

Reduction in Force (RIF) Communication Guide

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Suggested Guidelines

- A comprehensive communications approach should be developed in conjunction with the actual RIF plan.
- Communications strategies should carefully consider the best timeline for disseminating information and identifying target audiences.
- Information should focus on what is appropriate and needed by each target group.
- Communication should occur early and often and should be delivered through various methods to minimize confusion and ensure accuracy, consistency and timeliness.
- Feedback loops should be included in the communications plan so that adjustments can be made as needed.
- Resources should be identified and included in the communications strategy.
- Managers responsible for communicating with RIF employees should receive training and have a general script or template to ensure consistency and quality of communication.

Communications General Sequence

- Training for administrators and managers on RIF policies, dynamics, communications and change management.
- RIF names released to administrators/managers.
- Managers notify employees affected by a RIF.
- Managers meet with work groups after all notifications are complete.
- RIF plan is released.
- Meetings with resources such as DEW, DSHR, etc., are held with employees affected by a RIF.
- On-going communication among managers to identify and respond to issues.

Examples of resources/information for employees affected by a RIF:

- RIF policies, eg., recall or reinstatement information
- Grievance rights
- Insurance/COBRA
- Retirement benefits/Deferred Comp
- Leave
- Unemployment benefits
- Job search information/NEOGOV
- Reference letter
- RIF applicant pool
- Vocational Rehabilitation services
 - Résumé Writing Workshops
 - Interviewing Skills Sessions
 - Workers Compensation Sessions
 - Change Management Training
 - Financial Planning

Resources/Information for Supervisors of RIF'd employees

- RIF Policies and procedures
- Detailed template to deliver RIF message
- Listing of resources and assistance available to employees affected by a RIF
- Schedule of meetings with DEW, DSHR, etc., if pertinent
- Security contacts
- Medical assistance and crisis information
- Information on release of the RIF plan
- On-going communication meetings to share information on appropriate organizational issues and address employees concerns
- Supervisor training
 - Manage emotions
 - Deliver consistent message
 - Deal with reactions

Resources/Information for staying employees (Layoff Survivor Syndrome)

- Change Management training
 - Educate about change reactions
 - Focus on positive coping mechanisms
 - Ongoing communication opportunities between managers and employees to share information on appropriate organizational issues and address employees concerns