In an effort to avoid future layoffs to the greatest extent possible, it is incumbent on all divisions to analyze vacant positions carefully to determine 1) if they should be re-filled, and 2) is there a way to refill the position yet have that result in some cost savings to the university. As such, each time a position (other than teaching faculty\(^1\)) is vacant the division will be required to undergo a campus-wide and/or division-wide analysis in conjunction with Human Resources to determine the best way to proceed. The analysis will include, but not be limited to:

1. Whether the position is essential and needs to be filled at all. (If the position is not going to be filled it should be eliminated so as to avoid any difficulties with other layoffs.)

2. Whether the position can be combined with any other position to increase efficiency of operations.

3. Review of the position to determine if the job description still meets the current needs of the department/division or if reclassification is necessary or appropriate.

4. Whether the position can be filled on a less than 12 month basis, e.g. through reductions during summer or combining with other positions during reduced work load periods.

5. Evaluation of the impact of any changes on other filled positions, and/or how other filled positions can be utilized in this process.

Human Resources will assist in the process to insure compliance with collective bargaining agreements and provide other information necessary to make these assessments.

If the determination results in the elimination of a classified position appropriate employees may be moved to the Office of Support Services or other offices for retraining. Once retrained, they may be considered for approved vacancies within the University.

Upon completion of the review set forth above, a recommendation will be forwarded to the Cabinet jointly from the department and Human Resources on the best way to proceed in filling the position. In order to expedite the consideration by the Cabinet, this recommendation will be transmitted electronically by Human Resources to the Cabinet members for prompt action.

The attached form is to be used in conjunction with the review.

\(^1\) Teaching faculty positions are reviewed through Academic Affairs through the program review process.