



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. The Columbus campus, excluding the Medical Center; the Medical Center; each regional campus; and the Agricultural Technical Institute and Ohio Agricultural Research and Development Center; are each separate and distinct jurisdictions. 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. 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, the Office of Health Sciences, and College of Medicine.

Policy Details

I. 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, [Organization and Human Resource Consulting \(OHRC\)](#), prior to planning a reduction in work force.
- E. Employing units should identify comparable alternative vacancies within the unit for individuals who possess displacement rights and whose jobs are abolished. If no position is identified in the releasing unit, the employee will be placed in an existing vacancy in the college/VP unit. If no vacancy exists in the college/VP unit, placement, displacement, or layoff will be handled as described in section II.
- F. Units should review use of temporary staff prior to reducing regular staff.



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- G. 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. Requests for reduction in force driven by performance issues will not be approved.

II. 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 Rules for the Classified Civil Service set displacement procedures. In general, displacement means that an 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. OHRC will provide assistance with the job search.
- B. Within 60 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 [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 abolishment.
 - 2. If no vacancy exists within the jurisdiction, then displacement will occur no later than 60 days of the date of official notification of the abolishment. If a vacancy becomes available after 30 days of official notification but before 60 days, placement into the vacancy will occur.
 - 3. If no vacancy or position exists within the jurisdiction for which the employee has displacement rights, the employee will be laid off.
- C. Individuals with three consecutive “below meets” annual performance reviews or who are on active major corrective action do not have displacement rights.
- D. Displaced employees must be able to perform the required duties of the job into which they will move.
- 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. Termination of the employee will result within two weeks.
- G. If an employee chooses to take severance, displacement rights are waived.

III. Performance Considerations

Given the demands of the workplace and the university’s drive to 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. Individuals will not have displacement rights if they have had three consecutive below meets overall performance review ratings or are on major corrective action.
- 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.



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- D. If multiple employees request reinstatement into the same vacancy, performance will be considered in determining reinstatement priority.

IV. Impact of Reduction in Work Force on Benefit Programs

- 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 – 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.
- G. Reinstatement is contingent upon the successful completion of any pre-employment screening for a specific reinstatement position.

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 Office of Human Resources, Organization and Human Resource Consulting (OHRC), before submitting the request for reduction in work force.C. Units must contact OHRC 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.



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	<p>D. Develop an internal strategy for reassignment of the CCS staff member if a vacancy exists within the college/VP unit. Plan a temporary work arrangement during job search, if needed. Submit this plan to OHRC with the request for reduction in work force.</p> <p>E. Complete a Request for Reduction in Work Force form with supporting information and justification and submit it to OHRC. The documentation must explicitly state the reasons for the reduction in force.</p> <p>F. Submit requests to the Office of Human Resources, Organization and Human Resource Consulting (OHRC) as early as possible. Four weeks is preferred, so as to allow adequate time to approve the request and provide official notification to the affected employee(s).</p> <p>G. Review and follow all information in the Reduction in Work Force Manager Guide.</p> <p>H. Deliver the letter of notification/lay off to the employee as soon as possible. OHRC 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.</p> <p>I. Discuss with the employee any potential impact to their benefits.</p> <p>J. If the employee elects severance, review and follow all information in the Staff Severance Program policy 2.40.</p>
Employee	<p>A. Contact OHRC 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).</p> <p>B. Contact OHRC to proceed with placement to another position or to begin an internal job search.</p> <p>C. Prepare a resume and other job search materials and actively participate in a job search.</p>
Office of Human Resources	<p>A. Approve or deny reduction in work force requests based on criteria in the Reduction in Work Force Implementation Guidelines.</p> <p>B. Consult with units on philosophy and procedures for reduction in work force and the staff severance program (see Policy 2.40).</p> <p>C. Ensure that the reduction in force is not used to circumvent good performance management practices. Requests for reduction in force driven by performance issues will not be approved.</p> <p>D. Notify the unit of the reduction in force decision.</p> <p>E. Identify vacancies for placement of affected staff within their jurisdiction or assist with Ohio State job search.</p> <p>F. Prepare and disseminate notification documents.</p> <p>G. Make the final determination in which classification(s) abolishments and layoffs will occur.</p> <p>H. Make the final determination about which staff member(s) will be placed, displaced, and laid off.</p>

Resources

Forms:

Request for Reduction in Work Force hr.osu.edu/forms/positionabolish.pdf

More information:

University Rules for the Classified Civil Service hr.osu.edu/policy/ccs

Reduction in Work Force Employee Guide hr.osu.edu/hrpubs/guidelinespolicy915.pdf

Reduction in Work Force Manager Guide hr.osu.edu/hrpubs/rifmgrguide.pdf

Human Resources Policy [2.40](#), Staff Severance Program hr.osu.edu/policy/policy240.pdf

Leaving University Employment hr.osu.edu/events/termemployment.htm



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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

Contacts

Subject	Office	Telephone	E-mail/URL
Policy	Organization and Human Resource Consulting (OHRC), Office of Human Resources	614-292-2800	ohrc@hr.osu.edu hr.osu.edu/ohrc
Benefits, including COBRA	Benefits Services, Offices of Human Resources	614-292-1050 800-678-6010 TDD 614-688-3730	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	University Faculty and Staff Assistance Program (UFSAP), The OSU Health Plan	614-292-4472 800-678-6265	osuhealthplan.com/ufsap

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