



Reduction in Force

Preparing Notifying Managers and HR Consultants

Wayne State University
Monday, August 19, 2013

Agenda



- | | | |
|---------------------------------------|--------|---------|
| 1. Introduction | 5 min | Dawn |
| 2. 2013 Workforce Reduction Key Dates | 10 min | Mildred |
| 3. Information Overview | 20 min | Mildred |
| • Folder Material | | |
| • Severance Program Overview | | |
| • Impact on Employee Categories | | |
| 4. Roles and Responsibilities | 15 min | Mildred |
| 5. Process Flow | 5 min | Mildred |
| 6. Preparing for the Employee Meeting | 40 min | Dawn |
| 7. Tips for Handling RIF discussion | | |
| • Script | | |
| • Skill Practice | | |
| 8. Recovery & Considerations | 10 min | Mildred |
| 9. Questions & Answers | 15 min | Mildred |

TABLE DISCUSSION

Prior Reduction In Force Experience.....

- Yes?
 - What Helped?
 - What Didn't?
- No?
- Have You Learned From Other's Experience?

2013 Workforce Reduction Schedule



Key Dates

August 23

Everyone notified on same day

August 24 – September 22

30 day notice period

(Review of Represented employee vacancies and bumping sequences mapped for those eligible)

September 30

Process complete

(Represented employees first day in new department)

Information Overview

Notification Letters



- Human Resources Consultant will prepare the letters

Date of letter – **August 23, 2013**

Effective date- **August 23, 2013**

Last day of work for individuals **working through the 30-day**
notice – **September 27, 2013**

Last day of work for individuals **not working through the 30-day**
notice – **August 23, 2013**

Paid through date – **September 27, 2013**

Information Overview

Severance Letters



- Severance letters will be provided to **non-represented employees only on 8/23**
- Severance will only be provided to represented employees who are **going to layoff**
 - Determined after bump modeling is complete

Information Overview

1. Folder Material
 - a. Notifying Manager
 - b. Employee

2. Severance Program Review

3. Impact on Employee Categories
 - a. Temporary Employees
 - b. Represented Employees
 - c. Non-Represented Employees



Material Overview



Notifying Manager's Tool Kit

Resources for Preparing for the Meeting

- 2013 Reduction in Force Q&A for Supervisors
- Suggestions for Conducting the Reduction in Force Meeting
- Tips for Handling the Reduction In Force Discussion
- Delivering Difficult Message

Information Overview

Non-Represented Employee Folder



- Folders are only to be provided to **non-represented employees**
 - Notification letter and (2) copies of severance letter
 - HRCs will deliver folder to notifying manager on
Thursday, 8/22 (review contents prior to meeting)

Information Overview

Represented Employee



- Represented employees are only to receive the 30-day notice letter on 8/23 (no folder, no severance letter)
- HRCs will deliver folder to notifying manager on Thursday, 8/22 (review contents prior to meeting)

Information Overview

Employee Folder *Transition Resources*



- Notification Letter
- 2013 Employee Reduction in Force Q&A
- Severance Benefit Schedule & Benefit Resources
- Social Security & Medicare Fact Sheet
- Unemployment Claim Filing Kit
- Michigan Talent Bank Fact Sheet
- Veterans Job Seeking/Job Finding Services Fact Sheet

Severance Program Review

- Up to 26 weeks based on years of service
- Cobra Subsidy
- Continuation of Medical Insurance
- Vacation Bank Payout
- Sick Bank Payout (if applicable)
- Outplacement Services
- Employee Assistance Program



Follow-up Meetings



- HRC will schedule follow-up meeting with each affected employee
 - **Non-represented** employee
 - Review contents of folder
 - Address any transition questions
 - **Staff Association** must contact HRC within **3** days of notice
 - Review bump-eligibility
 - Determine whether employee wants to exercise bumping rights
 - **P&A** employee must contact HRC within **5** days of notice
 - Review bump-eligibility
 - Determine whether employee wants to exercise bumping rights

Employee Categories

Temporary Employees

- Eligible to apply for posted positions within WSU
- No notice required for job termination
- No bumping rights
- No recall rights
- No benefits
- Not eligible for severance plan



Employee Categories

Represented Employees

- Eligible to apply for posted positions within WSU
- Notice period required (usually 30 days) – Initially Effected
- Subsequent bumps -10-day notice requirement
- Eligible for continuation of benefits
- Eligible for Severance program or recall
- Voluntary termination – sign agreement
- Layoff – recall rights



Employee Categories

Non-Represented Employees

- Eligible to apply for posted positions within WSU
- Notice period
- No bumping rights
- No recall rights
- Eligible for continuation of benefits
- Eligible for severance plan



Roles and Responsibilities

1. Dean/AVP
2. Business Affairs Officers
3. Labor Relations
4. HR Consultant
5. Notifying Manager





Role of the Dean/AVP

1. Communicate workforce reduction plan within SCD
2. Designate Managers to communicate job elimination to employees
3. Ensure that every employee is treated with respect and dignity
4. Require compliance with policies and collective bargaining agreements
5. Expect accurate and timely submission of records and forms
6. At the end of the Reduction In Force process, ensure that the SCD is a healthy and productive organization



Role of Business Affairs Officers

1. Work with Human Resources Consultant (HRC) to create transition communication plan
2. Partner with HRC to facilitate placement process for represented employees
3. Work with HR to manage SCD HR system
 - a. Web Time Entry, Banner
5. Follow Exit Checklist
 - a. Securing systems, obtaining WSU tools & equipment

Role of Labor Relations

1. Interpret Collective Bargaining Agreements
2. Advise Supervisors and Managers
3. Work closely with Union Representatives and Human Resources Consultant



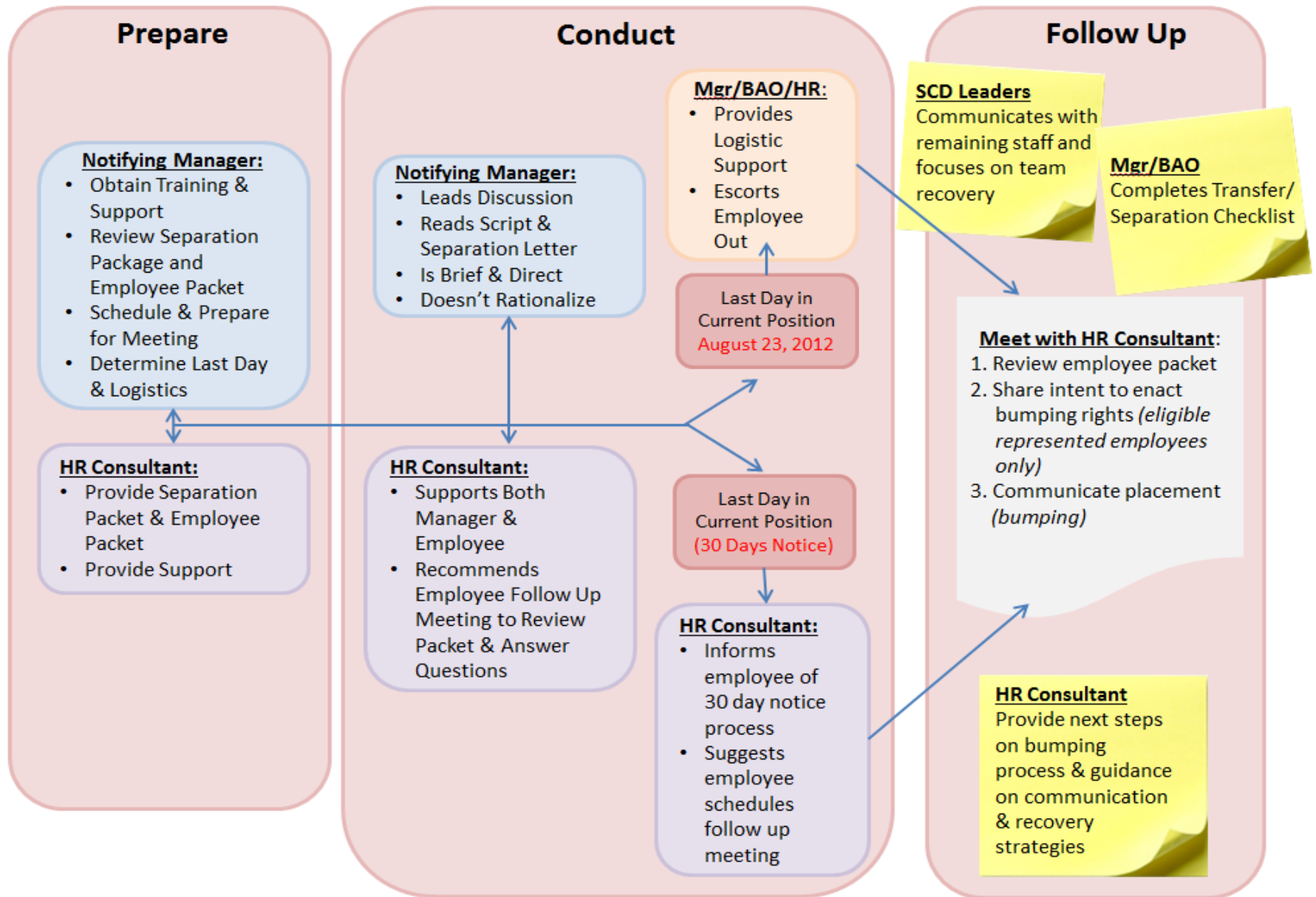
Role of Human Resource Consultant

1. Administer University Policy and Collective Bargaining Agreements
2. Advise AVP/Dean, Notifying Managers and Employees on Reduction In Force process and requirements
3. Deliver Support Services Pre & Post- Notification Meeting
 - a. One-on-One Counseling Services
 - b. Bumping rights counseling, if applicable
4. Support Manager & Employee During Meeting (if applicable)



Role of Notifying Manager

1. Schedule & Communicate Employee Meeting
2. Determine Employee's Last Day of Work
3. Review Transfer/Separation Checklist & Determine Logistics
 - a. Removal of System Access
 - b. Collection of Employee Belongings
 - c. Collection of Office Keys, One Card
 - d. If a Plain Clothes Public Safety Officer Should be in Area
4. Prepare for Meeting
5. Communicate Message During Meeting
6. Consider Post-Reduction In Force Implications
 - a. Departmental Communication
 - b. Work Redistribution
 - c. Bumping Implications/Provisional Form



PREPARATION TIPS

Do's

- Preparation
 - Know Separation Package
 - Schedule Meeting in Private
- Delivery
 - Be Brief, To The Point, Professional
 - Listen, Offer to be Available Later
 - Understand Typical Reactions
 - Use Script

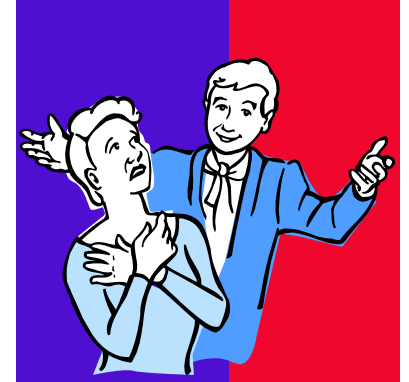
Don'ts

- Delivery
 - Engage in Small Talk
 - Use Humor
 - Apologize
 - Get Defensive, Argue
 - Rationalize
 - Identify Others Being Reduced
 - Minimize the Situation



SKILL PRACTICING HELPS...

- Build skill and develop confidence
- Identify development areas
- Learn in a safe environment



SKILL PRACTICE OVERVIEW

1. Describe Skill Practice Process
2. Form Pairs for Practice:
 - One Person Delivers Message
 - One Person Receives Message & Provides Feedback
 - Switch
3. Group Debrief



SKILL PRACTICE PROCESS



Round 1.

1. Preparation (2 min.)
2. Interaction (5 min.)
3. Partner Feedback (3 min.)
 - How did you feel?
 - 1 Compliment
 - 1 Recommendation

Round 2. *Switch Roles*

1. Preparation (2 min.)
2. Interaction (5 min.)
3. Partner Feedback (3 min.)
 - How did you feel?
 - 1 Compliment
 - 1 Recommendation

~Group Debrief~

SKILL PRACTICE INSTRUCTIONS

Managers:

1. Read & Personalize Script
2. Read Tips & Managing Potential Reactions

Staff Members:

1. Read Assigned Role
 - Round 1: “A”
 - Round 2: “B”

GROUP DEBRIEF



What caught you off guard?

- What worked?
- What didn't?

Recovery:



Individual

1. Discuss how the announcement will be made to the affected colleagues
2. Be prepared for shock/confusion/anger/rage beyond the initial meeting
3. Be prepared for pointed questions about timeliness, duties
4. Don't allow a lack of productivity
5. Uphold performance standards during notice period
6. Don't accuse but be clear on expectations
7. Be flexible

Team

1. Be aware of potential for increased illness, disability claims, leave requests
2. Be aware of the potential for an adverse reaction of the remaining workforce
3. Recognize some may feel excitement and eagerness to move forward NOW
4. Be sensitive to survivor's guilt
5. Communicate impact on workload for remaining staff

Considerations:

Bumping

1. Provide a *provisional performance review*
2. Schedule follow up performance discussions



Reorganizations

1. If eliminating the position being bumped, outline what happened to work

*Note: eliminated positions cannot be filled for **one year** from the date eliminated*

Q&A

