



Furlough, Layoff, Reduction in Force or Reduction in Hours Strategy and Selection Checklist

In an effort to ensure all campuses and the System Administration have the necessary tools and information needed, UNT System Human Resources has provided this procedure checklist with established timelines, objectives, and approvals to ensure your decisions are timely and follow all applicable System and campus policies. Each section must be completed and approved by UNT System Human Resources and the final plan reviewed by the Chancellor in order to proceed with any personnel action.

Definitions:

Furlough – In the state of Texas, a furlough is defined as a forced leave where the employee is required to use all accrued vacation leave and accrued compensatory leave. Benefits continue until the employee has exhausted all leave and is then placed on leave without pay or terminated via a Layoff or Reduction in Force. When an employee is placed on a leave without pay for an entire month, he/she must not only pay for the normal employee deductions/premiums, but also the state's contribution to insurance.

Layoff – An identified time period where an employee will be separated from employment with right of return without posting requirements for up to one year. Benefits do not continue, and the employee will be offered COBRA coverage. The employee will be paid out for all accrued vacation and compensatory time, where permitted by institutional policy and law, that is currently owed to him/her.

Reduction in Force – A permanent termination of employment. Benefits do not continue and the employee will be offered COBRA coverage. The employee will be paid out for all accrued vacation and compensatory time, where permitted by institutional policy and law, that is currently owed to him/her.

Reduction in Hours – A temporary or permanent reduction in the number of hours worked to a minimum of 20 hours (or 50% FTE). Remaining at least 50% allows the employee in a budgeted position to continue to be benefits eligible. For health insurance purposes if an employee is at least 75% time, he/she shall be treated as full-time. Part-time employees, where the FTE is between 50% and 74%, will receive half of the state's normal contribution to insurance afforded full-time employees. However, vacation and/or sick leave accruals are prorated based on the FTE when the FTE is at least 50%.

Timeline – The process should start at least 90 days before the employee's last day. Step 1 should be completed at a minimum of 60 days before notice to employees affected are given out. Employees must be notified 30 days before the date of termination through Furlough, Layoff or Reduction in Force or Hours.



Step 1: Identify Desired Goals/Objectives

What are the goal(s)/objective(s) to be achieved? Be specific about outcomes including cost savings, departmental restructuring, intended results, etc.

- Things to consider: Type of reduction(s) and whether reductions are permanent or temporary:
 - Furlough - temporary or permanent
 - Layoff - temporary
 - Reduction in Force - permanent
 - Reduction in Hours – permanent or temporary

Review and consider alternatives that will achieve similar results, such as a hiring freeze, voluntary separation programs, reduction in non-personnel budgets through efficiency measures, etc.

Identify timing for the action considering the 30 days required employee notice: will it be within 30/60/90 days or projected for the future?

Determine how/if the information will be shared with the public, faculty, staff and students. What is the desired public narrative you want to portray to our community and stakeholders?

Step 2: Draft a Downsizing Plan

Establish a decision-making team, which should include a representative from each stakeholder area and needs to include a member of the institution's cabinet, supervisors from the affected area(s), UNT System Human Resources, Office of General Counsel, and a member of System Administration.

Determine which locations, divisions, departments and/or types of jobs will be affected based on goals/objectives developed. Determine if faculty, non-student hourly, temporary workers, or students will be included in your overall plan.

Determine how to measure what will be needed in order to achieve your goal outlined in Step 1. What percentage of your overall workforce will be affected in order to achieve that goal?

Evaluate if the organization is going to ask for volunteers under an early retirement plan, voluntary separation plan, or voluntary time off.

Develop a budget that includes a cost/benefit analysis.

Determine if the organization will institute a hiring freeze.

Develop a timeline based on the goals/objectives developed including the time for review by Office of General Counsel.



Step 3: Select Impacted Employees

- Determine criteria for selecting affected employees. You can use: fund source, seniority, job functions, job performance, job classification, job knowledge and skills, department, location, and/or division using the information developed in the downsizing plan. If job performance or job knowledge and skills are used as criteria for the selection, evidence must be provided to support the decision. If a decision is made to use more than one criteria, you need to determine how they will be prioritized.
- Train decision-making team on criteria that will be used in the selection process.
- Make sure the decision-making team understands the importance of documenting all selection decisions.
- Develop a preliminary list of employees affected and determine which type of permanent or temporary status you will use: furlough, layoff, reduction in force or reduction in hours.
- Finalize list of employees identified at which time Human Resources will review for adverse impact for protected classes, retirements, grievances and any other issues that may lead to removal from the selection list.

Step 4: Make Final Decision and Communicate to Employee(s)

- Final list approved by Campus Human Resources.
- Determination letters drafted and reviewed by the Office of General Counsel.
- Obtain approval in writing on cover sheet attached by System Administration to include the Chancellor, Chief Financial Officer, and Chief Human Capital Officer.
- Gather materials necessary for one-on-one meetings and set appointments with affected employees. The meeting must include the employee's supervisor and a member of campus or System Human Resources, and must be done with a minimum of 30 days' notice to employees. Consult with a System Human Resources Benefits team member regarding available benefit options.
- Conduct one-on-one meetings with affected employees. Provide information related to final pay, health benefits, COBRA election process and retirement information. Refer employee to System Human Resources Benefits to discuss the available benefit options. Encourage affected employees to ask questions about the process.
- Hold a meeting to inform the remaining workforce of the RIF, Furlough, Layoff, or Reduction in Hours.
- Communicate to IT, facilities and others to follow normal termination procedures regarding removal of access to systems and buildings.



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This checklist will ensure that our employees are treated fairly throughout the process as well as ensuring that we have the proper protocols in place for approvals from campus Presidents, System Vice Chancellors, and the Chancellor. Please work with your campus and UNT System Human Resources offices to effectively work through the checklist, policies, and approvals.



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Human Resources



Furlough, Layoff, Reduction in Force and Reduction in Hours Strategy and Selection Approvals

Please attach checklist, goals/objectives, downsizing plan, criteria for selection of employees, list of employees and communication plan. If this form is not approved, please return to campus HR. Once reviewed and approved, please forward to campus HR for execution of Furlough, Layoff, Reduction in Force or Reduction in Hours.

Part I: Reviewed by Campus HR Director

Signature: _____ Date: _____

Part II: Approved by Campus President or Designee

Approved: Yes No

Comments: _____

Signature: _____ Date: _____

Part III: Approved by Chief Human Capital Officer or designee

Approved: Yes No

Comments: _____

Signature: _____ Date: _____

Part IV: Approved by General Counsel or designee

Approved: Yes No

Comments: _____

Signature: _____ Date: _____

Part V: Reviewed by Chief Financial Officer or designee

Signature: _____ Date: _____

Part VI: Reviewed by Chancellor or designee

Signature: _____ Date: _____