

U.S. Downsizing and Economic Trends

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Economic Indicators

National Statistics

The **Consumer Price Index for All Urban Consumers** was unchanged in November on a seasonally adjusted basis, the U.S. Bureau of Labor Statistics reported. Over the last 12 months, the all items index increased 3.4 percent before seasonal adjustment.

There were 3.3 million **job openings** on the last business day of October, the U.S. Bureau of Labor Statistics reported. The hires rate (3.1 percent) and separations rate (3 percent) were little changed over the month. The job openings rate has trended upward since the end of the recession in June 2009.

The Conference Board **Leading Economic Index** for the U.S. increased 0.5 percent in November to 118.0 (2004 = 100), following a 0.9 percent increase in October, and a 0.1 percent increase in September.

Employers took 1,331 **mass layoff actions** in November involving 129,887 workers, seasonally adjusted, as measured by new filings for unemployment insurance benefits during the month, the U.S. Bureau of Labor Statistics reported. Each mass layoff involved at least 50 workers from a single employer. The number of mass layoff events in November decreased by 22 from October, while the number of associated initial claims increased by 11,198. In November, 322 mass layoff events were reported in the manufacturing sector, seasonally adjusted, resulting in 36,343 initial claims.

The U.S. Census Bureau announced that advance estimates of U.S. **retail and food services sales** for November, adjusted for seasonal variation and holiday and trading-day differences, but not for price changes, were \$399.3 billion, an increase of 0.2 percent from the previous month and 6.7 percent above November 2010. Total sales for the September through November 2011 period were up 7.4 percent the same period a year ago. The September to October 2011 percent change was revised from +0.5 percent to +0.6 percent

Regional Trends

Bureau of Labor Statistics

Regional and state unemployment rates were generally lower in November. Forty-three states and the **District of Columbia** recorded unemployment rate decreases, three states posted rate increases, and four states had no rate change, the U.S. Bureau of Labor Statistics reported. Forty-five states registered unemployment rate decreases from a year earlier, while five states and the **District of Columbia** experienced increases. The national

jobless rate fell by 0.4 percentage point between October and November to 8.6 percent, down from 9.8 percent in November 2010.

In November, nonfarm payroll employment increased in 29 states and the **District of Columbia**, decreased in 19 states, and was unchanged in two states. The largest over-the-month increases in employment occurred in **New York** (+29,500) and **Texas** (+20,800). The largest over-the-month decrease in employment occurred in **Wisconsin** (-14,600), followed by **Minnesota** (-13,700) and **Colorado** (-4,500). **South Carolina** experienced the largest over-the-month percentage increase in employment (+0.9 percent), followed by **Arkansas** and **Wyoming** (+0.6 percent each). **Alaska** experienced the largest over-the-month percentage decline in employment (-0.8 percent), followed by **Delaware** (-0.7 percent) and **Montana** (-0.6 percent). Over the year, nonfarm employment increased in 45 states and the **District of Columbia** and decreased in five states. The largest over-the-year percentage increase occurred in **North Dakota** (+4.5 percent), followed by **Wyoming** (+3.0 percent) and **Oklahoma** (+2.8 percent).

The largest over-the-year percentage decreases in employment occurred in **Delaware** (-0.8 percent) and **Georgia** (-0.5 percent).

Regional Unemployment (Seasonally Adjusted)

The **West** continued to record the highest regional unemployment rate in November, 9.9 percent, while the **Northeast** again reported the lowest rate, 7.9 percent. Three regions experienced statistically significant over-the-month unemployment rate changes: the

West (-0.4 percentage point) and the **Midwest** and **South** (-0.3 point each). Over the year, all four regions registered significant rate decreases, the largest of which was in the **West** (-1.1 percentage points).

Among the nine geographic divisions, the **Pacific** continued to report the highest jobless rate, 10.6 percent, in November. The **West North Central** again registered the lowest rate, 6.3 percent. Eight divisions experienced statistically significant unemployment rate changes over the month, all decreases. The largest of these occurred in the **East South Central** and **South Atlantic** (-0.4 percentage point each). Five divisions recorded significant rate declines from a year earlier, the largest of which were in the **Mountain** and **Pacific** (-1.1 percentage points each). No division reported an unemployment rate increase from November 2010.

State Unemployment (Seasonally Adjusted)

Nevada continued to record the highest unemployment rate among the states, 13.0 percent, in November. **California** posted the next highest rate, 11.3 percent. **North Dakota** again registered the lowest jobless rate, 3.4 percent, followed by **Nebraska**, 4.1 percent, and **South Dakota**, 4.3 percent. In total, 25 states reported jobless rates significantly lower than the U.S. figure of 8.6 percent, 10 states and the **District of Columbia** had measurably higher rates, and 15 states had rates that were not appreciably different from that of the nation.

Thirty states and the **District of Columbia** experienced statistically significant over-the-month unemployment rate declines in November. The largest of these was in **Michigan**

(-0.8 percentage point), followed by **Alabama**, **Minnesota**, **South Carolina** and **Utah** (-0.6 point each). The remaining 20 states recorded jobless rates that were not measurably different from those of a month earlier, though some had changes that were at least as large numerically as the significant changes.

New Mexico registered the largest jobless rate decrease from November 2010 (-2.1 percentage points). Thirteen additional states reported smaller, but also statistically significant decreases over the year. The remaining 36 states and the **District of Columbia** recorded unemployment rates that were not appreciably different from those of a year earlier.

Nonfarm Payroll Employment (Seasonally Adjusted)

In November, 13 states recorded statistically significant changes in employment, seven of which were increases. The largest over-the-month statistically significant job gains occurred in **New York** (+29,500), **South Carolina** (+16,600), **Georgia** (+13,000) and **Tennessee** (+9,600). The largest over-the-month statistically significant declines in employment occurred in **Wisconsin** (-14,600) and **Minnesota** (-13,700).

Over the year, 25 states experienced statistically significant changes in employment, all of which were increases. The largest increase occurred in **California** (+233,100), followed by **Texas** (+226,000) and **Florida** (+98,100).

Human Resource & Labor Trends

Workers Willing to Work More to Save Their Jobs, Survey Finds

Two-thirds of U.S. workers would make sacrifices such as working longer hours or losing vacation time if it meant keeping their current jobs, a survey found.

Twenty-four percent of those surveyed by Randstad Holding U.S., part of Dutch international temporary-staffing giant Randstad Holding N.V., said they would give up the chance for an annual bonus to keep their jobs.

Twenty-four percent said they would work longer hours without a pay increase and 23 percent said they would accept a reduction in benefits, the Randstad Employee Attachment Index survey indicated.

Twenty-two percent said they would be willing to reduce their vacation time, 16 percent said they would take a pay cut or relocate to keep a job, 15 percent said they'd pay for additional training out of their own pocket and 11 percent said they would accept a demotion.

A third of those surveyed said they wouldn't be willing to make any sacrifices at all.

Forty-eight percent said they believed their employers would cut benefits next year and 41 percent said they thought their employers would lay off workers.

Nineteen percent said they believed they would likely lose their jobs, 24 percent said they would

likely get a pay cut and 76 percent said they did not expect a promotion.

Nevertheless, 74 percent of the workers surveyed said they thought their companies had great futures, the survey indicated.

Recruiting Difficulties Continue to Rise, HR Professionals Report in Monthly Survey

Employers expect to add new jobs in the new year, but are waiting to see how the economy shapes up before turning up the volume on hiring, according to CareerBuilder's annual job forecast.

Nearly one in four hiring managers plans to hire full-time, permanent employees in 2012, similar to 2011. Employment trends among small businesses, which account for the majority of job creation in the U.S., are expected to show some improvement over last year.

The nationwide survey, which was conducted by Harris Interactive from November 9 to December 5, 2011, included more than 3,000 hiring managers and human resource professionals across industries and company sizes.

Full-time, Permanent Hiring

Twenty-three percent of employers surveyed plan to hire full-time, permanent employees in 2012, relatively unchanged from 24 percent in 2011 and up from 20 percent in 2010. Seven percent expect to decrease headcount, the same as for 2011 and an improvement from 9 percent for 2010. Fifty-nine percent anticipate no change in their staff levels, while 11 percent are unsure.

Small Business Hiring

Small businesses are reporting more confidence in both hiring and retaining headcount in 2012. Plans to downsize dropped 2 percentage points across small business segments, while plans to hire increased 2 percentage points among companies with 50 or fewer employees.

- 50 or fewer employees: 16 percent plan to add full-time, permanent staff in 2012, up from 14 percent in 2011; those reducing headcount fell from 5 percent in 2011 to 3 percent for 2012

- 250 or fewer employees: 20 percent plan to add full-time, permanent staff, up from 19 percent in 2011; those reducing headcount fell from 6 percent in 2011 to 4 percent for 2012
- 500 or fewer employees: 21 percent plan to add full-time, permanent staff, on par with 2011; those reducing headcount fell from 6 percent in 2011 to 4 percent for 2012

Downsizing Announcements

Aerospace/Defense

Pinnacle Airlines Corp., Memphis, TN, laidoff 154 employees at Memphis International Airport January 4. The company announced the layoffs December 19, attributing the move to Delta Air Lines cutbacks. Pinnacle employees handle baggage for Delta and other carriers at the airport. Delta and regional partners will scale back to fewer than 150 daily flights next month, compared with 238 flights three years ago. Pinnacle now has 560 employees at the airport in the unit affected. Workers being idled include 18 full-time and 136 part-time employees, including seven managers.

The Associated Press, December 19, 2011

Piper Aircraft Inc., Vero Beach, FL, completed its series of layoffs December 16 in connection with the suspension of its light business jet program in October. The number of jobs actually lost will be less than originally announced by about 30 positions. When the company

announced the suspension of its program, it released 55 contract employees and anticipated reducing its regular workforce of about 850 to about 700. Piper President and Chief Executive Officer Simon Caldecott said the actual layoffs of regular employees was closer to about 120 and he hopes to be able to maintain employment at its current level of between 730 and 740 workers.

Press Journal (Vero Beach, FL), December 17, 2011

Biotechnology/Pharmaceuticals

Sunovion Pharmaceuticals, Marlborough, MA, which is owned by Japanese drug maker Dainippon Sumitomo Pharma, has confirmed it will lay off an undisclosed number of sales representatives that are responsible for selling the company's asthma drugs. The number of the layoffs was earlier reported to be near 300. The website FierceBiotech, which first reported the cuts December 21, put the number of workers

laid off at 288, citing an unnamed source. The company would not say how many workers are being let go, or where they are located. A spokesman for the Massachusetts Executive Office of Labor and Workforce Development said that the company had not sent a letter to the state announcing any layoffs.

Boston Business Journal, December 21, 2011

Computer Software

McKesson Provider Technologies, San Francisco, CA, confirmed the dismissal of 174 employees. The jobs are software engineers, systems analysts and project managers, said Tracy Chastain, a senior vice president for human resources for McKesson. Chastain said the layoffs result from a change in software systems provided to hospitals to streamline operations and reduce costs.

The Atlanta Journal-Constitution, December 10, 2011

Education

The Southern University, Baton Rouge, LA, Board of Supervisors has approved a reorganization plan that will lead to nearly 90 faculty and staff termination notices going out early this year. Southern Chancellor James Llorens said an additional \$2.9 million in state budget cuts announced December 9 will force many of the staff layoffs to come earlier in the spring semester than previously hoped. The expedited layoffs of an estimated 52 staff members now will be “staggered” throughout the semester, Llorens said. About 35 faculty termination notices will go out Feb. 1, he said. The staff will keep their jobs until the end of the semester in May. Southern declared a financial emergency in October because of state budget

cuts and student enrollment losses. In addition to eliminating more than 10 percent of the Southern faculty, the plan calls for layoffs in human resources, information technology and campus maintenance, and then spreading the other terminations around the rest of the university, Llorens said.

The Associated Press, December 17, 2011

Financial

Morgan Stanley, New York, NY, announced that it would lay off 1,600 people, or 2.6 percent of its workforce, in the first three months of 2012. But the firm, among the top public finance underwriters in the country, isn't saying how many of those being let go are involved in its municipal bond business. Morgan Stanley spokeswoman Lauren Onis declined to say how many of the layoffs would come from those who handle muni securities. The upcoming round of layoffs is expected to hit all job levels in all divisions, including investment banking, trading and support functions. Morgan Stanley laid off 300 from its Smith Barney unit in March.

The New York Times, December 16, 2011

Government

The State of California, Sacramento, CA, Attorney General Kamala Harris will lay off 102 sworn Department of Justice agents and 21 civilian employees in 2012 because of budget cuts. Spokeswoman Lynda Gledhill said that's about half the 203 agents who originally were expected to be laid off. Harris found money in her budget to retain some of the agents, but it's not yet clear how many programs run by the Division of Law Enforcement will survive. The department still is ending its involvement in

two-thirds of California's 52 drug- and gang-fighting task forces because of budget cuts.

The Associated Press, December 13, 2011

The Federal Reserve Bank of Pittsburgh, Pittsburgh, PA, is selling its branch headquarters downtown after eliminating the jobs of all but 25 of its 320 employees. The bank said in February it would eliminate about 200 jobs there because of its plans to discontinue the paper sale of U.S. Savings Bonds and other securities. Bank spokeswoman June Gates said about 240 of the Pittsburgh branch's employees were involved in those sales, which will now be conducted electronically. The operations were consolidated into the central bank's Minneapolis branch. The other 55 jobs being eliminated in Pittsburgh were in human resources and other functions that supported paper bond sales, she said. Gates said that the branch now has about 60 to 65 employees and that will be reduced to 25 sometime early next year. She did not have a timetable.

Pittsburgh Post-Gazette, December 20, 2011

Louisiana State Department of Health and Hospitals, Baton Rouge, LA, officials said 69 positions are being eliminated as part of a restructuring of the agency's IT operations. The restructuring had been in the works prior to the latest round of state budget cuts imposed December 15 by Governor Bobby Jindal and lawmakers, officials said. The employee layoff plan is effective February 10. The restructuring involves turning over key IT tasks currently done in-house to the University of New Orleans and the University of Louisiana at Lafayette. According to DHH, there is \$1 million in mid-year budget savings associated with the move.

The Advocate (Baton Rouge, LA), December 22, 2011

Healthcare

Hawaii Medical Center, Honolulu, HI, has issued layoff notices effective for more than 200 employees at its bankrupt hospitals. HMC, which is closing the former St. Francis Medical Centers in Liliha and Ewa and leaving nearly 1,000 workers jobless, said the workforce reduction will not affect patient care. There are fewer than 60 patients left at HMC East and HMC West. More layoffs will occur over the next few weeks as departments close and the patient count declines, HMC said.

Honolulu Star-Advertiser, December 23, 2011

Healthways Inc., Franklin, TN, said it will cut 275 jobs, close two call centers and take a \$184 million write-down in the fourth quarter in the wake of the loss of a major contract with health insurer Cigna Corp. The wellness program administrator also said a deal with the French government health insurance agency is being delayed until early 2012. The company had expected payments linked to that contract to start in the fourth quarter 2011. The contract, which Cigna disclosed in October, plans to start winding down next month in advance of its February 2013 expiration, accounted for roughly 17 percent of Healthways' revenues. That led to Healthways' decision to close two Cigna-dedicated call centers in Phoenix and Pittsburgh by the middle of January. Among employees losing jobs are roughly 50 employees at Healthways' Franklin headquarters.

The Tennessean (Nashville, TN), December 21, 2011

Legacy Health System, Portland, OR, may lay off 400 workers in Oregon and Southwest Washington, a Legacy spokesman said. The bulk of the layoffs would come from the healthcare

system's Oregon facilities. In Southwest Washington, Legacy plans to cut as many as 25 positions, said Legacy spokesman Brian Terrett. Most of those cuts would hit Legacy's main Washington State operation: Clark County's Legacy Salmon Creek Medical Center. Legacy wants to decide the staff reductions by mid-January and issue layoff notices by February 15, according to a memo issued to Legacy staff by the organization's president and CEO, George Brown. Terrett said the 400 layoffs are based on estimates and the final number could be lower depending on savings Legacy finds by leaving some open jobs unfilled and by negotiating early retirements of some employees.

The Columbian (Vancouver, WA), December 17, 2011

Providence Health Care, Everett, WA, has accepted 172 voluntary layoffs as part of its move to cut \$61 million from its operating budget next year. Most of the employees worked at Sacred Heart Medical Center and Holy Family Hospital, said Providence spokesman Joe Robb. Employees who participated in the separation offer were given severance pay and cash bonuses. They had to leave their jobs by December 16. Providence received 335 applications for voluntary layoff. The hospital system has a total of 8,500 workers. Most hospitals are treating fewer patients this year, and the trend is expected to continue in 2012 as the economic malaise continues. Hospital executives nationwide have noted that people are less apt to pay for elective surgeries — even including procedures such as knee replacements — amid the uncertainty.

Spokane Review, December 21, 2011

Raytel Cardiac Services Inc. and Philips Remote Cardiac Services, Windsor, CT, sister companies, plan to cut 85 jobs mostly between February and April, though some workers might remain until June, according to the company and a federally required notice to the state Department of Labor. The company's telephone-based technology was overshadowed by newer, Internet-based systems. The company is eliminating work related to cardiac monitoring, but it is keeping about 200 employees who are primarily focused on arrhythmia monitoring. Raytel and Philips provide around-the-clock monitoring by trained technicians of implanted cardiac devices such as pacemakers. The company is a national provider of Holter Monitoring Services, which serves more than 45,000 patients annually.

Hartford Courant, December 15, 2011

Radiological Associates of Sacramento, Sacramento, CA, laid off 5 percent of its workforce and closed two of its imaging centers at the end of the year in the firm's first-ever layoffs. RAS president Jonathan Breslau said 46 employees were let go December 2. Hardest hit was RAS' diagnostic imaging division, which lost 39 employees. Breslau also blamed the region's poor economy and smaller Medicare and Medi-Cal reimbursements for imaging services for the layoffs and center closures. The cuts included closures of the RAS magnetic resonance imaging centers in Carmichael and in Sacramento, and came after the company earlier imposed furloughs and cuts in benefits ranging from tuition reimbursement to travel expenditures.

Sacramento Bee, December 10, 2011

Smith & Nephew Inc., London, UK, laid off 80 employees in Memphis after the company combined the Memphis-based orthopaedic reconstruction division and its Andover, Massachusetts-based endoscopy unit in July. The move affected 150 employees globally, spokesman Andrew Burns said, but he did not offer specifics about the locations of the affected employees outside of Memphis. Memphis employees were laid off from “various departments” across the business, Burns said, but would not divulge more details. The Memphis operation is now part of the company’s Advanced Surgical Devices division, the combination of the orthopedic and endoscopy businesses.

The Commercial Appeal (Memphis, TN), December 14, 2011

Insurance

State Compensation Insurance Fund, San Francisco, CA, will eliminate 15 percent of its workforce in Redding by April, the company said December 21. The quasi-public workers’ comp carrier plans to lay off 32 of the 213 people who work at the Shasta View Drive office off Highway 44. The layoffs are part of a statewide 25 percent reduction — about 1,800 jobs — of State Fund’s workforce as the company seeks to improve efficiency and save \$150 million in annual operating costs, spokeswoman Gina M. Simons said. State Fund employs claims adjusters, safety representatives, underwriters, auditors, marketers and support staff in Redding. A year ago, the state’s largest provider of workers’ compensation insurance announced it would consolidate its operations and bring nearly 100 new well-paying jobs to Redding, growing the office here to more than 300 employees. Asked what has changed in a year,

Simons said those were estimates. She did not elaborate.

Record Searchlight (Redding, CA), December 23, 2011

Sun Life Financial, Toronto, ON, is cutting some 800 U.S. jobs, with roughly half of the layoffs hitting the firm’s American headquarters in Wellesley, Massachusetts. “It’s fair to say that the vast majority of the impacts will be in the Boston area,” Sun Life spokesman Frank Switzer said, adding that the firm will cut about 400 jobs in Wellesley, Boston and Portsmouth, N.H. Sun Life CEO Dean Connor announced the layoffs December 12 as part of a plan to reposition the firm. He said Sun Life, which also owns Boston-based MFS Investment Management, stopped selling variable annuities and individual life insurance policies in the United States on December 30. The company will instead focus its U.S. unit on offering large insurance policies to employers, and selling add-on products like dental insurance for which employees pay extra.

The Boston Herald, December 13, 2011

Manufacturing

Cequent Electrical Products, Harlingen, TX, intends to lay off 42 employees — mostly production workers — at its facility in Tekonsha, Michigan. The layoffs will be completed by July, the company said. The facility will remain in operation, but the cuts will reduce its staff level by about one-third, leaving 88 employees at Tekonsha while the company moves a portion of its manufacturing business to Mexico, a company spokesman said. Cequent manufactures automotive brake controls, as well as lighting equipment, for recreational vehicles and trailers. One of its

electronic brake-control brands for trailers carries the Tekonsha name.

Battle Creek Enquirer, December 21, 2011

Publishing/Media

Media General, Richmond, VA, said the company will downsize 165 staffers — a 16 percent reduction — from the *Tampa Tribune* newspaper, website TBO.com and its community and weekly print products. After the layoffs, print and online products will employ a total of 675 staffers. TV station WFLA-Channel 8 avoided layoffs, confirming early rumors that the company would separate the more profitable station from the print and online platforms. The announcement comes after Media General replaced three top executives in charge of the *Tampa Tribune*, Tampa NBC affiliate WFLA-Channel 8 and TBO.com in November as part of a restructuring. Many laid-off staffers were told in early December, but some layoffs will occur in the first quarter of 2012 for “various business reasons,” the company said in a statement. Spokesman Ray Kozakewicz added that the newspaper does not expect to change its publication schedule, though he would not detail whether some sections would stop publishing or how the composition of the newspaper might change due to the downsizing.

St. Petersburg Times, December 13, 2011

Telecommunications

AT&T, Dallas, TX, is eliminating about 500 union jobs that support its landline business, a further reflection that people are shifting their loyalties to cellphones, Internet telephony and mobile devices. About 70 of the job cuts will be in Georgia, according to information posted on a local Communications Workers of America

website. The others are in Alabama, Florida, Kentucky, Louisiana, Mississippi and North Carolina. The seven states were part of the former Atlanta-based BellSouth’s nine-state territory. AT&T has about 22,000 union and nonunion workers throughout Georgia. The company’s most robust unit, AT&T Mobility, is based in Atlanta. The reduction will happen at the end of March, according to information posted on the CWA Local 3204 website. AT&T has lost nearly 38 percent of its landline telephone lines over the past three years, Richter said. Because of this, the company has had to cut spending in this area.

The Atlanta Journal-Constitution, December 21, 2011

Utilities/Energy

First Solar Inc., Tempe, AZ, lowered its sales expectations and announced about 100 layoffs and delays at its Mesa, Arizona factory now under construction, sending its share price tumbling. Company officials said they are intensifying their focus on lowering the cost of solar power to compete with fossil fuels and pulling out of some European markets where subsidies are drying up in favor of building a “sustainable” business not reliant on government assistance. Officials said the Mesa factory will continue preparing in 2012, starting production in 2013, not 2012 as previously announced. It also will run the rest of its global factories at 80 percent of capacity next year. The \$300 million factory will make panels planned for large power plants in the Southwest. It will cost First Solar \$10 million to \$20 million in startup costs next year, officials said. Most of the layoffs will be at a Santa Clara, CA, facility that conducted a broad range of research on solar

power, but “a very small number” of employees in Tempe also will be let go, spokesman Ted Meyer said.

The Arizona Republic, December 15, 2011

Pacific Gas and Electric Co., San Francisco, CA, is cutting 239 jobs in early 2012, the bulk of them from its IT department, according to documents filed with the California Employment Development Department. The layoffs come as the utility reorganizes following 2010’s San Bruno disaster, in which a natural gas pipeline exploded and killed eight people. PG&E is restructuring its IT department into teams connected with its electricity, natural gas and customer service businesses, eliminating more than 200 jobs in the process. The technology department’s employees are currently organized in teams based on their skills and job functions. The cuts were announced to PG&E employees last month. The layoffs are set for January 9.

Sacramento Business Journal, December 15, 2011

Other

Bosch Security Systems, Fairport, NY, will close its plant in Morriltown, Arkansas, leaving 140 workers jobless. Company officials said they expect the first phase of layoffs to begin in April. Bosch spokesman Becky MacDonald said that some work may move to Mexico. The Morrilton plant makes speakers, such as those used with stereos, as well as speaker components. Bosch Security Systems is a division of the Bosch Group, a privately held firm based in Germany, MacDonald said. The plant was purchased as part of Bosch’s acquisition of Telex Communications Holding Inc. in 2006, she said.

Arkansas Democrat-Gazette (Little Rock, AR), December 16, 2011

Pitney Bowes, Stamford, CT, a technology company, will close its Chesapeake, Virginia, call center in June, eliminating 64 jobs, spokesman Matt Broder said. The layoffs will come in three waves, with the first taking effect February 22, Broder said. The closing, is not due to financial problems at the company, which produces hardware and software and offers document and shipping services.

The Virginian-Pilot (Norfolk, VA), December 14, 2011