



I. 4.5.7 Reduction in Force

Chapter 4 - General Personnel	Original Effective Date: November 2000
Section: 4.5 Employment Administration	Date Last Reviewed: December 2024
Responsible Entity: Senior Vice President and Chief Human Resources Officer	Date Last Revised: December 2024

II. Purpose

To establish the process and requirements for a reduction of force at the University of Texas Health Science Center at San Antonio (UT Health San Antonio) and to ensure fair treatment of all affected employees.

III. Scope

This policy applies to all administrative and professional (A&P) and classified employees of UT Health San Antonio.

IV. Policy

The UT Health Science Center San Antonio strives to provide a stable environment in which to work but may occasionally be required to eliminate positions due to re-prioritization, re-organization or elimination of work, budgetary needs, legislative enactments, direction from the U.T. System Board of Regents or for other business reasons.

Highest priority will be given to retaining positions considered critical and essential functions. Decisions to implement a reduction in force may originate at the department level or a higher level. All decisions to proceed with a reduction in force should be made only after careful analysis with the appropriate dean or vice president. Any action taken under this policy or any exception to this policy must be approved by the senior vice president and chief human resources officer.

A. Planning for a Reduction in Force (RIF)

1. Before a RIF is proposed, alternatives that may eliminate its need or limit its scope are to be considered. Such alternatives include, but are not limited to, job sharing, temporary leaves of absence without pay, attrition, pay freezes or pay cuts and demotions. The goal shall be to identify those functions and positions that can be altered or eliminated with the least effect on the work force and necessary service of the operation.

4.5.7 Reduction in Force

2. When there is a financial need or a reorganization that results in the need to terminate employees, the chair or director of the department/unit seeking the reduction is responsible for deciding which employees will be terminated. The criteria to be used for selecting which employees will be terminated shall include, but not be limited to:
 - a. Employee qualifications for the jobs remaining after the reduction;
 - b. Employee work performance as evidenced by written evaluations or other documentation (will be the determining criteria in cases where employees are equally qualified); and
 - c. Status as a regular, full-time employee (such an employee will be given preference unless it is in the best interest of the university to employ part-time, temporary, or hourly employees for available positions).
 - d. Employees who are funded by grants, contracts and other non-state appropriations are subject to termination upon the earliest of the following:
 - i. The expiration of the source of funds; or
 - ii. In the event of cancellation of the project, program, or activity which has created the position.
 - e. Employees in this category are not subject to, or covered by, any other portion of this policy.
3. The chair or director of the affected department shall decide which functions or positions should be combined or eliminated. In making that decision, existing business conditions, as well as needs of the department and the health science center should be considered and documented in a formal report including supporting documentation and containing the following:
 - a. Data supporting a financial exigency or that a proposed reorganization will result in a more cost effective or efficient operation;
 - b. A description of the functions or services supplied by the operation that will be affected by the proposed reduction in force, how those functions or services will be combined, altered, or eliminated, and the rationale for the combination, alteration, or elimination;
 - c. An explanation of why no alternatives to a reduction in force are feasible;
 - d. Identification of those jobs or positions that will be affected;
 - e. Utilization of the established criteria to identify those employees who are to be terminated; and,
 - f. An explanation of how and why each person was selected for termination.

B. Employee Notice

1. Employees who are to be terminated shall be provided with as much advance written notice as possible to avoid personal hardship. To the extent possible, notice shall be up to, but not greater than sixty (60) days in advance of the proposed date of termination.

4.5.7 Reduction in Force

2. The written notice of termination shall include an explanation of the reasons for the reduction in force, an explanation of why an employee's position is to be eliminated, and/or why a particular employee has been selected for termination.

C. Reduction In-Force Grievance Procedures

1. An employee who is to be terminated may grieve that decision to the chair or director of the affected department within ten (10) working days of receiving notice of termination. The reasons for grieving shall be limited to claims that a financial exigency does not exist; that the reorganization was not bona fide; that a comparison of the employee's qualifications and performance with those employees who were retained shows that the selection of the employee was arbitrary and without reason; that the termination decision was made for reasons that are unlawful under state and/or federal laws or constitution.
2. The grievance shall be in writing and shall state the facts that support the employee's allegations. The employee shall have the burden of proof with respect to the allegations. The employee will forward a copy of the grievance to the Office of Human Resources.
3. The chair or director of the department/unit shall respond to the employee's grievance within ten (10) working days of its receipt.
4. If the employee is not satisfied with the response, they may within five (5) working days of response appeal in writing to the appropriate dean or vice president stating why the appealed response is incorrect and forward a copy of the response to the Office of Human Resources. The dean or vice president shall review the grievance and response and make a decision with the concurrence of the president within thirty (30) days of receipt of the appeal. The decision shall be final. It will be in writing and will be mailed to the employee.

D. Nondiscrimination

All termination and re-employment decisions pursuant to this policy shall be made without regard to race, color, religion, sex, national origin, age, sexual orientation, gender identity/expression, pregnancy, genetic information, disability, veteran status, or any other characteristic protected by federal or state laws.

V. Definitions

When used in this document, the following words have the meaning set forth below unless the context requires a different meaning.

Critical [function] - a function required by law, Regents' Rule, or highest-priority business requirements of the U.T. System Administration or UT Health San Antonio.

Essential [function] - a function that is of the utmost importance, considered necessary for UT Health San Antonio and/or one in which lack of functionality could have severe negative consequences for UT Health San Antonio.

4.5.7 Reduction in Force

Reduction in Force – a reduction in regular full-time and/or part-time positions due to re-prioritization or work, re-organization of work, elimination of work, budgetary needs, legislative enactments, directives from the U.T. System Board of Regents, or other business reasons with no likelihood or expectation that terminated positions will be reinstated or affected employees will be recalled because the positions themselves are eliminated.

VI. Related References

[Texas Government Code, Section 651.006, General Provisions: Reductions in Force](#)

VII. Review and Approval History

The approving authority of this policy is the University Executive Committee.

Effective Date	Action Taken	Approved By	Effective Date
11/2000	Policy Origination		
12/2010	Policy Revision		
12/2024	Policy Revision/ Discretionary Edits		