

**WAKE FOREST UNIVERSITY  
GUIDELINES FOR SUPERVISORS  
REGARDING  
REDUCTIONS IN FORCE**

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1. Reference

*Human Resources Policy and Procedure Manual, Section XII-3, Reductions in Force*

2. General

- a. A reduction in force is defined as the elimination or reduction in FTE (full-time equivalency) of a regular staff position due to lack of work, shortage of funds, abolishment of a position, grant expiration, departmental reorganization, or other business reasons resulting in the necessary curtailment of personnel. A reduction in force does not include those situations in which an employee's termination is governed by an employment contract.
- b. Supervisors should be aware that type of employment, relative performance and length of service are factors that may influence which particular employee is subject to termination as the result of a reduction in force.

3. Procedure

- a. When a department head determines that positions are to be eliminated and a reduction in force is necessary, he/she shall send a written notification of intent to impose a reduction in force to the Employee Relations Manager (see Attachment 1).
- b. The written notification shall include the reason(s) for the elimination of staff positions, the position(s) to be eliminated or involuntarily reduced in FTE, the name(s) of the employee(s) to be separated from University employment as a result of the reduction in force, the proposed effective date of separation, and whether severance is to be paid.
- c. The Employee Relations Manager will acknowledge in writing the notification of intent to impose a reduction in force.
- d. The Employee Relations Manager will review with the department head or designee how the criteria provided in the reduction in force policy was used in determining which employee(s) are to be separated from University employment as a result of the reduction in force.
- e. The Employee Relations Manager will then coordinate a meeting with a representative from the Legal Department as appropriate, and the department head

or designee to review the proposed reduction in force for due process and legal sufficiency.

- f. The Employee Relations Manager will assist the department head or designee in writing appropriate, individual reduction in force notifications to each affected employee that includes: the action being taken and the effective date of the action; a brief statement as to why the action is being taken; a statement explaining that the employee may obtain special assistance from the Staff Employment Manager in finding another position at the University; and, instructions to contact the Human Resources Department to schedule an exit interview.
- g. A copy of the written notice to the employee is to be sent to Human Resources (Employee Relations).
- h. The Employee Relations Manager will communicate necessary information regarding the reduction in force to the Payroll Office.

### 3. Referral

Questions regarding this procedure may be referred to the Employee Relations Manager, Department of Human Resources, Room 116, Reynolda Hall at 758-4214.

### Attachments

Sample Notification of Intent  
Sample RIF Notification

ATTACHMENT 1 – SAMPLE NOTIFICATION OF INTENT TO ELIMINATE A STAFF POSITION

DEPARTMENT LETTERHEAD

MEMORANDUM

**TO:** Name  
Employee Relations Manager

**FROM:** Immediate Supervisor's Name (signature)  
Job Title

Concur:  
Department Head's Name (signature)  
Job Title (Note: Required if the supervisor intending to impose the reduction in force is not a Department Head or equivalent)

**DATE:**

**SUBJECT:** Notification of Intent to Eliminate a Staff Position(s) and Impose a Reduction(s) in Force

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The purpose of this memorandum is to inform you of my intent to eliminate the following staff position(s) and to impose appropriate reduction in force action(s):

**(List the positions to be eliminated and include an organizational chart with the positions clearly identified.)**

The decision to eliminate the position(s) listed above is based on **(provide a clear statement of the reasons for eliminating the position(s) and who approved that decision).**

As a result of the position(s) listed above being eliminated, the following employee(s) is/are to be separated from University employment as reduction in force action(s):

**(Indicate whether any of the employees listed are other than current incumbents of the positions listed above; include the proposed effective date for each employee and whether severance is to be paid.)**

ATTACHMENT 2 – SAMPLE NOTIFICATION OF REDUCTION IN FORCE

DEPARTMENT LETTERHEAD

MEMORANDUM

**TO:** Employee's Name  
Job Title

**FROM:** Department Head's Name (Signature)  
Job Title

**DATE:**

**SUBJECT:** Reduction in Force Notification

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The purpose of this memorandum is to notify you that your employment with the University will be terminated at the close of business on **(date)** due to a reduction in force.

This action is the result of a management decision to **(briefly describe the reasons for eliminating the position(s) that necessitated this reduction in force)**.

You are encouraged to contact Human Resources (Staff Employment) for assistance in seeking other positions within the University for which you are qualified.

**(Include severance pay information, if applicable).**

You are requested to contact the Human Resources Department (x4945) to schedule an exit interview, at which time you will be given information regarding health insurance and other benefits.

cc: Human Resources (Employee Relations)