



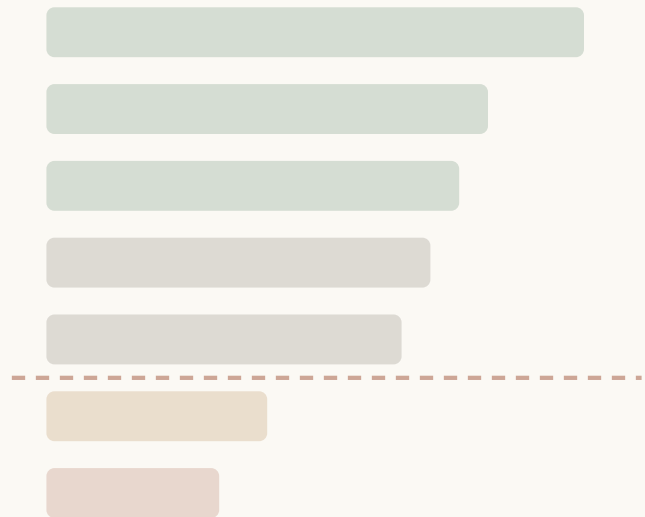
ARDENT WORKSHOP

AN ARDENT WORKSHOP PRODUCT

The Free RIF Single-Factor Starter

One pool, one factor, one ranking — and where that runs out.

A free tool from Ardent Workshop



How to use the starter

A **reduction in force (RIF)** is the permanent elimination of roles for business reasons rather than for anyone's performance, so the whole decision rests on your selection criteria. This free sheet does the smallest honest version of a layoff selection: **one comparator pool, one scoring factor, one ranking**. It is enough to sketch a fair comparison before you commit to anything — and enough to show you where a single factor runs out.

Four steps

- 1 Name the pool.** A comparator pool is a set of roles that are genuinely interchangeable — the same work, comparable with training. Everyone in it gets scored, not just the people you are considering.
- 2 Name the one factor** — the one criterion you are ranking on — and write down what a 1 and a 5 mean before you rate anyone. The sheet ships set to **Skill Breadth**: The range of tasks, stations, or accounts this person is trained and currently signed off to run.
- 3 Set the number** of roles the pool has to lose — before you look at the names. That is the single most important ordering in the whole process.
- 4 Rate everyone 1–5 from records**, not memory. The rank and the recommended action fill in for you.

WATCH WHAT HAPPENS ON ONE FACTOR

The sheet opens on a worked example: seven fictional production associates rated on a single factor, with a target of two. Three of them tie — so the ranking marks **four** rows against a target of two, and tells you so. That is not a bug in the sheet; it is what one criterion does. A tie is exactly where a selection is weakest, because there is nothing left to break it with except preference.

What can never be a criterion

- Age, and anything that stands in for it.
- Race, color, national origin, ethnicity, or accent.
- Sex, gender identity, sexual orientation, pregnancy, or parental status.
- Religion, and observance or dress associated with it.
- Disability, medical condition, or workers' compensation history.
- Protected or approved leave.
- Genetic information or family medical history.
- Marital or family status and caregiving responsibilities.
- Citizenship or immigration status, beyond confirming work authorization.
- Having raised a complaint, made a safety report, or taken part in an investigation.
- Union membership or protected group activity.

Many states and cities protect more than this, and other countries differ — get your own list from counsel. And the simplest test: if a factor only works when it is not written down, it is not a criterion.

When one factor is not enough

Most real reductions cannot be decided on one thing, and the file they leave behind is half the job. The full **RIF / Layoff Selection & Documentation Workbook** is the same idea, finished:

- **Eight weighted criteria** instead of one, so the ranking separates people on evidence and ties become rare — and any tie left at the cut line is named in the pool's Check column and on the Dashboard rather than passing unremarked.
- **Many pools at once**, each ranked independently against its own reduction target.
- **An Impact Review** — who the selection lands on by department, site and length of service, against your overall rate, with groups under five marked “too small to read” rather than flagged. It is your own read on who the selection lands on, not an adverse-impact analysis and not a legal conclusion.
- **A cost model** — severance on your own formula, the one-time cost, the year-one net, and the payback in months.
- **The file** — a decision log, a per-person notification checklist, and an index of the twenty documents a complete reduction file contains.
- **A ready-to-notify gate** that refuses until the evidence is on file, counsel has reviewed it, and the documents are closed out.

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Not legal advice. This sheet and this guide help you sketch a consistent comparison. They are not legal, HR, tax, or professional advice, they cannot tell you whether a reduction is lawful or whether an advance-notice rule reaches you, and they are not a substitute for a qualified employment lawyer in your jurisdiction. Employment rules vary by country, state and locality. Once you put your own people into the sheet, treat it as a confidential document — it names people who have not been told. The example people and ratings are fictional. Free to use; please don't resell or redistribute.

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