

HRS RESOURCES FOR BUDGET REDUCTIONS (FY10)

Introduction:

When preparing for severe budget reductions, it may become necessary to reduce or cut programs and positions because 80% of the University's budget consists of salaries and benefits. Human Resource Services is prepared to support the administration in budget reduction decisions and processes. The following document has been developed to assist management in its consideration of various cost containment strategies, options, impacts and employee rights/resources and support available. Appendices to this document will be available on the HRS website.

HRS RESOURCE DESCRIPTION

HRS CONTACT(S)

Data / Information / Reports

- A. HRIS System Reports
- B. Data re: personnel Utilization (Adverse impact analysis, name, position, salary)
- C. Vacancy Reports
- D. Staffing Plans
- E. Retirement Projections
- F. Length of Service
- G. Retention Point Calculations

- A. Christine McCoy 6-4698
- B. Holly Borden 6-1979
- C. Andy Buss 6-3648
- D. Dale Seay 6-1542
- E. Joyce Weir 6-4417
- F. Viola Boman 6-1617
- G. Viola Boman 6-1617

Cost Containment Measures

- A. Cost Effective Organizational Design
- B. Restructuring Positions through re-allocation of duties and re-class of positions
- C. Development of Staffing Plan
- D. Temporary Agency Employment Utilization
- E. Downsizing Options: RIFS/Layoffs (Adverse Impacts), Voluntary Reductions/Early Retirement, FTE Adjustments
- F. Compensation Adjustments
- G. Voluntary Work Reduction
- H. Furloughs
- I. Hiring Slowdowns/Freezes/Vacancy Mgt Guidance
- J. Funding Source Adjustment (partner with Budget Office)
- K. Policy and Procedure, DHR Code and Rules (match with all recommendations)

- A. Jane Buser & Debi Alvord
- B. Jane Buser & Debi Alvord
- C. Jane Buser & Debi Alvord
- D. Andy Buss 6-3648
- E. Jane Buser 6-1739

- F. Dale Seay 6-1542
- G. Jane Buser & Debi Alvord
- H. Jane Buser 6-1616
- I. Andy Buss 6-3648
- J. Budget Office 6-1314
- K. Debi Alvord & Andy Cover
Viola Boman 6-1617

Department & Employee Support

- A. Supervisor Information Packets
- B. Learning and Organizational Development Activities
- C. Employment Opportunities
- D. Employee Information Packets
- E. Survivors - Morale Support Efforts
- F. Hiring Process Guide for managers
- G. Communication (support Stacy with Web "Rumor Control, answer FAQ's, employee communications)
- H. Lay-off planning (notification, support for colleges/departments)
- I. Emergency Services / Security Planning
- J. Community Resources
- K. Adverse Impact Analysis

- A. Debi Alvord & Andy Cover
- B. Jerri Mizrahi 5-4418
- C. Andy Buss 6-3648
- D. Debi Alvord & Andy Cover
- E. Andy Cover & Jerri Mizrahi
- F. Andy Buss 6-3648
- G. Jane Buser & Debi Alvord
(coordinate w/ President & F&A Offices)
- H. Jane Buser & Debi Alvord
- I. John Uda 908-2662
- J. Debi Alvord & Andy Cover
- K. Holly Borden 6-1979

HRS SUPPORT FOR UNIVERSITY COST CONTAINMENT MEASURES

Introduction:
 When preparing for severe budget reductions, it may become necessary to reduce or cut programs and positions because 80% of the University's budget consists of salaries and benefits. Human Resource Services stands ready to support the Executive Team in their budget reduction decisions and processes. The following document has been developed to assist executive management in its consideration of its various cost containment strategies, options, impacts and employee rights/resources and support available.

| HR Services | Service/Resource Description | HR Contact |
|--|---|---|
| Data / Information (Analysis) | <p>Human Resource Services is able to provide current data and reports on a wide variety of employee information and human resource transactions. The information and reports may be generated in a variety of formats, such as Excel Spreadsheets, and contain any information stored in the University's PeopleSoft system. The information can be as simple as showing every employee and their title to sophisticated Adverse Impact Analysis (trends among protected employee groups). Examples of other data sets which can be developed are: Vacancy Reports (statistics related to vacancies by department, position, or other categories); Retirement Projections (estimates based on employee age, by various groups and categories); Length of Credited State Service for employee groups; and employee lists by Layoff Units (factors to consider when facing RIFs), etc.</p> <p>Assistance with the analysis of Human Resource data is available to assist administrators and managers make decisions about how best utilize their human resources</p> | <p>HRIS: Christine McCoy 6-4698</p> <p>AA/EEO: Holly Borden 6-1979</p> <p>Employment Services: Andy Buss 6-3648</p> <p>Comp/Class Dale Seay 6-1542</p> <p>Benefits: Joyce Weir 6-4417</p> <p>Classified RIF: Viola Boman 6-1617</p> |
| Cost Containment Measures (Decision-Making) | <p>1. <u>Organizational Design and Restructuring Assistance</u></p> <p>Organizational design and restructuring may be a necessary and effective business tool to assist University programs to adjust their organization to meet changing budgetary conditions. The goal of organizational redesign, however, is much more than cutting positions; it is also adjusting resources to meet the University/Program's mission and core business processes, including helping managers define and delegate multiple job functions between remaining staff and reprioritizing services and outcomes to match resource realities. Human Resource Services can assist University Managers to: determine what structural option best matches their needs; determine work to be performed/reallocated and recommend appropriate job duties, requirements and titles; and help develop an effective and practical transition plan for the new design.</p> <p>See Appendix A for FTE Change Guide Document</p> | <p>Class/Comp Services Dale Seay 6-1652 Joan Thies 6-1648</p> |

2. Temporary Employment Agency Utilization

As the University utilizes attrition and retirements to respond to budgetary conditions the question many University managers will ask is “how much will our business and customers suffer if the work goes undone or the position remains vacant?” Clearly, the need to utilize temporary workers to fill peak times or job specific assignments will rise. Human Resource Services believes that it has the capability to develop a program to respond to the need for temporary employees, and save the Temporary Agency mark-up of approximately 50%, by utilizing employees that may have been laid off or recently retired from the University. While not all jobs e.g. higher volume jobs involving many workers or single, very specialized worker in high demand may be filled through this process, HRS stands ready to utilize the resources of this “internal” talent pool to help managers respond to their needs. This program will also demonstrate the University’s commitment to doing everything possible to ensuring that we place our employees first. It will also assist us to reduce additional costs associated with overtime premium pay while demonstrating loyalty to employees who will remember when market conditions change and the competition for talent resumes.

3. Downsizing Options (layoffs, voluntary/involuntary FTE reductions, retirements, etc)

The most typical downsizing options are a variety of voluntary and involuntary employee actions. Human Resource Services is able to assist University managers and employees in planning and implementing a variety of these measures including Reduction in Force layoffs, involuntary reductions in hours, voluntary reductions in hours, non-renewal of contracts and retirement.

See Appendix C on Early Retirement Considerations.

The University’s ability to conduct Reduction in Force layoffs and involuntary reductions in hours is governed by a variety of policies, rules and contract obligations. Human Resource Services provides consultative services to University administrators and managers to develop effective implementation strategies designed to adhere to the administrative processes necessary to successfully implement these strategies. To assist in these processes Human Resource Services can provide consultative services to apply the State’s Reduction in Force rules for classified employees, recommend contractual changes to allow reductions in hours, or assist with contract non-renewals. Reductions can obviously impact not only compensation, but it can also impact benefit-eligibility. Additionally any involuntary actions will be reviewed by Affirmative Action staff to ensure the concept of adverse impact has been considered and appropriately managed through this process. Human Resource Services is also available to negotiate voluntary reductions in hours to fit the University needs, while allowing flexibility to the affected employee. Additionally, the University also has Benefits staff to assist employees that are considering their retirement option.

See Appendix F for Classified Layoff Overview, Appendix H for Classified Layoff Units, and Appendix G for Classified RIF FAQs.

Employment Services

| | |
|-----------------|--------|
| Andrea Buss | 6-3648 |
| Michelle Berard | 6-3170 |
| Jordy Lepiane | 6-1536 |

Consultation/Advising

| | |
|-------------|--------|
| Jane Buser | 6-1739 |
| Debi Alvord | 6-1740 |

Classified Layoffs

| | |
|-------------|--------|
| Viola Boman | 6-1617 |
| Debi Alvord | 6-1740 |
| Jane Buser | 6-1739 |

Non-Renewal Professional Staff

| | |
|-------------|--------|
| Jane Buser | 6-1739 |
| Debi Alvord | 6-1740 |
| Andy Cover | 6-4419 |

Benefit Services

| | |
|----------------|--------|
| Joyce Weir | 6-4417 |
| Mary Naccarato | 6-2044 |

(continued)
Cost Containment Measures
(Decision-Making)

4. Furloughs

Human Resource Services has been active in developing alternatives to be considered in lieu of Reduction in Force layoffs. One of the more dynamic concepts for consideration is the furlough – a temporary layoff of employees for a short period of time. Simply stated, based on the 2080 hour work year, an unpaid layoff of a day a month will save approximately 4.5% of an employee’s salary a year, however, given the incremented benefit load of 21%, the actual savings may be closer to 3% - still a significant savings. Human Resource Services is again ready to provide consultation to University administrators and managers to negotiate the variety of policies, rules and contract obligations necessary to accomplish this process, as well as providing consultation to University management on how to maintain the current service levels with a minimum amount of disruption.

See Furlough Appendix L for additional information.

5. Hiring Slowdowns/Freezes/Vacancy Management & Guidelines

The University has developed hiring guidelines to manage budget reductions and serve as a cost containment strategy.

These guides are available in Appendix D, or at the HRS Employment Services website located at: http://hrs.boisestate.edu/employmentservices/approvalprocess_all.shtml

6. Compensation Adjustments

There is no doubt that compensation issues will remain of crucial importance to the University during these trying times. While there may be a tendency to believe that this economic downturn has affected all economic sectors the same, we know that is simply not the case. Sound compensation decisions will continue to be driven by both the internal and external markets. Compensation policies will need to be monitored to ensure that we can remain strategically competitive, much in the same manner that we make strategic reductions. Human Resource Services is available to assist administrators assess University compensation policies relative to their impact on the organizations productivity, morale, and future market competitiveness. The University’s Compensation/Classification staff is also available to provide one-on-one consultation to managers to meet current critical recruitment and retention needs. Examples of recent Compensation Policy and Practice modifications are provided in Appendix K.

Jane Buser 6-1739
Dale Seay 6-1542

Employment Services

Andrea Buss 6-3648
Michelle Berard 6-3170
Jordy LePiane 6-1536

Dale Seay 6-1542
Jane Buser 6-1739

(continued)
Cost Containment Measures
(Decision-Making)

7. Outsourcing Services Analysis

Consideration of services that can be outsourced with outside contractors is not unusual as a cost-containment option. Typical services considered are generally non-core organizational functions. If planned correctly, this cost savings strategy, can have significant cost-savings benefits. HRS can assist management in analyzing the benefits and impact.

Dale Seay 6-1542
Jane Buser 6-1739

8. Funding Source Adjustment

Various funding source adjustments may be possible to ensure maximum use of all funding sources. These situations would be coordinated between the Budget Office and Departments and appropriate VP as necessary.

Budget Office
Chris Rosenbaum 6-1314

SUPPORT FOR Dept & Employees (Impact of Decisions)

HRS provides a variety of support services for supervisors/managers and employees. A summary of these services follow:

1. Supervisor Information Packets/Support

- Advice on exit meeting/discussion
- Exit Process Information
- Exit checklist
- Employee Relations Advising/Consultation Services

2. Layoff Planning

- How to conduct layoff meeting
- Exit checklist
- Increased stress awareness and potential for WP violence

3. EEO Compliance

- HRS provides guidance to departments on staffing plans that are in compliance with EEO, policy, procedure, federal and state code
- See Appendix E for additional information

4. Hiring Process Guide

- HRS has developed hiring guides and processes that addresses: Slowdowns, limited hiring conditions, and freezes for faculty, professional and classified staff. This document clarifies target freeze and frozen positions subject to elimination and when exemption is necessary.
- See Appendix D below or HRS website at:
http://hrs.boisestate.edu/employmentservices/approvalprocess_all.shtml

Employee Relations Services

Debi Alvord 5-1740
Andy Cover 6-4419

EAP Benefits

Phone: 343-4180 for
pre-authorization

Layoff Planning

Jane Buser 6-1616
Debi Alvord 5-1740

AA/EEO

Holly Borden 6-1979

Employment Services

Andrea Buss 6-3648
Michelle Berard 6-3170
Jordy Lepiane 6-1536

(continued)
SUPPORT FOR
Dept & Employees
(Impact of Decisions)

5. Employee Information Packets

- EAP Benefits (BSU Policy
5 free visits per each employee.
- HRS Benefit Services <http://hrs.boisestate.edu/benefits/>
- Dept of Labor Resources
- Resume Preparation
- Interview Skills Assistance
- Job Search Resources
- Debt Counseling Corporation <http://www.debtcounselingcorp.org/>
- Paid Time for Interviews: Individuals identified for RIF separation can be granted administrative paid leave or work time for interviews with other state agencies. Departments are encouraged to be generous in granting leave for employees to seek other state jobs. This creates a win-win situation; employees find other opportunities, agencies avoid layoff costs.

6. Survivors - Employee Morale/Support

- EAP
- Change Mgt Training
- Employee Relations Services including meeting facilitation, conflict resolution, mediation

7. Learning & Development Activities

- Meeting Facilitation
- Strategic Planning
- Stress Management
- Change Management Training to address how business will be conducted with less staff, how resources will be allotted and services provided.
- Conflict Management
- Team Work / Team Building
- Problem-Solving
- Time Management

8. Communication of Employment Opportunities

- Reemployment preference (classified)
- DOL job search services
- BSU Employment Services can assist with Boise State job openings, explanation of re-employment preference situations, referral to resources and explanation of State Employment System:
- www.google.com and www.yahoo.com are Internet search engines that can assist you in finding information related to your employment search. Enter key words related to your information search into the "search" box. Key word examples might include Idaho jobs, or job benefits, or engineering jobs, or resume assistance, or interview tips.

Employee Relations Services

Debi Alvord 5-1740
Andy Cover 6-4419

Employment Services

Andrea Buss 6-3648
Michelle Berard 6-3170
Jordy LePiane 6-1536

BSU Benefit Services

Joyce Weir 6-4417
Mary Naccarato 6-2044

Employee Relations Services

Debi Alvord 5-1740
Andy Cover 6-4419
Jerry Mizrahi 6-4418

Learning and Development:

Jerri Mizrahi 6-4418
[Skill Soft 24x7 e-learning](#)

Employment Services

Andrea Buss 6-3648
Michelle Berard 6-3170
Jordy Lepiane 6-1536

9. Community Resources and Support and Book Resources

- Provide links to Treasure Valley community resources for employees and families needing additional support
- Consumer Credit Counseling <http://www.debtcounselingcorp.org/>
- Office of Group Insurance <http://adm.idaho.gov/insurance/insurance.html>
- The Idaho State Library maintains a website where you can find books and movies on career searching and career development. You may also call for information at 208-334-2150 and ask for Circulation. www.lili.org
- "Who's Running Your Career?: Creating Stable Work in Unstable Times" by Caela Farren, Ph.D., Bard Press, 1997
- "Creating You & Co.: Learn to Think Like the CEO of Your Own Career" by William Bridges, Perseus Books, 1997
- "Damn Good Resume Guide: A Crash Course in Resume Writing" by Yana Parker, Ten Speed Press, 1996
- "Resumes That Mean Business" by David R. Eyler, Random House, 1996.

10. Communications Potential

- HRS Website <http://hrs.boisestate.edu/>
- How will VPFA manage Q&A website

11. Emergency/Security or Police Services

- Campus Security and Police Services are available to conduct workplace security assessments
- They provide support and advice to departments regarding potential workplace violence conditions

Employee Relations Services

Debi Alvord 5-1740
Andy Cover 6-4419

Carol Bugni 6-1576

Security & Police Services

John Uda 6-1304