



Administrative Policies and Procedures

Procedure Number	Subject	Effective Date	Revised Date
HR-1.4.25	Workforce Reduction	07/01/07	

1.0 Purpose

The purpose of this policy is to set forth the guidelines under which a reduction in workforce for employees in classified positions will be carried out.

2.0 Policy

Bainbridge College is committed to providing stable employment but reserves the right to determine the appropriate staffing levels to meet the mission of the institution. The College may, in its sole discretion, add positions or change positions where necessary to meet the mission of the institution, and it may eliminate positions that are no longer critical to the mission of the institution. Situations such as lack of funding, lack of work, or reorganization may require a reduction in the workforce. Departments making such reductions are responsible for retaining the staff necessary to preserve BC's excellence as a community college.

Generally, a reduction in workforce may be implemented for reasons that include the following:

- A budget reduction and/or funding changes;
- Programmatic changes that result in the elimination of or decrease in services;
- Reorganization that results in a shifting of responsibilities or elimination of certain tasks altogether;
- Business process improvements that change work to such an extent that a position(s) is no longer required; and
- Other organizational changes that might prompt an adjustment to staffing needs.

In an effort to avoid reducing positions due to budget cuts or funding changes, BC reserves the right to consider implementing a furlough or other such program to achieve the necessary budget reduction.

The provisions of this policy are not to be used to remove an employee if the sole cause is substandard performance, incompetence or misconduct.

The provisions of this policy do not apply to positions created to support a particular grant or other sponsored project when such positions are ended



because the grant or other sponsored project ends according to the terms of the contract or award.

Guidelines for effecting a reduction in the workforce:

1. When a Department Chair, Director, or Vice President, hereafter referred to as “Administrator”, is faced with a situation that he/she believes warrants a review of the workforce with the potential for a workforce reduction, he/she will be expected to critically review his/her department or unit and the circumstances prompting the potential reduction. All efforts should be made to minimize or reduce the extent to which positions will be eliminated. When position elimination is the most appropriate way to address a budget, programmatic, reorganization or other change, the Administrator will submit in writing to his/her Supervisor or Senior Administrator, a justification for a change.
2. The Administrator will identify all potential positions that may be affected by the change. Where possible, temporary positions and vacant regular positions should be the first to be eliminated. If positions to be eliminated are not vacant, the positions to be eliminated should be directly related to the functions or process being abolished. When, in a unit, multiple positions exist with the same title and essentially the same duties and responsibilities, documented performance appraisals should be used as the criteria for selecting the position(s) for elimination. Employees receiving the lowest performance rating should be the first out-placed. In the event that the documented performance ratings do not differentiate between employees and positions being considered for elimination, the last person hired should be the first person out-placed. For purposes of this policy, the hire date is defined as the most recent date of hire at BC.
3. If the positions eliminated via this policy are reestablished within one year, the employees displaced should be notified of the reestablishment and given an opportunity to apply for the positions. The department must coordinate with Human Resources to ensure this communication occurs.

3.0 Procedure

The individual Administrator develops a proposal for a reduction in force. Such proposal should include:

- a justification for the change;



- a list of the employees who will be displaced by the reduction in workforce including the employee's name and job title;
- the date of the proposed position elimination (a minimum notice to the employee of sixty (60) days is recommended, and ninety (90) days is preferred);
- a completed departmental reduction in workforce checklist reflecting the data and objective decision criteria supporting the proposed action.
- if multiple positions exist with the same title and essentially the same duties and responsibilities in the department proposing the reduction in workforce, then copies of the two most recent performance appraisals for all the employees under the position title under consideration for elimination must be included.
- the name and contact information of the person in the department who will be responsible for communicating all information to those employees being displaced.

It is strongly recommended that the Administrator meet with or communicate with the Director of Human Resources and the Affirmative Action Officer at this point to review the proposal and seek input.

The proposal must then be submitted to the appropriate Vice President or other Senior Administrator for review and approval.

If denied, the proposal is returned to the Department Head, Director or Vice President submitting the request.

If approved, the Vice President or other Senior Administrator will then forward the approved proposal with all documentation provided in the proposal submitted to him/her to the Director of Human Resources or designee for review and approval.

If approved, the Human Resources Director will forward to the Affirmative Action Officer for review and approval.

The Director of Human Resources and Affirmative Action Officer will communicate the results of the review to the Chair, Vice President or other Senior Administrator.

When the proposed reduction is in response to a state or institutional budget cut, the Chair, Vice President or other Senior Administrator must notify the President of the proposed workforce reduction prior to its implementation.



If approved by all required parties, then communication with the affected employee(s) must take place and will occur as follows:

1. The Administrator will verbally inform the affected individual(s) of the decision and the reasons underlying the decision. This should be done in either a group meeting when more than one individual is affected, or in an individual meeting at the discretion of the department head. Outplacement packets containing information about other on-campus positions should be provided to each affected employee. A representative from Human Resources should participate in all meetings and be available to answer placement questions.
2. The Administrator will follow up in writing to the employee(s) to ensure clear communication of what was stated verbally. The Administrator will then complete a Personnel Action Request to communicate the action taking place and forward to Human Resources.