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NEW MEXICO

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# University of New Mexico Voluntary Furlough Program Guidelines

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Submitted by:	Helen Gonzales, Vice President Human Resources
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# Contents

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1. Introduction
2. Definitions
3. Eligibility
4. Program Details
5. Alternate Methods of Contributing
6. Timeline
7. Communication Plan
8. Forms
9. Budgetary Goal
10. Process Flow
11. Roles and Responsibilities
12. Frequently Asked Questions
13. Project Planning Team

## **1. Introduction**

During these difficult economic times we have seen our budgets reduced, vacant positions left unfilled, salary increases forgone, and inspiring new initiatives placed on indefinite hold. Unprecedented cutbacks abound and we are witnessing financial difficulties devastate portions of the nation around us. One area we have not seen decline is the commitment of our faculty and staff to the core missions of the University of New Mexico (UNM).

The collaborative effort of the UNM Community has enabled us to endure economic hardship and mitigate the impact on our students, faculty, and staff. The challenging times are far from over and we must continue to look for ways to partner in successfully overcoming these financial obstacles.

In February, as part of his personal commitment to the cost saving initiative, President Schmidly announced his intent to take a 15 day unpaid voluntary furlough from UNM, thus launching the Voluntary Furlough Program.

The Voluntary Furlough Program is one approach in the comprehensive effort at UNM to reduce costs while maintaining quality service to our students, health care to our patients, excellence in our research, and assistance to our community. It is an individual choice and a personal contribution to UNM.

The program is not for everyone. It is neither something that everyone is able to do, nor is it something that anyone is expected to do. The President has pledged that the program is completely voluntary. To restate, no faculty or staff is required to make a commitment to the Voluntary Furlough Program.

There may be individuals for whom this voluntary program can be effective. The program allows faculty and staff the opportunity to make a direct personal contribution in the cost saving efforts at UNM, while maintaining employee benefits. At the individual's discretion, and upon approval of the employee's manager, the program offers the opportunity to take an unpaid leave of absence while retaining benefits as if in regular working status.

It is important for those who are considering participation in the program to be aware of the details the plan affords as well as the impact that a decision to participate will have relative to retirement, benefits, and withholdings. It is crucial that managers understand the need to be flexible and supportive of employees who are interested in participating in the program. Finally, it is essential that advocacy and support groups find transparency in the program, are fully aware of the funding goals, and have a voice in the final presentation and program details.

This draft plan has been prepared to share information and to solicit input from campus. In addition, the project communications team will be available to attend key campus meetings in the month of April, to both answer questions and solicit input. The intent is to finalize the plan by May 29, 2009, and to allow interested parties to start submitting requests to participate beginning June 1, 2009, for the July 1, 2009 to June 30, 2010 fiscal year. Please take advantage of the opportunity to assist in the development of this important program by contributing your comments and suggestions.

## 2. Definitions

Voluntary Furlough Leave—a scheduled period of time away from work or duty whereby eligible employees have volunteered to be placed in an authorized leave of absence from work, **without pay**, but with benefits. This arrangement must be initiated by the employee and is subject to the approval of management. A Voluntary Furlough is further subject to the Voluntary Furlough Program Guidelines. The intent of the program is to allow interested employees to voluntarily help create a budgetary savings while minimizing impact on the missions of UNM.

Annual Leave – approved time off **with pay** that is accrued, requested by the employee, and approved by the employee's immediate supervisor. Annual leave is subject to the provisions of University Business Policy #3400, Annual Leave. The intent of the annual leave policy is to provide eligible employees with an opportunity to relax for an extended period and return to their job with renewed interest and vitality.

Sick Leave – absence **with pay** that is accrued and afforded to eligible employees to address specific purposes, related to injury or illness. Sick Leave is subject to the provisions of University Business Policy #3410, Sick Leave. Paid sick leave is a benefit provided by the University to enable staff employees to continue on paid status during an illness or disability or that of an immediate family member.

Leave with Pay –approved time off **with pay** that may be granted for these specific purposes: University or Branch Closure, Time off for Interviews, Marriage, Death in Family/Bereavement, Voting, Jury/Court Duty, and Administrative Leave. Leave with Pay is subject to the provisions of University Business Policy #3415, Leave with Pay.

Leave without Pay – in certain circumstances, a leave of absence **without pay** may be granted to employees. Leave without pay is subject to the provisions of University Business Policy #3420, Leave Without Pay, or Faculty Handbook Policy C280, Leave Without Pay, for Faculty. The leave without pay policy is not focused on creating a budgetary savings for the institution. It addresses specific situations with time parameters and approval processes that are different from those of the Voluntary Furlough Program.

Mandatory Deductions – include the employee paid portion of FICA-FICM (Social Security), federal and state income tax, ERA retirement contributions, tax levies, and court ordered payments for child support and wage garnishments.

Voluntary Deductions – those deductions that are elective in nature and authorized at the employee's discretion. These deductions include insurance premiums, parking fees, union dues, 403b and 457b supplemental retirement plans, etc.

### 3. Eligibility

All regular faculty and staff employees who are not 100% grant funded, to include term, contract, and probationary employees, are eligible to request to participate in the voluntary furlough program. A request to participate does not guarantee acceptance. Temporary, on-call, and student employees, as well as adjunct faculty and 100% grant funded employees, are not eligible to request to participate. Employees on H1-B Visas, regardless of the details of their employment, are excluded due to their visa status.

Employees who are partially grant funded may only request to participate to the extent that their assignment and salary relate to a non-grant funded purpose and funding source.

- Participation in the program is completely voluntary and is subject to approval by the employee's manager.
- Participation in the program is not an employee right or benefit and may be discontinued at any time by either party.
- Denial or termination of a voluntary furlough arrangement can neither be appealed nor grieved.

All requests to participate in a voluntary furlough will be evaluated on an individual basis and every consideration will be given to approve the request. However, the program may not be appropriate to all areas of the University. Reasons for denial of participation may include, but are not limited to, cases where the employee's absence would:

- Require back-fill, replacement, or overtime to be paid to other employees in order to facilitate the leave of absence.
- Cause a disruption in the conduct of academic courses being delivered to students.
- Result in a loss of revenue to the University.
- Result in critical services not being delivered, as determined by the employee's management.
- Cause undue hardship on an area with limited staffing, as determined by the employee's management.
- Be detrimental to the operation of their particular area of responsibility, as determined by the employee's management.

#### 4. Program Details

The voluntary furlough program is designed to facilitate ease of employee participation while controlling the administrative impact necessary to both manage the program and sustain employee benefits. Since the goal is to create a cost savings, the intent is to minimize overhead costs associated with managing the program while ensuring that the employee is treated fairly. The following parameters will serve as guideline for anyone who chooses to participate in the voluntary furlough program:

##### Overview

	<b>Exempt</b>	<b>Non-Exempt</b>
Duration of Voluntary Furlough (Days cannot be intermittent)	1 to 15 business days	1 to 5 business days
Annual Leave and Sick Leave Accrual Rate Maintained	Yes	Yes
Employer Paid Benefits Continue	Yes	Yes
Employee Paid Benefits Continue	See Continuation of Benefits Section Below	See Continuation of Benefits Section Below

##### Number of Furlough Days Allowed

- Exempt employees may request a minimum of 1 business day up to a maximum of 15 business days and non-exempt employees may request a minimum of 1 business day up to a maximum of 5 business days, per voluntary furlough request.
- A request for a voluntary furlough cannot be intermittent.
- Any exception to these guidelines will require the approval of the Vice President of Human Resources in addition to the approval of the employee’s manager.

##### Continuation of Benefits

- The employee will continue to accrue both annual and sick leave at their pre-voluntary furlough accrual rate for the duration of the approved voluntary furlough.
- While on voluntary furlough, the employer’s portion of benefits will continue to be paid on behalf of the employee. The employee’s portion of benefits will be paid to the extent that there is sufficient income in the pay period to cover these costs. In the unlikely event that an employee does not have sufficient income in a given pay period to cover their portion of mandatory or voluntary deductions, the shortage will be handled as indicated in the Mandatory Deductions and Voluntary Deductions tables:

Mandatory Deductions

Type of Deduction	Based on a % of Salary <sup>1</sup>	Fixed <sup>2</sup>	Paid on Employee's behalf with arrears <sup>3</sup>	Not paid on Employee's behalf <sup>4</sup>	Notes
Federal and State Tax	X		See Notes		In cases where an employee has a fixed dollar amount designated for federal or state withholding beyond the amount calculated in the tax table, and this amount exceeds available income, UNM will pay the amount on the employee's behalf and arrears will be created.
FICA and FICA Med (Social Security Tax)	X		N/A		
Child support, tax liens, etc., as a % of salary	X		N/A		
Retirement-ERA	X		N/A		
Retirement-ARP	X		N/A		
Child support, tax liens, etc., as a fixed amount		X	X		
Back payments due to UNM		X	X		
Taxes on benefits received (dependent ed, tuition remission, athletic tickets, Popejoy tickets)		X	X		Taxes are only deducted 1 x per year for each event. For education, the deduction is once per semester.
Workers' compensation fee		X	X		Only deducted quarterly.

<sup>1</sup> Percentage of salary deductions will always be covered by the employee's income because the amount is calculated on actual earnings.

<sup>2</sup> Fixed dollar amounts are not based on a % of salary. In cases where the employee has a reduction income, as in the voluntary furlough, the employee may not have sufficient income to cover the deduction.

<sup>3</sup> Deductions that are paid on an employee's behalf with arrears will create a receivable to be paid by the employee as a payroll deduction in a subsequent payroll.

<sup>4</sup> Deductions that are not paid will be the responsibility of the employee.

Voluntary Deductions

Type of Deduction	Based on a % of Salary <sup>5</sup>	Fixed <sup>6</sup>	Paid on Employee's behalf with arrears <sup>7</sup>	Not paid on Employee's behalf <sup>8</sup>	Notes
Insurance Benefits: medical, dental, vision, long term disability, long term care, accidental death, life)		X	X		
Parking		X	X		
Union Deductions CWA/CIR		X	X		
Union Dues-POA		X	X		
Union Deductions-USUNM		X		X	Union contract does not require arrears on dues.
Supplemental Retirement-403b/457b		X		X	Would have to increase monthly contributions to get to the same yearly election amount if employee wants to take unpaid time off and does not have enough pay to cover the contribution.
Savings Bond		X		X	Would not be paid if employee had insufficient income.
University Donation Drives		X		X	Would not be paid if employee had insufficient income. Employee may reach pledge goal by increasing monthly amounts.
Flexible Spending Account-Health Care		X		X	Would have to increase monthly contributions to get to the same yearly election amount if employee wants to take unpaid time off and does not have enough pay to cover the contribution for health care.
Flexible Spending Account-Dependent Care		X		X	Would not be able to make a claim for the period off since the employee is not working.
Lobo Club/Faculty Staff Club		X		X	Would not be paid if employee had insufficient income.

Other Program Considerations

<sup>5</sup> Percentage of salary deductions will always be covered by the employee's income because the amount is calculated on actual earnings.

<sup>6</sup> Fixed dollar amounts are not based on a % of salary. In cases where the employee has a reduction income, as in the voluntary furlough, the employee may not have sufficient income to cover the deduction.

<sup>7</sup> Deductions that are paid on an employee's behalf with arrears will create a receivable to be paid by the employee as a payroll deduction in a subsequent payroll.

<sup>8</sup> Deductions that are not paid will be the responsibility of the employee.

- An exempt employee will be treated as non-exempt for the week(s) in which the employee is taking either an entire or partial week voluntary furlough, and will be required to report any hours worked. In order to achieve the desired savings, **the employee is not permitted to work in their normal capacity during the days that have been elected as voluntary furlough, nor are they permitted to work in their normal capacity beyond regular hours during other days in that week that are not elected as voluntary furlough days.**
- If a holiday falls during the voluntary furlough period, the employee will be paid for the holiday at their regular rate and the holiday will not be counted as a voluntary furlough day.
- The hire date and service date will not be adjusted as a result of the voluntary furlough.
- **Earned service credit for ERA retirement will not be impacted by the voluntary furlough.**
- **Taking a voluntary furlough will reduce the employee's annual income in the year in which it is taken. This will impact the retirement benefit calculation if the year of the voluntary furlough is used in the employee's high five average.**
- The voluntary furlough will not adversely affect an employee's eligibility for advancement or for any other employee right or benefit.
- Term employees will not have the length of their term extended solely due to time taken as a voluntary furlough.
- Contract employees will not have their length of contract extended solely due to time taken as a voluntary furlough.
- At the end of the voluntary furlough period, the employee is expected to resume their regular work schedule.

## 5. Alternate Methods of Contributing

Following the President's announcement of the availability of the Voluntary Furlough Program, we have received numerous inquiries from individuals who, although not in a position to participate in the Voluntary Furlough Program, want to contribute to UNM's cost saving effort. Based on the comments and suggestions, we considered several additional options for employees, suiting different situations. Like the Voluntary Furlough Program, these options would be absolutely **voluntary**. There is no requirement that employees participate in ANY of these programs. Below are the summaries and the final determination:

**Annual Leave Contribution **\*\*Will not be offered—This program was determined to be too complicated and there was little interest expressed in participation in this manner\*\*****

We are currently exploring an option of allowing annual leave to be donated, at the discretion of the employee, to assist in reducing UNM's expenses. At the end of the fiscal year, UNM posts an expense to accrue (reserve) the annual leave liability for the institution. This expense is based on the number of annual leave hours that each employee has available to them and is calculated at the employee's current rate of pay multiplied times the number of hours in the employee's annual leave bank, up to 168, which is the maximum number of hours per employee that we accrue as an institution.

If an employee were to choose to donate one or more hours of annual leave that would drop their annual leave bank below 168 hours, there would be a savings to the institution equal to the number of hours below 168 times the employee's current rate of pay.

Contributing in this manner would allow an employee to produce savings **without any loss of income** or required time off from work. There are two important considerations to the Annual Leave Contribution:

- Contributing annual leave results in a permanent reduction of the number of hours of annual leave that an employee has available to them. The number of hours donated would no longer be available for the employee to use in taking paid time off from UNM.
- The contribution only results in a savings if the contribution causes the number of hours in the employee's annual leave bank to drop below 168 hours. Because hours above 168 are not placed in a reserve for the institution, there would be no recognized savings in donating these hours.

**Donation to UNM's Economic Relief Through UNM Foundation **\*\*Still Being Considered--Discussions have been initiated with the United Way Planning Committee to determine how we could best integrate this initiative. More details should be available in the October, 2009 timeframe.****

We are currently exploring an option that would allow an employee to make a cash, credit card, or payroll deduction contribution to UNM's economic relief through UNM Foundation. If offered, we envision this program allowing interested employees to designate the college, school, branch, or administrative unit that would benefit from the donation. The donation would be tax deductible and would have no impact on the gross salary of the individual.

**Temporary Reduction in Appointment % to Benefit UNM's Budget **\*\*This program is available for application for Staff. Due to the academic mission of the University, it is not an option for Faculty\*\*****

This is an option that would allow an employee to temporarily reduce their hours and modify their schedule. When appropriate for both the employee and the department, an employee could request a temporary reduction in appointment %. This would result in a savings to the institution. A reduction in appointment % would impact the employee's benefits.

## 6. Timeline

<b>Activity</b>	<b>Date</b>
<b>President Announces Voluntary Furlough for FY2010</b>	<b>February 9, 2009 *Complete*</b>
<b>Voluntary Furlough Planning Committee Meeting 1</b>	<b>March 3, 2009 *Complete*</b>
<b>Voluntary Furlough Planning Committee Meeting 2</b>	<b>March 17, 2009 *Complete*</b>
<b>Voluntary Furlough Planning Committee Meeting 3</b>	<b>March 31, 2009 *Complete*</b>
<b>Overview Presented at HR Symposium</b>	<b>April 8, 2009 *Complete*</b>
<b>Voluntary Furlough Planning Committee Meeting 4</b>	<b>April 17, 2009 *Complete*</b>
<b>Establish Voluntary Furlough Information on Budget Impact Website</b>	<b>April 20, 2009 *Complete*</b>
<b>Distribution of Voluntary Furlough Planning Document to Campus for Comment</b>	<b>April 20, 2009 *Complete*</b>
<b>Communications and Input from Targeted Groups (see communications plan for details)</b>	<b>April 20 – May 29, 2009 *In Progress*</b>
<b>Voluntary Furlough Forms Online - Enrollment Begins</b>	<b>June 1, 2009</b>
<b>Annual Leave Contributions Due to Payroll</b>	<b>June 15, 2009</b>
<b>Annual Leave Reductions Keyed in System</b>	<b>June 24, 2009</b>
<b>Annual Leave Accrual Posted</b>	<b>June 30, 2009</b>
<b>Voluntary Furlough Program in Effect</b>	<b>July 1, 2009</b>
<b>Voluntary Furlough Program Ends</b>	<b>June 30, 2010</b>

## 7. Communication Plan

<b>Audience</b>	<b>Meeting Times/Locations</b>	<b>Scheduled Date/Time</b>
HR Symposia – Duane Arruti, Denise Montoya	2nd Wednesday of each month, 10:00 to 12:00, Alternates between Domenici and Lobo A & B	4/08/2009 10-12 *Complete*
Executive Cabinet – Helen Gonzales	Mondays, 9:00 to 11:00 Scholes Hall - Roberts Room, except last Monday of month at Domenici, 3 <sup>rd</sup> floor conference room	April 20 – Scholes *Complete*
Faculty and Staff Council Presidents- Helen Gonzales	Joint Meeting with Executive Cabinet	April 20 – Scholes *Complete*
Staff Council – Duane Arruti	3rd Tuesday of each month, 1:00 p.m. at Hokona-Zuni Hall Theatre	April 21 Scheduled 1:30 *Complete*
Deans’ Council – Richard Holder	Every Thursday, 3:00 to 5:00, Scholes Hall, Roberts Room	N/A
Faculty Senate – Richard Holder	4th Tuesday of each month, 3:00 to 5:00 at SUB Lobo Room	N/A
DANS (Deans’ Administrators Network) – Duane Arruti	Last Thursday of each month, Noon to 1:00 p.m. – Anderson School Conference Room (contact Lisa Stewart)	April 30 *Not Needed per DANs*
FANG (Fiscal Agents Network) – Duane Arruti	1st Wednesday of each month, 10:00 to Noon, Scholes Hall, Roberts Room	May 6 *Complete*
RANS (Research Administrators Network) – Raqui Martinez	2nd Tuesday of each month, 9:00 to 10:00, Scholes Hall, Roberts Room	May 13 *Complete*
Unions – Informational – Magdalena Vigil	TBD	Week of May 11 *Complete*
College/School/Department Administrators Meetings – Denise Montoya	TBD	N/A
Focus Group of Faculty/Staff	TBD	N/A
Eligible Employees (Regular, Term and Contract Staff, Faculty) – Informational	Listserv	June 1 Tentative
Managers/Supervisors – Informational	Listserv	June 1 Tentative

## Communications Already Delivered

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### **HR Symposium 04/08/2009 \*\*Completed\*\***

High Level Update:

- Focus of the program will be on providing transparency in the application of savings and allowing for informed voluntary decisions of employees with no impact on employment status.
  - The work team is considering recommending a maximum of 5 days for non-exempt employees and a maximum of 15 days for exempt employees.
  - A requirement for furlough days to be taken concurrently is being considered due to complexities with administering the program, and departmental planning needs, and concern regarding the potential impact of intermittent furloughs on appointment %.
  - Funding sources and legal issues are subjects of conversation relative to who will be allowed to take a furlough.
  - The team is analyzing the possibility of providing both a continuation of leave accruals and the employer paid portion of benefits while an individual is on furlough.
  - Other approaches to contributing during the economic crisis being discussed are:
    - Release Time for Faculty to Focus on Grants
    - Annual Leave Contribution
    - Donations
  - No decisions have been made yet and the team is in the process of finalizing research and communications plan.
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### **President's Blog 02/09/2009 \*\*Completed\*\***

I wanted to write to provide you some additional direction on our Voluntary Furlough Program.

As you may have read over the weekend or in my Monday Morning Message today, we are instituting a purely voluntary Furlough Program as an additional cost-saving measure.

With UNM facing a potential \$12 million in budget reductions next year, I believe we must do all we can to focus on the things that matter most – preparing New Mexico's young people for good-paying jobs, giving world-class care to our patients and continuing our important research.

The Voluntary Furlough Program is one more element in our effort to save costs.

The most important thing to remember is that the program is **completely voluntary**. No member of the faculty or staff is required to take part, whatsoever.

This is purely for those employees who **choose** to participate: perhaps a faculty member who wants time to finish an article or book, or a staff member who needs to spend more time with family and loved ones.

If you're interested, contact your immediate Supervisor and Department Director, who will ensure that your proposed furlough won't adversely affect the performance of your unit or put an undue burden on your co-workers.

I've decided to take the lead on this. I'll be without pay for 15 days, or 3 business weeks. It works out to a salary reduction of just under 6 percent.

I'm hopeful others across the University community will join me. The steps we've already taken – the harvesting of unspent and uncommitted fund balances; the pause in hiring, promotions and pay hikes; the overall reductions in administrative spending; and the freezes in executive compensation – have kept us from having to take the steps that many of our peer institutions have been forced into.

We made some tough and unpopular choices, but we've been able to avoid the mandatory furloughs that have literally shut down learning for days and weeks at a time at public Universities across the country and right here in the southwest.

Let's always remember that our greatest priorities are teaching the young people of New Mexico, treating the patients who depend on us and conducting the research that'll keep our state on the cutting edge.

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**President's Monday Morning Message 02/09/2009 \*\*Completed\*\***

This spring's budget process is evolving from what you've been used to over the past five years. Rather than a Budget Summit, during which UNM constituencies considered the budget as a whole, the Regents want to look at and discuss a more detailed breakdown of spending proposals by operating unit. They believe, and we agree, that since UNM will likely face budget reductions, it is a time when we have to carefully consider all of our spending decisions. A list of budget guidelines should be available for you in the next couple of days.

Meanwhile, as projections for the FY 2010 budget remain grim, we will be unveiling the next steps the University will take to meet potential reductions while preserving our core academic and research missions. Among these steps are a voluntary furlough program and also a cap on the amount of state funds that go to pay my salary and that of the Executive Vice President for Administration. We'll be sharing these and other guidelines with you shortly.

## **8. Forms**

Two forms are now available for employees to use in applying for the program:

- Application for UNM Voluntary Furlough Program
- Application for UNM Temporary Reduction in Appointment %

Both of these forms can be found on the Budget Impact Website.

## **9. Budgetary Goal**

UNM budgeted for Main Campus I&G \$100,000 in savings from the Voluntary Furlough program. This line item is part of the revenue formula for the pooled allocation that Main Campus Instruction and General funds receive. The Voluntary Furlough savings, up to this amount, will therefore be used to satisfy this commitment. Savings generated at HSC and Branch campuses will be maintained within those separate campuses, and will be used to offset any future budget cuts that UNM faces specific to those campuses.

Savings above the \$100,000 for main campus will likewise be set aside to offset any future budget cuts for main campus. With a special session likely this year, it is probable that these funds will be helpful in alleviating some additional cuts that Main campus units might otherwise face. It is impossible to project at this point what those cuts might look like and whether or not the savings resulting from the voluntary furlough program would be sufficient to cover them in their entirety. In any case, the Deans will be consulted prior to these funds being used for anything other than offsetting future budget cuts as indicated.

## 10. Process Flow

Detailed Standard Operating Procedures have been created to address the processing of a Voluntary Furlough Request and a Temporary Reduction in Appointment % Request. The high level version of the approach is as follows:

- Employee completes request and sends to manager.
- The Manager reviews, approves, or disapproves.
- If necessary within the work area, the Manager will obtain additional approvals.
- The request is forwarded to the appropriate employment area (Faculty Contracts and Services Office or Human Resources).
- The Employment Area confirms eligibility, enters the Voluntary Furlough or Reduction in appointment % into the system, and forwards to Payroll for further processing. A copy will also be sent by the employment area to the Office of the Associate Vice President for Human Resources.
- Payroll will monitor the processing of the Voluntary Furlough or Temporary Reduction in appointment %, will process leave adjustments in the case of a Voluntary Furlough to ensure accruals continue at the pre-voluntary furlough rate, and create the accounting for the savings. The savings amounts will be sent to the budget office.
- The Budget office will process a budget entry to move the savings from the employee's unrestricted budget to the campus institutional budget.
- In the case of non-exempt employees, the department will need to record the voluntary furlough time as leave without pay on the employee's timesheet.
- In the case of exempt employees, the manager is responsible for getting a written accounting of hours worked, if any, by the exempt employee during a whole or partial week of voluntary furlough. The official record should be maintained by the departmental time keeper with a copy for program tracking purposes submitted to the Office of the Associate Vice President for Human Resources.

## 11. Roles & Responsibilities

Employee	Voluntary submission of request.
Manager	Approval/disapproval of request based on business needs. Follow up with exempt employees to get a written accounting of hours worked by exempt employees during a whole or partial week of voluntary furlough.
Employment Area	Validation of eligibility and entry into system.
Payroll	Leave adjustments, deductions monitoring, reporting on savings.
Time Keeper	Proper entry of non-exempt voluntary furlough time and record keeping for exempt employee hours worked during a whole or partial week of voluntary furlough.
Office of Planning, Budget, and Analysis	Budget entries to accumulate savings by campus.
Office of the AVP, Human Resources	Tracking, monitoring, and reporting on the program.

## 12. Frequently Asked Questions

A Frequently Asked Questions section has been made available on the Budget Impact website and is being updated as questions are received.

## 13. Project Planning Team

Josie Abeyta, Payroll

Duane Arruti, HR

Ira Bolnick, Legal

Helen Gonzales, HR

Richard Holder, Provost Office

Marilyn Mahorich, Payroll

Raqui Martinez, Faculty Contracts and Services

Denise Montoya, Client Services

Lee Peifer, Legal

Elaine Phelps, Benefits

Magdalena Vigil, Labor Relations

Antoinette Willis, HR Service and Support Center