

SDCRAA HUMAN RESOURCES STANDARDS AND PROCEDURES

Section:	Provisions for At-Will (Exempt/Non-Exempt/Unclassified) Employees Only
Standard:	REDUCTION IN FORCE
Section #:	J-6
Effective:	September 3, 2008

See Also:	Categories of Employment
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GENERAL STANDARD

The Authority shall make every reasonable effort to avoid reductions in force. If layoffs are determined to be necessary, the Authority will assess its employment needs and determine which employees shall be laid off based on criteria established in the Authority's sole discretion.

DEFINITION

- A *reduction in force* is a situation in which one or more employees are involuntarily terminated as a result of one or all of the following:
 - A reduction in the workforce due to economic conditions;
 - A decrease in required programs or services and related staffing levels; or
 - A department or Authority-wide reorganization that eliminates jobs or results in changed job aptitude or skill requirements.

SPECIFIC STANDARDS

- If management determines a staff reduction is necessary, the Human Resources Department staff will make every reasonable effort to locate alternate positions for affected employees.

- ❑ In selecting employees in a reduction in force, all aspects of employment, including those prohibiting discrimination, shall be considered. The Human Resources Department staff typically will coordinate with managers in selecting employees to be laid off. The selection will be based on various factors, including but not limited to the following:
 - Qualifications, skills, and abilities;
 - Versatility;
 - Anticipated future needs;
 - Productivity and quality of performance;
 - Attendance;
 - Length of service;
 - Other factors deemed appropriate by the Authority.

GUIDELINES

- ❑ Reductions in force are recommended when normal staff attrition fails to meet budget/business staffing needs.
- ❑ Every reasonable effort will be made by the Authority to retain employees affected by a reduction in force in the same operating area, whenever possible.

PROCEDURES

- ❑ If business reasons indicate that a reduction in force may be necessary, the manager must work with a representative of the Human Resources Department from the onset.
- ❑ The Human Resources Department staff will work with the manager(s) to develop the selection criteria for possible transfers of affected employees within the Authority.
- ❑ Where transfers are not possible, the Human Resources Department staff will coordinate the employee notification process, termination of employment paperwork, file documentation, and separation program.