

Informational Webinar: Budget Reduction Impacts on Workforce

JUNE 25, 2025

PRESENTED BY

**MSU Human Resources
Office for Faculty and Academic Staff Affairs**



Human Resources
MICHIGAN STATE UNIVERSITY



Faculty & Academic Staff Affairs
MICHIGAN STATE UNIVERSITY

FASA Agenda

- Opening Remarks from Teresa Mastin, Vice Provost for Faculty & Academic Staff Affairs
- Initiating an FAS Layoff
- FAS Position Approvals
- FAS Notice Periods



Initiating Reduction in Force - FAS



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FASA Guidance: Reduction in Force Process

Overview

This document outlines the review and approval process by the [Office for Faculty and Academic Staff Affairs](#) (FASA) for reduction in force, due to MSU budget reductions, for fixed-term faculty (including health programs faculty and academic specialists) and academic specialists in the continuing appointment system.

<https://fasaffairs.msu.edu/policies/tip-sheets>

Applicable Policies

- **Academic Specialists in the Continuing Appointment System** on probationary appointments: [Academic Specialist Handbook section 4.4.4.2](#)
- **Non-UNTF Fixed-Term Faculty and Academic Staff** appointments governed by the [MSU Faculty Handbook on Fixed-Term Appointments](#)
- **Fixed-Term Health Programs** appointments governed by the [Health Programs Faculty Appointment System Handbook](#)

FASA Review and Approval Process

Fixed-Term Faculty (including Health Programs) Appointment Termination

1. MAU

Sends list of positions identified for termination based on budgetary considerations and non-reappointments based on budgetary considerations to FASAffairs@msu.edu.

Submission to FASA



FAS Position Approvals

Mission
Critical

Revenue/Cost
Impact

Strategic
Alignment

Vacancy
Risk/Workload

Alternative
Solutions

Funding for
Position



FAS Notice Periods

| | |
|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Academic Specialist - Continuing System - on Probationary Appointment | 6 months from notice; written notification; normally retained until the conclusion of the appointment period |
| Academic Specialist with Continuing Status | For AN: One calendar year from notice For AY: 9 months from notice or until the next Aug. 15, whichever is later |
| Academic Specialist - Fixed-Term | 60 days; written notice |
| Executive Management | Immediate notice; up to 3 months transitional support upon approval from the president; payoff of unused vacation time |
| Fixed-Term Faculty(Non-Union) | 60 days before the effective date of separation; written notice |
| Fixed-Term Faculty -Research | 60 days before the effective date of separation; written notice |
| Fixed-Term Faculty -UNTF | Contact FASA |
| FRIB ContinuingAppointment System | See the process outlined in the handbook |
| Health Programs Fixed-TermFaculty | 120days; written notice |
| Librarian - Continuing System on Probationary Appointment | By Dec. 15 of the year preceding the expiration of the appointment, written notice with reasons for the decision |
| Librarian - Continuing System | Reassignment available; consult with FASA |
| MSU Extension - Continuing System | 4 months; written notice, including detailed rationale |
| TenureSystem - Non-Tenured | Contact FASA |
| Tenured | Contact FASA |

Support Staff Layoff Agenda

- University Position Approvals
- Reduction in Force and Layoff Definitions
- Initiating a Layoff
- MSU HR Review and Approval
- Notice of Layoff
- Notice Periods
- Best Practices for Issuing a Notice
- Administrative Leaves – Layoff Notice
- Unit Considerations
- High Level Overview of Layoff Bumps versus Non-Bumping Layoffs
- Form & Workflow Updates
- Layoff Notice Timelines
- Support Staff Virtual Office Hours

University Position Approvals

Effective July 1, 2025, the **Academic Position Request Form** and **Support Staff Posting Request Form** will be used to manage the new position approval process.

NEW: Beginning July 24, 2025, the MAU Authorized Signer list and delegates has been automated in the Academic Position Request Form and Support Staff Posting Request Form to send position requests to the Dean, Director, Chair or Administrative Lead for approval.

In the coming weeks, HR will automate the MAU Authorized Signer list and delegates. An update will be provided on this enhancement in late July.

New approval steps for position approvals will reside with the President's Office, EVPA Office, Provost Office and Health Sciences Office based on the units reporting structure.

- President's Office: Amanda Goll OR Mike Zeig
- EVPA Office: Vennie Gore OR Kelly Pung
- Provost Office: Ashley Green OR Ryan Thelen
- *Health Sciences: Norm Hubbard OR Georgette Russell OR Laura Kuczajda OR Karen Crosby

**The Provost or President will approve following the Health Sciences approval depending on the applicable unit reporting structure.*

Reduction in Force and Layoffs

- A reduction in force (RIF) occurs when a position is eliminated and results in a permanent cut in headcount. An employer may decide to reduce its workforce by restricting recruitment or normal attrition or eliminating currently filled positions.
- A layoff is a component of a reduction in force due to lack of work and/or lack of funding.
- This can be an involuntary reduction in percentage of time worked by an employee (FTE) or elimination of an FTE.
 - Once a position is identified for elimination, HR will determine impact on employees in accordance with provisions of collective bargaining agreements and University policies.

Initiating a Support Staff Layoff

- Email the support staff **layoff checklist information** and **completed layoff request spreadsheet** to SupportStaffLayoff@hr.msu.edu.
 - Please note: Probationary, Temporary and on-call (TOC) positions as well as student hourly positions do not have layoff provisions. Units may proceed with terminations based on business need.
- Required checklist information includes:
 - Reason and justification for layoff (which may include supporting documentation like loss of funding notices, budget information, etc.)
 - Job description(s) of potential laid-off employee(s).
 - Copy of unit's most recent organizational chart.
 - Identify if impacted employee(s) will be working during notice period or if department is planning to place employee(s) on paid administrative leave through effective date of layoff.
- The MAU HR representative will be main contact for layoffs within an MAU or College and is responsible for coordinating with appropriate units and impacted employees.

Support Staff Budget Reduction Layoff Checklist

- ☐ Based on your reporting structure copy the President's Office, EVPA Office, or Provost Office on your request to HR
- ☐ Confirm that your Unit Administrator (i.e., Dean, VP, AVP) for your MAU/Department has been copied on the layoff checklist information.
- ☐ Attach the following additional layoff information:
 - ☐ The layoff request template
 - ☐ The reasons/business justification for the layoff (including whether the work of the potential laid-off employee will be reassigned or eliminated)
 - ☐ The job description(s) of potential laid-off employee(s)ⁱ
 - ☐ Copy of the unit's most current organizational chart
 - ☐ Desired layoff date, which should follow the employee notice period below
 - The notice period for APA employees is 60 calendar days
 - The notice period for APSA employees is 60 calendar days
 - The notice period for CTU employees is 15 working days plus 45 calendar days
 - The notice period for 1585 employees is 14 calendar days
 - The notice period for SSTU employees is 14 calendar days
 - The notice period for 324 employees is 7 calendar days
 - The notice period for IATSE 274 employees is 60 calendar days
 - The notice period for POAM employees is 21 calendar days
 - The notice period for NURS employees is 60 calendar days
 - The notice period for Non-Union employees is 60 calendar days



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Note: If the department is planning to place employee(s) on paid administrative leave after receiving layoff notice through the effective date of the layoff, please indicate below.

Do you plan to place employee(s) on paid administrative leave after receiving layoff note through the effective date of the layoff ☐ Yes ☐ No

ⁱ Please note the incumbent in the position to be eliminated may not be the individual subject to the reduction-in-force.

Instructions: The MAU HR representative from every college and MAU will work directly with and submit the layoff request to HR. Layoff requests should be emailed to SupportStaffLayoff@hr.msu.edu. The layoff checklist items and this spreadsheet must be fully completed or submissions will be returned. The MAU HR representative should appoint a representative for HR to work with if the MAU HR rep will be out for an extended period.

| Approval Given by President/Provost/EVPA (Y/N) | Number of Positions Impacted | Organizational Unit (Numerical Value i.e. 10070642) | Classification Title | Level | Is anyone in this classification and level on a Performance Improvement Plan (PIP)? (Name, Perner) | Has anyone in this classification and level received two consecutive does not meets performance reviews? (Name, Perner) | Is the work going away? (Y/N) | If the work is remaining how will it be accomplished? What position(s) will support the work? |
|------------------------------------------------------|---------------------------------|-----------------------------------------------------------|----------------------|-------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------|
|------------------------------------------------------|---------------------------------|-----------------------------------------------------------|----------------------|-------|-------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------|

MSU HR Review and Approval

Once the required checklist and spreadsheet are returned:

- HR Analyst reviews checklist and spreadsheet information. Additionally, HR will review any probationary or temporary positions before proceeding with layoff assessments. The HR Analyst will request additional information if needed.
- HR Analyst runs seniority BI report to identify the appropriate employee(s) for layoff/reduction based on [MSU Union Contracts](#) layoff provisions and/or [University's Layoff Policy](#).
- MSU HR will review layoff list with appropriate union leaders.

Issuing Notice of Layoff

- HR analyst will notify MAU HR Rep when an individual for layoff is identified and will advise when the notice should be issued.
 - Notice **MUST** be issued on date of letter, as notice date impacts effective layoff date.
 - If changes to issue date are needed, notify assigned HR analyst before contacting employee.
- HR analyst will complete a [Leave of Absence \(LOA\) form](#) via EBS workflow to place employee on layoff.
- Department must review and approve LOA form in Workflow to acknowledge elimination of position.

Notice Periods

| Union Group | Notice Period |
|-------------|----------------------------------------|
| APA | 60 calendar days |
| APSA | 60 calendar days |
| CTU | 15 working days; plus 45 calendar days |
| AFSCME 1585 | 14 calendar days |
| SSTU | 14 calendar days |
| IUOE 324 | 7 calendar days |
| IATSE 274 | 60 calendar days |
| POAM | 21 calendar days |
| NURS | 60 calendar days |
| Non-Union | 60 calendar days |

Best Practices for Issuing a Notice

- Create a **private environment** in which to deliver news - neutral conference room is preferable to manager's office. Due to various remote arrangements an **in-person meeting may not be possible**. Using a modality most common to the employee in question is recommended.
- **Pick a time that will limit disruption** to business and allow the employee to leave the building relatively privately if they wish to do so. **Avoid having conversations with an individual on Friday** as employee resources will likely not be available.
- **MSU HR provides information to the unit** to share with employee as the employee may not be able to receive the information verbally shared in meeting.
- Make sure supervisors align their message to the direction of the unit/university leader. **Be clear, empathetic, transparent**, and be prepared for emotional responses. Remain factual but kind.
- After providing notice, **allow yourself and the employee space physically and psychologically after** the conversation.

Administrative Leaves – Layoff Notice

- During the **layoff notice period**, there may be situations where the unit determines a need to place an employee on leave for the duration of layoff notice period.
- During an **administrative leave**, the employee is compensated (salary, benefits, retirement, etc.) during the notice period, but is not performing any work for the unit.
- Units should work with HR layoff team if administrative leave is needed.

Unit Considerations - Payouts

- Department initiating the layoff is responsible for:
 - Paying out unused Vacation Accruals:
 - Employee may choose:
 - A lump sum payout of their vacation accruals or
 - Running out vacation accruals in period after their layoff based on provisions of their collective bargaining agreements.
 - HR staff will work with employee to explain accrual payout process.
- Paying out Layoff Transition Adjustment Payment (LTAP)
 - Applies ONLY to APA and APSA employees who have more than 6 years of University service and have been laid off for the minimum contractual amount of time (either 90 or 120 days depending on the union).
 - Seniority dictates number of years that are awarded to the employee.
 - $LTAP = \text{Annual Wage} \div 52 \text{ weeks}$, then multiplied by “weeks of pay” (seniority provision)
 - HR will work with the MAU HR Rep to confirm LTAP calculation

Unit Considerations—Benefits

- If employee elects to “run out” their vacation time, MSU's contributions towards benefits will remain active through end of the month in which they had a paid leave.
- If employee elects to be paid out their vacation accruals in a lump sum, MSU's contributions towards benefits will terminate at end of the month in which employee was laid off.
- Contracts that permit employees to elect a vacation “run out” versus a lump-sum payout include APA, APSA, IATSE 274, and CTU

Layoff Bumping – High Level Overview

- Bumping is when more senior employee displaces the lowest senior employee within classification and level (depending on the contract provisions).
- Bumping streams are dependent on layoff process identified in respective union contracts.
- The following contracts have negotiated bumping provisions: CTU, 1585, SSTU, 324
- HR analyst verifies bumper meets minimum qualifications for position in question, in accordance with applicable contractual provisions.
- HR analyst repeats the process of identifying next least senior employee until there are no bump options or the least senior employee is probationary.
- HR analyst will notify department(s) being impacted by bump stream.
- HR analyst will issue notice to employee(s) being impacted by bump.
- HR analyst will meet with impacted employees to discuss bumping or bypass procedures.

Layoff without Bumping Rights: High Level Overview

- Identify least senior individual within same classification and level.
- APA and APSA employees on layoff may be eligible for mandatory bypass interviews when they apply to an open position in Page Up.
 - To be considered a mandatory bypass interview, applicant must meet minimum qualifications, as determined by hiring unit for job posting in question.
- POAM employees on layoff will be recalled into vacant positions before position can be posted.
- Period of bypass / recall rights is equal to employee's seniority at time of layoff or two years, whichever is lesser.

Unemployment Information

Employees may qualify for unemployment during a layoff or following a separation from the University. Individuals can find information on how to apply for unemployment at: michigan.gov/uia.

Determination of benefits are done by the State of Michigan, Unemployment Insurance Agency and not by MSU.

Account and identification number information individuals may need to apply can be found in the [Support Staff Policy & Procedure for Unemployment Compensation](#).

Further questions may be directed to Anne Czajkowski, Unemployment Coordinator, in Employee and Labor Relations at czajkow9@msu.edu and (517) 884-0103.

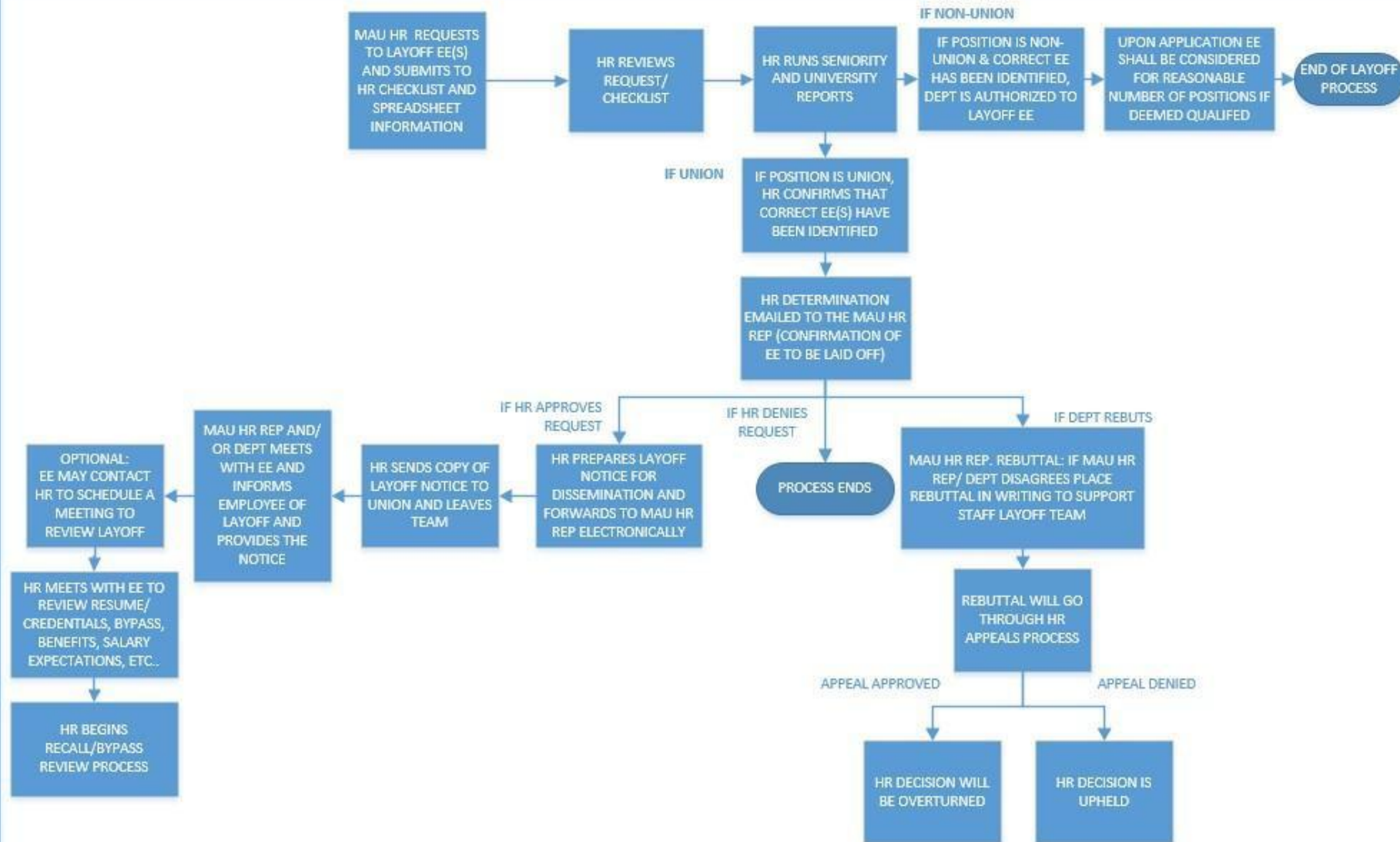
Form & Workflow Reminders

- Academic and Support Staff Position request forms now incorporate additional level of approval to the President's Office, EVPA Office, Provost Office and Health Sciences Office effective 7/1/2025.
- **Beginning 7/15/2025, the business rationale for a position must be included when submitting the following:**
 - **Academic Position Request form for a posting or posting exception request**
 - **Support Staff posting request form**
- NEW: Beginning July 24, 2025, the MAU Authorized Signer list and delegates has been automated in the Academic Position Request Form and Support Staff Posting Request Form to send position requests to the Dean, Director, Chair or Administrative Lead for approval.
- Termination forms for all employment groups now provides a “budgetary” reason for termination actions.

Layoff Notice Timelines

| Union/ Employee Type | Unit layoff template deadline | HR review/ analysis | Layoff Notice Issued to Employee | Layoff Effective Date |
|----------------------------|-------------------------------------|------------------------|---------------------------------------------------|------------------------------|
| APA | 7/9/25 | 7/25/25 | 7/28/25 | 9/26/25 |
| APSA | 7/9/25 | 7/25/25 | 7/28/25 | 9/26/25 |
| CTU | 7/18/25 | 8/15/25 | 8/18/25 *Bumping notices will occur 9/25/25 | 10/17/25 |
| 324 | 7/18/25 | 8/15/25 | 8/18/25 | 9/1/25 |
| SSTU | 7/18/25 | 8/15/25 | 8/18/25 | 9/1/25 |
| 1585 | 7/18/25 | 8/15/25 | 8/18/25 | 9/1/25 |
| All others | 8/1/25 | 8/22/25 | 8/25/25 | POAM: 9/8/25 |
| | | | | 274 & non-union: 10/24/25 |

SUPPORT STAFF HIGH LEVEL LAYOFF OVERVIEW



Support Staff Virtual HR Office Hours

Week of July 7

- Wednesday, July 9, 1–3pm
- Thursday, July 10, 10am – 12pm

Week of July 14

- Monday, July 14, 1–3pm
- Thursday, July 17, 10am–12pm

Week of July 21

- Tuesday, July 22, 2–4pm
- Friday, July 25, 9–11am

Support Staff Questions:
SupportStaffLayoff@hr.msu.edu

FAS Questions:
fasaffairs@msu.edu



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