

**1. Question:**

Why does the university sometimes “rehire” a retired staff member to fill a position rather than letting a qualified employee advance into that position? It seems unfair that a retired person would draw his or her pension and also receive an Ohio State salary, and also this reduces career opportunities for staff employees.

**Response:**

Occasionally retirees are hired back, often at reduced time and/or pay, because they provide a number of particularly valuable resources to the university. For example, they may provide special expertise or fill a need for a temporary appointment or a part-time position. This may be the case in Arts and Sciences now in light of the transitions that are anticipated.

Such short term practices should not, however, limit career development opportunities within the university for continuing staff members. As structural and organizational changes occur and some older jobs are transformed in accord with new needs, there will be opportunities for current employees to continue to learn and to advance.