WITH THE REQUIRED DETAILS)

| EMPLOYEE DATA |           | EEO DATA           |      |        |     |            | RIF INDICATOR |
|---------------|-----------|--------------------|------|--------|-----|------------|---------------|
| EMPLOYEE NAME | JOB TITLE | DATE OF HIRE(INST) | RACE | GENDER | AGE | DISABILITY | VETERAN       |
|               |           |                    |      |        |     |            |               |
|               |           |                    |      |        |     |            |               |
|               |           |                    |      |        |     |            |               |
|               |           |                    |      |        |     |            |               |

## Reduction In Force Request Form

### SECTION VI. NAME OF EMPLOYEES TO BE SEPARATED – COMPLETE A REPORT DETAILING THE FOLLOWING INFORMATION

| EMPLOYEE DATA             |                           | EXPECTED DATE OF SEPARATION | PRIORITY CONSIDERATION PERIOD           |   |                                      |
|---------------------------|---------------------------|-----------------------------|---|---|--------------------------------------|
| EMPLOYEE NAME             | JOB TITLE                 |                             | UNDER CONSIDERATION FOR CURRENT VACANCY | 6MTH PRIORITY CONSIDERATION FOR INTERNAL POSTING DATE | 12 MTH RECALL ON ABOLISHED POSITIONS |
| Click here to enter text. | Click here to enter text. | Click here to enter text.   | Click here to enter text.               | Click here to enter text.                             | Click here to enter text.            |
| Click here to enter text. | Click here to enter text. | Click here to enter text.   | Click here to enter text.               | Click here to enter text.                             | Click here to enter text.            |
| Click here to enter text. | Click here to enter text. | Click here to enter text.   | Click here to enter text.               | Click here to enter text.                             | Click here to enter text.            |
| Click here to enter text. | Click here to enter text. | Click here to enter text.   | Click here to enter text.               | Click here to enter text.                             | Click here to enter text.            |

### SECTION VII. SAMPLE COMMUNICATION PLAN

| ACTION   | TARGET AUDIENCE (MGT, RIF EE, NON RIF EE)  | KEY MESSAGE               | COMMUNICATION METHOD (ONE ON ONE OR GROUP MEETINGS, EMAIL, OTHER) TIMEFRAME | TIMEFRAME                 | RESPONSIBLE PARTY |
|--|--|---------------------------|---|---------------------------|-------------------|
| Intent to RIF  | Internal Leadership and USG                | Click here to enter text. | Click here to enter text.   | Click here to enter text. |                   |
| RIF REQUEST  | INTERNAL LEADERSHIP, HR, LEGAL             |                           |   |                           |                   |
| Employee Communication   | On a as needed basis, as soon as practical | Click here to enter text. | Click here to enter text.   | Click here to enter text. |                   |
| Transition Assistance Materials (INCLUDES EMPLOYEE CONSENT FOR RESUME SHARING) |  |                           |   |                           |                   |

## Reduction In Force Request Form

**Employee Notice**      [Click here to enter text.](#)      [Click here to enter text.](#)      [Click here to enter text.](#)      [Click here to enter text.](#)

**DOL Notice of mass layoff (as applicable)**

### SECTION VIII. SAMPLE TRANSITION ASSISTANCE PLAN

| ITEM   | AUDIENCE | DATE | RESPONSIBLE PARTY | NOTES |
|--|----------|------|-------------------|-------|
| RIF Transition Assistance Orientation Session Dates  |          |      |                   |       |
| ONSITE RESUME WRITING AND INTERVIEW CLINICS  |          |      |                   |       |
| DOL ONSITE MEETING DATES   |          |      |                   |       |
| PARTNERSHIP WITH OTHER USG INSTITUTIONS  |          |      |                   |       |
| PARTNERSHIP WITH OTHER STATE AND LOCAL ORGANIZATIONS   |          |      |                   |       |
| ACCESS TO PROFESSIONAL DEVELOPMENT TOOLS (I.E. SKILL SOFT, LYNDA.COM, CONED DEPTS., EXTENDED UNIVERSITY) |          |      |                   |       |
| EMPLOYEE ASSISTANCE PROGRAM INFORMATION  |          |      |                   |       |
| PROCESS FOR MAINTAINING 6 MONTH PRIORITY CONSIDERATION LIST  |          |      |                   |       |
| PROCESS FOR MAINTAINING 12 MONTH RECALL LIST AND NOTIFICATION  |          |      |                   |       |
| SUPERVISOR TRAINING ON PRIORITY CONSIDERATION PROCESS  |          |      |                   |       |
| EMPLOYEE OFF BOARDING SESSIONS   |          |      |                   |       |



Questions ?

