

Reduction in Work Force Manager Guide

**Office of Human Resources
Employee Relations and Talent Acquisition
1590 North High Street, Suite 300
Columbus, OH 43210
614 292-2800**

Office of **HUMAN
RESOURCES** 

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Policies

- Reduction in Work Force-Unclassified Staff, Policy 9.15, hr.osu.edu/policy/policy915.pdf
- Reduction in Work Force-Classified Civil Service Staff, Policy 9.20, hr.osu.edu/policy/policy920.pdf
- Staff Severance Program, Policy 2.40, hr.osu.edu/policy/policy240.pdf

Introduction

The Office of Human Resources Employee Relations and Talent Strategy provide this information to help managers of those affected by a reduction in work force. We hope you find this to be a valuable tool as you work through the process with your staff.

This guide contains information to help you effectively manage employees facing a reduction in work force. Included in the information is a list of questions an employee might ask a manager as well as questions a manager might ask the Office of Human Resources. There is also contact information for managers and staff members and general guidelines on how to conduct the reduction in work force meeting.

A reduction in work force is a difficult time for everyone involved, including managers, affected staff members, and the rest of the department. What you do as a manager will affect the way your staff handle the situation. Communication and sensitivity are key elements at every stage of the reduction in work force process. Staff members tend to look closely for signs that management is hiding information from them. Incorrect information or a lack of information breed mistrust of management and dampens morale among those who are losing their jobs as well as those who remain in the department. Those who are not losing their jobs fare better when they understand the department's business goals and how they can help achieve them. You need to be cognizant of the entire department's emotions. The Office of Human Resources is available to help managers and human resource professionals leading up to and during the implementation of a reduction in work force.

Following the reduction in work force notification meeting at the department level, OHR will provide services and information to the individual affected by the reduction in work force. This includes consultation on employment services, benefit continuation, and referral to counseling. During the reduction in work force meeting, individuals should be referred to OHR Talent Strategy at 614-292-2800. At the same time, you should schedule regular follow-up meetings with the staff member(s). Make sure you are aware of their internal and external job search process. As their manager, you need to be as supportive as possible. If at any time during the reduction in work force you have questions or concerns, contact OHR at 614-292-2800.

University Resources

Benefits Services

1590 North High Street, Suite 300, 614-292-1050, service@hr.osu.edu

- Claims assistance
- Continuing benefits coverage
- Retirement information
- Unemployment process
- Financial counseling referral information available

Employee Relations and Talent Strategy

1590 North High Street, Suite 300, 614-292-2800, ohrc@hr.osu.edu

- Help understanding reduction in work force, layoff and severance program policies and procedures
- Displacement and appeal processes, if applicable
- Information and help regarding employment policies, procedures and campus employment opportunities
- Help with development of change management processes
- Assessing team development needs and assistance to increase team effectiveness

University Online Career Site

jobs.osu.edu

- List of new and vacant positions are available at the university
- Updated weekly
- Help with creating online application and email subscription available

Ohio State Employee Assistance Program (Ohio State EAP)

700 Ackerman Road, Suite 580, 614-292-4700

- Short-term counseling and assessment for staff dealing with the emotional stresses resulting from a change in job status or who are concerned about a colleague who is experiencing a change
- Confidential counseling and referral services

Implementation Guidelines

Overview

Budget, reorganization, or other organizational transitions may require administrators, managers, and supervisors to consider alternative staffing measures, some of which may lead to a reduction in work force. These decisions necessarily affect the department in question. If they involve Classified Civil Service staff, the decisions have broader implications for the college or unit. Because of the sensitive nature of a reduction in work force, it is important to handle the process of separating staff with dignity and respect.

This document provides you with guidelines, resources, and services available to help you implement a reduction in work force decision. To build collaboration and offer support, OHR Employee Relations and Talent Strategy is available to further assist you with planning. The guidelines outlined below are intended to supplement [Reduction in Work Force Unclassified Staff, Policy 9.15](#) and [Reduction in Work Force Classified Civil Service Staff, Policy 9.20](#) and as such should be used together.

Management Planning and Considerations

It is your responsibility as an administrator, manager, HR professional or supervisor to carefully plan position reductions to balance business and human resource considerations, including appropriate treatment of individuals affected, impact on affirmative action objectives, and compliance with university policies.

First and foremost, consider all appropriate options before determining your need to actually reduce staff. These include, for example:

- ✓ Reassigning to a full or reduced FTE within the department or the college/VP unit.
- ✓ Examining whether the FTEs of existing appointments can be reduced and if there are staff willing to voluntarily accept a reduced appointment.
- ✓ Understanding the order of layoff. In cases of multiple people performing similar duties and/or there is a need for multiple reductions, the manager must understand that the order of any layoff shall be determined first by certification status, then by a combination of the following elements: skills and abilities applicable to the department's needs, documented performance, and length of OSU employment. An evaluation of these elements, to determine order of layoff, must be conducted in partnership with the OHR Employee and Labor Relations consultant assigned to the department prior to the submission of a Request for Reduction in Work Force.
- ✓ Reviewing all jurisdiction vacancies within and outside the impacted staff member's classification. In cases that a vacancy exists within the staff member's classification and jurisdiction, the department is required to place the staff member internally. Checking if alternative schedules are possible and seeking staff that may be interested in such arrangements. Some staff might be interested in part-time or reduced appointments, job sharing, or working the minimum allowed to bridge to retirement.
- ✓ Ensuring that you are aware of all policies impacting various staff appointments.

If you find it necessary to move forward with staff reductions, consider the following recommendations as you proceed with decisions and implementation planning:

- ✓ Identify critical business needs.
- ✓ Review individual positions in relationship to critical business needs.
- ✓ Assess staff members in identified positions, in partnership with OHR, by:
 - Determine if employee is accurately classified. If employee is not accurately classified, discuss this issue with OHR.
 - Certification status
 - Skills and abilities
 - Documented performance (ensure that this is accurately represented)
 - Length of service

- Job performance. Do not use a reduction in work force as a substitution for performance management or corrective action. If staff members do not perform their jobs as expected, it is your responsibility to address the performance deficiencies by methods other than a reduction in force. The Office of Human Resources will deny a reduction in work force request when an employee’s performance has not been managed effectively. This includes the completion of an annual performance review with a summative review system that includes the rating “does not meet expectations.”
- Consider alternative appointments and restructured jobs (see below).
- Develop the reduction plan and consider impact on diversity/affirmative action objectives.
- Develop a plan for ongoing operations in the face of reduced staffing levels.

Guidelines for Developing an Alternative Staffing Plan

Alternative staffing options are mechanisms that can be used to:

1. voluntarily reduce staff FTE;
2. create cost savings; and
3. create a flexible work environment.

These options, while beneficial to the department, may also provide staff members with scheduling alternatives that are supportive of their personal/family needs. Listed below are some of the staffing options that are available and guidelines for implementing staffing alternatives.

Less-Than-Full-Time Staff Appointments

Reduction of Regular Appointments

- Unclassified: Depending on FLSA status, 9, 10, or 11 month appointments and 9 month quarters appointment, or 40 week appointments
- CCS: 40 week appointments

These appointments allow departments to match staffing patterns with annual workflow. Benefit entitlements and staff member premium sharing is identical to 100% appointments, except where otherwise indicated. Vacation and sick leave accrual is pro-rated based on appointment FTE.

Regular Part-Time

- Employed more than 20 hours and less than 40 hours a week

Employee salary and benefits are pro-rated. Part-time appointments create flexibility in staffing patterns and work assignments.

Job Share

- Two part-time or reduced appointment staff members voluntarily share the responsibilities of one full-time position
- Employee salary and benefits are pro-rated. Job sharing creates flexibility for staff while maintaining work continuity.

Voluntary Reduction of FTE

- Reduced work hours for a specified period of time with a corresponding reduction in compensation.

This option may be a permanent or temporary alternative to full-time with a corresponding reduction in compensation. See Sample Reassignment Waiver of Displacement Rights and/or Severance for additional details regarding voluntary reassignments to reduced appointments,

Work at Home

- Full or part-time staff work a portion of the schedule at home.

This alternative may enable departments to save on office-space costs, perform certain tasks more efficiently, improve continuity of services, and extend service coverage.

Flexible Staffing Schedules

Flextime

- Retain full-time appointment with hours other than 8 a.m. to 5 p.m.

Compressed Work Week

- Forty hour work week compressed into fewer than five days.

Both of these options (less than full-time staff appointments and flexible staffing schedules) permit flexibility to provide coverage during low staff periods or to allow the redistribution of work assignments. The availability of this option is driven by the needs of the department.

Implementation Procedures for Alternative Work Schedules

1. Assess the essential operational and productivity requirements of the department.
2. Based on these requirements and the budgetary parameters, determine your staffing needs and the staffing changes that are necessary.
3. As you determine different staffing and scheduling opportunities, clearly communicate the various options to your staff so that expectations will not be raised inappropriately.
4. Staff who are interested in an alternative work arrangement must seek approval through their manager/supervisor. . It is important to note that a position that is reduced below .75 FTE, or multiple positions that will be reduced by any FTE, require prior approval from OHR.
5. Develop a staffing plan that incorporates all voluntary staffing changes including reduced appointments and alternative schedules. Call the Office of Human Resources, 614-292-2800 for assistance on the operational feasibility of staffing alternatives and technical support in the design and implementation of alternative staffing plans. See [Flexible Work, Policy 6.12](#).

Submitting a Reduction in Work Force Request

You **must** consult with OHR **before** affected staff are notified of a reduction in force. Initiate this process by contacting OHR Employee Relations to discuss the appropriateness of the reduction in force, available options such as voluntary reassignment in situations involving a reduced FTE and how to complete a Request for Reduction in Work Force form. When you have completed the form, forward it to your college/VP unit for approval. Upon completion by the college/VP unit, the Request for Reduction in Work Force form along with any additional justification, an updated position description for each impacted staff member and the two most recent performance reviews (if available) must be submitted to the OHR. Preferably, the form should be submitted at least 4 weeks in advance of the date the staff member is to be notified of the reduction (60 days if multiple reductions/ reorganizations are to occur) to permit adequate time to review the request and to prepare required documents. As part of the approval process, the OHR team will meet with you to review the request and discuss reassignment options.

Office of Human Resources Review Process

Once you submit your request to OHR, the assigned consultant will evaluate your request for rationale and completeness. Make sure you submit sufficient information and documentation with the request. OHR will consider the following in reviewing your request:

- ✓ The appropriateness of the impacted employees classification (please submit updated position description)
- ✓ The performance of impacted employees and their skills and abilities (please submit performance reviews)
- ✓ Any transition plan which should incorporate the rationale for the abolishment, an individualized plan for the affected staff member, a review of the staff member's employment history and potential internal reassignment options (units are required to place within their jurisdictions if vacancies exist within the impacted staff member's classification for which they are qualified and can complete the required duties).
- ✓ Does your rationale explain:
 - Why this position is being abolished?
 - What type of work is being performed by the staff member in this position?
 - What will happen to the duties/functions of this position?

- Who are the other staff members in the department/unit who perform same/similar duties? You must work with OHR and include a comparison of the staff members in your detailed plan. This comparison must include certification status, skills and abilities, documented performance and length of OSU service. Any individual, performing same or similar duties, who is not certified in the classification, must be laid off first.
 - Are there contract and/or temporary and/or part-time staff members doing similar work? If so, how many?
 - Are there other positions available in the college/VP unit in which to place the staff member whose position will be abolished? Are there pending vacancies?
- ✓ Does your review of the staff member's history include/address:
- The staff member's length of service with the university?
 - Whether or not the staff member is a bargaining unit member or Members-Only, covered by a labor agreement?
 - Whether this staff member was affected by a previous position abolishment?
 - Did the staff member have performance problems and if yes, how were they addressed (the last two annual performance reviews should accompany any reduction in work force request). If not available, explain why not.
 - Can the staff member's job skills be enhanced by additional training?
 - Is this staff member eligible for the Staff Severance Program?
- ✓ Does your plan include information outlining work to be performed by affected staff member until reassignment or displacement can occur? The work plan should include performance expectations and allow sufficient time during the work day for the staff member to conduct a job search.

After the request to abolish a CCS position has been approved, OHR prepares the letter of notification/lay-off and sends it, along with the CCS Displacement Rights Notification Form, if it is determined the employee has displacement rights, to the hiring manager or HR professional for subsequent issuance to the staff member. For unclassified positions, departments must still receive approval from OHR, but can then process and issue the notification internally (sample letters included in this guide). Keep in mind that this will be difficult news for the staff member to receive and that it is important that the letter be delivered immediately, and **it is required** that the letter is delivered in person to the affected staff member.

Communicating a Reduction in Work Force

Preparations: What to Say

Just as you need to prepare for a hiring interview, you need to get ready for a reduction in work force meeting. Know what you want to say before you meet. Write down your thoughts. Rehearse once or twice what you will say and how you will say it (how you say it is very important, since this is an emotional situation). If you get stuck when preparing for the reduction in work force meeting, don't guess, call OHR, 614-292-2800. Below is a guideline for your use during your reduction in work force meeting.

1. After the usual courtesies, get quickly to the point. Place the decision within the context of what is going on at the university and make a clean, clear statement about the decision that has been made. For example, "As you know, John, the university is facing severe budget cuts and every department has been asked to reduce their budgets for next year. As a result, your position has been abolished." Do not be defensive or feel you must persuade the person that the action is justified. Just state your case with conviction.

However difficult this meeting may be for you, it is even harder for the staff member. Do not get on the topic of your needs, feelings, or problems. It is not helpful to say, "I know how you feel," because you don't. Even if you were once terminated, each person feels things differently and has a right to do so. However, do try to be sensitive to the feelings and emotions of the staff member both at the time of the reduction in work force meeting and in the days to come.

2. People who are separated have a right and a need to know the reasons for the decision. Since separations due to a reduction in work force take multiple factors into consideration it is important to stress that personality was not involved in the decision. Also, stay off the topic of criticizing the university or the State of Ohio. This is not a time to place blame on anyone.

The reason should be clear in your mind so you can make it clear to the staff member. For example, "We are going to have to eliminate the program you administer to stay within our budget." The situation is particularly difficult if the position you are abolishing is similar or has the same duties as other positions in the office. Employees should know that the following elements are taken into consideration when making decisions about specific position abolishment where multiple people perform similar duties or multiple reductions are necessary:

- Strategic direction of the department and its mission critical functions
- Certification status
- Skills and abilities
- Documented performance
- Length of OSU employment

For example, you might say to an employee, "After a review of individuals performing duties similar to those you perform, and taking the skills and abilities of those individuals related to our ongoing business needs, their documented performance, and length of service into consideration, your position was selected for reduction."

If the employee's position is being reclassified, at the point of the reduction, it is important to explain why. You might say to the employee, "As part of the reduction in force process, OHR reviewed the position descriptions of impacted individuals to ensure they are appropriately classified. In reviewing your PD, it was determined that your classification was not in line with the duties that you are currently performing. As such, your position is being reclassified."

3. You should review the policies and procedures for reduction in work force that can be found on the web at hr.osu.edu/policy (Policy 9.15 for Unclassified Professional Staff and Policy 9.20 for Classified Civil Service Staff). Since the staff member cannot absorb everything at once, it is necessary and courteous to provide some written materials at the meeting. We suggest that you use handouts related to continuing benefits, the unemployment process, and for referral to the Ohio State Employee Assistance Program.

Quite often during a reduction in work force, managers feel it is the appropriate time to evaluate a staff member's performance. In reality this is not the time. It is important to manage unsatisfactory performance issues separately from and prior to the reduction in work force process. Staff performance problems must be addressed appropriately through performance management and corrective action.

Managers often assume that because staff members are not doing one job well they are unqualified to do other jobs. Through the performance management process, hopefully you have accurately assessed the staff member's skills and have a thorough understanding of their skills as well as their areas for development. With this insight, you should be equipped to guide the staff member to the appropriate internal open positions.

4. The reduction in work force meeting may or may not be the best time to discuss a transition plan. Depending on the staff member's morale, you may want to discuss the arrangements for transferring their work at the first follow-up meeting. The staff member may need to transition some of their work immediately so they can focus their efforts on their job search.

You will also want to discuss with the staff member how they would like to have their news communicated to the remaining staff members. Be respectful of the staff member's feelings – they may want to tell their fellow teammates themselves.

Instead of overloading the staff members with information, stop here and schedule another meeting for the two of you (and possibly someone from OHR) to take place in the next two days. At this point, the staff member may experience shock and disbelief. Let them take time to absorb what is happening. At the initial follow-up meeting, the member may be more prepared to discuss next steps. Provide the staff member with information about the Ohio State Employee Assistance Program.

If you are reducing a large number of staff at one time, a team of human resource professionals from OHR will be established to help staff and managers work through the process and better understand their options.

5. The next steps need to be clearly stated and it may be helpful to follow-up with a memo. Together with the staff member, develop his/her next steps. Depending on the point at which the meeting ends, next steps might simply be scheduling another meeting, providing the names of persons or offices to call, planning a get-together with colleagues,

etc. If the person is extremely upset, make arrangements for someone to be with that person to accompany him/her to the necessary offices.

6. Your involvement should not end with the termination meeting. Find ways to show your continuing support for the terminated staff member. Please keep in touch and make yourself available in addition to following up on the parts of the separation or job abolishment process that you are responsible for.

Be sensitive also to the co-workers of the separated staff member. Communicate to these co-workers the job abolishment decisions and provide a process and time for them to discuss their feelings. They may be experiencing such feelings as guilt, embarrassment, and a lack of trust, suspicion, confusion, or shock. The Ohio State Employee Assistance Program is available to provide services to the teammates of the affected staff member(s) as well. You may want to refer them to the program, or consider having a counselor in to facilitate a conversation.

Staff Member Responsibilities

The affected staff member must be made aware that they have a critical role in the reduction in work force process. If the staff member is eligible for the Staff Severance Program, and they wish to exercise this option, they need to notify OHR of their intent to use the severance option by submitting a signed severance agreement. See Policy 2.40, Staff Severance Program for more information. If the employee indicates an interest in the severance program but does not submit the signed agreement, the department must proceed with the reduction in force. The employee must be provided with “X” number of days to return the signed agreement.

If a CCS staff member’s preference is to remain at the university, the staff member is expected to report to work as usual until reassignment or displacement occurs if appropriate. If no vacancies exist to support a reassignment, and an individual is unable to displace based on their retention points, performance or lack of skills, the staff member will be laid off. OHR Talent Strategy can provide some guidance to individuals in a subsequent job search, but it is the affected staff members responsibility to prepare/ update a resume and other materials and actively lead the search process.

Displacement Process

Classified Civil Service (CCS) staff may have displacement rights, also referred to as bumping rights. The Ohio State University Rules for Classified Civil Service establish the order and procedures for displacement. CCS staff who have not met performance expectations in their last two annual performance reviews, as indicated by an overall rating of “does not meet expectations,” or who cannot perform the required functions of the position into which they would displace will not have displacement rights and thus will be laid off.

Because displacement is extremely disruptive to the workplace, and to minimize the impact of such disruption, it is the university’s intention that college/VP units, affected staff members, and the Office of Human Resources collaborate to identify alternative employment opportunities for individuals whose positions are abolished. This means that CCS staff whose positions are abolished must be assigned to any current or anticipated job vacancy, within their classification, in their jurisdiction. Reassignments into reduced appointments should also be considered and presented to the employee prior to the execution of a job abolishment.

If no vacancy exists within the impacted staff member’s jurisdiction, the staff member may be entitled to exercise his/her displacement rights and “bump” the staff member with the least number of retention points within their classification and jurisdiction. If the staff member is unable to “bump” due to having the fewest retention points, then the staff member will be laid off.

Hiring departments may not refuse to accept a placement to a vacancy without substantial and convincing evidence that the staff member does not have the necessary skills and abilities to successfully perform the job duties of the position. In cases of displacement, hiring departments cannot refuse without substantial and convincing evidence that the staff member does not have the necessary skills and abilities to successfully perform the job duties of the position.

Additional Resources for Staff Impacted by a Reduction in Work Force

Area of Responsibility	Organization	Number
COBRA	OHR Benefits Processing	614-292-1050
Flexible Spending Accounts	OHR Customer Service Center	614-292-1050
Life Insurance	OHR Customer Service Center	614-292-1050
Payroll	OHR Payroll Operations	614-292-2311
Retirement Plans OPERS ARP	OHR Benefits Services	614-292-1050
Unemployment Compensation	Ohio Department of Job and Family Services (ODJFS)	877-644-6562 888-642-8203 TTY

Management Checklist for Reductions in Work Force

- Has the employing unit contacted OHR to inform them of their intent to reduce staff? Has the unit provided specific information about the impacted employees, their classification, position descriptions and performance evaluations? Once this meeting has been concluded, please follow the guidance provided below.
- Has the employing unit completed the Request for Reduction in Work Force form and obtained approval per policies 9.15 and/or 9.20?
 - The Request for Reduction in Work Force form is available at hr.osu.edu/forms/#other
- Schedule a time to meet with the affected employee. In preparation for the meeting gather the following:
 - Prepare written notification of the abolishment for unclassified staff or obtain Classified Civil Service staff notification letter from OHR.
 - Obtain a copy of the appropriate Reduction in Work Force policy and share with affected employee. Be prepared to answer any questions related to RIF process or severance policy.
 - Prepare written documentation of severance period including the dates of the working notice period and severance pay period.
 - Calculate the total severance benefit using the OSU Continuous Service Date on the HR system
 - Refer to policy 2.40 for severance program schedule

Present written notification and severance program agreement to the staff member in person (supervisor and HR designee together) within the first week of the working notice period.

Classified Civil Service staff: Eligible CCS staff have ten calendar days to decide whether they will choose displacement or severance.

Please remember there are different timelines based on the classification.

 - Provide staff member with Ohio State EAP information
- Did the staff member return the agreement?
 - If unclassified staff, retain the signed agreement in the employee's personnel file
 - If Classified Civil Service, ensure that the staff member notifies the OHR Employee Relations in writing of their desire to voluntarily participate in the severance program
 - If the employee did not return the signed agreement, the severance process stops and either displacement or lay off will take place
- How will the staff member's job data panels be updated within the HR system?
 - During the working notice period, continue to enter the appropriate timekeeping information and manage the employee's HR System record
 - During the severance pay period, update the HR system with the appropriate action/reason codes
- Does the staff member have accrued vacation time?
 - If so, notify the employee that Office of the Controller, Division of Payroll Services will process pay out at the end of the severance period
- Continue to mail paycheck or direct deposit advice to employee's mailing address

Sample Reassignment Waiver of Displacement Rights and/or Severance

I, _____, have been advised by my department that, due to reasons of economy, lack of work and/or reorganization for efficiency, my position is subject to abolishment. I have been offered a _____ FTE (full time equivalency), _____ (title) position and understand the benefits and salary adjustments applicable to this position.

I have been advised that if I do not accept the position that I have been offered, I may be eligible to select either displacement/layoff or severance. Displacement/layoff and severance have been explained to me; however, I am voluntarily choosing to accept the position offered. By accepting the position offered to me, I understand that I may not be eligible for displacement/layoff or severance in the future.

I understand that I need to notify my supervisor/unit of the option I choose within seven (7) calendar days of receipt of this offer. If I do choose the position being offered, I waive my rights to appeal to the State Personnel Board of Review.

_____By initialing this line, I voluntarily accept the reduced _____FTE position being offered to me.

_____By initialing this line, I voluntarily waive my rights to appeal to the State Personnel Board of Review.

_____By initialing this line, I do not accept the reduced position being offered to me.

Employee name (print): _____

Employee signature: _____ **Date:** _____

Witness name (print): _____

Witness signature: _____ **Date:** _____

Resources:

- Benefits Overview Book, hr.osu.edu/hrpubs/ben/overviewbook.pdf
- Layoff Jurisdictions, hr.osu.edu/policy/resources/rifccs525jurisdiction.pdf
- Reduction in Work Force – Classified Civil Service Staff Policy 9.20, hr.osu.edu/policy/policy920.pdf
- Reduction in Work Force Employee Guide, hr.osu.edu/hrpubs/guidelinespolicy915.pdf
- Staff Severance Program Policy 2.40 resources, hr.osu.edu/policy/resources/240resources.pdf
- Staff Severance Program Policy 2.40, hr.osu.edu/policy/policy240.pdf
- University Rules for the Classified Civil Service, hr.osu.edu/hrpubs/ben/overviewbook.pdf

Sample Termination Notice Sent From Department Administrator to Unclassified Employee – Eligible for Severance Program

{Date}

Staff Employee Name
Department
Campus

Dear Ms./Mr. Staff Member:

Unfortunately due to a lack of work or funds, our office services are being restructured. I regret to inform you that it is necessary to abolish your current position. This action is considered a reduction in work force under [Reduction in Work Force – Unclassified Staff, Policy 9.15](#). The final date of your appointment will be {date}.

The university's Staff Severance Program provides economic support for a period of time based upon your years of continuous service. The program includes both a working notice period, during which you will continue to report to work, and a severance pay period, when you are not required to work but you will continue to receive pay and benefits at your regular rate and pay schedule as detailed in Policy 2.40 – Staff Severance Program.

Given your {number} years of continuous service to the university, your severance period will be {number} weeks, ending on {date}. University policy states that the working notice period must be a minimum of two weeks but not more than 2/3 of the entire period. *{Here either state the effective dates of the two periods or indicate when the two of you will discuss this. Please note that the severance agreement must be signed and returned prior to severance period beginning.}* Working notice and severance pay will cease if/when you receive other employment, begin receiving OPERS/STRS retirement benefits, or the maximum benefit is achieved. You will be required to sign an agreement which requires you to notify me or the Office of Human Resources (OHR) if other employment or retirement is secured prior to the end of your severance schedule.

If you have any questions about the severance program, please contact OHR at 614-292-2800. The Reduction in Work Force Policy and Staff Severance Program Policy are available at hr.osu.edu/policy or copies may be requested from OHR.

You are encouraged to review current employment opportunities at the University Online Career Site and apply for suitable campus job vacancies. You will be eligible to apply for university vacancies as an internal candidate for twelve months from the date of reduction.

Thank you for your service to this department. I wish you the very best in securing other employment. Please let me know what assistance I can provide you in your job search.

Upon 31 days from the date of your termination from The Ohio State University, you may be eligible to:

- 1) Convert your Long-Term Disability (LTD) coverage into a Group LTD conversion policy, through UNUM. Contact Office of Integrated Disability at 614-292-3439.
- 2) Continue your group term life insurance coverage, and pay premiums directly to Minnesota Life. Premiums may be higher than those paid by active employees. If you have questions about your options for continuing your group term life insurance coverage, or would like to request continuation forms, please contact Minnesota Life at 1-866-293-6047. The completed application must be received by Minnesota Life within 31 days of your benefit termination.
- 3) Due to the termination of employment and loss of health benefits through the university, you may be eligible to continue health benefits through the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA), administered by NGS. You may contact NGS at 800-521-1555 for further eligibility and coverage information. COBRA rate information can be found at hr.osu.edu/benefits/Rates-COBRA.pdf.

Sincerely,

Department Administrator

C: College/VP Unit HR Professional
Office of Human Resources

Sample Termination Notice Sent From Department Administrator to Unclassified Employee – Not Eligible for Severance Program

{Date}

Staff Employee Name
Department
Campus

Dear Ms./Mr. Staff Member:

Unfortunately, the funding that has supported your salary has been substantially reduced. I deeply regret to inform you that it is necessary to abolish your current position. As the university's severance program **is not** applicable to your position, the final date of your appointment will be {date}.

This action is considered a reduction in work force under [Reduction in Work Force – Unclassified Staff, Policy 9.15](#). The Office of Human Resources (OHR) will provide information to you through this process. Please contact OHR at 614-292-2800 for more information.

You are encouraged to review current employment opportunities at the University Online Career Site and apply for suitable campus job vacancies. You will be eligible to apply for university vacancies as an internal candidate for twelve months from the date of reduction.

Thank you for your service to this department. I wish you the very best in securing other employment. Please let me know what assistance I can provide you in your job search.

Upon 31 days from the date of your termination from The Ohio State University, you may be eligible to:

- 1) Convert your Long-Term Disability (LTD) coverage into a Group LTD conversion policy, through UNUM. Contact Office of Integrated Disability at 614-292-3439.
- 2) Continue your group term life insurance coverage, and pay premiums directly to Minnesota Life. Premiums may be higher than those paid by active employees. If you have questions about your options for continuing your group term life insurance coverage, or would like to request continuation forms, please contact Minnesota Life at 1-866-293-6047. The completed application must be received by Minnesota Life within 31 days of your benefit termination.
- 3) Due to the termination of employment and loss of health benefits through the university, you may be eligible to continue health benefits through the Consolidated Omnibus Budget Reconciliation Act of 1986 (COBRA), administered by NGS. You may contact NGS at 800-521-1555 for further eligibility and coverage information. COBRA rate information can be found at hr.osu.edu/benefits/Rates-COBRA.pdf.

Sincerely,

Department Administrator

C: College/VP Unit HR Professional
Office of Human Resources