

# Temporary Work Force Reduction and Flexible Staffing Procedures for Classified Staff

## Objective

This procedure assists with temporary reductions in Virginia Commonwealth University's work force because of loss of grant support, other temporary budget reductions, reorganizations, or temporary reductions in workload.

On such occasions, a department may place full-time classified employees on temporary work force reductions (TWFR) for up to 690 hours within a 365-day period. Reductions for periods of longer than 690 hours are considered layoffs and the procedures of the State Layoff Policy will apply, including provisions that may limit policy applications to certain position types (i.e., restricted positions) and may impose additional budget costs such as severance pay.

## Definition

A temporary workforce reduction may be either

- a reduction in an employee's work hours per pay period on a continuous or intermittent basis,
- a temporary leave without pay (non-working status) for one or more complete pay periods or
- a combination of the above.

A reduction in hours is a work schedule of reduced hours per pay period. The reduction may be to any amount (i.e., 32 hours per week = 80%, 25 hours per week = 62.5%, 10 hours per week = 25%). Classified employees may work less than 20 hours per week only during a temporary workforce reduction.

The maximum duration of any TWFR for each employee is 690 hours in a 365-day period, beginning the first day on which the employee's hours are reduced or the temporary leave without pay occurs. Employees also may not be subject to TWFR in a successive 365-day period calculated from the final day of a TWFR-altered schedule.

## Examples

### Reduced Hours

- Employee's work hours are reduced to 50% from 10/25 through 6/9 (648 total hours)
- Employee cannot be placed on TWFR again until 6/10 of the following calendar year (for another 365-day period at the conclusion of the reduced cycle).

### Non-working status

- Employee is out: 10/25 through 11/9, 1/1 through 1/24,  
3/10 through 3/25, 6/10 through 8/9 (616 total hrs)
- Employee cannot be placed on TWFR again until 8/10 of the following calendar year.

### Combination

- Employee's hours are reduced from 100% to 50% from 10/25 through 11/24 (84 hrs) and to 50% from 1/10 to 1/24
- Employee is out: 2/10 through 2/24 4/10 through 4/25,  
6/10 through 8/9 (656 total hours)
- Employee cannot be placed on TWFR again until 8/10 of the following calendar year.

## Procedure

Prior to obtaining appropriate management approvals, the supervisor will determine when a temporary work force reduction is required and whether it will be a temporary reduction in hours, temporary leave without pay, or a combination. The supervisor also will determine:

- (a) the amount of funding permanently or temporarily reduced, if applicable;
- (b) the units and/or programs affected;
- (c) the positions affected;
- (d) the number of hours by which each employee's work hours will be reduced and/or the period of leave without pay, and
- (e) the date(s) the reduction(s) will be implemented.

**CAUTION:** Although this procedure has been developed to allow for flexibility in managing schedules and identifying persons to be affected by temporary workforce reduction, the flexibility should not be used to discriminate on the basis of race, color, religion, gender, age, national origin, disability, sexual orientation, veteran's status, or political affiliation. Business necessity must be the ultimate justification for any implementation of these procedures. Some factors to consider when identifying the position(s) to be affected are the specific expertise needed to perform the functions of the office, workload or work area, and/or seniority of the incumbent(s).

The supervisor of the affected work unit must ensure that adequate operations support continues and necessary program requirements continue to be met. Employees may request TWFR or be consulted on the hours or days that would be most agreeable for reduction; however, the supervisor will have final authority to determine who is affected and work schedules.

Managers must give all employees to be placed on a TWFR at least two week's notice in writing prior to implementation using the attached form. The notification must include:

- (a) the expected schedule and duration of reduced hours and/or the expected period of temporary leave without pay; and
- (b) information on employee benefits during TWFR.

The department also must complete a Personnel/Position Action Form (PAF) in order to show the correct part-time status for an employee whose hours have been reduced or to place the employee on leave without pay for agency convenience. In either case, the comments on the PAF should state that the reason for the action taken is a temporary work force reduction and should specify the duration of the action. A PAF must also be completed to reinstate an employee to his/her original status.

Vacant positions of the same classification as those affected by temporary work force reduction should not be filled for the duration of the work force reduction unless a critical need can be demonstrated. Wage or part-time classified employees of the same classification as those affected by temporary work force reductions should be terminated or scheduled to work no more total hours than the full-time classified employees who are placed on TWFR.

## Benefits

The benefits of an employee on temporary work force reduction are affected as shown on the attached notification form.

Employees returning to their previous status at the end of the temporary work force reduction are not eligible for back pay for the time spent on temporary work force reduction.

Employees' previously approved use of paid leave is rescinded during periods of TWFR.

## Notice of Temporary Work Force Reduction

**To be completed by Manager/Supervisor**

*Please complete the information below and obtain the employee's signature. Provide a copy of both sides of this form to the employee. Forward the signed original to Human Resources with the appropriate PAF.*

Department \_\_\_\_\_ Date \_\_\_\_\_

Employee Name \_\_\_\_\_ SSN \_\_\_\_\_

Choose one:

\_\_\_\_\_ Effective \_\_\_\_\_, your work hours will be reduced to \_\_\_\_\_ hours per pay period. This is \_\_\_\_\_% of a full-time schedule. You will accrue annual and traditional sick leave, if a non-VSDP member, at \_\_\_\_\_% of your full rate. This period of reduced work hours is expected to end on \_\_\_\_\_, when you will return to your regular work schedule.

\_\_\_\_\_ Effective \_\_\_\_\_, you will be placed on a combination of reduced schedule and non-working Temporary Work Force Reduction. Your schedule is attached.

\_\_\_\_\_ Effective \_\_\_\_\_, you will be placed in a non-working status on Leave Without Pay – Temporary Work Force Reduction. This period of Leave Without Pay is expected to end on \_\_\_\_\_, when you will return to your regular work schedule.

**To be completed by Employee**

I acknowledge receipt of this information, including the information concerning benefits on the reverse side of this form. I understand that I must contact Payroll Services at [payroll@vcu.edu](mailto:payroll@vcu.edu) or 828-0740 to arrange to continue payments for some benefits.

Signed \_\_\_\_\_ Date \_\_\_\_\_

## Temporary Work Force Reduction (TWFR) Chart of Benefits

Status of Benefits	Reduced Schedule	Not Working
<b>Healthcare</b>	Continue employer paid premium.	Continue employer paid premium. Employee payments must be made to continue benefit.
<b>Service Credit for Retirement</b>	Contributions based on normal salary; employees earn full service credit. EXCEPTION: Full contributions made for employees receiving STD benefits.	No retirement contributions made and employees earn no service credit for periods of no earnings. EXCEPTION: Full contributions made for employees receiving STD benefits. Retirement service received while on STD or LTD.
<b>Group Life Insurance</b>	Continues.	Continues.
<b>Optional Life Insurance</b>	Continue deductions of premiums. Monthly payment arrangements must be made with the VCU Payroll department.	Must continue premium payments.
<b>Long-term Care (LTC) Insurance</b>	If enrolled in Aetna LTC, the employee must call Aetna to make payment arrangements for this coverage.	If enrolled in Aetna LTC, the employee must call Aetna to make payment arrangements for this coverage.
<b>Tax-deferred Annuity (TDA)</b>	Continues at same level unless employee submits SRA to decrease or stop contributions.	Contributions cease.
<b>Deferred Compensation Plan (DCP)</b>	Contributions at same level unless employee submits form to decrease or stop contribution.	Contributions cease.
<b>Service Credit for Annual Leave and/or VSDP</b>	Employee continues to receive full service credit.	Employee continues to receive full service credit.
<b>Annual Leave</b>	<ul style="list-style-type: none"> <li>• Accrual prorated based on hours worked in pay period.</li> <li>• Cannot use leave to receive 100% pay.</li> <li>• May use leave to cover absence during work hours.</li> </ul>	<ul style="list-style-type: none"> <li>• No accruals.</li> <li>• Balance retained until reinstated from TWFR.</li> <li>• Above maximum carryover allowed if TWFR leave extends into new leave calendar year.</li> <li>• Cannot use leave during non-working status</li> </ul>
<b>Traditional Sick Leave</b>	<ul style="list-style-type: none"> <li>• Accrual prorated based on hours worked in pay period.</li> <li>• Cannot use leave to receive 100% pay.</li> <li>• May use leave to cover absence during work hours.</li> </ul>	Balance retained until reinstated from TWFR.
<b>VSDP Leave</b>	<ul style="list-style-type: none"> <li>• Leave credited on January 10 is based on part-time status.</li> <li>• The difference between full time and part time leave is credited when reinstated to full-time.</li> <li>• Cannot use to receive 100% pay.</li> <li>• May be used to cover absence during work hours.</li> </ul>	<ul style="list-style-type: none"> <li>• Balances retained until reinstated from TWFR.</li> <li>• EXCEPTION: If TWFR continues through January 10, old balances expire. Leave for next year is credited when employee is reinstated from TWFR.</li> <li>• Cannot use during non-working status.</li> </ul>
<b>VSDP STD and LTD Working</b>	Disability benefit continues.	Disability benefit continues.
<b>VSDP Disability Credits</b>	Employee may opt to use to restore income to 100% when on STD or LTD-working status.	Employee may opt to use to restore income to 100% when on STD or LTD-working status.
<b>Holiday Leave</b>	Accrual prorated based on hours worked in pay period.	None received
<b>Compensatory Leave</b>	<ul style="list-style-type: none"> <li>• Balance retained</li> <li>• May be used to cover absences during work hours.</li> </ul>	At agency discretion: <ul style="list-style-type: none"> <li>• Balance may be retained.</li> <li>• Expiring balances may be extended to reflect TWFR absence; or</li> <li>• Pay out in lump sum.</li> </ul>
<b>Overtime Leave</b>	<ul style="list-style-type: none"> <li>• Balance retained.</li> <li>• May be used to cover absences during work hours.</li> </ul>	Balance retained.
<b>Probationary Period</b>	Continues, no extension.	Extended by time subject to TWFR.
<b>Workers' Compensation</b>	<ul style="list-style-type: none"> <li>• Non-VSDP – Workers' Compensation benefit continues; Agency supplement ceases.</li> <li>• VSDP- Workers' Compensation and VSDP disability benefit continue.</li> </ul>	<ul style="list-style-type: none"> <li>• Non-VSDP – Workers' Compensation benefit continues; Agency supplement ceases.</li> <li>• VSDP- Workers' Compensation and VSDP disability benefit continue.</li> </ul>
<b>Unemployment Benefits</b>	May be eligible. Contact Virginia Employment Commission.	May be eligible. Contact Virginia Employment Commission.
<b>Payroll Deductions</b>	Deductions continue.	Non-VSDP - No payroll deductions. VSDP – Deductions continue from any benefit received.
<b>Tuition Waiver</b>	Continues.	Continues.