

**ELIZABETH CITY STATE UNIVERSITY**  
**Guidelines for Administering the ECSU Reduction in Force (RIF) Policy**

**Preamble**

The purpose of these guidelines is to provide direction in administering reduction in force activities that meet the particular needs of Elizabeth City State University (ECSU) and to provide assurance to employees that potential reductions shall be considered on a fair and systematic basis. To the extent that any provisions of these guidelines conflict with the Office of State Human Resources (OSHR) guidelines, Section 11, Pages 1-2 of the State Human Resources Manual shall control.

**1. Guidelines for Reduction-in-Force**

- A. Separation of employees through reduction in force should not occur until management has exhausted every feasible alternative to avoid it. Therefore, a reduction-in-force decision should be reached only after measures such as a hiring freeze on vacant positions, limits on purchasing and travel, retirement options, and job sharing and work schedule alternatives have proven insufficient.
- B. A reduction in force necessarily compels a thorough evaluation of the accomplishments of specific programs, the need for particular positions, and the relative value of specific employees so that ECSU can provide the highest level of service possible with a reduced work force. The determination as to the retention or separation of a particular employee should include an evaluation of the relative skills, knowledge and productivity of the employee in comparison to the services necessary to give the above factors more weight than other considerations, such as length of service. ECSU's guidelines provide an opportunity to systematically determine when an individual with less skills, knowledge and productivity should be separated to allow the retention of an individual with greater skills, knowledge and productivity.
- C. ECSU's guidelines for reduction in force include, in addition to or in lieu of other factors, the following criteria:
  - 1. Determination of the number of positions which must be deleted to meet the established goal.
  - 2. The feasibility of eliminating entire programs or parts of programs.
  - 3. Identification of areas where the number of positions must be reduced or eliminated.
  - 4. Identification of the classification of positions to be eliminated to

determine whether personnel can be interchanged with other work units. Before deletion, attention should be given to using vacant positions to utilize employees who would otherwise be separated.

5. Exploration of all measures which would avoid the involuntary separation of employees.
  6. Evaluation of employees subject to reduction in force by using the following criteria, where possible, and others where appropriate:
    - a. Needs of ECSU to deliver services;
    - b. Relative skills, knowledge, productivity and value of employees (refer to documentation available from Performance Management Program);
    - c. Length of service of employees.
  7. Documentation of steps followed in reduction in force.
  8. An impact analysis of proposed reduction in force on ECSU's workforce demographics.
- D. ECSU shall contact the Equal Opportunity Services Division to review model procedures for conducting an impact analysis and university considerations for minimizing and/or avoiding potential reduction in force administrative problems.