



Reduction in Force Policy

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Owner	Board of Commissioners (BOC)
Reviewer(s)	Human Resources
Approver(s)	Board of Commissioners (BOC)
Related Policies	Classification Policy Compensation Policy Job Share Policy Leave of Absence Policy
Related Standards	N/A
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Review Cycle	Every 3 years

1. PURPOSE

To provide procedures for implementing a reduction in work force.

2. SCOPE

This policy applies only to Civil Service Employees and Board of Commissioners' Employees. If you have questions regarding this policy, contact Human Resources.

3. GOVERNING LAWS, REGULATIONS & STANDARDS

Guidance	Section
Official Code of Cobb County - Cobb County Civil Service System Act	Part II; Chapter 22; Article II – Civil Service (Division 1 and Division 2)
And all other applicable laws and regulations	

4. DEFINITIONS

A. Performance Appraisal Average: average of the five (5) most recent performance appraisals issued in the past five (5) years immediately prior to the decision for a reduction in force.

B. Class of Positions/Job Class: a group of positions which are sufficiently similar as to (1) type of work; (2) level of difficulty and responsibility; and (3) qualifications requirements.

C. Competitive Groups: an organizational, budgetary, or geographic part of the Department to which a reduction in force is to apply, such as a particular worksite, budget unit, function or the entire Department. A reduction in force may include multiple competitive areas.

5. POLICY

In accordance with the Rules of the Civil Service Board, the following procedures shall be controlling in any reduction in force involving the lay-off or demotion of permanent employees working in departments covered by Civil Service. All Board of Commissioners' employees will be governed by these procedures.

6. PROCEDURES

When it seems necessary by reason of shortage of work, funds or material change in duties or organization to reduce the overall staff of an organization, or to reduce the number of employees in one or more classes of



Reduction in Force Policy

positions, the Department Head should first give attention to the reassignment of duties to enable the organization to work on a reduced basis.

Employees who are not giving satisfactory service should be separated by the appropriate methods or shifted to positions where they can give satisfactory service before it is necessary to reduce in force. Employees who are separated in a reduction in force should not be made to feel that their work has been unsatisfactory.

A. COMPETITIVE GROUPS

1. Competition shall be among all employees in the department holding positions of a particular class. If the reduction in force is to apply to more than one class, each class shall be treated separately, except that where reductions are to be made in a class of positions which is one of a series of related classes, permanent employees who are to be laid off from a higher class in the series, if they are available for positions of a lower class, shall be considered as competing with employees of the lower class; and, if they possess sufficient retention credits to entitle them to positions in that class, shall then be involuntarily demoted to such class of positions.

2. In determining a series of related classes, where a department has established a primary career path involving other classes as a part of the related series, it must include these classes or class series in its definition of a competitive group. Employees who have retained status in another class of positions (e.g., employees serving working test periods following promotions) shall be considered as employees of the class in which they have status if they are to be involved in the reduction in force.

B. TERMINATIONS AT ADMINISTRATIVE DISCRETION

Under the Rules and Standards of the Civil Service Board, because of the type of their appointments, certain employees may be separated at the discretion of the Department Head. All such non-status employees within a particular class, including employees serving a working test period, shall be the first to be separated, unless the Director finds that special or exceptional circumstances warrant the retention of particular employees. Such employees who have retained status in another class of position (e.g., employees serving working test periods following promotions) shall be considered as employees of the class in which they have status if they are to be involved in the reduction in force.

C. RETENTION CREDITS

1. Retention credits for the purpose of this section shall be defined as the combination of the years and months of the most recent full-time service and points derived from an average of the five most recent Employee Performance Appraisals, if available. Years and months of service shall be stated as years and hundredths of year.

2. Retention credits derived from the Employee Performance Appraisal average shall be weighted to constitute 40% of the total retention credit allowed the employee. The remaining 60% of the total retention credit shall be derived from the combination of months and years of the most recent full time service.

D. SEQUENCE FOR REDUCTION OF PERMANENT EMPLOYEES

1. Within a competitive area the order of reduction in force of permanent employees in each class shall be in ascending order of retention credits with the lowest retention credit total being separated first. If two or more employees are tied for position in the order of reduction and one or more, but not all employees so tied for position are to be reached for action, a veteran as defined in the Rules and Standards of the Civil Service Board shall be retained in preference of a non-veteran. If veteran status is equal, the date of entrance on duty shall determine their order, the most recent appointee being laid off or demoted first. If the date of entrance on duty is the same, the order of reduction shall be determined by lot.



Reduction in Force Policy

2. If an employee has no regular Employee Performance Appraisal covering service in the class in which they hold status, a special Employee Performance Appraisal governing such services shall immediately be prepared in accordance with the general procedure on such reports and shall be treated in the same manner as the regular report.

E. EXCEPTION IN SPECIAL CASES

No employee shall be retained in preference to another employee in the competitive group area and class who is higher in the order of reduction in force, except under the following conditions: If the position of an employee is to be abolished and its duties cannot be satisfactorily performed by an available employee higher in the order of selection after a reasonable training period, ~~he~~ they may be retained in preference to such employee. In such case, a brief statement of the facts must be made in the report of reduction in force for consideration in connection with post audits and appeals. This provision shall not, however, prevent the retention of such employee if the employees higher in the order are not available for the position for which he is retained.

F. REPORT OF REDUCTION IN FORCE

The Department Head shall forward to the Board a report of procedures followed in any reduction in force. The report shall be completed enough to facilitate a post audit and shall be available for inspection by an employee demoted or laid off.

7. EXCEPTIONS

Exceptions to this policy must be justified and approved in advance by the Board of Commissioners.

8. NON-COMPLIANCE

Violations of this policy may include disciplinary action according to applicable County policies.

REVISION HISTORY

Version ID	Revision Date	Author	Reason for Revision
	12/77		Adopted
	12/91		Revised
v.1.0-2020	11/20		Reformat