

2020 Tuskegee University Reduction in Force Plan Outline

Background

The presence of SARS-COV2 virus that causes COVID-19 requires that Tuskegee University take extraordinary and sometimes, inconvenient measures to maintain the health and safety of our community and to address the evolving economic challenges resulting from the current pandemic. By virtue of these challenges, the University faces a budget shortfall for the current fiscal year and FY 2020/2021.

Tuskegee intends to implement a Reduction in Force (RIF) that includes (1) elimination of positions due to a funding shortfall; and (2) reallocating funds to existing and newly created positions and job functions. The reductions and reallocations will be a step toward rightsizing Tuskegee's workforce. They will include position elimination and adding positions to selected administrative areas so they will function more effectively. The RIF's goals are realignment and consolidation of institutional functions to achieve operational efficiencies enhancement of some current functions, and creation of new roles while protecting the educational core. We also expect the restructuring to include reassignment of employees or existing positions to other areas. Currently, Tuskegee is looking for approximately \$5.3 million in net reduced personnel costs.

Plan and Process

Budget constraints and operational needs necessitate workforce restructuring that includes elimination of positions, separation from employment (*reduction in force*) of employees, and reallocation of funds to pay for new positions and to upgrade existing positions at Tuskegee. Pursuant to a revised RIF Policy, regular staff members will receive written notification of the reduction from their administrative department head a minimum of 15 days prior to the date of the actual reduction. The following budget reduction options were considered prior to the reduction in force.

1. Consideration of other alternatives, including:
 - a. operating budget decreases
 - b. eliminating use of adjunct faculty
 - c. limits on purchasing and travel
 - d. wage freezes
 - e. reduced use of overtime
 - f. reallocation of job duties and use of extra service pay
 - g. elimination of some vacant positions and delays in filling other such positions
 - h. elimination of post-retirement employees, where applicable
 - i. conservative use of reserves
 - j. reduction in vehicle costs and related expenses

2. Examination of the following:
 - a. enterprise-wide need for a job function
 - b. redundancy in job function
 - c. consolidation of job positions
 - d. target reductions to specific skills the organization no longer needs or are marginal

3. When considering the reduction in force, the following were assessed:
 - The need of the department for certain functions

- Specific positions (skills, abilities and qualifications) needed to fulfill those functions
 - Enterprise-wide need for a job function and the institution-wide impact, if any, of eliminating the position, including support provided to related activities and programs
 - Whether the duties of the position would need to be reassigned, if so, to what other position
4. After functions that could be eliminated were identified by the Cabinet Member overseeing each functional division, personnel in the positions performing those functions were reviewed for reduction in force.
 5. Vacant positions that cannot be eliminated due to departmental or enterprise-wide need for the job function were reviewed to determine whether any of the personnel identified for reduction could be "matched" with and transferred into a vacant position. The University's Human Resources Department is encouraged to identify any position for which an affected employee might qualify.
 6. Human Resources was also consulted to determine what support could be made available to the separated staff members.

Pursuant to a revised RIF Policy, regular staff members will receive written notification from the President of the reduction a minimum of 15 days prior to their date of separation. The notice shall include the general reason for the reduction. In addition to a 15-calendar day notice, employees affected by the reduction in force receive payment for all accrued, unused vacation leave.

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