



Human Resources Management Policies & Procedures Manual

Policy:

2.22 REDUCTION IN WORKFORCE

Scope: Staff

Responsible Department:
Human Resources

Approved By:
President's Cabinet

Origination Date: March 2, 2009

Last Revised Date:

Last Reviewed Date:

A. PHILOSOPHY

Conditions may arise that necessitate a reduction in Xavier University's workforce. Examples of such conditions include, but are not limited to, budget constraints, efficiency improvements, changing priorities and needs, lack of work, and reorganization.

This process and affiliated benefits is applicable to those employees who are in positions of continuing status with Xavier University.

B. POLICY

Determining whether positions will be designated for reduction begins with an objective assessment of the need for the existing function within the University. In anticipation of a reduction in workforce, division leaders must consult with Human Resources. During times of university-wide reductions the President will also be informed. Division leaders should evaluate the feasibility of eliminating or reducing positions and eliminating or reducing programs. The authority to identify positions for reduction rests with the division leaders.

The initial analysis must be solely based upon the elimination or reduction of specific positions, and not based upon the individuals in the positions. This process cannot be used to remove a staff member when the primary reason for doing so is inadequate performance. Performance issues must be addressed through the performance review and/or disciplinary process. As provided in Section C. Procedure, performance or disciplinary issues may be a factor when more than one individual is in a position being eliminated, but not all individual positions are being eliminated.

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Under normal circumstances, positions eliminated through a reduction in workforce cannot be reinstated for a period of two years. However, if the position is reinstated in that period, the employee who was in the position at the time of the reduction in workforce will be given the opportunity to return to the position at the same or lower rate of pay, provided the employee remains qualified for the position.

An employee who is impacted by a reduction in workforce will be given priority consideration for interviewing for open positions for which he or she expresses an interest and for which he or she meets the minimum qualifications.

If an employee is receiving severance pay and is either reinstated in their position or accepts another position on campus, their severance pay will stop when they are working again.

C. PROCEDURE

1. To begin the process, the division leader will submit to the Associate Vice President for Human Resources (AVPHR) a completed Request for Workforce Reduction (www.xavier.edu/hr/docs/workforce-reduction-request-form.pdf). The AVPHR will review the form, take into consideration any University- wide impact of the requested reduction, and either approve or deny the request.

2. If there is more than one individual filling the type of position being reduced, the division leader, in consultation with Human Resources, will determine which of the employees filling the positions best meet the requirements of the remaining positions or other University priorities and those staff members will be retained. Consideration for retention will be based on objective, job-related standards, which may include differences in knowledge, skills, abilities, and documented work performance. If differences cannot be demonstrated, the decisions will be made on length of continuous service with Xavier University.

3. Once a position has been approved for reduction the impacted employee will be notified as soon as reasonably possible at a meeting with the division leader (or his/her designee) and a representative from Human Resources. Employees will be given two weeks (10 working days) notice of elimination of their position unless conditions arise where state or federal law requires an additional notice period. Employees may continue to work during this period or they may elect to take the time as paid leave. In some instances, particularly when safety or security issues warrant, the University will place the person on paid leave immediately.

4. After notifying the impacted employee of the reduction, the division leader (or his/her designee) will meet with the employee's department to notify them of the decision.

5. It is anticipated that employees faced with job elimination will be offered a severance package. The exit/severance package, where appropriate, will include the following, which is in addition to what the employee is otherwise entitled:

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- continuation of pay at a rate of two weeks per completed year of service, with a minimum of four weeks and a maximum of 52 weeks pay (“severance pay period”).
- All eligible benefits, including COBRA continuation coverage paid by the University, with the exception of accruing sick and/or vacation, will continue through the severance pay period
- outplacement services
- Financial Aid will assist employees who are utilizing either tuition remission or tuition exchange at the time of the job elimination in identifying other forms of aid available.

6. If employees impacted by a reduction in work force are interested in interviewing for a posted position during their elimination or severance period, they must notify Human Resources in writing of their interest and provide explanation of how they meet the minimum qualifications of the position. If Human Resources concurs that an individual meets the minimum qualifications, Human Resources will arrange an interview as part of the selection process.

Other applicable policies and/or resources:

- 2.07** Job Posting and Selection
- 2.21** Separation of Employment
- 4.05** Vacation