Policy 4.81
Reduction in Force

This policy version was not current at the time of printing. Please see http://policies.emory.edu/4.81 for the current version.

Responsible Official: VP for Human Resources
Administering Division/Department: Employee Relations
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Overview

This policy is intended to provide guidance to departments that must reduce staff and to ensure that guidelines for position redesign/elimination and its impact on employees are administered in an appropriate manner. A department anticipating a RIF should contact Human Resources for assistance with planning and implementation.

Policy Details

GENERAL PROVISIONS

Reduction in force due to reorganization, position eliminations or downsizing of an operating unit may qualify for benefit consideration under the same terms as the Organizational Transfer Between Emory Healthcare and Emory University policy. In order to be eligible for benefit consideration, the employee must be given written notification of his or her reduction in force by the department. The transfer must be approved and coordinated by EHC Director Human Resources Management and Emory University Human Resources.

Selection Criteria
The identification of positions/employees for reduction will be made in accordance with the following:

- Positions will be selected based on the needs of the department, including temporary work.
- Employees will be selected based on skills and abilities applicable to the department's needs, documented performance and length of Emory employment.

The department director has the responsibility of determining the position(s) to be eliminated.

In cases of reorganization, redesign or elimination of position(s), the department should develop a written plan outlining the new department structure and required positions. The plan should include a timetable, a communication strategy and charts reflecting the organization prior to and after the RIF.

Approval of Reduction
The proposed plan should be reviewed by Human Resources in advance of communication and implementation to determine the operational impact and possible placement of staff elsewhere. A written explanation and criteria for the recommended plan should be provided and approved by the respective dean, vice president or designee.

Notice
The department should give written notification and when feasible or appropriate, at least two weeks notice to all affected employees. When advance notice of termination is not feasible or appropriate under the circumstances, the department should consider providing pay in lieu of notice. When the employee receives pay in lieu of notice, the amount provided may take into consideration the employee's length of service and availability of departmental funds. Human Resources should be contacted before discussing final pay issues with the affected employee(s). Those employees who are given advance notice of termination in a reduction in force should be given reasonable time off to pursue other positions.

**BENEFITS**

**Accrued Leave**

Employees who separate from employment will be compensated for the balance of unused vacation up to the maximum allowable provided the employee has been employed at the university for at least six consecutive months in a benefits eligible status. Regular employees are eligible for holiday hours, provided the one-year period for taking unused holidays has not expired. No payment will be made for unused sick leave and/or floating holiday(s) hours at the time of separation.

**Health, Dental, BeneFlex**

All health, dental and flexible spending account(s) continue through the end of the month in which compensation ends. Upon separation, employees may maintain their current health care, dental care and medical flexible spending account for up to 18 months under COBRA.

**Life Insurance**

Life insurance ends on the last day of the month and can be converted to an individual policy by contacting the insurance company within 31 days of termination.

**Disability Insurances**

Long-term and short-term disability insurance ends on the last day worked or when terminated. Long-term disability insurance can be converted to an individual policy by contacting the insurance company within 31 days. There is no conversion option for short-term disability or for the COLA option.

**Courtesy Scholarship/Tuition Reimbursement Programs**

Employees may continue to participate in the Courtesy Scholarship program through the semester in which they were enrolled at the time of the reduction. Employees who are taking a course through tuition reimbursement at the time of the reduction in force will not be eligible for reimbursement of tuition costs for that course.

**Definitions**

A reduction in force (RIF) is defined as a separation from employment due to lack of funds, lack of work, redesign or elimination of position(s) or reorganization, with no likelihood or expectation that the employee will be recalled to work.

**Related Links**

- Current Version of This Policy: [http://policies.emory.edu/4.81](http://policies.emory.edu/4.81)

**Revision History**

Emory University policies are subject to change at any time. If you are reading this policy in paper or PDF format, you are strongly encouraged to visit policies.emory.edu to ensure that you are relying on the current version.