Guide to

SPRAC

Spring, 2012
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Reduction/Reorganization Process Overview

SPRAC is the final body to review a Reduction or Reorganization Plan before goes to the College Planning Council. Before the Plan comes to SPRAC it has been vetted along each step in the process. The steps are:

1. Department develops Plan
2. Department presents Plan to staff
3. Department presents Plan to component VP or Pres.
4. Component sends it to Cabinet/Admin. Council
5. Plan is presented to Managers and CPC
6. Reduction/Reorganization Plans are saved to the S drive for SPRAC review by the component VP or Pres.
7. SPRAC reports back to CPC
8. Reduction/Reorganization recommendations go to the Governing Board first as information and then as action items
## Services and Program Reduction Advisory Committee Charter

### PURPOSE:
The Services and Program Reduction Advisory Committee shall serve as an advisory committee in the case of either the reorganization of programs involving classified staff, or a reduction of services involving classified staff. Reorganization shall be defined as any change being made within the college organizational structure.

### MEMBERSHIP:
Shall consist of three classified representatives appointed by CCEU (one of which shall act as committee Chair), one faculty member appointed by the Faculty Senate, one faculty member appointed by CCFT, one management representative appointed by management group, and the Cabinet administrator or designee from the affected area.

### MEETINGS:
Shall meet on a regular and ongoing basis, schedule and frequency to be determined by the committee.

### CHARGE:
To review administration proposals regarding service reductions or reorganizations. To affirm that the decision-making processes were inclusive, whether they were workable from an employee perspective, and to identify any subsequent issues that may need to be addressed after the changes are affected.

**Criteria**
- Did the unit have inclusive meetings to gather input from all involved staff?
- What is the proposed change?
- What is the implementation plan/timeline?
- How are staff affected?
- How are services affected?
- How are students affected?
- Has the work associated with the reorganization been identified and either eliminated or disbursed?
- What is the impact on other areas on campus?
- Are there potential reclassification issues?
- Will this change result in workload concerns?
- Does this proposal present any other issues that need to be addressed?
- Is retraining needed? What is the plan to retrain displaced or reorganized employees?

Additionally, in cases of reduction:
- Has the work associated with the loss of a position been identified and eliminated?

### PROCESS:
Reorganization/Reduction Process Steps
1. The SPRAC Committee receives the reduction or reorganization proposal after the unit has formulated it.
2. The committee will review the plan and meet with the affected unit as necessary.
3. The committee will evaluate information and provide input to the unit manager for further review.
4. The manager has an opportunity to respond to the committee’s concerns.
5. The committee Chair will provide a final summary to the affected manager, the Cabinet and to CPC.

### MINUTES:
The Chair shall see that minutes of all meetings are recorded, distributed to Committee members, and posted online to the Budget Information page.
SPRAC Charter: Purpose

The Services and Program Reduction Advisory Committee shall serve as an advisory committee in the case of either the reorganization of programs involving classified staff, or a reduction of services involving classified staff. Reorganization shall be defined as any change being made within the college organizational structure.
**SPRAC Charter: Membership**

<table>
<thead>
<tr>
<th>Name</th>
<th>Role and Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marcy Wieland</td>
<td>Chair, Classified Representative</td>
</tr>
<tr>
<td>Alta Northcutt</td>
<td>Classified Representative</td>
</tr>
<tr>
<td>Ben Ten Cate</td>
<td>Classified Representative</td>
</tr>
<tr>
<td>Teresa Macedo</td>
<td>CFT Representative</td>
</tr>
<tr>
<td>Dan Rothwell</td>
<td>Faculty Senate Representative</td>
</tr>
<tr>
<td>Kristin Fabos</td>
<td>Manager Representative (standing)</td>
</tr>
<tr>
<td><em>Rotating</em></td>
<td>Manager Representative of Affected Unit (may be more than 1)</td>
</tr>
<tr>
<td>Charlotte Achen</td>
<td>Student Representative (non-voting)</td>
</tr>
</tbody>
</table>

Shall consist of three classified representatives appointed by CCEU (one of which shall act as committee Chair), one faculty member appointed by the Faculty Senate, one faculty member appointed by CCFT, one management representative appointed by manager group, and the Cabinet administrator or designee from the affected area.

For the Spring term in 2012, the SPRAC Membership is:
SPRAC Charter: Meetings

Shall meet on a regular and ongoing basis, schedule and frequency to be determined by the committee.

SPRAC Meetings with Units for spring 2012

Every Friday from 9:00-11:15 in Room 825.

At the very least, when we begin reviewing Plans we will meet with 2 units:

9:00-9:10 assemble SPRAC and unit to be reviewed
9:10-9:40 get feedback from unit including manager
9:40-10:00 SPRAC draft a Review with unit manager

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10:10-10:40 get feedback from next unit including manager
10:40-11:00 SPRAC draft a Review with unit manager
11:00-11:15 cushion for running over and for SPRAC business

Plans smaller in scope may need less time, larger scope may need more time.

If many Plans come in at once, we may need to extend a few meetings past 11:15.

This will be decided as the need arises.
**SPRAC Charter: Charge**

To review administration proposals regarding service reductions or reorganizations. To affirm that the decision-making processes were inclusive, whether they were workable from an employee perspective, and to identify any subsequent issues that may need to be addressed after the changes are affected.

Exactly how SPRAC might fulfill its charge is a topic of lively debate.

As the final body to review a Plan before sending an advisory to the CPC, one manager attending the CPC in January, 2012 described SPRAC’s role as seeking an answer to the question “what, if anything, was missed?”

SPRAC asks itself “When the workforce is reduced, where does the work go?”

With these questions in mind, there are 3 elements from the Charge that SPRAC will be commenting on for CPC:
1. Affirm the decision-making process was inclusive
2. Whether the Plan is workable from an employee perspective
3. Identify any subsequent issues that may need to be addressed

The “Criteria” lists questions that each SPRAC member should have in mind when reviewing the Plan and meeting with the affected unit. Not all are relevant questions to each Plan, but they serve to keep the committee mindful of possible areas of concern.

| Did the unit have inclusive meetings to gather input from all involved staff? |
| What is the proposed change? |
| What is the implementation plan/timeline? |
| How are staff affected? |
| How are services affected? |
| How are students affected? |
| Has the work associated with the reorganization been identified and either eliminated or disbursed? |
| What is the impact on other areas on campus? |
| Are there potential reclassification issues? |
| Will this change result in workload concerns? |
| Does this proposal present any other issues that need to be addressed? |
| Is retraining needed? What is the plan to retrain displaced or reorganized employees? |

*Additionally, in cases of reduction:*

| Has the work associated with the loss of a position been identified and eliminated? |
SPRAC Charter: Process

1. The SPRAC Committee receives the reduction or reorganization proposal after the unit has formulated it.
2. The committee will review the plan and meet with the affected unit as necessary.
3. The committee will evaluate information and provide input to the unit manager for further review.
4. The manager has an opportunity to respond to the committee’s concerns.
5. The committee Chair will provide a final summary to the affected manager, the Cabinet and to CPC.

Notes about each step:
1. The SPRAC Chair retrieves the Plans from the S Drive and shares emails them to the rest of the committee.
2. The committee looks over the Plans before meeting with the manager and remaining affected unit members. The Email Template for Rotating Managers and Email Template for Remaining Staff of Affected Unit are used to send emails to the manager to confirm a meeting date and inform the unit about the process. The manager forwards the email to remaining staff to the affected staff he/she invites. The Email Template for Staff in Completely Eliminated Positions is used to send an email to staff where the named position is being completely eliminated throughout the department. The meeting is not necessarily the whole department, but rather the workers who will be affected by this reduction.
3. The evaluation of the information and the input for the unit manager will take place at this initial meeting after the unit members are excused.
4. Unless there are unanswered questions that require the manager to supplemental information, the Review of the Plan will be drafted by the committee with the manager at this meeting. At this time the manager will respond to any concerns that have arisen.
5. The Chair will type up the Review and distribute it to SPRAC members as well as the Cabinet and CPC.
SPRAC Charter: Minutes

The Chair shall see that minutes of all meetings are recorded, distributed to Committee members, and posted online to the Budget Information page.

Minutes are posted at http://www.cabrillo.edu/services/president/SPRAC.html
SPRAC Templates

To further respond to CPC and management requests for uniformity of process, SPRAC has developed generic templates for reviewing the Plans and communicating with CPC, managers, and staff.
Review Template for CPC

2012-2013 Services and Program Reduction Advisory

Department:
Component:
Manager:
Position Being Reviewed:
Summary of Plan:

In regard to the Plan submitted:

Was the decision-making process inclusive?  Yes  No
  Comment:

Is this Plan workable from an employee perspective?  Yes  No
  If not, what specifically has been overlooked?

Subsequent issues that may need to be addressed:
Email Template for Rotating Manager

Hello! We have received your Reduction Plan and would like to set up an appointment to meet with you, any other manager/administrator who would be helpful to you in this process, and the remaining workers in your unit affected by the Plan. “Remaining worker” would not be the worker(s) whose position(s) is up for elimination nor would it necessarily be all workers in your department/program, but rather the workers remaining after the reduction who will be affected by the reduction.

The next available appointment is on XX at XX in Room 825. We have allotted 30 minutes to meet with you and your staff, and then 20 minutes more to meet with you to draft our response to CPC. Please confirm this appointment as soon as possible. If the time is impossible we will work to accommodate you in a different Friday morning slot, but time is limited and the pressure to complete this Review is intense, as you know.

It is also possible to get feedback from faculty members affected by this reduction and invite those who respond to this meeting, if you believe this would be helpful to the process. If applicable, please send the questionnaire for faculty (below) to the appropriate faculty members.

For more information, you may refer to the Guide to SPRAC. The Review Template found on page 10 will be completed at the end of the review by SPRAC and sent to you, Cabinet, and the CPC.

Below is an email from SPRAC for you to send to the remaining affected workers who you are inviting to this appointment. Please send this to them along with your SPRAC Reduction Plan as soon as possible in order to keep this process moving forward. If you decide you would like to invite the eliminated staff member to the meeting, simply send the email below as well to that person. If instead you would like a staff questionnaire sent to this worker (pg 13 of the Guide to SPRAC), indicate the name in a return email to Marcy and SPRAC will send the questionnaire to that worker.

Thank you.

SPRAC
Marcy Wieland (chair), Ben Ten Cate, Dan Rothwell, Teresa Macedo, Alta Northcutt, Kristin Fabos, Charlotte Achen

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(attach staff template or faculty template, if applicable, here)
Email Template for Remaining Staff of Affected Unit

Hello! SPRAC would like to meet with you and your manager about the Reduction Plan for your unit on XX at XX in Room 825.

Our charge is to answer three questions about the Reduction Plan we have received from your manager.

1. Was the decision-making process inclusive?
2. Is the plan workable from an employee perspective?
3. Are there any subsequent issues that may need to be addressed?

Please come prepared to share your response to these questions at this 30 minute session. If you cannot be there but would like to submit a response, please share your response with your manager to bring to the meeting.

If you are uncomfortable sharing a response with your manager present, let the SPRAC chair, Marcy Wieland, know and an opportunity to speak without the manager present will be given at the meeting. However, consider that every concern raised will be discussed with your manager as SPRAC deliberates and your manager would like an opportunity to respond to your concerns. So we encourage you to speak up when the whole group, including your manager, is present.

For more information, you may refer to the Guide to SPRAC.

Thank you.

SPRAC

Marcy Wieland (chair), Ben Ten Cate, Dan Rothwell, Teresa Macedo, Alta Northcutt, Kristin Fabos, Charlotte Achen
Email Template for Staff in Completely Eliminated Positions

The following email is to be sent to staff where the named position is being completely eliminated throughout the department. That is, no one remaining in that department will have a position with the same name. These employees will not be invited by the manager to the SPRAC meeting.

Subject: Questionnaire on Proposal of Elimination of Position

SPRAC has received a Reduction/Reorganization of Program Plan for your unit (attached). Unfortunately, in this plan the complete elimination of all <name position> is proposed. We will be meeting with your manager and the remaining workers in your unit to discuss the workability of this plan. Your answers to the following questions would be very helpful to the discussion.

1. After reviewing the plan from an objective point of view, has the work associated with the position elimination/reduction been identified? If not, please identify the work that has not been mentioned in the plan.

2. Do you foresee other impacts on your department or college-wide that are not anticipated in the proposal?

Please include your responses in an answer to this email to the SPRAC Chair, Marcy Wieland. If you choose not to participate, please indicate that in a brief response. Your responses will be shared with the SPRAC Committee, including your manager. For more information, you may refer to the Guide to SPRAC.

This is an inordinately difficult time for the College and its workers. Each SPRAC member wishes it were otherwise.

Thank you for your assistance in this process.

SPRAC
Marcy Wieland (chair)
Email Template for Faculty Affected by Staff Reduction

This is an optional email that may be sent by the manager or dean when the staff reduction directly affects a faculty member.

Subject: Questionnaire on Proposal of Reduction or Elimination of a Position

SPRAC has received a Reduction/Reorganization of Program Plan for your unit (attached). Unfortunately, in this plan the complete elimination or reduction of <name position> is proposed. We will be meeting with your manager and the remaining classified workers in your unit to discuss the workability of this plan. Your answers to the following questions would be very helpful to the discussion.

1. After reviewing the plan from an objective point of view, has the work associated with the position elimination/reduction been identified? If not, please identify the work that has not been mentioned in the plan.

2. Do you foresee other impacts on your department or college-wide that are not anticipated in the proposal?

Please include your responses in email to your dean or manager and the SPRAC Chair, Marcy Wieland. If you choose not to participate, please indicate that in a brief response. Your responses will be shared with the SPRAC Committee, including your manager. For more information, you may refer to the Guide to SPRAC. If you have returned a response, you may attend the meeting with your dean or manager and other affected staff/faculty that have been invited on XX at XX in Room 825.

This is an inordinately difficult time for the College and its workers. Each SPRAC member wishes it were otherwise.

Thank you for your assistance in this process.

<Manager name>