



Reduction in Work Force – Classified Civil Service Staff Policy 9.20

Office of Human Resources

Applies to: Classified civil service staff¹

¹ Reductions in workforce for Health System employees will be managed internally by the Health System. Health System employees should contact their human resource department for further information.

POLICY

Issued: 10/01/1973

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Conditions may arise that necessitate the reduction of the university work force. Abolishment of Classified Civil Service positions may occur due to lack of funds, lack of work, reasons of economy or reorganization for efficiency.

Definitions

Term	Definition
Health System	Includes the James Cancer Hospital and Solove Research Institute, OSU Harding Hospital, OSU Primary Care Network, OSU Rehabilitation Services at Dodd Hall, Ross Heart Hospital, Shared Services, Specialty Care Network, University Hospital, and University Hospital East. Does not include Office of Health Sciences and College of Medicine.
Jurisdiction	The limited location in which procedures for layoff, displacement, and reinstatement may be exercised. Jurisdictions are: Columbus campus—each college and unit as defined by the Layoff Jurisdictions list; Columbus campus—medical center; Lima campus; Ohio Agricultural Research and Development Center and Agricultural Technical Institute; Marion campus; Mansfield campus; Newark campus; units located outside of Columbus in a county where a regional campus is located are part of that jurisdiction, otherwise, the jurisdiction is limited to that county only; and units located outside of Ohio are each their own jurisdictions.
Official notification	The date the affected employee receives notification in writing from their supervisor, the HR representative, or if the notification is mailed, the date the affected employee signs for the letter.
Medical Center	The Health System, Office of Health Sciences, and College of Medicine.

Policy Details

- I. If a vacancy exists within the jurisdiction, the unit should develop an internal strategy for reassignment of the Classified Civil Service (CCS) staff member to avoid a reduction in work force.
- II. **Reduction in Work Force**
 - A. All reductions in work force are subject to approval by the Office of Human Resources.
 - B. University Rules for the Classified Civil Service will be followed as these pertain to order of layoff, displacement, retention points, jurisdiction, notice, reinstatement, and appeal.
 - C. Reductions of staff represented by labor unions must be in accordance with terms of applicable collective bargaining agreements.
 - D. Reduction in work force situations should be approached with sensitivity. Organizational needs must be balanced with human resource considerations, including impact on affirmative action objectives, compliance with university policies, and applicable collective bargaining agreements. Appropriate administrative officers must consult with the Office of Human Resources, [Employee Relations](#), prior to planning a reduction in work force.
 - E. Reductions of an appointment to .75 FTE or greater will not be considered a reduction in force. The unit must contact OHR Employee Relations 30 days prior to implementing such a change to an FTE to notify and discuss the proposed action with OHR Employee Relations. For multiple such reductions, prior approval by OHR Employee Relations is necessary.

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- F. All of the following are reductions in force and a RIF request must be submitted to OHR Employee Relations:
 - 1. If an appointment is being reduced below .75 FTE.
 - 2. If the original appointment is below .75 FTE and is reduced below .50 FTE.
 - 3. Any position that is eliminated, regardless of original FTE.
- G. Units should review use of temporary staff prior to reducing regular staff.
- H. Units must manage unsatisfactory performance issues separately from the reduction in work force process. Staff performance problems should be addressed through performance management and corrective action.
- I. In the event of a disaster that results in a lack of work or lack of funds due to the disaster, the university may institute alternative pay and work schedules for affected staff in lieu of reduction in work force.

III. Placement Into a Vacant Position, Displacement of Another Employee, or Layoff

- A. Classified civil service employees may have displacement rights, commonly referred to as “bumping,” under specific circumstances. The University Rules for the Classified Civil Service set displacement procedures. Displacement generally means that an qualified employee whose position is abolished may fill a vacancy or displace the employee with the fewest retention points in the classification of the position being abolished. Because displacement is extremely disruptive to the institution, employees whose positions are abolished are strongly encouraged to begin an internal job search as soon as they receive notification of the abolishment.
- B. If an employee chooses to take severance, displacement and reinstatement rights cease.
- C. Employees with two consecutive “below meets” overall performance review ratings will not have displacement rights.
- D. Within 30 days from the date of official notification of abolishment, the affected employee will be assigned to a vacancy, exercise displacement, or be laid off in accordance with the [University Rules for the Classified Civil Service](#).
 - 1. If a vacancy in the jurisdiction exists, then placement will occur within 30 days of the date of official notification of the abolishment. The affected employee must be able to perform the required duties of the job into which they would be placed. If they cannot perform the required functions of the position into which would have been placed, as determined by the Office of Human Resources, they will not have displacement rights.
 - 2. If no vacancy exists within the jurisdiction, then displacement will occur no later than 30 days of the date of official notification of the abolishment. The affected employee must be able to perform the required duties of the job into which they would be placed. If they cannot perform the required functions of the position into which they would have been placed, as determined by the Office of Human Resources, they will not have displacement rights
 - 3. If no vacancy or position exists within the jurisdiction for which the employee has displacement rights, the employee will be laid off.
- E. Displaced employees shall be paid according to the target hiring range assigned to the job into which they will move; exceptions must be in accordance with Salary Administration and Classification policy 3.10.
- F. If an employee declines placement into a vacancy or declines to displace into a position to which they are entitled, both their displacement and reinstatement rights cease immediately. Termination of the employee will result within two weeks.



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IV. Reinstatement

- A. Reinstatement rights and the reinstatement process are outlined in the University Rules for the Classified Civil Service.
- B. Reinstatement is contingent upon the employee being able to perform the required functions of the position, previously documented performance, and the successful completion of any pre-employment screening for a specific reinstatement position.

V. Performance Considerations

Given the demands of the workplace and the university's drive to be a high performance workforce, performance will be considered as a factor at all stages of the reduction in work force process, including:

- A. If more than one employee is in the same classification, performance will be one criteria considered to determine which individual(s) will be impacted by a position abolishment.
- B. Employees will not have displacement rights if they have had two consecutive "below meets" overall performance review ratings.
- C. If multiple positions have been abolished and the employees need to be placed into the same classification with fewer vacancies, performance will be considered in determining placement priority.
- D. If multiple employees request reinstatement into the same vacancy, performance will be considered in determining reinstatement priority.

VI. Impact of Reduction in Force on Benefit Programs for Employees Who Are Laid Off or Terminated.

- A. Vacation and compensatory time – payment for vacation and compensatory time for eligible positions is made at the time of termination. If a specific date of return to a vacation earning position has been established, the staff member may make a written request that payment for accrued vacation not be made. The vacation balance will be credited upon reemployment.
- B. Sick leave – there is no payment for sick leave at time of termination.
- C. Group insurance plans – medical, dental, and vision insurance plans may be continued in accordance with COBRA, which generally allows for coverage continuation for 18 months beyond the termination date at the staff member's expense.
- D. Retirement contributions – contributions to retirement plans are discontinued at time of termination. Contributions may be left on account or withdrawn after separation, based on the guidelines of the specific retirement plan. Employees are advised to consult their retirement plans for details about the impact of termination.
- E. Unemployment compensation – staff members who are terminated as a result of reduction in work force may be eligible for unemployment compensation. Guidelines are governed and administered by the [Ohio Department of Job and Family Services](#).
- F. Rehire or reinstatement – eligible regular staff whose positions are abolished and who are subsequently rehired or reinstated within one year of the effective date of termination maintain their continuous service, original hire date, and their benefits service date for purposes of vacation accrual determination. A staff member who is terminated from the university due to reduction in force may only receive severance pay once for a specific period of continuous service; therefore the severance continuous service date is restarted upon rehire or reinstatement if severance was taken.



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PROCEDURE

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Responsibilities

Position or Office	Responsibilities
Employing Unit	<ul style="list-style-type: none"> A. Ensure that the reduction in force process is not used to circumvent good performance management practices. B. The unit administrator must consult with the OHR, Employee Relations, before submitting the request for reduction in work force. C. Submit requests to OHR Employee Relations as early as possible. Four weeks is preferred, to allow adequate time to approve the request and provide official notification to the affected employee(s). D. Units must contact OHR Employee Relations at least 60 days in advance of the reduction in force implementation when multiple reductions will occur. In situations involving mass layoffs, a longer notice period may be required by law. E. Complete a Request for Reduction in Work Force form with supporting information and justification and submit it to OHR Employee Relations. The documentation must explicitly state the reasons for the reduction in force. F. Review and follow all information in the Reduction in Work Force Manager Guide. G. Deliver the letter of notification/lay off to the employee as soon as possible. OHR Employee Relations prepares the letter of notification/lay off and sends it to the unit after approval of the request. The letter is to be hand delivered by the supervisor and HR representative. If the employee is on leave, it must be hand delivered or sent by certified mail to the employee's last known address. H. Discuss with the employee any potential impact to their benefits. I. If the employee elects severance, review and follow all information in the Staff Severance Program policy 2.40. J. Review employee's ability to perform the required functions of the position and previously documented performance if the employee requests reinstatement.
Employee	<ul style="list-style-type: none"> A. Contact OHR Talent Strategy within three days of official notification to review the process and discuss options including displacement and the Staff Severance Program (refer to Policy 2.40). B. Contact OHR Talent Strategy to proceed with placement to another position. C. Prepare a resume and other job search materials and actively participate in a job search. <p>If reinstatement is desired:</p> <ul style="list-style-type: none"> D. Monitor weekly job postings. E. Submit a written notification to OHR Talent Strategy indicating interest in reinstatement into a position in the classification from which employee was laid off, prior to the expiration of the posting date.
Office of Human Resources	<ul style="list-style-type: none"> A. Approve or deny reduction in work force requests based on criteria in the Reduction in Work Force Manager Guide. B. Consult with units on philosophy and process for reduction in work force and the staff severance program (see Policy 2.40). C. Ensure that the reduction in force is not used to circumvent good performance management practices.. D. Notify the unit of the reduction in force decision. E. Identify vacancies for placement of affected staff within the jurisdiction. F. Prepare and disseminate notification documents. G. Make the final determination in which classification(s) abolishments and layoffs will occur. H. Make the final determination about which staff member(s) will be placed, displaced, and laid off. I. Help unit with reinstatement efforts.



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Resources

- Layoff Jurisdictions hr.osu.edu/policy/resources/rifccs525jurisdiction.pdf
- Leaving University Employment hr.osu.edu/events/leavinguniversityemployment
- Ohio Department of Job and Family Services jfs.ohio.gov
- Ohio Public Employees Retirement System (OPERS) opers.org
- Ohio Revised Code codes.ohio.gov/oac/124
- Reduction in Work Force Employee Guide hr.osu.edu/hrpubs/guidelinespolicy915.pdf
- Reduction in Work Force Manager Guide hr.osu.edu/hrpubs/rifmgrguide.pdf
- Request for Reduction in Work Force hr.osu.edu/forms/positionabolish.pdf
- Staff Severance Program, Policy 2.40 hr.osu.edu/policy/policy240.pdf
- State Teachers Retirement System of Ohio (STRS) www.strsoh.org
- University Rules for the Classified Civil Service hr.osu.edu/policy/ccs

Contacts

Subject	Office	Telephone	E-mail/URL
Policy questions	Employee and Labor Relations, Office of Human Resources	614-292-2800	hr.osu.edu/elr
Benefits, including COBRA	Benefits Services, Offices of Human Resources	614-292-1050 800-678-6010	service@hr.osu.edu hr.osu.edu/benefits
Career Counseling (for a fee)	Career Exploration Office, Office of Continuing Education	614- 292-8860	ced.osu.edu/careers
Counseling and Employee Assistance	Ohio State Employee Assistance Program, The OSU Health Plan	614-292-4472 800-678-6265	osuhealthplan.com/OhioStateEAP

History

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