

During periods of diminishing resources, administrators and managers must examine all programs and services for their ability to achieve divisional and departmental mission and goals. Often these choices lead to a realignment of resources that often results in elimination of services and staff. This workshop will focus on how to integrate business needs with policy requirements.

## Decision Making Process

### PROGRAMS & SERVICES

1. What is the critical mission of the department/unit and within that mission, what are the strategic priorities?
2. In order to achieve the strategic priorities, what services and/or programs must continue? What services and/or programs can be eliminated or reduced?

### STAFFING

1. What types of skill sets will the continuing work require?
2. Who are the staff who have the skills and abilities to do the work that will continue?
3. How many FTE with the requisite skills and qualifications will the remaining work require?
4. Who are those staff?
5. Who are the staff identified for layoff or non-renewal?

### CLASSIFIED STAFF

Classified Staff Policy Requirements (CSHRPM Policy 405.0) at [http://www.hr.arizona.edu/09\\_rel/policies/pp405.php](http://www.hr.arizona.edu/09_rel/policies/pp405.php)

When policy requirements are applied to the portion of classified staff that must remain to achieve the strategic priorities, what is the outcome?

- a. Department-wide review is a comparison throughout the department, contrasting people by classification, then performance and finally University service.
  - b. Functionally distinct program review is a more limiting review that is done if some or all of the program components are present and contrasts staff only within that program by the factors listed above.
1. If the outcome identified in the program/service review appears to be challenged on the basis of policy application, how do you resolve the conflict?
    - a. Can you demonstrate that the staff who you have identified as required to achieve the continuing work has the skills and experience needed?
    - b. Can you demonstrate that the staff who have been identified for layoff do NOT have the skills and experience needed?
  2. What other factors may be under scrutiny, e.g. race, ethnicity, gender, religion; are there any outstanding grievances or complaints?

3. If you were required to defend your decision to eliminate positions and layoff staff, do you have clear, objective, demonstrable evidence that supports your decision and demonstrates appropriate application of policy?

### APPOINTED PERSONNEL

Appointed Personnel (UHAP Chapters 3, 4 & 5) at <http://w3.arizona.edu/~uhap/>

Professional Staff and Administrative Staff Policy Requirements (Chapters 4 and 5):

1. If on state funds, must give no less than 90-day notice of non-renewal before the end of the current contract.
2. If on non-state funds and funding is completely eliminated, may give 30-day notice of termination, otherwise entitled to at least 90-day notice.
3. Some positions require multiple letters to satisfy the notice requirement.
4. Staff who are non renewed are not entitled to a statement of reasons for the non renewal.
5. The rationale for non renewal decisions may be for many reasons, but not for bad (violations of public policy) reasons.

Non-tenure Eligible Faculty Policy Requirements (Chapter 3):

1. Notice to non renew must be given at least 90 days prior to the renewal date (prior to start of new contract).
2. If on non-state funds which become completely unavailable, may reduce salary accordingly.