



DEPARTMENT OF THE NAVY  
COMMANDER NAVY RESERVE FORCE  
1915 FORRESTAL DRIVE  
NORFOLK VA 23551-4615

COMNAVRESFORINST 12351.2E  
N00CP  
16 Apr 2018

COMNAVRESFOR INSTRUCTION 12351.2E

From: Commander, Navy Reserve Force

Subj: CIVILIAN WORKFORCE SHAPING

Ref: (a) Title 5 Code of Federal Regulations  
(b) SECNAVINST 12351.5G  
(c) DoDI 1400.25, Volume 351  
(d) DSD memo Policy and Procedure for Reductions in Force in the Civilian Workforce of 19 Jan 17  
(e) DoDI 1400.25, Volume 2004  
(f) DoDI 1400.25, Volume 1702

Encl: (1) Sample Request for Authority to Conduct Workforce Shaping Action

1. Purpose. To provide policy regarding approval of workforce shaping initiatives within Commander, Navy Reserve Force (COMNAVRESFOR) and all subordinate commands. This policy covers the delegation of approval for the announcement, approval and processing of reduction in force (RIF), transfer of function (TOF), transfer of work (TOW), administrative (non-emergency) furlough, voluntary separation incentive pay (VSIP) and other workforce shaping initiatives affecting appropriated fund (AF) employees in the COMNAVRESFOR workforce. References (a) through (f) provide regulations, policy and guidance for conducting workforce shaping actions within COMNAVRESFOR.

2. Cancellation. COMNAVRESFORINST 12351.2D.

3. Collective Bargaining Agreements. Provisions of an existing collective bargaining agreements (CBA), memorandum of understanding (MOU), and/or memorandum of agreement (MOA) applicable to bargaining unit employees supersede the policies and procedures outlined herein unless to do so would violate any applicable government-wide law, rule, or regulation.

4. Delegation of Authority

a. Reference (b) delegates authority to the heads of echelon 1 and 2 commands to approve RIF, TOF, TOW, non-emergency furlough, and other management actions which may result in the involuntary separation or relocation outside the commuting area of fewer than 50 COMNAVRESFOR civilian employees. In accordance with reference (f), the Department of Navy (DON) provides an annual allocation of VSIP allocations to COMNAVRESFOR and charges it with monitoring their use and ensuring the allocations are not exceeded. Accordingly, authority to offer VSIP and voluntary early retirement authority (VERA) is maintained by COMNAVRESFOR. Use of VSIP for COMNAVRESFOR headquarters employees (unit identification code 00072) requires approval of the Chief of Naval Operations.

- (2) Provide advice and guidance to COMNAVRESFOR managers and supervisors.
  - (3) Coordinate COMNAVRESFOR response to the annual DON RIF data call for planned workforce shaping actions projected to result in involuntary separation or transfer/directed reassignment out of the commuting area.
  - (4) Review and recommend the approval/disapproval of all authority requests for downsizing and other management actions, including those that necessitate employees relocating outside the current commuting area.
  - (5) Review and recommend the approval/disapproval of all requests for VSIP/VERA authority.
  - (6) Conduct periodic assessments on the management and utilization of workforce shaping programs at subordinate activities to evaluate their effectiveness and compliance with law, regulation, and policy.
  - (7) Provide information to COMNAVRESFOR civilian employees on workforce shaping procedures, benefits and entitlements, and ensure that workforce shaping training is available for COMNAVRESFOR staff as appropriate.
    - b. Commanders/commanding officers will submit a list of possible/anticipated RIF, furlough, TOF, or TOW on an annual basis in response to the DON data call and will explore alternate methods to mitigate the need for involuntary separations or directed transfers outside of the commuting area.
    - c. The DON operational service centers will, in a concerted effort with the COMNAVRESFOR CHR, provide guidance to commanders and commanding officers in implementing workforce shaping initiatives.
7. Records Management. Records created as a result of this instruction, regardless of media and format, must be managed per Secretary of the Navy Manual 5210.1 of January 2012.
8. Review and Effective Date. Per OPNAVINST 5215.17A, COMNAVRESFOR will review this instruction annually on the anniversary of its effective date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, and Navy policy and statutory authority using

b. Reference (b) requires an annual DON consolidated congressional notice of anticipated downsizing, rightsizing and RIF plans based on information submitted by echelon 1 and 2 commands. Following congressional notification of anticipated actions, echelon 1 and 2 commanders will be notified of their authority to approve and execute announced actions.

## 5. Policy

a. All requests for authority to execute workforce shaping or downsizing actions must be submitted to the COMNAVRESFOR Director, Civilian Human Resources (CHR) (N00CP) with details justifying the actions requested and previous or planned actions used to mitigate adverse impact along with a completed sample request for authority to conduct workforce shaping action, enclosure (1).

b. Activities must include workforce shaping plans in budget submissions, which are required to be consistent with the annual report of anticipated downsizing actions.

c. RIF is the alternative of last resort. Managers must consult with the COMNAVRESFOR CHR (N00CP) workforce shaping program manager whenever the need for workforce shaping arises. Early action to mitigate the adverse impact of workforce shaping is essential. The following actions represent potential management alternatives which may reduce or eliminate the need for involuntary separation and other adverse RIF impact; the list is not all-inclusive:

- (1) Reducing, or decreasing overtime, and awards money
- (2) Limiting training, travel, and overtime
- (3) Freezing hiring and promotions
- (4) Separating temporary employees
- (5) Separating employees serving at the will of the appointing official (e.g. re-employed annuitants)
- (6) Offering of VERA and VSIP
- (7) Early registration in the Department of Defense (DoD) Priority Placement Program

d. VSIP may also be used to restructure positions to meet mission objectives without reducing the overall number of employees.

## 6. Roles and Responsibilities

a. COMNAVRESFOR Director, CHR

- (1) Establish policies and procedures covering workforce shaping initiatives.

OPNAV 5215/40 Review of Instruction. This instruction will automatically expire 5 years after effective date unless reissued or canceled prior to the 5-year anniversary date, or an extension has been granted.

A handwritten signature in black ink, appearing to read 'R. B. Johnson', with a long horizontal stroke extending to the right.

R. B. JOHNSON  
By direction

**Releasability and Distribution:**

This instruction is cleared for public release and is available electronically only via COMNAVRESFOR Web site, <http://www.public.navy.mil/nrh/Pages/instructions.aspx>

SAMPLE REQUEST FOR AUTHORITY TO CONDUCT WORKFORCE SHAPING ACTION

COMMAND LETTERHEAD

From: Mr. John Rowe, DCHR, N00CP  
To: COMMANDER, NAVY RESERVE FORCE

Subj: REVISION TO COMNAVRESFORINST 12551.1A

1. Per reference (a), the following authority is requested:

RIF: # civilian positions to be abolished: \_\_\_\_  
TOF or TOW: # civilian positions to be transferred: \_\_\_\_  
VSIP: # to be offered: \_\_\_\_  
VERA: # to be offered: \_\_\_\_

2. This VSIP/VERA request (if applicable) is submitted for the purpose of:

\_\_\_\_ RIF due to downsizing

\_\_\_\_ Position restructuring

\_\_\_\_ Voluntary downsizing (No RIF)

3. Describe in sufficient detail the purpose for the RIF, workforce restructuring or downsizing. Describe the mission change, skill imbalance or layering, and why the incumbent position(s) do not meet the requirements and how the new position(s) will meet mission requirements. List the series, grade and title for each incumbent being offered the VERA/VSIP incentive.

4. If the VSIP request is for restructuring, provide the following for each position to be restructured:

a. Current position title, series and grade, and position description number.

b. Proposed changes to the current position in terms of duties, major responsibilities and/or skill requirements.

\_\_\_\_ SIGNATURE Commander/Commanding Officer

\_\_\_\_ DATE