


Category:	Compensation and Benefits	INCA Community Services Personnel Policy 
Sub Category:	Leave Policies	
Effective Date:	1986	
Revised Date:	2003	
Forms:		
Responsible: Executive Director, Program Directors, Human Resource Manager		

Reduction in Force Policy

Policy

In the event of a staff cutback, reduction in hours, or layoff due to a direct result of the discontinuation of or cutbacks in program funds, cost containment, or structural reorganization within the agency, staff will be affected by the downsizing. All decision will be free of unlawful discrimination and disparate impact. It is the policy of INCA Community Services, Inc to ensure that all reductions in force be handled in a professional manner with minimal disruption to ongoing work functions.

Procedures

When confronted with the requirement for reduction, there are several options that may be considered that directly affect the employees within the program. Employees may have the ability to choose which option is best for them, they will also be encouraged to apply for unemployment during this time and it will have no bearing on their future employment with the agency. A reduction in force is typically only generated if program funding is highly affected due to circumstances beyond the agency's control.

Voluntary Reduction of Hours

Affected employees may choose to elicit and consider a voluntary reduction of hours or days of work, or reduce, eliminate or reallocate a service or function.

When the program deems it necessary to reduce the number of work hours for a particular shift, classification, or program, the following procedures will apply:

1. All recruitment, hiring and transfers to the affected job classification will be frozen.
2. Any reasonable request of time off without pay will be considered.
3. Employees will be encouraged to take accrued vacation time off.

Furlough - Involuntary Reduction of Hours

If a voluntary reduction in employees' hours is not deemed appropriate or is not sufficient to meet the program's needs and objectives, it may implement a furlough - involuntary reduction in hours or days of work. Such reductions will be administered to maximize productivity and efficiency and can be made on a temporary, indefinite or permanent basis. A plan established within the affected program to best satisfy the current and projected needs may specify a rotation of those to be affected by the reduction in hours.

The agency will follow the following guidelines in regards to benefits:

1. Health/dental/life insurance benefits for the employee will be maintained by the agency.

2. Retirement benefits will continue to match hours worked/pay received.
3. Partial sick and annual leave will be accrued by calculating the hours worked.

The employee will be responsible for the following:

1. Vision insurance.
2. Health and dental insurance for spouses and children.
3. All cafeteria plans.

Layoff

If the program determines that the options noted above are insufficient or inappropriate to meet its needs and objectives, it may decide to implement a layoff. Layoffs involve terminating employees for non-disciplinary reasons, and will be final. For six months following a layoff, priority in rehiring will be given to those employees laid off, based on the factors considered in the layoff process.

Although the program may vary the order of layoffs to meet their needs and objectives, layoff will normally be administered in the following sequence:

1. Temporary employees, flex, substitutes.
2. Part time without a group benefits employees.
3. Other employees, as deemed necessary.

Individuals within each of the employment statuses identified above will be selected for layoff based on the following factors, and in the following sequence:

1. Skill and ability to perform the work.
2. Job performance history, including performance evaluations, documented achievements, such as participation in special projects, and documented disciplinary warnings.
3. If there is no significant difference in skill and job performance, then job tenure within the program will be considered. Job tenure is defined as length of service in the program, minus any no-work related leaves of absence.

Notice

Employees will be given a minimum two-week notice, in writing, of a layoff situation, or pay in lieu of notice.

1. Employees terminated by reduction in force have no appeal right.
2. All proposed layoffs are subject to review and approval by the Board of Directors.
3. Head Start: Proposed layoffs are subject to review and approval by the Policy Council.
4. Career Opportunities: Employment of the HTS is determined ultimately by the requirements of the consumer. Should the consumer no longer require the services of the HTS, due to death, relocation, or other causes, the HTS will be placed in a status until such time as he/she can be placed with another consumer

Definitions

Furlough - a temporary layoff from work.

Layoff - a discharge, especially temporary, of a worker or workers.

Dissemination of Policy

The policy will be made available to all employees through the agency's website. The agency will educate and train employees and supervisors regarding the policy and any conduct that could constitute a violation of the policy.