

**Section:** Strategic Personnel Reductions (SPR)

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**Sponsoring Unit/Department:** Human Resources

## Strategic Personnel Reductions (SPR)

PCC and its leadership realize that the institution will experience situations where its personnel resources must grow; conversely, the institution may also experience decreases in enrollment, changes in programs and technology, or funding that will require reductions in personnel resources. Unit-level reorganizations involving more than five position eliminations are subject to the SPR process.

The College values its employees and recognizes the significant impact personnel changes have on the workforce. Decisions about strategic personnel resources will be made to best advance the educational purpose of the College and minimize the impact on employees. Before the College reduces personnel, the College shall first consider less impactful alternatives.

### Criteria for Determining Strategic Personnel Reductions

In implementing strategic personnel reductions, the College shall follow these principles:

- Negative impact to students shall be minimized.
- Decisions shall be data-informed. Quantitative and qualitative data, such as enrollment trends, community need, financial viability of programs, and/or external accreditation results, shall inform decisions about which positions are eliminated.
- The process shall be informed with broad input from employees, including All Employee Representative Council (AERC), and with a specific focus on stakeholders in affected areas.
- Fairness and transparency will be maintained throughout the process. Information-sharing shall be tempered by the need to respect the privacy of affected employees.

After the number and types of positions to be eliminated have been identified, the College will then identify the affected employees. In all cases, the primary objective shall be to ensure that the College retains employees who are best qualified to accomplish the College's goals in meeting the needs of its students and the community. The following factors, not listed in order of priority, may be considered.

- Overall experience, training, ability, and documented performance;
- Active, recent, and/or pattern of disciplinary action(s);
- Specialized training, ability of employee to work/teach in multiple areas, professional development or skills that enhance the employee's value to the College;
- Leadership and professional service to the College;
- All other factors being equal, length of service.

The relevance and importance of each factor may vary in particular circumstances.

## **Strategic Personnel Reductions Plan**

Before implementing the SPR, the College will develop and share a plan College-wide with a minimum of the following components:

- Timeline
- Selection Criteria
- Communications plan
- Separation terms

## **Notice of Personnel Reduction**

Employees selected for a reduction under this policy:

- Shall be notified in a confidential meeting and provided in writing with the selection criteria that were used in selection.
- Shall be paid for any unused annual leave or personal days, as applicable.
- Shall receive a 30-day minimum notice or payment in lieu of notice.
- Shall depart the College as involuntary separation, eligible for rehire, provided that there is no active disciplinary action pending.
- Shall be reinstated at their previous step if the employee applies and is rehired at the same position level within 12 months.

Employees who are subsequently selected for an alternative position will retain all pre-existing employment rights and benefits.

The College will consider the hiring cycle of the affected employees and provide early notice whenever it is possible. As an example, the faculty hiring cycle has historically started in the fall with placement for the following academic year.