

# **Michigan National Guard**

## **Reorganizations, Realignment and Reduction In Force Guide**

Joint Force Headquarters  
Human Resource Office

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## **REORGANIZATIONS, REALIGNMENTS AND REDUCTION IN FORCE**

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## **CHAPTER 1. GENERAL**

### **1-1. INTRODUCTION AND PURPOSE**

Reorganizations, realignments, and workforce reductions may require the movement or displacement of technicians. In most cases, reduction of positions does not necessarily result in the technician's separation. Management will make every effort to avoid involuntary separations by considering management-directed reassignments, separation pay incentives, employee-requested downgrades, furloughs, voluntary retirement, elimination of temporary employment, and hiring restrictions. This pamphlet discusses management options in response to realignment, reorganization and reduction in force and establishes procedures and requirements for implementing these actions.

Reduction in force (RIF) should be implemented only as a final solution. All policy and instructions necessary to conduct a reduction in force are contained in Chapter 3. 32 USC 709(f) excludes National Guard technicians from the provisions of 5 USC 3502 (Order of Retention) and 5 USC 2108 (Veterans Preference).

### **1-2. EQUAL EMPLOYMENT OPPORTUNITY POLICY**

Management should ensure that all transactions are implemented in a uniform, consistent, and nondiscriminatory manner. Positions may not be assigned to competitive levels on the basis of the gender of the incumbents, unless the positions are in combat units which prohibit the assignment of women.

When placement actions involve technicians with disabilities, Section 501 of the Rehabilitation Act of 1973 (as amended) and 29 CFR 1614 require management to provide reasonable accommodations for identified disabilities.

## CHAPTER 2. MANAGEMENT ACTIONS

### 2-1. INFORMING THE WORKFORCE

The first step is to notify the labor organization concerning any changes and, upon request, bargain on negotiable proposals. To alleviate anxiety and control rumors, the Human Resources Office (HRO) staff and managers should also conduct briefings, publish information about proposed changes, and distribute information about regulations and where they may be reviewed.

### 2-2. MANAGEMENT OPTIONS

Prior to any personnel reductions, management should consider the following alternatives to eliminate or lessen the impact.

a. **Management Directed Reassignments.** Management may reassign technicians at any time and to any location in the state. Reassignments to locations outside of the commuting area are subject to laws and regulations governing severance pay, permanent change of station (PCS), Joint Travel Regulation (JTR), and discontinued service.

b. **Change to Lower Grade.** Technicians may voluntarily accept a change to a lower grade to avoid or lessen the adverse impact of a reduction in force. If they choose to accept a change to a lower grade, advise them:

(1) That such actions are not based on performance.

(2) Of their entitlement to grade and/or pay retention in accordance with appropriate regulations.

c. **Furlough.** When budget reductions occur, management may avoid reduction in force actions and save payroll costs by using furloughs to place technicians temporarily in a nonpay status. For furloughs of 30 calendar days or less (or 22 workdays or less when furlough days are not continuous) refer to TPR 700 (715).

Reduction in force procedures described in Chapter 3-2 should be used for furloughs which exceed 30 calendar days (or more than 22 workdays when furlough days are continuous). A furlough is appropriate when management expects to recall technicians back to work within twelve months. If technicians are recalled to duty before the specified date, those with higher retention standing will return to duty first.

Management should give as much advance notice as possible, at least 14 calendar days before the effective date. Emergencies, e.g., shutdown of total facility because of natural disasters or lapse of Governmental funding, may require furloughs with no advance notice. In such situations, affected technicians will receive written notification as soon as possible. The technician should be informed of:

- (1) The reason(s).
- (2) Estimated length.
- (3) Appeal rights.
- (4) The obligation to return to duty on the date specified.
- (5) Separation for failure to return to duty when recalled.

d. **Optional Retirement.** Survey the work force to identify technicians who qualify and wish to retire. (See CSRS/FERS Handbooks) Their projected vacancies will create placement opportunities for surplus technicians.

e. **Voluntary Early Retirement Authority (VERA).** When a reorganization or reduction causes a significant number of separations or demotions, the HRO may request relief in the form of early retirement provisions. Voluntary early retirement authority permits the early retirement of a technician who is not facing involuntary separation or demotion because of RIF, thus creating vacancies for placement of those who otherwise would be separated or demoted. Technicians who will be separated or demoted because of refusal to transfer outside the commuting area are also eligible for voluntary early retirement.

f. **Voluntary Separation Incentive Pay (VSIP).** When a reorganization or reduction in force causes a significant number of separations or demotions, cash incentives may be offered to eligible employees to voluntarily resign or retire to minimize the need for involuntary separations.

g. **Discontinued Service Retirement.** Eligible technicians who do not qualify for optional retirement may elect discontinued service retirement if they face separation because of:

- (1) RIF.
- (2) Failure to transfer to a different commuting area.
- (3) Loss of military membership.
- (4) Abolishment of position.

Minimum requirements for discontinued service retirement for CSRS technicians are contained in the CSRS Handbook. Minimum requirements for discontinued service retirement for FERS technicians are contained in the FERS Handbook.

h. **Other Options.** Give consideration to curtailing normal recruitment, offering separation pay incentives, stopping promotion and placement actions, separating temporary technicians, and encouraging use of leave without pay.

i. **Reduction in Force.** Every effort should be made to avoid a reduction in force by using all available options. However, if a reduction in force becomes necessary, follow the procedures described in Chapter 3.

## CHAPTER 3. REDUCTION IN FORCE

### 3-1. TERMS AND DEFINITIONS

This section defines terms associated with reduction in force and provides clarification.

a. **Reduction in Force (RIF).** A reduction in force occurs when a technician is released from his/her competitive level by separation, change to lower grade, furlough for more than 30 calendar days (or more than 22 workdays when furlough days are continuous), or reassignment of technicians to other positions which involve the displacement of the incumbent. Reductions may occur because of lack of work or funds, reorganization, abolishment of positions, transfer of function, or the need to provide a job placement for a former technician exercising restoration rights. Termination of temporary appointments or temporary promotions; furloughs for less than 30 calendar days; or reclassification actions (unless part of reorganization) are not considered reduction in force actions. Unless directed by the National Guard Bureau, the decision to implement a reduction in force will be made by the State Adjutant General.

(1) **Reorganization** means the planned elimination, addition, or redistribution of functions or duties in an organization

(2) **Realignment** is the movement of a technician and his/her position when (1) a transfer of function or an organization change occurs, **and** (2) the technician stays in the same agency, **and** (3) there is no change in the position, grade or pay. For the purpose of this definition, a change in the amount of locality pay is **not** a pay change.

(3) **Restructuring** includes any organizational decisions that result because of reasons that are defined in similar terminology such as reshaping, downsizing, realigning, reorganizing, or streamlining.

b. **Tenure Groups.** Tenure groups are the categories in which technicians are grouped based on length of employment and completion of probationary/trial periods.

(1) **Tenure Group I.** Permanent non-dual status technicians with career status who have successfully completed their probationary period and permanent dual status technicians who have successfully completed a trial period.

(2) **Tenure Group II.** Permanent non-dual status career conditional technicians who have not completed their probationary period and conditional dual status technicians who have not completed their trial period.

(3) **Tenure Group III.** Non-dual status technicians who serve under term appointments and dual-status technicians serving on a temporary indefinite appointment.

c. **RIF Service Computation Date (SCD) (Army only)** - The date used to determine a technician's seniority or retention standing during a reduction in force based upon creditable federal civilian and military service determined by the leave SCD as denoted in the individual's Official Personnel File (OPF).

d. **Seniority Date (Air only) – Used in lieu of the RIF SCD** – The total Michigan Air National Guard Technician time. If an employee leaves the Michigan Air National Guard Technician program, and then is rehired into the Michigan Air National Guard Technician program, his/her seniority date will commence with the new date of hire.

e. **Technician Service Computation Date (TSCD)**. The service date based on the total service as a technician with the National Guard under permanent, indefinite, and temporary appointments, including technician service in other states. (See OPF)

f. **Retirement Service Computation Date (RSCD)**. The creditable federal service and military service to include time bought back under the "Military Deposit Program". (See OPF)

g. **Leave Service Computation Date (LSCD)**. The total technician time (Temporary, Temporary Indefinite and Permanent time) and all creditable military service.

h. **Commuting Area**. A commuting area is any geographical area and surrounding localities where people live and can reasonably be expected to travel daily to their employment site. There is no set mileage standard which can be used to determine the commuting area. Commuting areas will be determined by the appropriate RIF team.

i. **Competitive Area**. The boundary within which employees compete for retention and receive placement offers. A competitive area may be defined in terms of organizations and/or geographical location. It may be restricted to the commuting area or one organization or expanded to cover the entire state. The area may also include both the ARNG and ANG or be restricted to one service.

j. **Competitive Level**. Groups of similar positions in the same series, grade and service which are similar in duties, qualification requirements, pay schedules, and work schedules. A technician could be assigned from one position in that level to any other position in the same level without undue interruption of the agency's work program. Supervisory and non-supervisory positions would be in separate competitive levels as well as dual and non-dual status service positions. In some instances positions in a different series may be in the same competitive level.

However, some positions in the same occupational series should be in different competitive levels because of major differences in functions and qualifications.

There is no limit on the number of positions that may be assigned to a particular competitive level. The competitive level may consist of only one position if it is too unique to be grouped with other positions.

Use the position to which the technician is permanently and officially assigned to establish competitive levels (do not use the position to which the technician is temporarily promoted, temporarily reassigned, or detailed).

k. **Retention Register.** A list of competing technicians within a competitive level grouped by tenure groups I, II, and III in descending order. Within each tenure group, technicians are listed in order of their retention standing; those with the highest standing will be listed first.

#### **I. Retention Standing.**

(1) **Army** - The technicians' ranking on a retention register determined by type of appointment, performance appraisal score, and tenure group. The retention standing determines the order of release from the competitive level. The RIF service computation date, technician service computation date, and retirement service computation date are used to further determine retention standings when all other factors are equal.

(2) **Air** – The technicians' ranking on a retention register determined by type of appointment and tenure group. The retention standing determines the order of release from the competitive level. The Seniority Date will be used to further determine retention standings when all other factors are equal. If a further tie breaker is needed, the Leave Service Computation Date (LSCD) will be used.

m. **Order of Release.** The order in which technicians on the retention register will be released from their competitive level based upon their retention standing.

n. **Placement Offer.** Efforts to place technicians who are released from their competitive level in positions at the same or lower grade.

o. **Representative Rate.** A rate used to determine the nature of the job change (promotion, demotion, etc.) when different types of pay schedules are involved, whether in the same or different wage area. The fourth step of the grade of a position under the General Schedule or the second rate of the grade for a Federal Wage System position under a regular prevailing rate schedule established IAW subchapter IV of chapter 53, Title 5 U. S. Code.

p. **Grade Retention.** Retention (IAW 5 CFR 536) of an eligible technician's grade for a period not to exceed two years when demoted by RIF or reclassification.

q. **Pay Retention.** Entitlement (IAW 5 CFR 536) of eligible technicians to current pay when it exceeds the maximum rate of the grade of the position in which placed.

r. **Severance Pay.** Payment (IAW 5 CFR 550) to an eligible technician who has been involuntarily separated from the Federal Government. Severance pay reduces the financial effect of job loss, thereby assisting technicians as they seek employment.

s. **Advance Notices.** Written notices which inform technicians about actions (e.g., organization, realignment, or RIF) which will occur and the affect upon the workforce.

(1) **General Notice.** A written notice that informs the workforce about anticipated organizational changes when specific information about how each technician will be affected is unknown. The general notice discusses any changes in the organization that may involve the mission, function, location, and number/types of positions and employees. A general notice is unnecessary when sufficient information is available to issue a specific notice. The general notice does not count toward the 60 day notice period for the specific notice.

(2) **Specific Notice.** A written notice, addressed to each technician involved, which describes what specific action will occur. The technician must receive the specific notice a minimum of 60 days before the effective date.

t. **Appeal.** A technician's request for review of procedures and actions taken regarding a reduction in force. The right of appeal does not extend beyond the State Adjutant General (see Chapter 6).

### 3-2. REDUCTION IN FORCE PROCESS

a. **Competitive Level.** The Position Classification Specialist, with assistance from the Recruitment/Placement Specialist, will establish the competitive level of each position far in advance of a RIF, preferably at the time that the position description is written.

Establish separate competitive levels for:

- (1) Part time and full time positions.
- (2) Dual and non-dual status positions.
- (3) Supervisory and non-supervisory positions.

b. **Preparation.** When a RIF is anticipated it is essential that all personnel records pertaining to the RIF service computation date, seniority date, technician service computation date, retirement service computation date, leave service computation date, technician performance appraisals, position classification, tenure group, and competitive levels are complete and accurate. Identify technicians eligible for optional retirement at the time of a RIF. Utilize attached Checklists and Samples in this regulation.

c. **Dual Status/Non-Dual Status Positions.** Certain organizations (e.g., USPFO, HRO) have both Dual and Non-Dual Status technicians who occupy identical positions. In such cases, Dual and Non-Dual Status technicians will be on separate retention registers. The Adjutant General will decide whether to reduce the Dual or Non-Dual Status work force.

d. **Technician Performance Appraisals.** At the time the Adjutant General or NGB authorizes a RIF the HRO must establish a cut-off date for receipt of any new appraisals. Receipt of a new performance appraisal after a RIF has been authorized will not affect the technician's retention standing. However, if a decision on an appealed performance appraisal is issued before the effective date of the technician's release from the competitive level use the appraisal rating and a score which resulted from the appeal. The three most current performance appraisals on record will be used to determine retention standing. For the purpose of RIF procedures scores will be assigned to the individual's performance rating as follows:

- (1). Fully Successful – 1 point
- (2). Unsuccessful – 0 points

Technicians who have appraisals that are overdue will be credited with a Fully Successful rating for any missing performance appraisals. If less than three performance appraisals are on file due to tenure, the total score of those appraisals will be used.

e. **Competitive Area.** When the extent of the RIF is known, establish the competitive area as far in advance as possible. Technicians will compete for positions within their designated competitive area. Those who cannot be placed within their competitive area may be placed in vacant positions outside of their competitive area through merit placement procedures.

**f. Status of Technicians Who are Restored After Active Duty.** Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994 requires retention of reemployed individuals, following military service for the periods specified below:

(1) If the length of uniformed service was for more than 180 days, retention period is for one year.

(2) If the length of uniformed service was for more than 30 days but less than 181 days, the retention period is 180 days.

(3) An employee may not be demoted or separated (other than for military separation) while performing duty with the uniformed service except for cause; workforce realignment is not considered "for cause".

**g. Status of Technicians (Office of Workers Compensation Program (OWCP) injury) Who are Restored After Fully Recovering From Injury (Within One Year).** A fully recovered technician who is permanently re-employed in a position funded by the National Guard will compete with other onboard technicians for retention. Such employees may be separated because of a RIF or for personal cause.

**h. Retention Registers.**

(1) **Army** - Establish separate registers for different competitive levels. Arrange the technicians' names on the register in descending order within each competitive level by tenure group, appraisal score, RIF SCD, Technician SCD, and Retirement SCD. The RIF service computation date will be used as a tie-breaker if two or more technicians in the same tenure group have the same retention score. Technician service computation date will only be used as a second tie-breaker in the event that two or more technicians have the same retention standing and service computation date. Retirement service computation date will be used as a third tie-breaker. For example, Technician A and B both have a retention score of 6, however, the RIF SCD is 06-01-73 and 09-10-86 for Technicians A and B respectively. Technician A would have a higher retention standing because of more years of Federal service. Conducting a "mock RIF" in advance of an actual RIF is recommended to enable management to determine who would be adversely affected and need placement assistance.

(2) **Air** - Establish separate registers for different competitive levels. Arrange the technicians' names on the register in descending order within each competitive level by tenure group, seniority date, leave service computation date and appraisal score. The leave service computation date will be used as a tie-breaker if two or more technicians in the same tenure group have the same retention score. For example, Technician A and B both have a retention score of 2, however, the seniority date is 01-01-72 and 09-30-00 for Technicians A and B respectively. Technician A would have a higher retention standing because of more years of Michigan Air National Guard technician service. Conducting a "mock RIF" in advance of an actual RIF is recommended to enable management to determine who would be adversely affected and need placement assistance.

i. **Order of Release.** Release technicians in the order in which their name appears on the retention register (i.e., beginning with the lowest score in tenure group III, and if necessary, continue with tenure groups II and I).

Adjustment in order of release may be necessary for very unusual situations (e.g., to allow for completion of a special project impacting on the organization's mission, not to exceed 150 days from the Specific Notice Date). If lower standing technicians are retained while releasing those with a higher standing, inform the higher standing technicians, in writing, of the reasons for the change in order of release. After completion of the special project, the lower standing technician will be released and the higher standing technician will be reinstated to duty.

j. **Preparation of Specific Notice.** Before releasing technicians from their competitive level, they must receive a specific notice no later than (NLT) 60 days prior to the effective date of the personnel action.

The last day of the notice may not fall on a non-workday. The personnel action may not be effected, or the notice delivered, during the period 15 December through 3 January. As a minimum, include the following information in the notice:

- (1) Reason(s) for the action.
- (2) Specific action that will be taken (reassignment, demotion, separation, etc.) and effective date.
- (3) If applicable, title, series, grade, salary and location of new position.
- (4) If applicable, compatibility information for the new position.
- (5) If applicable, reasons for any exceptions to order of release.
- (6) Location of retention registers, pertinent regulations and who to contact for additional information.
- (7) Appeal rights (how to submit, to whom, and time limits).
- (8) An explanation of all benefits due such as grade and pay retention, severance pay entitlement, and retirement eligibility.
- (9) Eligibility for additional placement assistance, e.g., OPM's IPP; DoD Priority Placement Program; Reemployment Priority List; Defense Outplacement Referral System (DORS); and Job Training Partnership Act Program.
- (10) Requirement for the individual to acknowledge receipt of the notice by signature if delivered in person, or by return receipt if mailed.

If a more severe action than originally proposed becomes necessary issue a new specific notice.

### 3-3. PLACEMENT EFFORTS

a. **Review of Qualifications.** Review each affected technician's qualifications in conjunction with available vacancies.

b. **Placement Actions.** If the order of release process identifies more than one technician for release, the HRO will place technicians with higher standings before those with lower standings. Placement offers and competition for occupied positions will occur in the following order:

- (1) Placement in vacant positions at the same grade or pay.
- (2) Competition for occupied positions at the same grade or pay.
- (3) Placement in vacant positions at lower grade levels or pay.
- (4) Competition for occupied positions at lower grade levels or pay.

When placed, technicians must meet all military requirements and be able to perform the duties of the job. The HRO may waive all technician qualification standards except mandatory education and military/compatibility requirements (unless waived by NGB) for placement in vacant positions at the same or lower grade. In order to displace other technicians in occupied positions at the same or lower grade level, management and the HRO must determine that the excess technicians are well qualified **AND** can perform the duties without disruption of the work operations. Technicians who are displaced will receive job offers in accordance with this paragraph. Competitive merit placement procedures must be used for placement in higher graded positions. Technicians unable to be placed must be separated.

c. **Reemployment Priority Lists.** Establish reemployment priority lists (RPL) to document separation of individuals and to provide a tool for orderly reemployment consideration. A reemployment priority list contains names of individuals in tenure groups I and II who have been separated due to reorganization or reduction in force. The names are listed in order of tenure group and retention standing (highest to lowest). Tenure Group I will remain on the list for two years and Tenure Group II will remain on the list for one year. Individuals will receive priority placement for all suitable vacancies at the same grade or representational pay rate of the former position.

RPL registrants should also be queried about the availability of positions at lower grades and in other commuting areas; however their entitlement to reemployment is at the grade of the former position and in the same commuting area. Therefore, declination of reemployment opportunities at lower grades or outside the commuting area will not result in removal from the RPL.

If vacancies become available, refer qualified technicians in Tenure Group I before those in Tenure Group II. If no qualified technicians are in Tenure Group I, refer those in Tenure Group II. Refer all qualified technicians for consideration and selection by the selecting official if the tenure group has more than one qualified RPL registrant.

Remove names of individuals who decline an offer at the same grade or representative rate, request removal, or when the period of consideration expires. Technicians entitled

to grade retention in accordance with 5 CFR 536 will receive priority placement before RPL registrants.

d. **DoD/OPM Priority Placement Program.** Technicians who qualify may be registered for placement in other agencies through the DoD and OPM Priority Placement Programs. Registration will be in accordance with DoD Manual 1400.20-1-M; and 5 CFR 330.

e. **Job Training Partnership Act Program.** Additional placement assistance may be obtained through the Job Training Partnership Act Program (JTPAP), which is administered by each state government. Contact your state representative for information about training programs, employment services, and other benefits.

## **CHAPTER 4. RECORDS AND FILES**

Maintenance and disposition of all files and records associated with any action will be in accordance with appropriate regulations. Files must contain all records necessary to reconstruct any action, including:

- a. Rationale for establishment of the competitive area
- b. Official authorization for the reduction in force or reorganization
- c. Copies of all retention registers
- d. RIF notices
- e. Placement actions
- f. Documentation of exceptions to order of release
- g. Other pertinent documents.

## CHAPTER 5. TRANSFER OF FUNCTION

### 5 – 1. DEFINITIONS

A transfer of function occurs when:

- a. A continuing function moves from one competitive area to another; or
- b. The competitive area in which the function is performed moves to another commuting area.

In a transfer of function the operation of the function must stop in one area and continue in its identical form in another area.

The movement of a function within the same competitive area does not meet the definition of a transfer of function. The movement of a function to a gaining competitive or commuting area where an identical function is already being performed is not a transfer of function.

### 5 – 2. TYPES OF TRANSFERS

The transfer may occur within the same state or between states.

- a. **Within the Same State.** When the transfer of function occurs in the same state, every effort should be made to transfer technicians with the function. A written notice containing information described in Section 5-3(a) must be issued to affected individuals a minimum of 90 days before the effective date.
- b. **Between States.** A transfer of function may involve the relocation of a military unit to another state. The decision as to who will be appointed as a technician rests with the Adjutant General of the gaining state or his/her designated appointing authority. The decision as to who will be assigned to the military unit rests with the gaining unit commander. These decisions will determine whether technicians from the losing state meet legal and regulatory requirements for transfer with their unit. The gaining state is encouraged to accept technicians from the losing state who would otherwise be demoted or separated. The losing and gaining states should work together to effect the transfer and assist technicians who will face demotions or separations.

### 5 – 3. PERSONNEL MANAGEMENT IMPLICATIONS OF TRANSFER OF FUNCTION

a. **Losing State.** Notify the gaining state about affected technicians as far in advance as possible to determine who will transfer with the unit. As soon as this information becomes available, issue a written notice to technicians within the function concerned, a minimum of 90 days before the effective date which states:

- (1) Reasons for the transfer.
- (2) Effective date.
- (3) If applicable, the maximum amount of time (at least 10 calendar days) to either accept or reject the transfer offer, and
- (4) If the transfer offer is rejected, the notification letter constitutes a notice of termination of employment which is effective on the date of the transfer.
- (5) Eligibility for severance pay, optional retirement, and discontinued service retirement is provided for in appropriate regulations.

If eligible, other technicians may volunteer to transfer in place of the incumbents of positions assigned to the transferring unit. Volunteers must meet technician qualification and military compatibility requirements. The losing state should advise technicians who do not transfer with their unit about placement assistance available, including Department of Defense and Office of Personnel Management placement programs. Management has the option to reassign individuals to an organization that will not transfer to another area. However, the losing state is not obligated to conduct a RIF in order to place technicians who do not transfer with their unit. If placement opportunities do not exist, such technicians will be separated.

b. **Gaining State.** After a determination is made as to the effective date of the transfer and which technicians will transfer with the unit, help the losing state or location ease the transfer by providing information on housing, schools, employment site, and other amenities. If the transfer would result in an excess number of technicians at the gaining work site, use RIF procedures before technicians are physically relocated to the new employment site.

## CHAPTER 6. APPEALS AND CORRECTIVE ACTIONS

- a. A technician or representative of the labor organization who believes that the provisions of governing regulations were improperly applied may appeal the action to the State Adjutant General. The appeal must be in writing and be submitted no later than 30 calendar days after receipt of the specific notice. The appeal must specifically state how the action failed to comply with the procedures in NGB or local regulations.
- b. The State Adjutant General will issue a written decision to all interested parties and, when appropriate, direct corrective action. The Adjutant General's decision is final and no other appeal opportunity exists. If an appeal results in the finding of an error that does not change the results of a placement action, the error will be corrected without returning the incumbent to his or her former position. If the appeal results in a finding that an error caused an incorrect placement action, corrective action may require the incumbent to return to his or her former grade and pay level or to one with similar duties, status, grade, and pay. The technician may also be reimbursed for all pay lost as a result of any improper action.

## APPENDIX A

### REDUCTION IN FORCE HRO CHECKLIST

Responsibility	Task	Date Completed
	<b>1. Ongoing Activities</b>	
HRO	a. Train personnel who will participate in conducting a RIF including familiarization with current policies.	
HRO	b. Ensure regulations (qualification standards, classification standards, OPM Handbooks and TPR's) are up-to-date.	
CLASS SPEC	c. Review technician assignments to ensure that position descriptions are accurately classified.	
CLASS SPEC	d. Review established competitive levels for accuracy.	
RPS	e. Maintain list of current vacancies.	
DHRO	f. Review Performance Appraisals for currency.	
	<b>2. Preparation for a RIF (restructuring, reorganization, etc.)</b>	
LRS	a. Notify Union officials.	
HRO	b. Consider freezing permanent hiring and merit promotion actions.	
HRO RPS	c. Dismiss Not to Exceed (NTE) Technicians.	
HRO RPS	d. Dismiss Indefinite Technicians.	
ERS	e. Contact NGB regarding RIF, Voluntary Early Retirement Authority (VERA), Voluntary Separation Incentive Pay (VSIP).	
ERS	f. Survey work force and contact eligible technicians to inquire about intentions to retire under optional retirement.	
RPS	g. Determine attrition rate to project vacancies.	
	<b>3. Upon Determination of Extent/Impact of RIF</b>	
RPS	a. Identify abolished positions by title, job series, grade, organization, and position description number.	
HRO	b. Appoint RIF team to plan/conduct RIF process (i.e. supervisors, SEEM, managers, HRO staff, union officials, LMPC).	
TEAM	c. Establish local ground rules for conducting RIF (e.g. limit on number of grade levels for demotions, etc.).	
TEAM	d. Establish competitive area.	
TEAM	e. Establish effective date of RIF.	

HRO	f. Normally, the cut-off for merit promotion actions and receipt of performance appraisals will be on the issue date of general notice.	
HRO	g. Issue a general notice and/or brief work force about reasons for and impact of RIF.	
INDIV	h. Records Review .	
HRO	(1) Give definite time period for technicians to review/update OPFs and appropriate documents and information.	
INDIV	(2) Review and verify service computation dates.	
INDIV	(3) Conduct thorough inspection of data elements which impact RIF to ensure that information (tenure group, competitive level) in personnel database and OPFs are current and accurate.	
PSM	i. Establish retention register.	
HRO	j. Obtain military grade/ MOS /AFSC from DCSPER/DP.	
TEAM	k. Begin RIF Placement Process.	
DHRO ERS RPS	l. Identify and budget for costs associated with RIF such as lump sum leave payments, severance pay, PCS costs, retained grade/pay, separation incentive pay, etc..	
RPS	m. Issue specific notice (minimum of 60 days prior to RIF date).	
RPS	n. Return personnel on details, temporary promotions, and temporary assignments to their permanent positions.	
EDS ERS	o. Encourage voluntary enrollment in DORS.	
RPS	p. Notify DoD Priority Placement Program coordinator about the number of separations or demotions.	
EDS S. REP	q. Obtain assistance from state POC for Job Training Partnership Act Program.	
EDS S. REP	r. Obtain placement assistance from state and local employment services.	
RPS	s. Place technicians reduced in grade on Overgraded Technician List.	
RPS	t. Place technicians targeted for separation on Reemployment Priority List.	
RPS	u. Enroll excess technicians in DoD placement programs.	
HRO	v. Notify local politicians and government officials about RIF and separations.	
HRO	w. Conduct RIF	

**APPENDIX B**

**ARMY NATIONAL GUARD  
RETENTION REGISTER**

**SAMPLE**

NAME	Position Title	Pay Plan	Occ Ser	Grade	Comp Level	Ten	APPRAISAL	RIF SERVICE COMPUTATION DATE (SCD)	TECHNICIAN SERVICE COMPUTATION DATE (TSCD)	RETIREMENT SERVICE COMPUTATION DATE (RSCD)
	70063 SUPPLY TECHNICIAN	GS	2005	07	F16B	1	1	18-Jul-89	18-Sep-91	15-Oct-91
	70063 SUPPLY TECHNICIAN	GS	2005	07		1	1	19-Mar-91	19-Oct-95	29-Oct-95
	08502 ALLIED TRADES WORKER	WG	5801	08	G14C	1	1	9-Jul-99	9-Dec-99	19-Dec-99
	70236 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	08	H25D	1	0	9-Sep-71	9-Sep-74	9-Sep-71
	70236 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	08		1	1	23-Nov-88	23-May-98	21-Jun-98
	70251 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	09	I25D	1	1	26-May-77	26-Sep-77	3-Jun-77
	70251 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	09		1	1	13-Sep-80	13-Dec-80	13-Sep-80
	70251 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	09		1	0	26-Feb-86	26-Jul-86	8-Mar-87
	40021 PRODUCTION CONTROLLER	GS	1152	09	I2LE	1	1	9-Nov-90	9-Mar-91	25-Mar-91
	40060 HVY MOB EQUIP REPAIRER SUPV	WS	5803	09	I45D	1	1	31-Jan-72	31-May-72	31-Jan-72
	04402 WELDER	WG	3703	10	J13E	1	1	30-Dec-75	30-May-76	30-Dec-75
	70315 HEAVY MOBILE EQUIPMENT MECHANIC	WG	5803	10	J15D	1	0	17-Jun-81	17-Jun-84	17-Jun-81
	70315 HEAVY MOBILE EQUIPMENT MECHANIC	WG	5803	10		1	0	18-Jul-88	18-Dec-88	21-Aug-89
	70318 HEAVY MOBILE EQUIPMENT MECHANIC	WG	5803	11	K15D	1	1	12-Nov-73	12-May-74	12-Nov-73

RIF SCD - TOTAL TECHNICIAN SVC (TEMPORARY AND MILITARY)  
 TECHNICIAN SCD - TOTAL TECHNICIAN SVC MINUS MILITARY SVC IN WHOLE MONTHS  
 RETIREMENT SCD - TOTAL TECHNICIAN SVS AND ALL TEMPORARY OR MILITARY SERVICE BOUGHT BACK

**APPENDIX C**

**AIR NATIONAL GUARD  
RETENTION REGISTER**

**SAMPLE**

NAME	Position Title	Pay Plan	Occ Ser	Grade	Comp Level	Ten	SENIORITY DATE	LEAVE SCD	APPRAISAL
	70063 SUPPLY TECHNICIAN	GS	2005	07	F16B	1	18-Jul-89	07-Jun-80	1
	70063 SUPPLY TECHNICIAN	GS	2005	07		1	19-Mar-91	01-Jan-91	1
	08502 ALLIED TRADES WORKER	WG	5801	08	G14C	1	9-Jul-99	01-May-98	0
	70236 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	08	H25D	1	9-Sep-71	08-Sep-67	1
	70236 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	08		1	23-Nov-88	22-Nov-84	1
	70251 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	09	I25D	1	26-May-77	01-Mar-77	1
	70251 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	09		1	13-Sep-80	12-Sep-76	1
	70251 HEAVY MOBILE EQUIPMENT REPAIRER	WG	5803	09		1	26-Feb-86	01-Jan-86	0
	40021 PRODUCTION CONTROLLER	GS	1152	09	I2LE	1	9-Nov-90	01-Sep-90	1
	40060 HVY MOB EQUIP REPAIRER SUPV	WS	5803	09	I45D	1	31-Jan-72	28-Nov-71	1
	04402 WELDER	WG	3703	10	J13E	1	30-Dec-75	10-Sep-75	1
	70315 HEAVY MOBILE EQUIPMENT MECHANIC	WG	5803	10	J15D	1	17-Jun-81	05-Apr-81	1
	70315 HEAVY MOBILE EQUIPMENT MECHANIC	WG	5803	10		1	18-Jul-88	17-Jul-84	1
	70318 HEAVY MOBILE EQUIPMENT MECHANIC	WG	5803	11	K15D	1	12-Nov-73	10-Aug-73	1

SENIORITY DATE - TOTAL MICHIGAN AIR NATIONAL GUARD TECHNICIAN SERVICE – SEE GLOSSARY  
LEAVE SCD – TOTAL TECHNICIAN TIME AND ALL CREDITABLE MILITARY SERVICE

**APPENDIX D**

**GENERAL NOTICE**



**DEPARTMENT OF THE ARMY AND THE AIR FORCE  
MICHIGAN NATIONAL GUARD JOINT FORCE HEADQUARTERS  
3411 N. Martin Luther King Jr., Blvd  
LANSING, MI 48913-5101**

(EXAMPLE LETTER)

MITAG-HRO

(DATE)

MEMORANDUM FOR Technicians affected ARMY/AIR/STATE

SUBJECT: General Reduction In Force (RIF) Notice

1. The Adjutant General has announced that technicians assigned at (COMPETITIVE AREA) will face a Reduction In Force as a result of budget reductions and/or a reorganization of the workforce.
2. Approximately (NUMBER) technicians at the location stated above will be subject to the RIF actions. The RIF action will begin on (DATE).
3. I want to emphasize that every effort will be made to assist departing technicians.

FOR THE ADJUTANT GENERAL:

Encl  
as

(NAME)  
COL  
Human Resource Officer

Distribution:  
Army Guard  
Air Guard

## APPENDIX E

### STEPS IN USING RIF PLACEMENT ACTIONS BY CARD PROCESS

a. **Identify all abolished positions by annotating retention register.** (Place an "A" in left margin next to each abolished position. If different organizations are listed on the retention register, please insure that you identify the correct position. If all positions on the retention register are in the same organization, then abolish the position of the lowest retention employee.)

b. **Initiate Cards.** Fill out a card for each incumbent whose position is abolished. When it occurs, fill out a card for each displaced employee. Ensure that you check the proper block to indicate action taken. It is recommended that the employee's experience brief be placed on the reverse of card. In most instances, this will preclude having to look at the employee's personnel folder. An employee brief from an automated system may be available.

c. **Put cards – IN ONE STACK – in descending order.** Begin with the highest grade and sort cards within that grade in descending order, considering all of the retention standing (RET STND) elements for each respective service. Tenure Group I before Tenure Group II, and most senior in retention standing highest in the stack. Continue doing this for each abolished position going in order of grade and above elements.

d. **Number Cards** with the highest grade and highest retention standing being number 1 continue numbering all cards in descending order.

e. **Specific Notice/Placement Offers.** The first offer will be made to the lowest numbered card (i.e. highest grade and retention standing) if a position he/she is qualified for is found. Note: Placement should first be to an available vacancy at the same grade. If a vacancy is not available, a displacement action or separation may occur.

**\*NOTE:** Review "Employee Briefs" for additional experience history to aid in making placement offers outside current duties.

f. **Displaced Employees.** When an employee is displaced by another employee, make a card for the displaced employee. Place the new card in the stack in proper sequence using the criteria in step 3. This card may have a numeric/alpha identifier, (i.e. 5A, 9A, 12B, etc) if displaced employee falls between cards prepared earlier.

g. **Continue Process.** Repeating steps 5 and 6 until section III of all cards have been completed.

## PLACEMENT ACTION CARD

### SAMPLE

SECTION 1: AFFECTED EMPLOYEE	
NAME: _____	TENURE GRP: _____ (ARMY) RIF SCD: _____
SSN: _____	RET STND: _____ (ARMY) TSCD: _____
	CLC: _____ (ARMY) RSCD: _____
	(AIR) SENIORITY DATE: _____
TITLE: _____	
PP, SERIES, GRADE: _____	ACTION: _____ POSITION ABOLISHED
MILITARY RANK: _____	_____ DISPLACED FROM POSITION
AFSC/MOS: _____	
SECTION II: EMPLOYEE DISPLACED BY	
NAME: _____	TENURE GRP: _____ (ARMY) RIF SCD: _____
TITLE: _____	RET STND: _____ (ARMY) TSCD: _____
	(ARMY) RSCD: _____
	(AIR) SENIORITY DATE: _____
PP, SERIES, GRADE: _____	CLC: _____
MILITARY RANK: _____	
	ACTION: _____ REASSIGN
SECTION III: PERSONNEL ACTION OF AFFECTED EMPLOYEE	
_____ DISPLACED	_____ REASSIGN WITHIN COMPETITIVE LEVEL
_____ VACANCY	_____ SEPARATION
POSITION OFFERED: _____	POSITION: _____ ACCEPTED
PP, SERIES, GRADE: _____	_____ DECLINED
SECTION IV: NAME OF DISPLACED EMPLOYEE	
NAME: _____	TENURE GRP: _____ (ARMY) RIF SCD: _____
	RET STND: _____ (ARMY) TSCD: _____
	CLC: _____ (ARMY) RSCD: _____
	(AIR) SENIORITY DATE: _____
SECTION V: REMARKS	

**APPENDIX F**  
**SPECIFIC NOTICE**



**DEPARTMENT OF THE ARMY AND THE AIR FORCE**  
**MICHIGAN NATIONAL GUARD JOINT FORCE HEADQUARTERS**  
3411 N. Martin Luther King Jr., Blvd  
LANSING, MI 48913-5101

(EXAMPLE LETTER)

MITAG-HRO

(DATE)

MEMORANDUM FOR (NAME)

SUBJECT: Specific Notice of Reduction in Force TERMINATION

1. Reference the "General Notice of Reduction in Force" we provided you dated (DATE). Also reference Michigan National Guard Reorganizations, Realignment, and Reductions in Force Guide dated (DATE).
2. I regret to inform you that your name has been reached for termination from the Michigan National Guard in accordance with the reduction-in-force procedures. This action should not be seen as a reflection upon your performance or conduct. It is being taken solely as part of the Reduction-In-Force process. The services you have rendered toward the accomplishment of our mission are sincerely appreciated. You are encouraged to contact HRO to find out about reemployment rights and other programs available to assist in finding new employment.
3. This action will be accomplished using the procedures outlined in Michigan National Guard Reorganizations, Realignment, and Reductions in Force Guide and TPR 300.351.
4. The following is provided for your information:
  - a. Your competitive level is (PAY PLAN, SERIES, GRADE).
  - b. Your competitive area is (COMPETITIVE AREA).
  - c. Your service computation date/seniority date for RIF purposes is (DATE).
  - d. Your retention rating is (NUMBER).
  - e. Your tenure group is (TENURE GROUP).

5. If you are involuntarily terminated from employment, you may be eligible for severance pay or discontinued service retirement.
6. You may review Michigan National Guard Reorganizations, Realignment, and Reductions in Force Guide and TPR 300.351 as well as other directives and retention records that pertain to your case at the Human Resources Office.
7. You have the right to appeal this action to the Adjutant General under the provisions of TPR 300.351. The appeal must be in writing and provided to the Adjutant General by (DATE). The Adjutant General may extend the appeal time. The appeal must identify your name, social security number, grade, position title, job number, your place of employment, and show how we failed to comply with the reduction in force procedures. The Adjutant General will make the final decision of the appeal.
8. Please acknowledge receipt of this notice and indicate on the attached form whether you accept or decline this offer. Return this form to the HRO by 1600 hours ON (DATE). Failure to respond will be considered a declination and will result in termination effective (DATE). A copy of this letter will be filed in your Official Personnel Folder (OPF).
9. We sincerely appreciate the contribution that you have made to the Michigan National Guard and the State of Michigan. If there is anything in this notice that you do not understand or wish explained in more detail, please contact the Recruitment/Placement Specialist at this office (517) 483-5592.

FOR THE ADJUTANT GENERAL:

Encl  
Receipt  
PD (NUMBER)

(NAME)  
COL  
Human Resource Officer

CF:  
OPF  
HRO  
Supervisor



**DEPARTMENT OF THE ARMY AND THE AIR FORCE  
MICHIGAN NATIONAL GUARD JOINT FORCE HEADQUARTERS  
3411 N. Martin Luther King Jr., Blvd  
LANSING, MI 48913-5101**

SUBJECT: Reply to Specific Notice of Reduction in Force

FROM: (NAME)

TO: Office of The Adjutant General, ATTN: HRO, 2500 S. Washington Ave., Lansing, MI 48913

(\_\_\_\_\_) I acknowledge receipt of the Specific Notice of Reduction in Force Memorandum on

\_\_\_\_\_ .  
(Date)

\_\_\_\_\_  
(TYPED NAME)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

**FAILURE TO COMPLETE AND RETURN THIS FORM TO HRO NO LATER THAN 1600 HOURS (DATE) WILL BE CONSIDERED ACKNOWLEDGEMENT OF RECEIPT.**

## APPENDIX G

### SPECIFIC NOTICE



DEPARTMENT OF THE ARMY AND THE AIR FORCE  
MICHIGAN NATIONAL GUARD JOINT FORCE HEADQUARTERS  
3411 N. Martin Luther King Jr., Blvd  
LANSING, MI 48913-5101

(EXAMPLE LETTER)

MITAG-HRO

(DATE)

MEMORANDUM FOR (NAME)

SUBJECT: Specific Notice of Reduction in Force (Placement Offer)

1. Reference the "General Notice of Reduction in Force" we provided you dated (DATE). Also reference Michigan National Guard Reorganizations, Realignment, and Reductions in Force Guide dated (DATE).
2. I regret to inform you that you must be removed from your current position. However, you are offered the new position of (POSITION, PAY PLAN, SERIES, GRADE, POSITION DESCRIPTION NUMBER, AFSC/MOS) located in (LOCATION). If you accept this position, you will be assigned to the new position effective (DATE). If you decline this offer, you will be involuntarily terminated on (DATE). This constitutes a Specific Reduction-In-Force Notice.
3. This action will be accomplished using the procedures outlined in Michigan National Guard Reorganizations, Realignment, and Reductions in Force Guide and TPR 300.351.
4. The following is provided for your information:
  - a. Your competitive level is (PAY PLAN, SERIES, GRADE).
  - b. Your competitive area is (COMPETITIVE AREA).
  - c. Your service computation date for RIF purposes is (DATE).
  - d. Your retention rating is (NUMBER).
  - e. Your tenure group is (TENURE GROUP).

5. You are entitled to the following benefits:

a. Grade retention. Under the provisions of 5 USC 5362 you are entitled to grade retention for a period of two years from the effective date of the change to lower grade. You will receive 100 percent of any pay adjustment to include cost of living and within grade increases. You will be placed on an over-graded technician list and given priority placement to vacant positions of the same or intervening grade for which you qualify. Grade retention will terminate when you accept or decline a reasonable offer to a position the grade of which is equal to the retained grade within the commuting distance. Retained grade will not be used for determining retention rights in a subsequent reduction in force.

b. Pay retention. At the expiration of the two-year grade retention period, you will be eligible for pay retention under the provisions of 5 USC 5363. You will be entitled to the lowest rate of basic pay in your new grade, which equals or exceeds your current rate of basic pay. If there is no such rate, then you retain either your current rate of basic pay or 150 percent of the maximum rate of basic pay of your new grade, whichever is less. Under pay retention, you will receive 50 percent of each cost of living increase until the last step of your new grade overtakes the retained rate. Pay retention will terminate under the same conditions as grade retention.

6. If you are involuntarily terminated from employment, you may be eligible for severance pay or discontinued service retirement.

7. You may review Michigan National Guard Reorganizations, Realignment, and Reductions in Force Guide and TPR 300.351 as well as other directives and retention records that pertain to your case at the Human Resources Office.

8. You have the right to appeal this action to the Adjutant General under the provisions of TPR 300.351. The appeal must be in writing and provided to the Adjutant General by (DATE). The Adjutant General may extend the appeal time. The appeal must identify your name, social security number, grade, position title, job number, your place of employment, and show how we failed to comply with the reduction in force procedures. The Adjutant General will make the final decision of the appeal.

9. Please acknowledge receipt of this notice and indicate on the attached form whether you accept or decline this offer. Return this form to the HRO by 1600 hours ON (DATE). Failure to respond will be considered a declination and will result in termination effective (DATE). A copy of this letter will be filed in your Official Personnel Folder (OPF).

10. We sincerely appreciate the contribution that you have made to the Michigan National Guard and the State of Michigan. If there is anything in this notice that you do not understand or wish explained in more detail, please contact the Recruitment/Placement Specialist at this office (517)483-5592.

FOR THE ADJUTANT GENERAL:

Encl  
Receipt  
PD (NUMBER)

(NAME)  
COL  
Human Resource Officer

CF:  
OPF  
HRO  
Supervisor



**DEPARTMENT OF THE ARMY AND THE AIR FORCE  
MICHIGAN NATIONAL GUARD JOINT FORCE HEADQUARTERS  
3411 N. Martin Luther King Jr., Blvd  
LANSING, MI 48913-5101**

SUBJECT: Reply to Specific Notice of Reduction in Force

FROM: (NAME)

TO: Office of The Adjutant General, ATTN: HRO, 2500 S. Washington Ave., Lansing, MI 48913

(\_\_\_\_\_) I acknowledge receipt of the Specific Notice of Reduction in Force Memorandum on

\_\_\_\_\_  
(Date)

(\_\_\_\_\_) I accept your offer of (TITLE), (PAY PLAN, SERIES, GRADE), PD (NUMBER), located at (LOCATION).

(\_\_\_\_\_) I decline your offer of (TITLE), (PAY PLAN, SERIES, GRADE), PD (NUMBER), located at (LOCATION) and understand I will be terminated effective (DATE).

\_\_\_\_\_  
(TYPED NAME)

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Date)

**FAILURE TO COMPLETE AND RETURN THIS FORM TO HRO NO LATER THAN 1600 HOURS (DATE) WILL BE CONSIDERED A DECLINATION OF THE OFFER AND WILL RESULT IN TERMINATION ON (DATE).**

**APPENDIX H**  
**REFERENCES**

1. TPR 700 (715) Voluntary & Non Disciplinary Actions
2. FERS Handbook/CSRS Handbook
3. Title 38 United States Code (USC)
4. Title 10 USC
5. Defense Outplacement Referral System (DORS)
6. Title 5 United States Code (USC)
7. Title 32 USC 709 (Technician Act)
8. Rehabilitation Act of 1973
9. Title 29 Code of Federal Regulations (CFR) (Disabilities)
10. Job Training Partnership Act Program (JTPAP)
11. DoD Priority Placement Program
12. Reemployment Priority List
13. Title 5 Code of Federal Regulations (CFR) (Civilian Personnel)
14. Joint Travel Regulation (JTR)
15. Appropriate Labor Organization Negotiated Agreements (Army/Air)