



**NAVAIR WD
CLERICAL CA
JOB ABOLISHMENT
SUPERVISOR COMMUNICATION
TRAINING**

JUNE 2004



Briefing Outline

- Training Objectives
- Supervisor Role & Expectations
- Focus on Task: Job Abolishment Sessions
- Reason for Job Abolishment
- Risk Communication Tips
- Resources Available for Supervisors & Employees
- Summary of Action Items
- Key RIF tentative dates
- Q &As



Supervisor Training Objectives

- Define Supervisory Responsibilities for Job Abolishment Session & other RIF events
- Prepare Supervisors to conduct the Job Abolishment session
- Identify support resources for Supervisors & Employees
- Prepare for Next Several Months



Supervisor Role & Expectations

- Verbally inform Employee
 - Job abolishment
 - Results of Mock (July 04)
- Effectively utilize support resources
 - Personnel Management Advisor, Civilian Employee Assistance Program.
- Take active role in RIF mitigation
 - Active listener; link employee needs to appropriate resource
 - If you have vacancies, offer to fill via RIF
 - Introduce Employees to outside Employers



Supervisor Role and Expectations

- Take ownership of the RIF actions
- Communication is a key ingredient; YOU are important in this process
 - Risk communication training applies here!
 - High concern/low trust
 - Media: if contacted, refer to PAO
 - How you communicate is important: Others not directly affected need to be assured about NAVAIR WD'S future
- Communicate RIF concerns to management



The Immediate Task: Job Abolishment Sessions

- Conduct individual sessions with Employees to inform them that their job is scheduled for abolishment
- Completion Goal: 12 July 2004
- Become Familiar with RIF Guide



RIF Guide for Managers

- Information regarding the availability of support resources
- RIF mechanics (bump, retreat, etc.)
 - RIF mechanic brief
 - Glossary of terms
- Managing communication with Employees
 - “Do’s & Don’ts”
 - Meeting tips
 - Predictable Q & As
- Placement Program Assistance
 - PPP
 - Re-Employment Priority



Job Abolishment Sessions: Setting the Stage

- Who should be at the meeting?
 - Consider having a second manager at the meeting
 - 1st line [immediate] supervisor plus higher level designated manager (this could be the site manager)
 - Higher level manager identifies who will act as the “chief” speaker
 - Special cases (potential Workplace Violence)
 - If an Employee requests, arrange for union steward



Job Abolishment Sessions: Setting the Stage

- Contacting the Employee
 - Notification & meeting occur on the same day
 - A manager who will be in the meeting will make direct contact to initiate the meeting.
- Use a private office
 - No distractions, forward the phones
- Room environment
- Keep the meeting brief
 - (20 - 30 minutes maximum ... longer ONLY if the employee has questions)



Job Abolishment Sessions: Delivering the Main Messages

- The main messages:
 - Tell the Employee that his/her job is abolished in the Clerical CA RIF
 - Explain what “abolishment” means
 - Tell the Employee why his/her job is abolished



Job Abolishment Sessions: Defining the Message

- “Abolished” means:
 - The position which the Employee encumbers will be eliminated on 31 January 2005.
 - It does not determine whether that employee will be reassigned, downgraded, or separated. More specific information after Mock RIF, VSIP/VERA (if applicable), etc.



Job Abolishment Sessions: Defining the Message

- You **MUST** have a specific business reason for the abolishment. Provide the reason below to the employee:
 - Since we won the CA study we must now Implement the Clerical MEO



Job Abolishment Sessions: Secondary Messages

- Emphasize to Employee: We will provide resources; Employee must make choices
- Provide the Employee with RIF key dates
- Give Employee “Key Points of Contact”
 - Highlight some key players (PMA, CEAP, etc.)
- Give Employee things to consider acting on now
 - Request retirement estimates immediately-Benefits Line (1-888-320-2917)
 - Apply to CHART if interested in other positions
 - Significant personal event: CEAP if appropriate



Risk Communication Tips

Meeting Opener Example

- Tailor the message to the individual
- REALLY give the meeting some thought
- An example of a meeting opener:

“I’ve asked you to this meeting today to discuss the organization’s implementation of the Clerical CA MEO and its impact on you. I recognize that this subject can create a high level of anxiety and distress for you and I truly regret the personal impact this may have on you and your family.”



Risk Communication Tips

- **Proper mindset for the Job Abolishment session: “It could have been me” or “It includes me and/or other managers at my level”**
- **Prepare yourself to deliver the message**
 - Practice equals a clearer message to the Employee
 - Review “RIF Guide for Managers & Supervisors”, “Tips on Dealing with Emotional Reactions”
- **Expect Negative Reactions. People who are upset tend to think negatively**
 - Do not debate issues with the Employee
- **People who are upset have difficulty hearing and processing information ... Up to 80% of the message may be lost**
 - Keep the message short and repeat it



Job Abolishment Sessions: Meeting Closure

- Reiterate that their job is being abolished
- Reiterate what “abolishment” means
- Invite Employee to contact you if they have questions after the session
- **If necessary**, provide option of admin leave for rest of the day (**only in special cases**)
- Monitor employee’s disposition after meeting



Resources Available

- HRD-PMA
- <https://hrdmugu.mugu.navy.mil/hrd/>
- Civilian Employee Assistance Program
- Human Resources Service Center-Southwest
 - Benefits line 1- (888) 320-2917
- Employment Development Department
- Supervisory Information Packet
 - RIF Guide for Managers & Supervisors
 - Key Points of Contact (Provide a copy to each Employee)
 - Civilian Employee Assistance Program



Summary of Action Items

- Complete Employee Position Abolishment Sessions NLT 12 July 2004
- Give Employees the “Key Points of Contact” document
- Read RIF Guide and Be Aware of Employee Responses
- Prepare for Sessions after Mock RIF
 - HRD will provide training for MOCK RIF results on 20 July (PM) and 21 July (CL) 2004
- Put RIF Actions in Proper Context for Workforce: Your Attitude will be Reflected.



Clerical CA Key RIF Tentative Dates

- Advise employees-abolished positions (1-12 July)
- Initial review of MOCK RIF results (mid July)
- Communication training for supervisors on giving MOCK RIF results (20/21 July)
- Notification of MOCK RIF results to affected employees (late July/early August)
- VSIP/VERA survey-if applicable- (late July/early August)
- Issue RIF Notices (23-27 September)
- PPP registration (late September/mid October)
- RIF counseling (late September/mid October)
- RIF effective date (31 January 2005)



LEADERSHIP TRANSITION TEAM

- 2.0 Blaine Manson
- 3.0 Debby Clark
- 4.0 Brad Harlow
- 5.0 Al Vines/Brad Gilmer
- 7.0 Roy Parris
- 7.3 (HR) Richard Cracraft
- 7.8 Jack Foss
- 10.0 Nancy Hodge