### Reorganization and/or Reduction in Force (RIF) Guide
(To be completed and submitted for HR review)

Executive and Administrative Leaders  
(Names)__________________________________________

Manager/Supervisor Name ________________________________________

Department _________________________ Telephone __________________

Email _________________________________________________________

Refer to the Reorganization and Reduction in Force policy at [http://policies.emory.edu/4.81](http://policies.emory.edu/4.81)

The issues noted below should be addressed specifically in consultation with the respective Dean, Vice President or designee. Any plan that will result in the elimination of a program, center, department, or faculty must be reviewed by the Provost or appropriate Executive Vice President.

A written Reorganization/Reduction in Force plan must be submitted for review by Human Resources and the Office of the General Counsel. If desired, Human Resources can assist in the preparation of this plan.

**Rationale**
- Why is this reorganization and/or RIF necessary?
- What other options were considered as an alternative to reorganization and/or RIF?
- What will be the positive financial and/or organizational impacts once the planned actions are taken?

**Staffing Impacts**
- Will this reorganization and/or RIF result in elimination of positions?
- Are you currently utilizing temporary employees or students?
- Are there opportunities for reassignments within the organization, sharing positions between departments, reduction of FTE in lieu of position elimination or job-sharing, short term or seasonal furloughs, other?
- Will temporary staff be released before regular staff? Will part-time staff be released before full-time staff is released? (Note: This is not to imply that temporary or part-time staff must be released before a reduction in force is done, but consideration should be given to the best staffing circumstance and the least impact on full-time, regular staff when feasible.)
- Provide a list of all affected employees (include those jobs that are changing or are being eliminated). Include an explanation for how and why each employee is being affected. (Human Resources will provide demographic information once the employee list is received.)
- What are the criteria for determining what employees will be released? If performance is a factor, does appropriate documentation exist to support the decision?
- Identify any functions that will remain after the reductions or reassignments and how they will be assigned.
- For any positions that are changing, new job descriptions are required.
  - (Note: Human Resources evaluates job descriptions in accordance with internal salary guidelines, external market data, and to determine if the position(s) require(s) posting.)
- Is the manager/supervisor prepared to provide a reference for the employee(s) to another position at Emory?

Organizational Impacts
Attach both a current and a new organization chart to help illustrate the proposed changes.

Timeline & Communication
Why was this date chosen?
Include:
- a timeline for the process
- communication plan
- notification process
- sample notification letter
- communications plan for co-workers and others who will not be released

Transition Team
Human Resources will prepare a transition team (Recruiting, Benefits, FSAP, etc.) to assist in the transition phase, support management in the communication, and assist and respond to employee questions and issues.

Human Resources will review the business plan, organization charts, position descriptions, protected class issues, and other significant dynamics, and contact the department manager/supervisor to further coordinate the process.

Submit this form to your Organizational Development/Employee Relations contact.
Employee Assessment
Reduction in Force
Department/Division/Unit Reorganization

Note: This assessment form is used ONLY when multiple employees in similar positions within a department, school, or work unit are being considered for reduction in force. The form facilitates assessment of relative effectiveness, performance, and skills of individual employees within a work unit. The assessment may be tailored to suit the circumstances of the reduction in force or reorganization. The department/division/unit should contact Human Resources and Office of General Counsel to discuss the use of this assessment form.

DEPARTMENT: ________________________________________

EMPLOYEE NAME: _____________________________________

EMPLOYEE POSITION: __________________________________

Please RANK each employee individually based on the following criteria, using a 1-5 scale with 1 being the lowest, and 5 being the highest score.

1. Does the employee possess the functional/technical skills that are required for the position? If yes, please rate the employee as to his/her skill level?
   Comments:

   ___

2. How effective is this employee in communicating with customers, supervisors, peers, etc.? (Shares info and resources, listens attentively, seeks to clarify for understanding, accepts constructive feedback, builds effective work relationships)
   Comments:

   ___

3. How would you rank this employee on his/her teamwork (respecting the opinions of others, willingness to collaborate, maintaining appropriate, respectful relationships with other members of the team, etc.)?
   Comments:

   ___
4. To be effective in this position, are leadership skills required? If yes, how do you rate this employee on his/her leadership skills? (understands and supports Emory's vision, effectively uses division/department decision making structure, seeks collaboration with others, demonstrates business acumen in understanding environment, formulating action plans, etc)
Comments:

5. How effective is this employee in completing the necessary tasks related to his/her job responsibilities? (organizes duties well, performs with minimal supervision, handles fair share of workload, handles multiple tasks simultaneously, takes initiative and responsibility, acts as resource to others, meets work schedule/attendance expectations)
Comments:

6. Please list the overall rating this employee received on his/her last performance review.

7. Has this employee received a disciplinary warning within the past 12 months? If yes, please subtract: verbal warning=1 point; written warning=3 points; suspension=5 points

Total Overall Score

Rated By _______________________________  Date __________________
### SEVERANCE PAYOUT

<table>
<thead>
<tr>
<th>Years of service (rounded up)</th>
<th>Weeks of pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 2 years</td>
<td>5 weeks</td>
</tr>
<tr>
<td>2-5 years</td>
<td>9 weeks</td>
</tr>
<tr>
<td>6-10 years</td>
<td>13 weeks</td>
</tr>
<tr>
<td>11-15 years</td>
<td>18 weeks</td>
</tr>
<tr>
<td>16-20 years</td>
<td>22 weeks</td>
</tr>
<tr>
<td>20+ years</td>
<td>26 weeks</td>
</tr>
</tbody>
</table>

Note: These guidelines do not apply to term appointments, including grant funded positions. Employees must sign a severance agreement and general release form provided by Emory, to receive the severance pay outlined above.