REDUCTION-IN-FORCE GUIDE

University organizations periodically need to change in nature and scope of activities. From time to time such change results in a need to alter the workforce composition of a department. If employment levels consequently are to be reduced, the affected department(s) must plan to conduct a Reduction in Force. In addition to accomplishing the Reduction in Force objectives, administrators should ensure a Reduction in Force implementation that is ethical, legal, nondiscriminatory, fair and treats employees with dignity and respect.

This guide describes the process to be followed by the Texas A&M University-Corpus Christi administrators, deans and department heads executing a Reduction in Force. This process must be conducted in accordance with System Regulation 33.99.15 Reduction in Force for Employees Other Than Faculty. The Reduction in Force process has four major components and each is critical to achieve the desired goals.

The process begins by conducting an analysis of the unit to determine which functions, activities, programs, and positions will be affected. If the analysis results in a recommendation to eliminate occupied positions, appropriate employee groups will be evaluated to identify which employees should be retained.

This guide provides a department checklist that identifies the tasks that the department must complete and the tasks Human Resources must complete for each of the four major components.

1. Preparation
2. Reviews and Approvals
3. Implementation
4. Post Implementation

Attachments

A System Regulation 33.99.15 Reduction in Force for Employees Other Than Faculty
B Reduction-in-Force Proposal Outline
C Employee Selection Criteria Matrix & Criteria Matrix Guidelines
D Template - President Approval of Reduction in Force Memorandum
E Template - Termination Letter
F Handout for Employee: Human Resources Support
G Advance Notice Explanation
DEPARTMENT CHECKLIST – PREPARATION

<table>
<thead>
<tr>
<th>Complete</th>
<th>Reduction in Force Department</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Read Texas A&amp;M System Regulation 33.99.15 <em>Reduction in Force for Employees Other Than Faculty</em> (Attachment A). Alert Human Resources and next level supervisor that a Reduction in Force is planned.</td>
<td>Serve as a resource and facilitator to the department. Ensure department decision maker is informed of applicable regulations and guidelines.</td>
</tr>
<tr>
<td>2.</td>
<td>Conduct an analysis of the unit to determine which functions, activities, programs, positions will be affected by reduction in percent effort, elimination and/or modification. In the affected area(s), identify job functions that will need to be performed after any reductions.</td>
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<tr>
<td>3.</td>
<td>Review employee departmental records to include prior evaluations, credentials, performance related documents, etc. Contact Human Resources regarding any unresolved personnel issues.</td>
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<tr>
<td>4.</td>
<td>Identify employees to be retained using the Selection Matrix (Attachment C). If you determine that the matrix requires modification, consult with Human Resources. Any process that does not utilize the matrix must be documented and approved by Human Resources and the appropriate VP.</td>
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<tr>
<td>5.</td>
<td>Evaluate the qualifications of employees identified for termination and consult with Human Resources to determine if they can fill any vacant positions in the organization.</td>
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<tr>
<td>6.</td>
<td>Prepare a new organizational chart.</td>
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<td>7.</td>
<td>Prepare a draft Reduction in Force Proposal using the outline in Attachment B. When finalized, the Reduction in Force Proposal will be sent for approval to the divisional vice president and the president.</td>
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<td>8.</td>
<td>Brief appropriate leadership in chain of command and seek their concurrence with the Reduction in Force proposal.</td>
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<tr>
<td>Complete</td>
<td>Reduction in Force Department</td>
<td>Human Resources</td>
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</tr>
<tr>
<td>9.</td>
<td>Submit the draft Reduction in Force Proposal to the Human Resources Director for compliance review and concurrence.</td>
<td>Review the Reduction in Force Proposal for compliance with applicable laws, policies, regulations and rules and solicit review by Office of General Counsel.</td>
</tr>
<tr>
<td>10.</td>
<td>Send a copy of the draft Reduction in Force Proposal to the Office of Equal Opportunity/Employee Relations for comment, disparate impact analysis and demographic effect analysis.</td>
<td>Identify any employees who are paid on contracts and/or grants and advise department accordingly. Check for contingent language in job posting and offer letter. Consult with Research Office as necessary.</td>
</tr>
<tr>
<td>11.</td>
<td>Update position descriptions in Islander Jobs (People Admin) to reflect any changes. Ensure that a position description exists for all remaining positions. Send modified position descriptions to Human Resources for evaluation. Work with Human Resources to address unresolved issues. Provide justification for recommended pay rates if requested by Human Resources.</td>
<td>Review position descriptions submitted to Human Resources by the affected department and address any identified issues. Review any recommended changes in pay rates for compliance. Request justification from department if necessary.</td>
</tr>
<tr>
<td>13.</td>
<td>Prepare the final Reduction in Force Proposal for review and approval by the vice president and president.</td>
<td>If necessary, discuss and/or review department employee records regarding unresolved personnel actions that need to be addressed.</td>
</tr>
<tr>
<td>14.</td>
<td>Submit the Reduction in Force proposal with a transmittal memo seeking approval to the president that will route through Human Resources and appropriate chain of command. Use the template provided in Attachment D for the transmittal memo.</td>
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<tr>
<td>15.</td>
<td>Upon notice from Human Resources of President’s approval, proceed with steps on implementation checklist.</td>
<td>Notify department when the Reduction in Force is approved.</td>
</tr>
<tr>
<td>Complete</td>
<td>Reduction in Force Department</td>
<td>Human Resources</td>
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</tbody>
</table>
| 16.      | Meet with the Human Resources Director to discuss details of proceeding with implementation. | Notify the Employee Assistance Program to be available to assist affected employees and family members with counseling services following notification of the Reduction in Force.  
Alert Human Resources team of reassignment, recall, and rehire implications for each employee laid off. Coordinate with the Texas Workforce Commission for job search support service.  
Contact the Assistant Vice President for Marketing & Communications if prudent. |
|          |                                |                 |
| 17.      | Work with Human Resources to remove physical and data access. Determine if the employee has university property that needs to be returned or outstanding financial obligations. | Prepare individual employee information packets on exit process, benefits, retirement and COBRA eligibility.  
Work with department to remove physical and data access. Determine if the employee has university property that needs to be returned or outstanding financial obligations. |
|          |                                |                 |
| 18.      | Identify a location where the notification of affected employees will take place. Notify Human Resources of the timing and location.  
Make appropriate logistical arrangements. | Arrange for security if necessary. |
|          |                                |                 |
| 19.      | Determine who will notify the employee of the termination. Ensure the notifier is briefed by Human Resources on proper delivery of the Reduction in Force notice. | Brief the notifier on proper delivery of the Reduction in Force notice. |
|          |                                |                 |
| 20.      | Using Department Checklists, ensure all preparation steps are complete before notifying employees affected by the Reduction in Force. | Schedule individual and group sessions for remaining coworkers in the affected department as necessary. |
|          |                                |                 |
| 21.      | Prepare termination letter using Attachment E. Notify the affected employees individually and privately about the Reduction in Force. Direct them to University and community resources for information about transition and job search support. Give the employee Attachment F. | Be present or available at the time of the Reduction in Force to assist the department and employees as required. |
22. Hold meeting(s) with remaining employees to address workplace issues and answer any questions. 
Distribute new organizational charts and position descriptions to remaining employees. 

Follow Human Resources exit process. Advise laid off employees of leave issues, unemployment insurance eligibility, benefits and payment of unused compensable leave time.
Identify employees who will utilize earned paid leave in month two of advance notice period and advise employing unit.

23. Provide information to affected employees, including post-Reduction in Force notification about university hiring procedures, reemployment options, and the online employment application process.

24. Follow-up with laid off employees to provide assistance where appropriate.

**DEPARTMENT CHECKLIST – POST IMPLEMENTATION**

<table>
<thead>
<tr>
<th>Complete</th>
<th>Reduction in Force Department</th>
<th>Human Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>25.</td>
<td>Process the termination following the department's normal termination procedures.</td>
<td>Assure recall and rehire procedures are followed.</td>
</tr>
<tr>
<td>26.</td>
<td>Retain employee files according to the university retention schedule.</td>
<td>Monitor the status of the laid off employees during the advance notice period.</td>
</tr>
<tr>
<td>27.</td>
<td>Ensure eliminated or modified positions are not restored to pre-Reduction in Force status for at least six months without offering the positions to the related laid off employee.</td>
<td>Review all requests to fill vacancies to determine if any employee who was laid off should be contacted.</td>
</tr>
</tbody>
</table>
Rehire and Recall of Laid Off Employees

Rehire

Employees with ten or more years of service with Texas A&M University-Corpus Christi will be given preferential hiring consideration for vacant positions for up to six months from the effective date of termination. Preferential hiring consideration in this situation means a laid off employee who applies for a vacancy, meets the minimum qualifications and is referred to the hiring department will be interviewed by the hiring manager. The university’s expectation is that the applicant should be hired if s/he can satisfactorily perform the essential functions of the job within ninety days of employment. If not selected for hire, the hiring manager will provide the reason for non-selection in writing to the divisional vice president and Director of Human Resources prior to extending a job offer.

Employees with less than ten years of service with the Texas A&M University-Corpus Christi will be given preferential hiring consideration for vacant positions for up to six months from the effective date of termination. Preferential hiring consideration in this situation means a laid off employee who applies for a vacancy, meets the minimum qualifications and is referred to the hiring department will be reviewed and selected if they are the best qualified or as qualified as a candidate who was not subject to a Texas A&M University-Corpus Christi reduction in force. An applicant who previously held the same position will not automatically be considered the best qualified.

To qualify for either preferential rehire consideration, the laid off employee will need to submit an on-line employment application and apply for the vacant job and notify Human Resources of a desire to be considered as an employee terminated under a Reduction in Force.

Recall

An employee who was terminated under a Reduction in Force will be offered the same position if it is re-established by the department within six months of the termination. If more than one employee was in that position title, preference will be given to the former employee with the highest Reduction in Force selection matrix score. An employee who refuses to accept a comparable job may forfeit certain rights to unemployment compensation benefits.
33.99.15 Reduction in Force for Nonfaculty Employees

Approved April 24, 1996
Revised December 2, 1997
Revised October 2, 2001
Revised February 15, 2002
Revised March 19, 2003
Revised September 28, 2007
Revised August 23, 2010
Next Scheduled Review: August 23, 2012

Regulation Statement

This regulation establishes the procedure for any reduction in force (RIF) for nonfaculty employees of The Texas A&M University System (system).

Reason for Regulation

This regulation establishes uniform system RIF procedures.

Procedures and Responsibilities

1. GENERAL

1.1 Situations including, but not limited to, a lack of funds, lack of work, reorganization or changes in research needs or technologies may require a RIF to ensure the continued quality and efficiency of the system.

1.2 A RIF may take the form of elimination of jobs, reduction in percent effort or reduction in salary. Modifications in or the elimination of jobs due to changes in funding for a grant or contract, including but not limited to funds obtained from the Texas Advanced Technology or Texas Advanced Research programs, are not to be treated as RIFs subject to this regulation.

1.3 The provisions of this regulation are not to be used to dismiss an employee if the sole cause for dismissal is either misconduct or lack of satisfactory performance. Refer to System Regulation 32.02.02, Discipline and Dismissal of Nonfaculty Employees.

1.4 RIF decisions will be made without regard to the employee's race, color, sex, religion, national origin, age, or disability. An individual entitled to a veteran’s and/or former foster child’s employment preference in hiring under Texas Government Code, Chapters 657 and 672, is also entitled to a preference in retaining employment if a
reduction in workforce occurs. However, this preference applies only to the extent that a reduction in workforce involves other employees of a similar type or classification.

2. PROCEDURES

2.1 The chief executive officer (CEO) will determine when a RIF is needed. When such a determination has been made, the following steps will be taken to implement the decision.

2.1.1 An analysis will be performed to determine in which areas, activities, programs, or organizations reductions must be effected. If an entire activity is to be eliminated, steps described in Sections 2.1.2 and 2.1.3 are not applicable.

2.1.2 Within the affected area, the job functions that will need to be performed after the reductions will be identified.

2.1.3 Present employees will be carefully evaluated as to their qualifications and ability to perform the job functions determined in Section 2.1.2. The evaluation of a present employee’s qualifications and ability to perform the job functions could include, for example, factors such as total relevant experience including specialized training, previous performance evaluations including recognition and disciplinary history, and length of service within the system.

2.1.4 After the job functions and the individual employees have been evaluated, the determination of which employees will be subject to the RIF will be made. The documentation used in the evaluation process, along with the explanation, will be sent through appropriate administrative channels to the CEO or designee. If the CEO or designee concurs with the recommendation, the department head or equivalent administrative head will notify affected employee(s) of the RIF decision. Advance notice, while permissible, is not required. If advance notice is provided, the employee may be placed on suspension with pay until the RIF effective date. Any suspension with pay must be submitted to the CEO or designee for approval.

2.2 A leave of absence will not be granted in lieu of dismissal.

3. PLACEMENT EFFORTS

If advance notice is provided, employees designated for dismissal will be given reasonable time off to interview for other jobs prior to the RIF effective date. Every reasonable effort will be made by human resources offices to place dismissed employees in comparable positions for which they are qualified. An employee who refuses to accept a comparable job may forfeit certain rights to unemployment compensation benefits.

4. APPEAL
An employee who receives written notice of a RIF may appeal, as applicable, in accordance with System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees* or System Regulation 08.01.01, *Civil Rights Compliance*, except that the appeal must be filed within five (5) business days of receiving written notice of the RIF.

5. **EFFECT OF RIF ON BENEFITS**


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**Related Statutes, Policies, or Requirements**

- [Texas Government Code, Chapter 657](#)
- [Texas Government Code, Chapter 672](#)
- System Regulation 08.01.01, *Civil Rights Compliance*
- System Regulation 32.01.02, *Complaint and Appeal Process for Nonfaculty Employees*
- System Policy 32.02, *Discipline and Dismissal of Employees*
- System Regulation 32.02.02, *Discipline and Dismissal of Nonfaculty Employees*

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**Contact Office**

Office of the Chief Business Officer  
(979) 458-6169
REDUCTION-IN-FORCE PROPOSAL OUTLINE

The following elements must be included in all requests for a Reduction in Force submitted to the president for approval.

1. Business Reasons and Objective of a Reduction In Force
   Answers: Why is the Reduction in Force necessary and what will be accomplished by the Reduction in Force?
   - Lack of work, lack of funds, reorganization, change in work process
   - Implement budget cuts
   - Improve efficiency
   - Eliminate program/activity

2. Proposal Overview
   - Brief description of process followed to develop the proposal
     - Analysis of current activities, operations, budget
     - Determination of changes that must be made
     - Identification of job functions that will need to be performed
     - Evaluation of employees
     - Identification of affected employees
   - Statement affirming consultation with Human Resources for guidance, which includes review by the Office of General Counsel

3. Organizational Changes/Actions To Be Taken
   - Positions Affected
     - Position Identification Number (PIN), position titles and major function of positions affected
     - Why were these positions selected
     - How will responsibilities of affected positions be handled, eliminated, redistributed, etc.
     - Proposed responsibilities of remaining or reorganized positions, if applicable
   - Employees affected by Reduction in Force
     - Explain the selection process utilized and other relevant factors that led to the identification of affected employees
     - Summarize selection criteria matrices
     - Identify the employees identified for termination with title and primary function
     - Identify any employees who will have a reduction in percent effort with title and primary function
     - Indicate efforts to avoid Reduction in Force through reassignment or transfer
• Employees to be Retained
  o Identify employees retained with title and primary function
  • State why retained employee(s) are best qualified for remaining position(s)
  • Summarize how employee(s) were selected, using the Employee Selection Criteria Matrix, Attachment C

4. Fiscal Implications

• Pre Reduction in Force personnel costs (include benefit costs if not funded centrally)
• Post Reduction in Force personnel costs and savings (include benefit costs if not funded centrally)
• Extent to which funding sources are affected for both current and proposed departmental organization

5. Proposed Effective Date(s) of Reorganization

• Date employee(s) to be laid off are to be notified
• Date employee(s) to be laid off will be removed from payroll
• Date(s) of reclassifications, transfers, etc.

6. Additional Attachments To Plan (as applicable)

• Pre- and Post-Reduction in Force Organizational charts
• Employee Selection Criteria Matrix for a Reduction in Force
• Other relevant information
EMPLOYEE SELECTION CRITERIA MATRIX
FOR A REDUCTION IN FORCE
CRITERIA MATRIX GUIDELINES

The Employee Selection Criteria Matrix should be used as a tool to identify employees to be retained after the department has conducted an analysis of the unit to determine which functions, activities, programs, positions will be affected. Where necessary, the matrix may be modified to incorporate relevant criteria. Modifications must be done in conjunction with Human Resources.

The criteria used will take into consideration the abilities of the employee and the needs of the department. The matrix will assess an employee’s ability to perform the duties and tasks that will need to be performed after the reduction in force. The scores are totaled and ranked. The higher-ranked employees should be retained.

Multiple criteria help create a broad and balanced perspective of the employee. Using multiple criteria for selection decisions also helps minimize the effects of individual bias (favoritism, discrimination) and enhances fairness in the process. Consistency in the application and ratings is critical to a fair and successful assessment process.


2. Next most recent performance review: ratings from this performance review, considered with the most recent review, can indicate a pattern of job performance. Recurring strengths or weaknesses should be considered when rating. If the employee has not been employed long enough to have had a prior review, use the same score as in #1 above. An overall rating that is “Unsatisfactory” should be rated 1, “Below Standard” a 2, “Meets Standard” rated 3, “Above Standard” a 4, and “Outstanding” a 5.

3. Length of regular, benefit eligible service: assign points based on total years of TAMUCC service in regular, benefit eligible employment. Do not count service as a non-benefit employee or service in a position that required student enrollment. Contact Human Resources for assistance.

<table>
<thead>
<tr>
<th>Years</th>
<th>Points</th>
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<tbody>
<tr>
<td>0 to 1.99</td>
<td>1</td>
</tr>
<tr>
<td>2 to 3.99</td>
<td>2</td>
</tr>
<tr>
<td>4 to 5.99</td>
<td>3</td>
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<td>6 to 7.99</td>
<td>4</td>
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<td>8 to 9.99</td>
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<td>10 to 11.99</td>
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<tr>
<td>12 to 13.99</td>
<td>7</td>
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<td>14 to 15.99</td>
<td>8</td>
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<td>16 to 17.99</td>
<td>9</td>
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<td>18 +</td>
<td>10</td>
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</table>
4. **Knowledge, skills, abilities, training and certifications to perform identified functions in the new structure:** consider the level of knowledge/education, skills and abilities in relation to the duties and tasks to be performed and whether additional training would be required. An employee with specialized training eliminates the cost and time of training others. Consider certifications and training that result in additional skills or information that adds to this employee's value to the department. An employee who does not possess the knowledge, skills and abilities, who would require more than minimal training or frequently needs instruction would rate below normal. An employee who possesses the knowledge, skills and abilities, who would require minimal training, and effectively applies knowledge and information to satisfactorily complete tasks would rate normal. An employee with more than the minimally required knowledge, skills and abilities typically indicates that an employee has the specialized ability to perform work at a higher performance level without much direction from supervisors and would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal.

5. **Value of employee's institutional knowledge in the new structure:** consider the employee's institutional knowledge. An employee who has minimal and/or a limited scope of institutional knowledge would rate below normal. An employee with some institutional knowledge would rate normal. An employee with significant and/or broad scope of institutional knowledge would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal. If institutional knowledge is not applicable, indicate N/A for all employees.

6. **Employee's ability to perform a wide variety of additional duties and tasks in the new structure:** ability to work cross-functionally is highly desirable as positions are eliminated and remaining employees are sometimes asked to perform a wider variety of duties and tasks. An employee with ability to perform a limited number of duties and tasks would rate below normal. An employee with ability to perform all duties and tasks of a position would rate normal. An employee with ability to perform duties and tasks of multiple positions would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal. If the ability to perform a wide variety of additional duties and tasks is not applicable, indicate N/A for all employees.

7. **Occupational/Professional development and advancement:** continued learning and steady promotions may indicate continued growth in responsibility, job knowledge, and reliability. An employee who has not grown professionally or advanced in their occupation/profession would rate below normal. An employee who has advanced in their occupation/profession would rate normal. An employee with significant progressive advancement in their occupation/profession would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal.

8. **Employee's ability to work independently:** typically indicates a higher level of experience, expertise, self direction and motivation. This ability may be of great value during consolidation of positions and duties. An employee who requires close supervision and significant guidance would rate below normal. An employee who requires minimal supervision and guidance would rate normal. An employee who does not require close supervision and guidance would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal.
9. **Employee’s dependability**: as an indicator of reliability, a higher rating is desirable. An employee who does not meet commitments, misses deadlines/meetings, does not comply with attendance and punctuality requirements would rate a score below normal. An employee who meets commitments, is reliable and meets attendance and punctuality requirements would rate normal. An employee who completes assignments in advance of deadlines, properly schedules time off, rarely misses work and takes department operations into consideration when requesting leave would rate a score above normal. Use caution when considering employees covered by Family Medical Leave Act (FMLA) or sick leave. FMLA protected absences cannot be a factor when determining an appropriate rating for this criteria. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal.

10. **Employee’s ability to adapt to change**: a desirable skill if employees will need to be flexible to handle changing work conditions. An employee who has demonstrated resistance to change, complained about change, failed or hesitated to implement change would rate below normal. An employee who has willingly accepted change, quickly responded to change, carried out instructions for implementing change would rate normal. An employee who has embraced and/or led change, consistently exhibited optimism for change, and overcome resulting obstacles from change, would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal.

11. **Employee’s ability to work in a high stress environment**: reflects the employee’s ability to remain calm, maintain good working relations with co-workers, and keep a proper perspective during stressful work conditions. An employee who has not worked well under pressure, has been angry or aggressive under stress, has frequently removed themselves from stressful situations, has not maintained constructive interpersonal relationships when under stress or demonstrated behaviors that are not conducive to a productive work environment under stress would rate below normal. An employee who under stress remains calm, maintains good relations and has demonstrated behaviors that are not disruptive would rate normal. An employee who has taken an active role to eliminate workplace stress, consistently remains calm, demonstrated teambuilding and other positive behaviors would rate above normal. Rate the employee 1 to 2 for below normal, 3 for normal, and 4 to 5 for above normal.

**Tie breaker**: State law requires that veterans and former foster children be provided preference in employment selections. Should your rating result in tie, a former foster child or a veteran will be considered first, followed by seniority with the university.
EMPLOYEE SELECTION CRITERIA MATRIX
FOR A REDUCTION IN FORCE

Name of Employee: ___________________________ Department: ___________________________

Rater: ___________________________ Date: _______ Signature: ___________________________

2nd Level Supervisor: ___________________________ Date: _______ Signature: ___________________________

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Rating Range Low to High (Best)</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Most recent performance review</td>
<td>1 to 5</td>
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</tr>
<tr>
<td>2. Next most recent performance review</td>
<td>1 to 5</td>
<td></td>
</tr>
<tr>
<td>3. Length of regular, benefit-eligible service</td>
<td>1 to 10</td>
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<tr>
<td>4. Knowledge, skills, abilities, training and certifications to</td>
<td>1 to 5</td>
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<td>perform identified functions in the new structure</td>
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<tr>
<td>5. Value of employee’s institutional knowledge in the new structure</td>
<td>1 to 5</td>
<td></td>
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<tr>
<td>6. Employee’s ability to perform a wide variety of additional duties and</td>
<td>1 to 5</td>
<td></td>
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<tr>
<td>tasks in the new structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Occupational/Professional development and advancement</td>
<td>1 to 5</td>
<td></td>
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<tr>
<td>8. Employee’s ability to work independently in the new structure</td>
<td>1 to 5</td>
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<td>9. Employee’s dependability</td>
<td>1 to 5</td>
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<td>10. Employee’s ability to adapt to change</td>
<td>1 to 5</td>
<td></td>
</tr>
<tr>
<td>11. Employee’s ability to work in a high stress environment</td>
<td>1 to 5</td>
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</tr>
</tbody>
</table>

**Total Score**

Tie breaker (in order):

(1) Foster Child or Veteran: Yes ___ No ___
(2) Employment date ________________
MEMORANDUM

TO: Dr. Flavius Killebrew
CEO/President

THROUGH: Debra Cortinas
Director, Human Resources

THROUGH: Appropriate Chain of Command up to VP
Title

THROUGH: Divisional Vice President
Title

FROM: Dean/Department Head
Title

In accordance with Texas A&M University System Regulation 33.99.15 Reduction in Force for Employees other Than Faculty, I respectfully request approval for a Reduction in Force for the [department, unit, etc.]. The proposed Reduction in Force is necessary due to [state reason for Reduction in Force].

Attached for your review is the Reduction in Force Proposal. If approved, notice to the affected employees will be provided as soon as administratively possible. The Reduction in Force will affect [number] of employees through [termination, demotion, or reclassification]. These employees will be provided with one month of paid notice and one month of leave without pay should they choose not to use earned vacation or compensatory paid leave during the second month of the advance notice period.

Please contact me if any additional information is required.

___________________________ Approved _____ Disapproved_____    Date:___________
Debra Cortinas, Human Resources

___________________________ Approved _____ Disapproved_____    Date:___________
Add approval line for others in chain of command

___________________________ Approved _____ Disapproved_____    Date:___________
Divisional VP

___________________________ Approved _____ Disapproved_____    Date:___________
President Killebrew
Month XX, 201X

Employee Name
Position Title

RE: Notice of Termination

Dear Mr./Ms. Employee:

It is with regret we must notify you that you will be terminated from your position through a Reduction in Force in accordance with Texas A&M System Regulation 33.99.15 Reduction in Force for Employees Other Than Faculty.

The termination will be effective Month XX, 201X. You will remain on the payroll in a paid status through Month XX, 201X. Beginning Month XX, 201X you will be placed in a leave without pay status through Month XX, 201X. You may use earned vacation or compensatory paid leave during the second month of the advance notice period.

This action has become necessary due to (state reason such as a departmental reorganization to address recent budget constraints, need for reorganization or other needs of the Department and University).

You have the right to file an appeal to the Equal Opportunity/Employee Relations Office within five (5) business days of receiving this written notice. The only grounds for appeal that will be considered are allegations that the Reduction in Force was unlawful under federal or state law. Enclosed are Texas A&M University System Regulation 33.99.15 Reduction in Force for Employees other Than Faculty and System Regulation 32.01.02, Complaint and Appeal Process for Nonfaculty Employees.

Additional information and assistance will be made available to you through Human Resources. If you have questions, please contact Human Resources at 825-2630.

Sincerely,

Department Head
Title

Copy: Human Resources
HUMAN RESOURCES SUPPORT

Human Resources realizes that an employee who has been affected by a Reduction in Force may experience a range of emotions and likely have many questions. We understand the difficulties created for employees and their family by changes in employment.

The following summary of Human Resources’ support has been prepared to assist employees who are laid off.

**Employee Assistance Program (EAP):** The Employee Assistance Program is available to you and members of your immediate family. EAP staff are effective listeners who can help sort through emotional issues related to changes in your employment status. Fear, anxiety, anger and shock are all normal responses in this situation. The EAP staff can help. The EAP also can assist you in sifting through the immediate impact of a Reduction in Force to help you develop action plans for the future. Contact the EAP at 1-800-492-4357 or visit the web site at [www.mhneteap.com](http://www.mhneteap.com). User ID is tamucc and password is 8004924357.

**Employment:** Human Resources can consult with you on how to develop an effective resume and what techniques can be used when interviewing. Check the Job Opportunities web site at [https://islanderjobs.tamucc.edu](https://islanderjobs.tamucc.edu) on a regular basis. Also, check jobs at other Texas A&M University System Universities and agencies at [http://apps.system.tamus.edu/jobsearch/](http://apps.system.tamus.edu/jobsearch/) Employees who are laid off will be provided with preferential hiring consideration for vacancies at Texas A&M University-Corpus Christi. To qualify for preferential rehire consideration, you must fill out an application, apply for the vacant job, and notify Human Resources of a desire to be considered as an employee terminated under a Reduction in Force. Please contact the Human Resources front desk for assistance at 361-825-2630.

**Benefits:** Important questions about health insurance continuation for you and your family can be answered by Human Resources. Human Resources is ready to answer your questions about continuing your health and other insurance programs. In addition, you participated in either the Teachers Retirement System (TRS) or the Optional Retirement Program (ORP) and should contact Human Resources regarding those programs. Contact Human Resources at 361-825-2630 to find out more about your benefits continuation options, accrued leave payout, and your retirement program.

**Texas Workforce Commission:** As an employee affected by a Reduction in Force, you may be eligible for Unemployment Compensation Insurance benefits through the Texas Workforce Commission. Check with your nearest Texas Workforce Commission office to find out how you can file your claim. To file a claim call 1-800-939-6631 or apply online at: [http://www.twc.state.tx.us/ui/uiclaim.html](http://www.twc.state.tx.us/ui/uiclaim.html)

**Still Have Questions:** Questions about procedural issues relating to a reduction in force, benefits, re-employment or Unemployment Compensation Insurance benefits should be directed to Human Resources at 361-825-2630. Questions related to appeals should be directed to Employee Relations at 361-825-5826.
TERMINATIONS UNDER A REDUCTION IN FORCE

Advance Notice
One Month Paid Period
One Month Leave without Pay

In an effort to be as fair as possible to employees terminated through a Reduction in Force, Texas A&M University-Corpus Christi provides one month of paid advance notice of the termination. During this period of time, the employee’s duties are changed to job search and the employee is redirected to perform the work of job search. During this one month notice period, the employee is paid their normal salary and is still considered an employee of the University.

At the end of the one month notice period, the employee is placed on leave without pay for an additional month and is still considered an employee of the University, but in a non-paid status. An employee may use vacation or compensatory paid leave during this period. This allows the employee more time to find another job and become employed somewhere in the University, Texas A&M University System or another state agency without a break in service, thus avoiding the ninety day wait for the state benefit contribution in the next job.

While in leave without pay status, it is important that the employee understand the implications of not continuing insurance coverage during the leave without pay period. If an employee cancels coverage they will forfeit the right to continue coverage through COBRA. If an employee is in an unpaid status for the entire month they will be responsible for the entire monthly premium costs. At the end of the month of leave without pay, the employee will be given the normal COBRA notice. The employee can elect to continue their health, dental, and vision insurance programs via COBRA after the date of termination.

The employee may apply for Unemployment Compensation Insurance benefits at the end of the one month paid notice period. Employees are not eligible for unemployment benefits during the one month paid notice period.

Please contact Human Resources at 825-2630 if there are any questions regarding the above information.