



# Manager Resource Guide for SHRA Reduction in Force Requests

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*If you have questions or need assistance with the reduction in force approval policy or process, contact your Talent Acquisition Partner in the Office of Human Resources or call (919) 843-2300 to reach the HR Service Center.*

*UNC-Chapel Hill is an equal opportunity employer that welcomes all, including protected veterans and individuals with disabilities.*

### Manager Guide Overview

This guide is intended for managers who are determining whether reductions in force may be necessary in their department under the University's Layoff SHRA policy. An [Employee Resource Guide](#) for employees affected by reduction in force is also available via the Office of Human Resources (OHR) website. Managers with employees affected by reduction in force are to follow the steps outlined in the policy and are also encouraged to read both guides for supplemental information.

*The information contained in this guide is intended to summarize State and University policy. It should be understood that explanations in this summary cannot alter, modify or otherwise change the controlling policies or General Statutes in any way, nor can any right accrue by reason of any inclusion or omission of any statement in this guide. The most current information will always be found at the Office of State Human Resources <https://oshr.nc.gov/> and the Office of Human Resources websites <https://hr.unc.edu/>.*

## Reduction in Force Decision-Making

If, after exhausting other available options, the department determines that SHRA positions must be abolished, managers must refer and adhere to the Layoff SHRA policy as they develop their request for reduction in force approval. The Layoff (SHRA) policy is available on the university policy site at <https://policies.unc.edu/TDClient/2833/Portal/KB/ArticleDet?ID=131769>.

A reduction in force might become necessary because of loss of funding to the university, a loss of funding and work to the university, or a departmental reorganization.

A reduction in force decision should be reached after all other applicable measures have been explored, and necessarily compels a thorough evaluation of the accomplishments of specific programs, the need for particular positions, and the relative efficiency of specific employees so that the University can provide the highest level of service possible with a reduced work force.

If, after exhausting other available options, including placement of the impacted employee within the School/Division and placement University-wide, the department determines that SHRA positions must be abolished, managers must refer and adhere to the Layoff (SHRA) policy as they develop their request for reduction in force approval. All downward reallocations and reductions in FTE (at or above .75) must be evaluated and submitted on the Reduction in Force Request Form. All reductions in force must be approved by the System Office (SO) and OHR and related to loss of funding to the university or loss of funding and work to the university. The Layoff (SHRA) policy is available on the university policy website at <https://policies.unc.edu/TDClient/2833/Portal/KB/ArticleDet?ID=131769>.

In situations due to a loss of funding to the university, a loss of funding and work to the university, or a departmental reorganization, the determination whether to retain, reduce FTE (at or above .75) or reallocate the position down, or lay off a particular employee should include an evaluation of the relative skills, knowledge and productivity of the employee in comparison to the services necessary. These factors are given more weight than other considerations, such as length of service. Consideration of equal employment factors should also be evaluated to avoid an adverse impact on workforce diversity.

It should be noted that Time-Limited, Temporary, Probationary, or Trainee employees (during their first (12) months of training) who perform work in the same or a related SHRA job classification must be terminated before any employee with a permanent appointment, regardless of whether the permanent employee has the skills to perform the tasks of the Time-Limited, Temporary, Probationary or Trainee.

Department management is encouraged to contact OHR as soon as potential reductions in force are being considered. The Talent Acquisition Partner in OHR can provide guidance and consultation to departments in developing their Reduction in Force Approval Requests.

## Alternative Strategies to Reductions in Force

A reduction in force decision should be reached after other applicable measures have been explored, including but not limited to such actions as: placing employees in the same classification and keeping the employee whole in another department within or outside of the school division, delaying the filling of or elimination of vacant positions, limits on purchasing and travel; retraining of employees in needed skill sets, combining job duties, or job sharing and work schedule alternatives. The Office of State Human Resources expects all measures have been exhausted to avoid a reduction in force.

As departments examine other cost-saving alternatives prior to reduction in force, one approach may be to consider alternative staffing strategies. Departments can explore alternative staffing strategies with their Talent Acquisition Partner. When considering alternatives related to positions and organization design, departments should consult with their Classification and Compensation Consultant.

### ***Reduction in Hours for a Position***

Positions may only be reduced in hours due to a loss of funding to the university, a loss of funding and work to the university, or a departmental reorganization and in the event that a department needs to impose a permanent reduction in hours for a permanent SHRA employee in order to avoid a reduction in force. This action must first be submitted on the Reduction in Force Request [Form](#) and be fully approved by OHR, SO, and OSBM. The department may reduce the hours of a position and must consult with their Classification and Compensation Consultant in OHR after the request is approved and before pursuing this option with the employee.

A permanent reduction in hours must include a corresponding reduction in pay and a possible reduction in benefits. The reduction must be at or above .75 FTE. A reduction in hours below 75% full-time equivalency (FTE) is not permitted as the employee will lose participation and contribution to the Retirement System, employer-contribution to the employee's State Health Plan premiums, reduction in leave earnings, etc. Departments may wish to consult with the Benefits Consultant in OHR assigned to work with the employee's department about the impact of the change in FTE on the employee's benefits and leave.

The Classification and Compensation Consultant in the OHR must be consulted when reducing a position's FTE. A Reduction in Force Request [form](#) must be completed and approved.

Once the reduction in hours has been approved, the department processes a permanent change in FTE through an ePAR in ConnectCarolina. The effective date of the change in hours must be the first day of a biweekly pay cycle (normally, the first day of the next biweekly cycle, unless the employee has received greater notice of the change). Work with your Classification and Compensation Consultant to ensure the employee has appropriate notification in accordance with payroll deadlines.

### ***Reallocation***

A permanent reallocation downward generally includes a reduction in pay. The department must consult with their Classification and Compensation Consultant in OHR regarding the proposed change and inform the employee if the change will result in a- Fair Labor Standards Act (FLSA) exemption status change. The reallocation with or without a reduction in pay must be due to a loss of funding to the university, a loss of funding and work to the university, or a departmental reorganization. A Reduction in Force Request form must be completed and approved by SO and OHR prior to any reallocation downward actions occurring.



Once the reallocation downward has been approved, the department processes the action through an ePAR in ConnectCarolina. The effective date of the change must be the first day of a biweekly pay cycle (normally, the first day of the next biweekly cycle, unless the employee has received greater notice of the change).

## Financial Factors Affecting Reduction in Force Determination

The reduction in force of a permanent SHRA employee comes with its own financial liabilities that must be considered when determining the overall budgetary savings and time frame of reduction in force decisions. The following information is provided to assist departments in this aspect of the reduction in force process. Additional details on the available benefits are included in the [Employee Resource Guide](#).

### ***Continued Financial Obligations***

SHRA permanent employees separated by reduction in force may be eligible for:

- **Severance Pay** – Employees may receive up to four months base pay (based on length of state service) plus up to an equivalent amount in an age adjustment payment. Although UNC-Chapel Hill will work to provide an estimate of severance pay to each impacted employee, UNC-Chapel Hill does not approve severance payments. All severance payments must be reviewed and approved by the Office of State Budget and Management (OSBM).
- **Health Insurance** – Coverage under the State Health Plan may be continued for up to one year following the date of separation, provided the employee had 12 or more months of consecutive State of North Carolina service and was covered under the plan at the time of the job’s elimination. The University will continue to pay the employer contribution towards the cost of healthcare as long as eligibility criteria are met during this one-year period. Any required employee premiums, including dependent coverage, would continue to be paid by the employee and is billed by and paid to Itedium, the State Health Plan’s payment vendor. Payment information can be discussed with the UNC Benefits Consultant during the RIF information session.

At the expiration of the one year of health coverage, former employees may continue their coverage indefinitely by paying the employer and employee premiums for their continued coverage and that of their dependents.

Other benefits may be continued through the Consolidated Omnibus Budget Reconciliation Act (COBRA), portability or conversion. These options can be discussed with the UNC Benefits Consultant during the RIF information session.

- **Career Transition Counseling Services** - Career Transition Counseling Services are offered to eligible employees through a partnership between the University and Lee Hecht Harrison (LHH). The services include a group workshop, personalized coaching, six months of access to Career Resources Network and lifetime access to Career Connections and Resources. Initial coordination between the employee and LHH will be handled by the Transition Specialist in Staffing Support Services.
- **Leave Payouts** - Employees receive payout of up to 240 hours of vacation leave, all of their remaining bonus leave, as well as any remaining balance of Holiday Equal Time Off. Non-exempt employees also receive payout for any remaining compensatory time off, on-call time off, and travel time off.
- **Longevity Payment** – Employees with at least 10 years of total state service receive an annual longevity payment. Separating employees receive a pro-rated amount for the months since their last longevity payment.
- **Discontinued Service Retirement** – Normally, an SHRA employee who is subject to a mandatory reduction in force will be eligible for severance pay subject to approval by OSBM. In unusual circumstances, if an employee has 20 or more years of creditable State retirement service, is enrolled in the Teachers’ and State

Employees’ Retirement System (TSERS) and is at least age 50 or older, it is possible they may be eligible for an early discontinued service retirement (DSR) option in lieu of severance pay. Specific eligibility for DSR requires that the cost of funding this benefit by the State is less than the cost of the severance pay that is extended to employees subject to a reduction in force. While the University’s experience is that this criterion is very rarely satisfied, OHR Benefits checks DSR eligibility for each employee subject to a reduction in force to ensure that all available benefit options are reviewed. In those rare circumstances where the DSR benefit may apply, the employee and their management will be directly informed by OHR Benefits. Even in the event of this eligibility, the approval of DSR remains subject to the availability of funding by the employee’s department.

**Age and Retirement Eligibility Not a Factor in Reduction in Force Selection:** Consistent with the protections found in the Age Discrimination in Employment Act (ADEA), the age of an employee, as well as his/her eligibility for retirement, is not a factor in determining which employee(s) are to be RIF. Likewise, the cost of a particular employee’s severance package is not a factor in determining which employee(s) are to be RIF. However, the cost of an employee’s severance package may have a significant impact on the effective date of the reduction in force, especially if the purpose of the reduction in force is immediate budget reduction.

**Severance Pay Estimator:** A “Severance Pay Estimator” spreadsheet is available to download from the OHR website. You can access the form directly at: [https://hr.unc.edu/files/2017/07/Severance-Calculator\\_07-01-2011.xls](https://hr.unc.edu/files/2017/07/Severance-Calculator_07-01-2011.xls). You can enter basic employee information to calculate the total **estimated** severance cost for each employee. The official severance pay calculation and the determination of whether a RIF employee will receive severance pay is contingent on approval from the Office of State Human Resources and the Office of State Budget Management. This is not an automatic benefit.

**Funding Considerations:** The following chart is provided as a guide for understanding the general sources of funds for reduction in force costs associated with leave, longevity, severance, and health insurance. Please contact your school or department finance office for precise funding sources related to your Reduction in Force Approval Request.

	State	State Receipt	F&A/ Overhead	Other Trust	Contracts & Grants
	(Ledger 2)	(3-8xxxx)			
<b>Source Ranges</b>	1200%, 1300%, 1400%	12100-12999, 13100-13999	14101-14104	All Other Sources	49000-49999
<b>Severance</b>	Dept	Dept	Severance pool	Severance pool	Severance pool
<b>Health Insurance continuation</b>	Central fringe pool (if eligible)	Dept (if eligible)	Severance pool (if eligible)	Severance pool (if eligible)	Severance pool (if eligible)
<b>Career Transition Counseling Services*</b>	OHR central pool	OHR central pool	OHR central pool	OHR central pool	OHR central pool*
<b>Leave (including bonus leave)</b>	Central fringe pool (if eligible)	Central fringe pool (if eligible)	Central fringe pool (if eligible)	Central fringe pool (if eligible)	Central fringe pool (if eligible)
<b>Comp-time</b>	Paid from last salary source(s)	Paid from last salary source(s)	Paid from last salary source(s)	Paid from last salary source(s)	Paid from last salary source(s)

\*Career transition counseling services are offered to all eligible employees who are RIF regardless of funding source.

Ensure funding is in place early in the process to cover leave payouts (including bonus leave), compensatory time payouts (for SHRA non-exempt employees) and severance payments (for Ledger 2 and 3-8xxxx accounts) for which the employee is eligible. The Office of State Budget and Management (OSBM) requires confirmation that funds are available and budgeted to pay severance. **It is your School/Department's responsibility to ensure funding is available and budgeted prior to notifying the employee of the approved reduction in force.**

This is an integrated process between OHR, OSBM, Treasury, and Payroll. Therefore, failure to ensure funding is available and budgeted early in the process could result in payment delays to the affected employee at the time of separation.



## Notification of Reduction in Force to Employees

Before a reduction in force occurs and after receiving the Office of State Human Resources and System Office approval via OHR, the director or department head provides the following information, in writing, to the employee(s) being RIF:

- The reason for the reduction in force
- The effective date of the reduction in force (must be at least 30 calendar days after the notification date to the employee)
- Direction to contact OHR for information on:
  - The University's policy on priority re-employment
  - Completion of necessary application forms
  - Tools for your job search
  - Access to services offered through the Employee Assistance Program (EAP)
  - Eligibility to apply for unemployment insurance benefits
  - Other benefits information for separating employees
  - The amount of estimated severance pending OSBM approval pay due, if any
- The right of permanent employees to appeal the reduction in force through the University's SHRA Grievance Policy

See a sample Reduction in Force Notification Letter on page 15. A copy of the University's [SHRA Dispute Resolution & Grievances](#) policy must be attached.

It is recommended that the department contact their Employee & Management Relations Consultant for guidance on communications as they are going through the reduction in force approval process and before notifying affected employees.

## Resources for RIF Related Issues

The University recognizes that submitting a Reduction in Force request can be a complex process for HR Professionals. Several State and University resources exist to provide you with information and guidance.

### Office of Human Resources:

- **Transition Specialist** in the Employment and Staffing Department can assist with issues related to the RIF employee’s severance pay, priority reemployment status, and initial coordination with Lee Hecht Harrison’s career transition counseling services. Contact the Transition Specialist at (919) 843-2300.
- **Employee & Management Relations (EMR) Consultant** assigned to work with your department can assist you with understanding the layoff policy. To contact your EMR Consultant, call (919) 843-3444.
- **Benefits Consultant** assigned to work with your department can assist you with issues related to your benefits. To contact your Benefits Consultant, call Benefits Administration at (919) 962-3071.
- **Talent Acquisition Partner (TAP)** provides consultation regarding the RIF process, analysis of RIF request, and written approval to proceed with RIF. For questions, contact your Talent Acquisition Partner at 919-843-2300.

**Office of State Human Resources Toolkit:** The RIF Toolkit was developed to provide HR Professionals with information and resources needed to walk you through the step-by-step process of implementing a Reduction-In-Force. The toolkit includes a sample plan and notification letter, and forms used in the Reduction-In-Force process. It can be accessed at: <https://oshr.nc.gov/state-employee-resources/employee-relations/reduction-in-force/hr-professionals/toolkit>

**Office of State Human Resources FAQs:** A list of Frequently Asked Questions regarding the Reduction in Force policy, and HR roles and responsibilities. The FAQ’s can be accessed here: <https://files.nc.gov/ncoshr/Frequently-Asked-Questions-RIF-8-5-2020.pdf>

**UNC Layoff Policy:** This policy provides University-specific guidelines in adherence to the Office of State Human Resources Reduction in Force Policy, assuring employees that potential reductions are considered on a fair and systematic basis. The policy can be accessed at: <https://unc.policystat.com/policy/5431163/latest/>.

**Severance Pay Estimator:** A “Severance Pay Estimator” spreadsheet is available to download from the OHR website. You can access the form directly at: [https://hr.unc.edu/files/2017/07/Severance-Calculator\\_07-01-2011.xls](https://hr.unc.edu/files/2017/07/Severance-Calculator_07-01-2011.xls). Note: The information in this calculator is intended to be an estimate of severance pay only. Final severance pay determination and approval will be made by the Office of State Budget and Management.

## Sample SHRA Reduction in Force Form

On behalf of the department head or director, the Department HR Representative submits the [SHRA Layoff Request Form](#) to OHR at least six weeks prior to the anticipated separation date; submits a copy of the request form to the appropriate Dean/Vice chancellor or designee; notifies affected employees of RIF at least 30 calendar days prior to effective date; abolishes RIF position. Please see sample SHRA Reduction in Force Form below.

The University of North Carolina at Chapel Hill  
Office of Human Resources – Employment and Staffing

**SHRA REDUCTION IN FORCE (RIF) REQUEST FORM**

**Instructions: Complete this form when requesting to lay off staff, reduce FTE or reallocate a position down as a result of loss of funding to the University or a loss of work.**

**APPROVAL BY THE OFFICE OF HUMAN RESOURCES IS REQUIRED IN ADVANCE OF ANY FORMAL COMMUNICATION TO EMPLOYEES POTENTIALLY AFFECTED BY A REQUESTED REDUCTION IN FORCE.**  
Employment & Staffing, Office of Human Resources, 104 Airport Drive, CB#1045

ACTION(S) REQUESTED			
Actions Requested (select all that apply)	<input type="checkbox"/> REDUCTION IN FORCE <input type="checkbox"/> REDUCTION IN HOURS (NOT BELOW .75) DUE TO LOSS OF FUNDING TO THE UNIVERSITY OR LOSS OF WORK <input type="checkbox"/> REALLOCATION DOWN DUE TO LOSS OF FUNDING TO THE UNIVERSITY OR LOSS OF WORK		
REQUESTING UNIT INFORMATION			
School/Division/Dept:		Department Number:	
Dept HR Contact Name:		Contact Phone Number:	
Employee(s) proposed for RIF:		PID#(s)	
Supervisor(s) of Employees Identified for RIF:		Contact Phone Number:	
Proposed RIF date:		Proposed notification date:	
Current Form is Original Request:	<input type="checkbox"/>	Date sent to OHR:	
BACKGROUND / JUSTIFICATION FOR REDUCTION-IN-FORCE			
Branch/Role/Competency Identified for RIF:		Reason for RIF:	
If requested action is a <i>reallocation down</i> , provide requested branch/role/competency:			
Steps taken to avoid RIF (include placement efforts):			
WORK UNIT			
The work unit is a formally established and recognized unit, section, division, or department of the University in which employees perform a closely related set of functions or duties.			
DEFINITION OF WORK UNIT (choose one): <input type="checkbox"/> ENTIRE DEPARTMENT <input type="checkbox"/> ONE OR MORE DEPARTMENTS COMBINED			
Specify department(s) that compose defined work unit:			
If work unit is other than entire department, provide justification for proposed definition:			
Per University policy, departments must consider all five factors below when determining employees to be laid off.			
<b>1. University needs.</b> Consider the continuing work to be performed by the work unit(s) and the number of positions in each branch, role, and competency level necessary to perform the continuing work. Once the position(s) to eliminate have been identified, management must consider all employees in positions with the same or related classification. "Same or related" classification means positions in the identified branch, role and competency level. In order to identify the affected employees, apply the remaining guidelines.			

Resources: Reduction in Force Policy located at: <https://hr.unc.edu/employees/policies/shra-policies/layoff-shra/>  
Policy includes links to this form and Manager and Employee Resource Guides.

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Office of Human Resources – Employment and Staffing

**SHRA REDUCTION IN FORCE (RIF) REQUEST FORM**

2. **Type of appointment.** Time-Limited, Temporary, or Probationary employees who perform work in the same or a related SHRA job classification must be terminated before any employee with a permanent appointment, regardless of whether the permanent employee has the skills to perform the tasks of the Time-Limited, Temporary, or Probationary.
3. **Relative skills, knowledge, and productivity of employees.** Employees to be retained must demonstrate the skills and knowledge required for the continuing work of the work unit or be able to attain those skills and knowledge within a reasonable period of time in accordance with the operational needs of the work unit. Selection must be consistent with the employee's most recent annual performance review and employee competency assessment as well as other relevant documentation.
4. **Length of total state service of employees.** Length of service shall be considered but may receive less weight in the determination. Eligible veterans must be accorded one year of state service for each year (or fraction thereof) of military service, up to a maximum of five years of credit.
5. **Workforce diversity.** In accordance with federal guidelines affecting equal employment opportunity, any application of the reduction in force policy must be reviewed by the affected department(s) and Human Resources to determine its impact on the workforce diversity within the work unit(s).

Indicate the factor that was used for final determination of employee(s) selected (check one):  1  2  3  4  5

Justification for the use of this factor in the reduction in force determination (Please address each of the above noted 5 factors):

Temporary employees, including those from placement agencies, and independent contractors performing work comparable to permanent positions selected for reduction in force must be terminated before employees in permanent positions.

If identified work unit has workers in the above categories (temporary/contractor), check here and fill out the attached worksheet at the end of this form.

**IMPORTANT ATTACHMENTS**

- Organizational chart(s) of work unit with identified positions highlighted on chart
- (OPTIONAL) Other supporting documentation as deemed necessary by the requesting department

**UNIT CERTIFICATION**

School/Division/Department Head - Please sign below to certify that the following requirements have been met:

1. Factors considered in recommending the employee(s) for reduction in force include: University needs, type of appointment, relative skills, knowledge and productivity, total State service and impact on workforce diversity within the work unit.
2. Current and anticipated vacancies for potential openings have been reviewed, and no opportunities for the identified employee(s) have been identified.
3. No recruitment activity is in progress or planned for position classification(s) identified for reduction in force.
4. No temporary employees are performing comparable work.
5. Vacant position(s) in the same branch/role have been identified for abolishment in preparing this reduction in force request.
6. Position(s) identified for reduction in force will be abolished upon the effective date of the reduction in force.

**Important Note:** OHR must be notified immediately should funding become available to support identified positions prior to the effective date of the reduction in force.

Department Head

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Next Level Approval (optional – if required by Dean/Division)

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Resources: Reduction in Force Policy located at: <https://hr.unc.edu/employees/policies/shra-policies/layoff-shra/>  
Policy includes links to this form and Manager and Employee Resource Guides.

The University of North Carolina at Chapel Hill  
Office of Human Resources – Employment and Staffing

**SHRA REDUCTION IN FORCE SELECTION ANALYSIS WORKSHEET**

Submitting Dept Name: <input type="text"/>	Dept Number: <input type="text"/>	Dept Contact: <input type="text"/>	Phone Number: <input type="text"/>
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**List all positions including vacancies in the department comparison group for each branch/role.  
Complete one worksheet for each branch/role.**

- For all positions in the identified branch/role, include those with the same competency level or lower, including vacancies, probationary or time-limited positions.

RIF/ Abolish	Proposed RIF Date	Position Number	Branch / Role	Competency Level	Perm Position Appt Status	Name of Incumbent (Name Temp if filling vacancy)	TSSD of Incumbent	PM Rating	ECA	Sex	Race	Age
<input type="checkbox"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
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Please note that the statutory requirement is to provide employees with 30 calendar day’s notice once reduction in force is approved.

(Rev. 01/09/2019)

The University of North Carolina at Chapel Hill is an equal opportunity employer that welcomes all, including protected veterans and individuals with disabilities.



The University of North Carolina at Chapel Hill  
Office of Human Resources – Employment and Staffing

**TEMPORARY EMPLOYEES AND INDEPENDENT CONTRACTORS WORKSHEET**

Submitting Dept Name: <input type="text"/>	Dept Number: <input type="text"/>	Dept Contact: <input type="text"/>	Phone Number: <input type="text"/>
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List all positions in the work unit that involve either temporary employees, including those from placement agencies, or independent contractors.  
Provide description of duties performed, as well as all other information requested.

Independent Contractor/UTS Temp/ Direct Hire Temporary/ Placement Agency Temp	Name of Employee or Independent Contractor	Detailed Description of Duties
Select One	<input type="text"/>	<input type="text"/>
Select One	<input type="text"/>	<input type="text"/>
Select One	<input type="text"/>	<input type="text"/>
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Select One	<input type="text"/>	<input type="text"/>

(Rev. 01/09/2019)

The University of North Carolina at Chapel Hill is an equal opportunity employer that welcomes all, including protected veterans and individuals with disabilities.

*Sample reduction in force notification memo*

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**DATE:** [Date]  
**TO:** [Employee Name]  
[Address]  
[City, State Zip]  
**FROM:** [Director, Department Head or Supervisor]  
[Department, CB]  
**RE:** Notification of Separation Due to Reduction in Force

Due to [reason for event.] and after evaluating alternative measures, I must inform you that your employment with the department will end on [date: must be at least 30 calendar days after the date of the employee receiving this notification].

**Layoff Information Session**

The Transition Specialist in the Office of Human Resources will be contacting you shortly to arrange for a layoff information session. At this meeting, the Transition Specialist will review the applicable policies and benefits available to you, including your eligibility for:

- Severance Pay
- Priority Re-employment Consideration
- Health Insurance Continuation
- Termination or Continuation of Other University Benefits
- Career Transition Counseling Services
- Leave Payout

The Transition Specialist will also provide additional resources for seeking reemployment.

Additional information on the Office of State Human Resources policy on layoffs is available here:

<http://oshr.nc.gov/policies-forms/separation/reduction-in-force-policy>

**Appeal Rights**

Permanent SHRA employees who have completed their probationary period may have the right to appeal this decision under the University's "SHRA Grievance Policy" ("Grievance Policy"). To be eligible, you must submit your appeal to the Employee & Management Relations Division of the University's Office of Human Resources within 15 calendar days of receiving this reduction in force notification. A copy of the Grievance Policy is attached for your convenience. You may also obtain a copy of the Grievance Policy through the Employee & Management Relations Division or at the Office of Human Resources website at <http://hr.unc.edu/>. If you have questions about your appeal rights, please contact the Grievance Coordinator in the Employee & Management Relations Division at (919) 843-8676.

On behalf of the University, I thank you for your service to the State and wish you the best in your future employment.

cc: Department Personnel Files  
Dean/Director  
Transition Specialist, Employment & Staffing Department, Office of Human Resources  
Employee & Management Relations Consultant, Office of Human Resources

Attachment: SHRA Grievance Policy

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_  
(Signature only acknowledges receipt of notification.)

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Department Manager Checklist**

The following checklist was developed to assist managers with the reduction in force process.

Check if Completed	Department Management Task	Manager's Notes and Comments
<input type="checkbox"/>	1. Determine which position(s) shall be abolished or modified and which employee(s) shall be impacted subject to the advance approval of System Office, the Office of State Human Resources, and the Senior Director of Employment & Staffing in the Office of Human Resources.	
<input type="checkbox"/>	2. Make every effort to place the identified employee within the School/Division or reallocated resources to keep the Career Status employee employed. If there are no positions available, contact your assigned Talent Acquisition Partner and a university-wide search will be conducted.	
<input type="checkbox"/>	3. Contact your department's Employee & Management Relations Consultant for guidance on communications.	
<input type="checkbox"/>	4. Prepare a SHRA Reduction in Force Request <a href="#">Form</a> for approval. The department head (or his/her designee) must submit a written request for approval of each proposed reduction in force to the Employment & Staffing Department in the Office of Human Resources for review and approval by System Office, the Office of State Human Resources, and the Senior Director of Employment & Staffing. At least a 30-calendar-day period applies prior to the planned separation notification date. The request for reduction in force approval must contain the following information: <ul style="list-style-type: none"> <li>▪ the reason(s) for the reduction in force</li> <li>▪ anticipated date(s) of separation</li> <li>▪ name(s) of the employee(s) to be RIF and justification for the decision</li> <li>▪ a list of all vacant positions in the unit which are in the same branch/role and competency level with a status of recruitment activity for these positions</li> <li>▪ what efforts department has made to avoid the reduction in force of the selected employee(s) including details on why placement efforts failed and</li> <li>▪ management contact</li> </ul>	
<input type="checkbox"/>	5. Await a final decision from System Office, the Office of State Human Resources and Employment & Staffing. The Employment & Staffing Department will notify the department manager of the decision and provide instructions for reduction in force notification.	



<input type="checkbox"/>	<p>6. Upon approval of the decision, you are encouraged to contact your department's Employee &amp; Management Relations Consultant for guidance on communications.</p>	
<input type="checkbox"/>	<p>7. Provide written notification to the employee(s). The reduction in force effective date must be at least 30 calendar days after notification and must fall on a business day. The employee must acknowledge receipt by signing the notification letter.</p>	
<input type="checkbox"/>	<p>8. Immediately forward a copy of the signed notification letter to the Transition Specialist in the Office of Human Resources. A copy of the letter must be received before the employee RIF information session can be scheduled.</p>	
<input type="checkbox"/>	<p>9. In a RIF situation, abolish the position once all applicable payouts are processed.</p>	

We hope that you find the information provided in this guide helpful. If you should have additional questions, please contact your Talent Acquisition Partner at (919) 843-2300.