

Section:	Human Resources
Policy:	4.10
Revised:	April 2023
Approval:	Motion #375

4.10 Staff Reduction

1. Purpose

The purpose of this policy is to provide guidance and direction in how staff reductions are carried out at Kootenay Christian Academy (KCA) in the event of a substantial decline in the financial position of KCA to the extent that the ongoing, sustainable operation of KCA is in jeopardy.

2. Persons/Area Affected

All permanent part-time and full-time employees of KCA.

3. Policy

- 3.1. Where there is an identified need to reduce staff in the circumstance where the school is in jeopardy, such reductions will be done in good faith with KCA having considered all viable, alternative options prior to reducing staff.
- 3.2. The educational needs of the students and the administrative requirements of KCA shall be the deciding factors when determining the staff complement required to operate the school effectively.
- 3.3. The skills, knowledge, abilities and experience of staff will be the determining factors when deciding which staff to retain. An employee's length of service with KCA will be considered in the event these factors are equal amongst multiple staff.

4. Definitions

- 4.1. **Temporary layoff** (as defined in the BC ESA): A layoff of up to 13 weeks in any period of 20 consecutive weeks whereby a week of layoff is where an employee earns less than 50% of their weekly wages, at the regular wage, averaged over the previous 8 weeks. This period of layoff is without pay, but benefits are continued during this time. A temporary layoff that exceeds 13 weeks in any period of 20 consecutive weeks is considered to be a permanent termination of employment.
- 4.2. **BC ESA**: *Employment Standards Act*, R.S.B.C. 1996, c. 113
- 4.3. **Staff Recall**: employees terminated due to a substantial decline in the financial position of KCA to the extent that the ongoing, sustainable operation of KCA is in jeopardy shall be provided with the opportunity to be reemployed with KCA in accordance with KCA's Staff Recall Policy.

5. Responsibilities

- 5.1. **The Board**, on the recommendation of the Principal, is responsible for making the decision to reduce the number of staff employed at KCA.
- 5.2. **The Principal** is responsible for identifying the staff to be reduced according to the requirements in this policy, based on the needs of KCA and ensuring the smooth transition of staff out of the school.

6. Process

In the event KCA is required to reduce multiple staff due to a substantial decline in its financial position to the extent that the ongoing, sustainable operation of KCA is in jeopardy, the following process will be undertaken:

6.1. Planning

6.1.1. The Administration will develop a staff resource plan that will detail the staff complement with the skills, knowledge, abilities and experience required to operate a school that is reduced in size and program offerings. This plan should take into consideration how staffing needs may change in the short and long term as the school works to recover and/or change strategic directions.

6.1.2. Once the staff resource plan has been developed and it is clear which positions are required and which roles will be reduced, the Administration will communicate to staff the situation facing KCA and the actions to be taken.

6.2. Identification of Staff

6.2.1. With a clear understanding of the skills, knowledge, abilities and experience required to operate the school, the preferred process in the first instance is to reduce staff through voluntary attrition. This involves determining which staff would be amenable to:

6.2.1.1. retiring

6.2.1.2. reducing working hours

6.2.1.3. taking a leave of absence without pay

6.2.1.4. Unless the staff member requesting retirement, a reduction of hours, or leave without pay is identified as being critical to the continued operation of the School, such requests should be granted to decrease the need to reduce staff who are wanting continued employment with KCA.

6.2.1.5. An objective process for determining which staff has the best set of skills, knowledge, abilities and experience for available positions should be undertaken. This process can include practices such as resume reviews, a review of past performance assessments and/or a selection process involving interviews and work assessments. Where there are staff with equal skills, knowledge, abilities and experience, length of service will be considered as the final determining factor in choosing which employees to retain.

6.3. **Temporary Lay Off** (see definition of temporary layoff above)

6.3.1. If appropriate, considering KCA's financial position and future prospects, Administrators should consider the option of temporarily laying off staff as a short-term strategy to offset the need to reduce staff on a permanent basis.

6.3.2. Employees subject to a temporary layoff shall be notified in writing of the terms of the temporary layoff including the reasons for the layoff, the period of time the employee is to be laid off, benefits information and the process for recalling staff back to work.

6.4. Communication and Notification

- 6.4.1. Clear and frequent communication is important for maintaining healthy relationships with staff during a difficult and disruptive situation.
- 6.4.2. Staff who have been identified as surplus should be given the opportunity to meet with their Administrator and provided with written notification of their termination of employment. The termination letter should include the reasons for the termination, the amount of working notice or termination pay in lieu of notice, if applicable, relevant benefits information and information about the Staff Recall process.