

**Reorganization and/or Reduction in Force (RIF) Guide**  
**(To be completed and submitted for HR review)**

Executive and Administrative Leaders  
(Names) \_\_\_\_\_

Manager/Supervisor Name \_\_\_\_\_

Department \_\_\_\_\_ Telephone \_\_\_\_\_

Email \_\_\_\_\_

Refer to the *Reorganization and Reduction in Force* policy at <http://policies.emory.edu/4.81>

**The issues noted below should be addressed specifically in consultation with the respective Dean, Vice President or designee. Any plan that will result in the elimination of a program, center, department, or faculty must be reviewed by the Provost or appropriate Executive Vice President.**

**A written Reorganization/Reduction in Force plan must be submitted for review by Human Resources and the Office of the General Counsel. If desired, Human Resources can assist in the preparation of this plan.**

Rationale

- Why is this reorganization and/or RIF necessary?
- What other options were considered as an alternative to reorganization and/or RIF?
- What will be the positive financial and/or organizational impacts once the planned actions are taken?

Staffing Impacts

- Will this reorganization and/or RIF result in elimination of positions?
- Are you currently utilizing temporary employees or students?
- Are there opportunities for reassignments within the organization, sharing positions between departments, reduction of FTE in lieu of position elimination or job-sharing, short term or seasonal furloughs, other?
- Will temporary staff be released before regular staff? Will part-time staff be released before full-time staff is released? (Note: This is not to imply that temporary or part-time staff must be released before a reduction in force is done, but consideration should be given to the best staffing circumstance and the least impact on full-time, regular staff when feasible.)

## Reorganization and/or RIF Guide (continued)

- Provide a list of all affected employees (include those jobs that are changing or are being eliminated). Include an explanation for how and why each employee is being affected. (Human Resources will provide demographic information once the employee list is received.)
- What are the criteria for determining what employees will be released? If performance is a factor, does appropriate documentation exist to support the decision?
- Identify any functions that will remain after the reductions or reassignments and how they will be assigned.
- For any positions that are changing, new job descriptions are required.
  - (Note: Human Resources evaluates job descriptions in accordance with internal salary guidelines, external market data, and to determine if the position(s) require(s) posting.)
- Is the manager/supervisor prepared to provide a reference for the employee(s) to another position at Emory?

### Organizational Impacts

Attach both a current and a new organization chart to help illustrate the proposed changes.

### Timeline & Communication

Why was this date chosen?

Include:

- a timeline for the process
- communication plan
- notification process
- sample notification letter
- communications plan for co-workers and others who will not be released

### Transition Team

Human Resources will prepare a transition team (Recruiting, Benefits, FSAP, etc.) to assist in the transition phase, support management in the communication, and assist and respond to employee questions and issues.

**Human Resources will review the business plan, organization charts, position descriptions, protected class issues, and other significant dynamics, and contact the department manager/supervisor to further coordinate the process.**

**Submit this form to your Organizational Development/Employee Relations contact.**