



## Human Resources Policies and Procedures

Policy Title: <b>Reduction in City Work Force</b>	Policy Number: 3.14
Effective: October 30, 2005	
Supersedes: 1988 Rules and Regulations #8 p.7	
Approval: <i>Carl L. Patton</i>	Page 1 of 4

### 1.0 Scope

- |                                                        |                                                  |
|--------------------------------------------------------|--------------------------------------------------|
| <input checked="" type="checkbox"/> Full-time          | <input checked="" type="checkbox"/> Salaried     |
| <input checked="" type="checkbox"/> Part-time          | <input type="checkbox"/> Union                   |
| <input checked="" type="checkbox"/> Temporary/Contract | <input type="checkbox"/> Independent Contractors |

*Employees who are covered under the provisions of a collective bargaining agreement will follow the standards as contained in their respective contracts if this policy conflicts with the language in the contract.*

### 2.0 Purpose

In the event a decision is made to reduce the City work force, it is the purpose of this policy to provide an equitable means of effectuating the reductions. This policy does not address work force issues that may result from new City business ventures such as joint ventures.

### 3.0 Policy

- 3.1** The City of Ann Arbor endeavors to provide stable employment. However, changes in the economy and business plans may require the City of Ann Arbor to restructure and/or adjust staffing.
- 3.2** Any restructuring, downsizing or closing that affects regular full-time and regular part-time employees should demonstrate careful planning, fairness and organizational concerns for the people involved. Employees who are the best qualified to meet the work requirements of the organization will be retained.

#### DISCLAIMER

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- 3.3 All decisions made under this policy will be made recognizing the City of Ann Arbor's commitment to the principles of equal employment opportunity.
- 3.4 Employees who are separated are afforded severance pay and benefits in accordance with the City's existing Salaried Severance Pay and Benefits policy (5.11).
- 3.5 The provisions of this policy are not to be used to displace an employee if the sole cause for displacement is either misconduct or poor performance.

#### **4.0 Responsibility**

##### **Responsibility**

##### **Action**

Manager

Notify Human Resources Services, prior to discussing with affected employees, when plans for restructuring or resizing appear imminent. Develop plans as appropriate.

Human  
Resources Services

Assist management in determining restructuring or resizing objectives and options for employees who may be affected.

Manager

Document the criteria for selection of staff based upon qualifications for restructured, redefined, or remaining positions.

When qualifications and documented performance are considered equal, length of service shall be the determining factor.

Document the evaluation of employee qualifications and the recommended staffing plan.

City Administrator  
and Director of  
Human Resources and  
Labor Relations

Review documentation of any restructuring or resizing plan to ensure a fair and equitable process has taken place. Approve or recommend alternative plan.

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Human Resources Services	Assist management in preparing written notice of separation including reason for separation and outline of severance pay and benefits for affected employees, in accordance with policy.
Manager	Notify affected employee in a one-on-one meeting.

## **5.0 Procedures**

### **5.1 Developing the Restructuring or Layoff Plan**

- A. Prior to the consideration of employee layoffs, management should consider alternatives that could meet necessary financial and operational needs.
- B. The Service Unit Manager will identify modifications of, changes in, or elimination of unit programs or services based upon a prioritization of programs and services and their centrality to the mission of the Service Area.
- C. The elimination of temporary and part-time positions in the job classification(s) identified within the unit or unit program(s) specified for reduction in force should be considered as the initial step in reducing expenditures.
- D. If the elimination of identified temporary and part-time positions does not satisfy the reduction in force needs, regular employees in the job categories identified within the unit or unit program(s) specified for a reduction in force should be selected for layoff initially based upon their ability to perform the required remaining job duties and assignments, and the overall rating of the most recent written performance appraisal, and subsequent written documentation regarding work performance.
- E. If these criteria are equivalent, preference for retention should be given to employees with the most continuous service with the affected department.

### **5.2 Employee Notification and Benefits**

- A. When feasible, employees selected for layoff will be given a minimum of two (2) calendar weeks written notice.

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- B. Eligible employees may choose to retire in lieu of being placed on layoff status.
- C. Employees should be referred to Human Resources Services, Benefits staff for information about benefit coverage during the layoff period. Employees may be able to continue group benefits coverage under the provisions of COBRA.

### **5.3 Recall**

- A. In the event that the position or service unit which was eliminated should be re-instituted within a period of six (6) months, new positions consisting of duties reasonably comparable to those of the laid-off employees should not be filled without first offering the released employees reappointment.
- B. Employees will be selected for reappointment based on the ability to meet or exceed minimum qualifications of the new position(s) to be filled, the overall rating of their most recent written performance appraisal, and length of service.
- C. The laid-off employees must be given a reasonable time, not to exceed ten (10) calendar days, within which to accept or decline reappointment.

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