D.2.5.2 (Procedure) Staffing Review
Responsible Department: Human Resources
Based on Board Policy: D.2.5 - Hiring Authority, Status, Assignments and Duties
Approved: 9-17-10
Last Amended:

Purpose

The purpose of the staffing review plan/procedure for the foreseeable future at the College District is to seek proactive ways to:

1. notify existing employees of career change opportunities;
2. validate and support employees who have engaged in their own development, demonstrated performance excellence, and collaborated to achieve the mission, vision and values of the College District;
3. fill vacancies/projected vacancies from within the College District when possible to minimize the need for layoffs, to operate within existing revenues; and
4. realign resources to meet the needs of an increasing number of students.

Objectives

The objectives of this plan are to:

1. help the College District better match reoccurring revenues with ongoing costs, while continuing to meet the needs of an increasing number of students;
2. alert employees about career change opportunities and recognize the career training and development efforts of employees;
3. fill vacant institutionally-funded and grant-funded positions mostly from the pool of existing employees; and
4. reduce the cost of staffing and delivering educational services throughout the College District in accordance with College District goals;

President/Vice Chancellor's Position Review Process

The Position Review Process will apply to all vacant institutionally-funded positions.

Position Review Teams

Position Review Teams (designated by the appropriate President/Vice Chancellor) will conduct the review process to determine the best use of the vacancy. Position Review Teams will consider and answer the following questions:

1. Could we eliminate the position and either eliminate or reassign any of the needed duties?
2. Do we need to keep the position but realign duties and/or job title to meet emerging needs/directions?

3. Could we collaborate with other College District colleges or units to combine forces using a shared position?
4. Do we need to continue the position as is?
5. If the position needs to be refilled, why?

The President/Vice Chancellor will determine the best use of a position and may reassign staff and evaluate the net position vacancy. This process applies to all faculty and non-faculty positions. When creation of a new position is required, the following questions will be asked**:**

1. Do we need this position to support the goals of the College District?
2. Could we eliminate an existing position and move that person to the new position?
3. Could we collaborate with other College District colleges or units to share a position?
4. Could we advertise internally to fill the position – possibly creating another vacancy for consideration?

Chancellor's Executive Review Team

If the pending staffing action falls within the staffing plan for any of the College District's Strategic Initiatives or involves work outside of a single President's or Vice Chancellor's scope, the President or Vice Chancellor with the pending staffing issue will make a presentation before the Chancellor's Executive Team (Presidents/Vice Chancellors/Chancellor) to affirm and receive assistance and support for the option(s) being considered before moving forward. The impact of the staffing action on the colleges and other units will be taken into consideration. As staffing patterns and goals are developed, those staffing patterns and goals will become an integral part of the review process.

Position additions and transactions that result in a net increase in FTEs and/or salary expenses require the approval of the Chancellor.

Role of Human Resources

In all deliberations a representative of Human Resources will be assigned to act as an advisor on the rights and reasonable expectations of College District employees under any set of options.

When one or more options have been developed a President or Vice Chancellor will work further with the Human Resources representative to implement the approved option.

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Posting Net Vacancies

Position vacancies resulting from the review process will be posted by Human Resources for internal candidates only unless a position requires experience or skills not currently available in the employee population. Internal positions will be posted every Friday until the position is filled by an employee of the College District.

A small number of positions may require experience or skills not currently available in the employee population. Such unique cases can be presented to the Chancellor and his/her Executive Team at any time for their review and comment. The Chancellor, who will take all such comments under advisement, may or may not approve an external posting initially or after internal posting has been completed.

Filling Positions

When filling a position by eliminating a position and moving a person laterally to another position or as a promotion (a reorganization) within a President's or Vice Chancellor's purview, the steps will be:

1. Identify the job description for the position to be filled.
2. Collaborate with Human Resources to assure the employee being moved meets the requirements for the new position and that all other employment issues are addressed.
3. Complete paperwork and make the move.

All such promotions, reassignments, and other personnel actions shall be in accordance with Policies D.2.5 and D.8.2, and Procedures D.2.5.1, D.8.2.1, and D.8.2.2.

When filling a position when there is no obvious lateral move or promotion opportunity from within the college or other unit, the steps will be:

1. Advertise the position internally across the College District.
2. Create a search team to conduct the interview/selection process.
3. Select an internal candidate if one meets the need.
4. If no candidate meets the need, advertise externally.

If the new/vacant position relates to any listed Strategic Cost Reduction initiative, the President/Vice Chancellor must present it to the Chancellor's Executive Team for review and approval.

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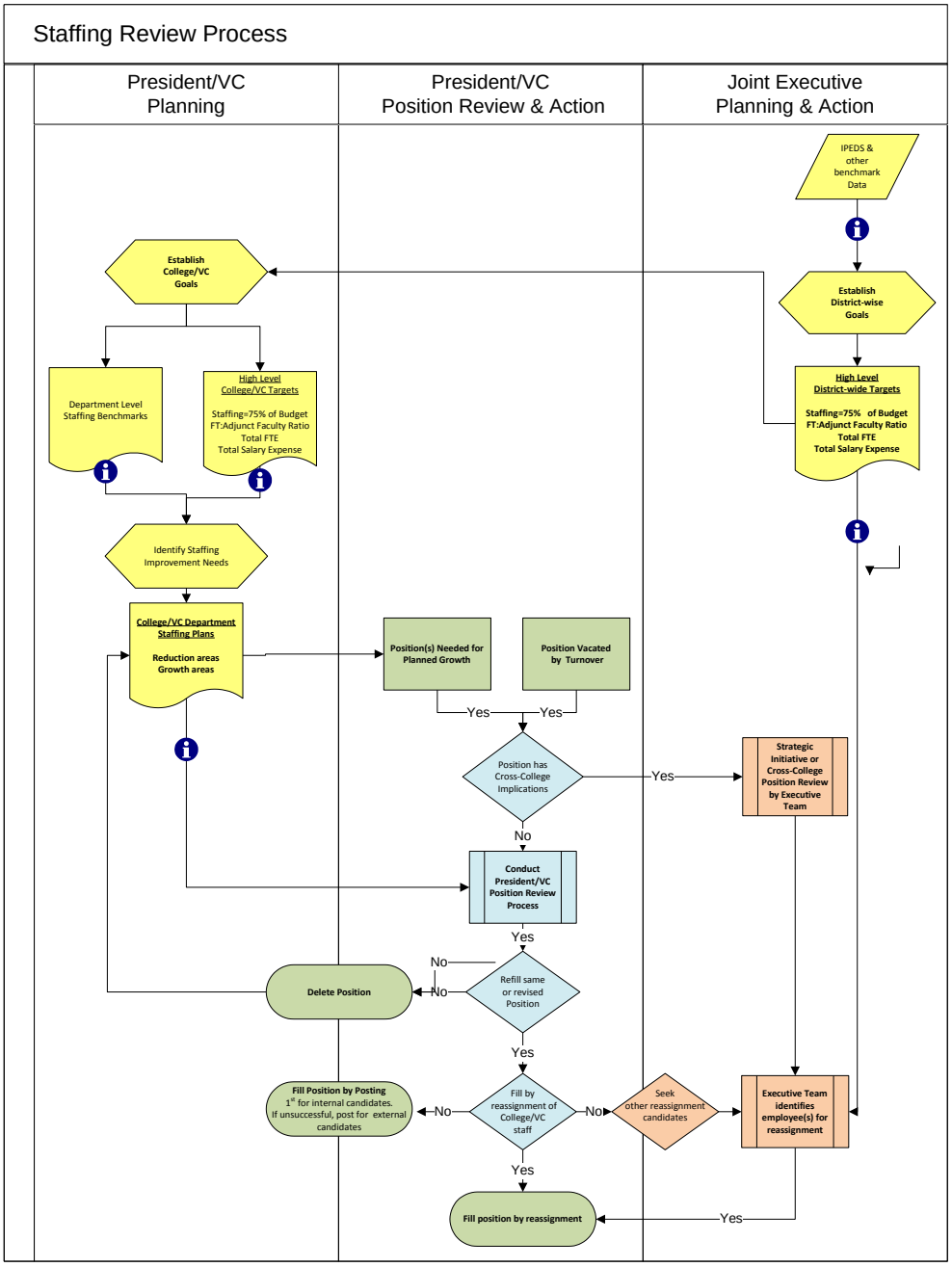
The following chart illustrates the staffing review process:



Personnel Policy and Compensation Considerations

This procedure shall be reviewed by Human Resources for any conflicts with current College District policies, procedures and compensation regulations, and any conflicts shall be resolved to ensure compliance with College District policies, procedures and compensation regulations.

If the duties of a position are changed or reassigned, a grade and/or pay adjustment may be required. These changes will be submitted to Human Resources and processed before a final plan is approved by a President, Vice Chancellor or the Chancellor's Executive Team, so the full impact of any change can be considered.

Supplemental pay for temporary assignments will be considered, but not for permanent reassignment of tasks and duties.

Temporary or part-time workers may be employed while requests to retain a position are under review.