

**From:** [Vice President for Human Resources](#)  
**To:** [All Staff](#); [MIIS Staff](#)  
**Subject:** Update on Incentive Separation Plan  
**Date:** Monday, July 30, 2018 12:17:47 PM  
**Attachments:** [Incentive Separation Plan chart.pdf](#)

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## **Workforce Planning Update 2019 Staff Incentive Separation Plan**

To: All Middlebury Staff

Workforce planning is the primary mode through which we can achieve our goal of a more sustainable workplace—for our employees and for Middlebury as a whole. Many departments have begun to meet, supported by Human Resources, to consider their current and future work. We are greatly encouraged by the progress to date.

### **Incentive Separation Plan guidelines**

One tool we are using to support workforce planning is an Incentive Separation Plan. Since President Patton announced it in her June 19 email, several people have asked “What will the incentive separation package look like?” We have attached the FAQs we circulated earlier to provide some background and context.

*It is important to remember that we have designed the Incentive Separation Plan quite differently from the 2008 early retirement program. Workforce planning focuses on the work we do and the positions—not the individuals responsible for that work. The reductions that result may not align with employees’ readiness to retire so, in fairness to everyone, we will use position reduction as the basis for the incentive offer and not whether someone is ready for or considering retirement.*

In line with this approach, the Incentive Separation Plan will:

- be available only to benefits-eligible staff in positions associated with work identified for reduction; it will not be available to other employees.
- provide a compensation payment based on years of service (capped at one year of pay).
- provide a non-taxable employer-funded health reimbursement account (HRA) based on years of service (capped at \$16,200). *Funds in the HRA account will be available for separated employees to use to pay premiums for medical, dental, and/or vision care.*

The attached chart provides specific information on the Incentive Separation Plan payments.

### **Any other separation plans?**

Some members of the Middlebury community have also asked “Will there be other separation plans?” We intend for this to be the only incentive separation package we offer staff in the foreseeable future. We hope the Incentive Separation Plan will help us achieve our workforce planning goals and reduce our overall compensation costs by enough that we do not need to

implement an involuntary reduction in force—which we would consider only as a last resort. In Spring 2019, we will review our progress and make decisions about next steps.

Please know that we are keenly aware of the difficult personal decisions many of our fellow Middlebury community members will confront in the months ahead. As a community, we will work through this period of transition in the Middlebury spirit of fairness and compassion, always with the best long-term interests of the institution in mind.

David Provost  
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Vice President for Human Resources and Chief Risk Officer