

Preparing for Layoffs and Furloughs - Instructions



In preparation for potential layoffs and furloughs, it is important to refamiliarize yourself with the processes spelled out in both your civil services rules and collective bargaining agreement (CBA). This worksheet is designed to help AFSCME councils, district councils and locals examine the key process elements. Consider the questions below as you complete the worksheet on the next page.

10 Key Elements of a Layoff or Furlough Process

- 1 Seniority Rights** – Are layoffs done in order of seniority, impacting the least senior staff before the more senior staff? How is seniority defined? Within an agency, a seniority/layoff unit, location, classification or job title?
- 2 Bumping Rights** – Do employees who receive layoff notices have the right to bump other, less senior staff from their position to avoid layoff? If so, what is the order of bumping? Does it follow the same order as seniority rights? Are there any limitations to bumping?
- 3 Exemptions** – Are there any exemptions to seniority or bumping rights? If so, who makes the decision?
- 4 Recall List** – Will a list be kept of those laid off to be used for rehiring once funds become available? How long will the list be kept? How are people prioritized on the list (e.g., by seniority/layoff unit, classification or similar classification)?
- 5 Notice to the Union** – Is management required to give any notice to the union before beginning a furlough or layoff process? If so, how much notice is required?
- 6 Timeline to Bargain** – After the union receives the notice of layoffs or furloughs, how much time do you have to notify your employer of your intent to bargain?
- 7 Notice to Workers** – How much notice is each employee given before their layoff takes effect?
- 8 Who Assembles the Lists?** Responsibility for assembling the layoff, furlough and recall lists can vary by employer. Record whether a central human resources or personnel department, an individual department or agency or another specific entity is responsible for assembling and keeping the lists.
- 9 Alternatives Considered** – Has management considered or implemented any alternatives that reduce the need for furloughs or layoffs? For ideas on alternatives, including tapping reserve funds, implementing hiring freezes and early retirement incentives, see the “Alternatives to Layoffs” in the accompanying FAQ.
- 10 How is Management Sharing the Pain?** – Are layoffs, furloughs, wage reductions and/or other cost-savings measures also being considered for management positions?



[If you are facing an attempt to change your civil service laws or have questions, reach out to AFSCME's Job Training and Development Center at \[research@afscme.org\]\(mailto:research@afscme.org\).](mailto:research@afscme.org)

Preparing for Layoffs and Furloughs - Worksheet



Use this worksheet to track the 10 key elements of the layoff or furlough process outlined in your civil service rules and CBA.

	Civil Service Rules	CBA
Seniority Rights		
Bumping Rights		
Exemptions		
Recall List		
Notice to Union		
Timeline to Bargain		
Notice to Workers		
Recall List		
Notice to the Worker		
Record below the following information:		
Who assembles the lists?		
Alternatives considered		
How is management sharing the pain?		



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