

Restructuring Information Handbook Module 1

Restructuring Planning and Alternatives

Unit F, Basic Index to Module 1 (June 2003 version)

Introduction The U.S. Office of Personnel Management developed the **Restructuring Information Handbook** to assist Federal agencies in identifying the mandatory statutory and regulatory procedures that apply to restructuring situations.

The Handbook also offers agencies options for minimizing or even eliminating the disruption that often results from restructuring.

There is no requirement for Federal agencies to use this Handbook. Also, the United States Court of Appeals for the Federal Circuit stated in **James v. Von Zemenszky**, 284 F.3D 1310 (2002), that: “. . . OPM’s Restructuring Information Handbook is not a formal regulation, but merely an informal statement of agency views.”

The structure of the Handbook assists the user in locating as much or as little restructuring information as the user needs. Some Modules contain only one **Unit** in addition to the two index units, while other Modules have two or more Units.

For subjects with mandatory statutory or regulatory requirements, **Unit A (Mandatory Requirements)** provides the user with a crash course on the subject in Section 1, and also with detailed information, complete with citations of requirements contained in law and regulation.

When appropriate, **Unit B (Guidance)** provides the user with useful guidance, including key appeals decisions from appellate bodies such as the Merit Systems Protection Board.

The summaries of appeals decisions are guidance prepared by individual OPM employees. The appeals summaries do not represent official summaries approved by OPM, the Board, or other appellate organizations, and are not intended to provide legal counsel or to be cited as legal authority. Instead, the appeals summaries inform and help the user locate relevant appellate precedents on a specific downsizing subject.

Unit F (Basic Index to Module) and **Unit G (Detailed Index to Module)** help the user readily locate information within a specific Module.

Other Modules may contain additional Units, such as **Unit C (Appeals Index)**, and **Unit D (Samples)**.

Finally, Module 1 contains **Unit H, (Detailed Index to the Restructuring Information Handbook)**.

We welcome comments on the Restructuring Information Handbook.

Send any comments and suggestions to the Center for Talent and Capacity Policy at (202) 606-0960; FAX (202) 606-2329; or e-mail Thomas A. Glennon at taglenno@opm.gov.

Contents

OPM's Restructuring Information Handbook Modules contain the following topics:

Topic	Module	Unit(s)
Planning and Alternatives for Restructuring	1	B, F, G, H
Human Resource Responsibilities in Restructuring	2	B, F, G
Reduction in Force	3	A, B, C, D, E, F, G
Transfer of Function	4	A, B, C, F, G
Reduction in Force Furlough	5	A, B, C, F, G
Reemployment Priority List	6	A, B, C, F, G
Career Transition Assistance	7	A, F, G
Interagency Career Transition Assistance Plan	8	A, F, G
Voluntary Early Retirement	9	A, B, C, F, G

Restructuring Information Handbook Module 1

Restructuring Planning and Alternatives

Unit F, Basic Index to Module 1 (June 2003 version)

Introduction Restructuring Information Handbook Module 1 provides guidance to help an agency develop a restructuring plan, and also to minimize any resultant involuntary separations or demotions of the agency's employees. Module 1 consists of four Units: (1) Unit B, "Guidance," (2) Unit F, "Basic Index to Module 1," (3) Unit G, "Detailed Index to Module 1," and (4) Unit H, "Detailed Index to the Restructuring Information Handbook." This is the June 2003 version of Unit F.

Contents This publication contains the following topics:

Topic	Begins at Page
Basic Index to Module 1	1

U.S. Office of Personnel Management-Division for Strategic Human Resources Policy
 Restructuring Information Handbook Module 1
 Restructuring Planning and Alternatives
 Unit F, Basic Index to Module 1 (June 2003 version)

GENERAL SUBJECT-	SPECIFIC SUBJECT-	CITE-	UNITS-
CAREER TRANSITION ASSISTANCE PROGRAMS TO INCREASE ATTRITION	AGENCY CAREER TRANSITION SERVICES	6-2	B
	CAREER TRANSITION ASSISTANCE PROGRAMS	6-1	B
CASE STUDY ON PROVIDING ASSISTANCE TO DISPLACED EMPLOYEES	EXTENSIVE COMMITMENT TO OUTPLACEMENT PROGRAMS	10-5	B
	EXTENSIVE COMMITMENT TO TRAINING AND RETRAINING	10-6	B
	HRO AND EEO ROLE	10-4	B
	LABOR-MANAGEMENT COOPERATION	10-3	B
	LESSONS FROM THE CFC CLOSURE	10-7	B
	POSITIVE PLACEMENT ASSISTANCE WHILE IMPLEMENTING THE STRATEGIC PLAN	10-2	B
	SITUATION-CLOSURE OF THE FMS CHICAGO FINANCIAL MANAGEMENT CENTER	10-1	B
	CRITICAL MANAGEMENT CONSIDERATIONS IN DOWNSIZING	EVALUATING THE IMPACT OF A POSSIBLE RIF	4-2
	MANAGEMENT DECISIONS IF THE STRATEGIC PLAN RESULTS IN A RIF	4-1	B
DEVELOPING THE RESTRUCTURING PLAN	ADDITIONAL RESTRUCTURING ASSISTANCE	2-2	B
	EFFECTIVE STRATEGIC PLANNING	2-5	B
	HUMAN RESOURCE PROFESSIONALS IN STRATEGIC ALIGNMENT	2-10	B
	NEEDS ANALYSIS REVIEW	2-7	B
	NEEDS ANALYSIS REVIEW FROM THE HUMAN RESOURCES PERSPECTIVE	2-8	B
	OTHER RESTRUCTURING CONSIDERATIONS	2-14	B
	POSITION MANAGEMENT	2-12	B

U.S. Office of Personnel Management-Division for Strategic Human Resources Policy
 Restructuring Information Handbook Module 1
 Restructuring Planning and Alternatives
 Unit F, Basic Index to Module 1 (June 2003 version)

GENERAL SUBJECT-	SPECIFIC SUBJECT-	CITE-	UNITS-
DEVELOPING THE RESTRUCTURING PLAN	POSITION MANAGEMENT AND STRATEGIC ALIGNMENT	2-13	B
	SHAPING THE NEW ORGANIZATION	2-11	B
	STRATEGIC ALIGNMENT	2-9	B
	STRATEGIC PLAN	2-4	B
	STRATEGIC PLANNING AND ALIGNMENT	2-3	B
	STRATEGIC PLANNING AND NEEDS ANALYSIS	2-6	B
	TOP LEADERSHIP COMMITMENT	2-1	B
DOWNSIZING ASSISTANCE FROM OPM	CONTACTING OPM FOR REIMBURSABLE SERVICES	11-1	B
	RESTRUCTURING-RELATED REIMBURSABLE SERVICES AVAILABLE FROM OPM	11-2	B
IMPLEMENTING THE RESTRUCTURING PLAN	COMMUNICATION ISSUES	3-3	B
	EXAMPLES OF EFFECTIVE COMMUNICATION	3-2	B
	LABOR MANAGEMENT COOPERATION	3-4	B
	PLANNING FOR EFFECTIVE COMMUNICATION	3-1	B
	TECHNOLOGICAL SUPPORT TO ASSIST SURPLUS EMPLOYEES	3-5	B
INCREASING ATTRITION	DETAIL EMPLOYEES TO OTHER AGENCIES ON A REIMBURSABLE BASIS	5-6	B
	FURLOUGHS	5-7	B
	SEPARATE REEMPLOYED ANNUITANTS	5-5	B
MINIMIZING THE NEED FOR RIF	FREEZE HIRING AND PROMOTION ACTIONS	5-2	B
	INTERNAL PLACEMENT PROGRAMS FOR SURPLUS EMPLOYEES	5-1	B

U.S. Office of Personnel Management-Division for Strategic Human Resources Policy
 Restructuring Information Handbook Module 1
 Restructuring Planning and Alternatives
 Unit F, Basic Index to Module 1 (June 2003 version)

GENERAL SUBJECT-	SPECIFIC SUBJECT-	CITE-	UNITS-
MINIMIZING THE NEED FOR RIF	SEPARATE TEMPORARY EMPLOYEES	5-4	B
	VOLUNTARY REDUCTION OF HOURS	5-3	B
OVERVIEW	GUIDANCE IN MODULE 1	1-1	B
	RELATED GUIDANCE IN MODULE 2	1-2	B
PLACING SURPLUS PERSONNEL	MODIFY OR WAIVE QUALIFICATIONS	5-10	B
	REASSIGN SURPLUS EMPLOYEES TO CONTINUING POSITIONS	5-8	B
	TRAIN EMPLOYEES FOR OTHER POSITIONS	5-11	B
	VOLUNTARY CHANGE TO LOWER GRADE	5-9	B
TRAINING AND RETRAINING AS AN ATTRITION TOOL	DIFFERENCES BETWEEN TRAINING AND RETRAINING	9-1	B
	INTERAGENCY RETRAINING	9-3	B
	INTRA-AGENCY RETRAINING	9-2	B
	RETRAINING OPTIONS UNDER THE WORKFORCE INVESTMENT ACT OF 1998	9-5	B
	TRAINING AND RETRAINING FOR NON-FEDERAL POSITIONS	9-4	B
	EMPLOYEES ELIGIBLE FOR VERA	7-3	B
VOLUNTARY EARLY RETIREMENT AS AN ATTRITION TOOL	NEW VERA FLEXIBILITIES	7-2	B
	PURPOSE OF VERA OPTION	7-1	B
	VERA IS NOT A BUYOUT	7-5	B
	VERA IS NOT DISCONTINUED SERVICE RETIREMENT	7-4	B
VOLUNTARY SEPARATION INCENTIVE PAYMENTS AS AN ATTRITION TOOL	NEW VSIP FLEXIBILITIES	8-2	B
	OPM WAIVER OF THE VSIP REPAYMENT REQUIREMENT	8-4	B

U.S. Office of Personnel Management-Division for Strategic Human Resources Policy
Restructuring Information Handbook Module 1
Restructuring Planning and Alternatives
Unit F, Basic Index to Module 1 (June 2003 version)

GENERAL SUBJECT-	SPECIFIC SUBJECT-	CITE-	UNITS-
VOLUNTARY SEPARATION INCENTIVE PAYMENTS AS AN ATTRITION TOOL	REPAYMENT REQUIREMENT FOR FEDERAL EMPLOYMENT AFTER VSIP	8-3	B
	VSIP BACKGROUND	8-1	B
	VSIP IS NOT VERA	8-5	B