



a guide to conducting compassionate layoffs.

How to do the right thing for
employees while preserving
trust, good relationships and
your employer brand

a simple plan for a successful RIF.

Conducting a layoff may be one of the most difficult responsibilities you face as a business professional. Speaking to a group of loyal employees, or looking someone in the eye and saying, 'we have to let you go,' will take an emotional toll. No matter the size of the layoff, having to let go of employees who are like family can be extremely stressful, and the tasks surrounding a layoff can feel insurmountable. This guide was created to help you navigate these tasks with ease and peace of mind.

In the next few pages, we'll walk you through best practices for conducting a workforce reduction event. The process begins by ensuring your communications are clear and notifications are delivered professionally, and by providing employees with the resources, tools and support they need to make their transitions easier. Ultimately, you'll want to know your employees were able to land new jobs quickly, and that you did all you could to preserve good relationships with the people you had to let go.

When you must restructure your workforce, we encourage you to make open and honest communication a hallmark of your processes, and to turn to an outplacement services provider to help you create a better tomorrow for your business and your employees.





where to start.

It is always best to start with a plan. Here are some questions to ask yourself as a foundation for beginning this process.

Q: How many people will be impacted?



At first, estimate the number of employees affected and solidify the numbers as you gain more information.

Q: When will the news be delivered?



Will everyone be notified on the same date, or will the notifications be phased? You may also want to consider the time of the year and the proximity to major holidays.

Q: When will management be notified?



How soon before the notification date will the larger executive team be notified? When will you tell your mid-level managers?

Q: Who will deliver the notifications to employees?



How will you train your managers to manage the notification and inspire employees to pursue redeployment if this is an option?

Q: Who will be impacted?



Which groups or departments will be reduced? What level of employee will be impacted? Which roles will be eliminated?

Q: What level of career transition support will you provide?



Depending on which employees are impacted and their roles, you'll want to determine the appropriate outplacement package to offer each of them. Choosing packages based on roles is one way to ensure individuals receive the types of services they'll need to land a new job as quickly as possible.

best practices.

These best practices are designed to help you create a smoother restructuring process while keeping your employees and business goals in mind.



1. assemble a team

Depending on the size of your organization, you may want to include members of your executive team and leaders from appropriate departments such as HR, Finance and Legal. When assembling your team, decide who will lead the project. If possible, a member of your HR department is often the best choice.



2. hold a planning meeting

When you have more than one person making decisions about who will be retained and who will be impacted by the event, it's important to discuss the legal (e.g., EEOC), ethical and organizational issues surrounding those decisions.



3. build a business case

With the help of your executive team, create a concise business case for the purpose of the downsizing event. This information can be used in multiple communications, including notification meeting scripts, general announcements and notices.



4. choose career transition packages

Select which career transition packages you will offer to each of your transitioning employees. Be sure to familiarize yourself with the specific services that will be offered, and be prepared to clearly communicate package details to your employees during notifications.



5. offer notification training

Consider providing notification and resiliency training for your managers. The right training will prepare managers to be effective coaches for employees and will help your organization avoid unwanted legal action.



6. complete your plan

Finalize your lists of impacted employees at least a week prior to the notification date. While selecting packages can be completed in less than 10 minutes, you'll want time to allow your managers to attend the notification training and finalize messaging to both impacted and remaining employees.



7. prepare security

In case of any volatile or hostile reactions, be sure to have security on alert the day of the notification event. However, ask security to keep a low profile. There is nothing more demeaning than having to be escorted out of the building by security when the employee has reacted unprofessionally to the notification. (Ultimately, security's presence should be based on your internal policies and the known factors surrounding the event.)



8. consider timing

Deliver all notifications within a short period of time. This will help alleviate the concerns of employees who will remain.



9. meet one-on-one

For the notification meetings, have managers meet one-on-one with each impacted individual. While these meetings will be difficult for both parties, your employees will appreciate the opportunity to react and ask questions in private.



10. provide moral support

Have representatives from your Employee Assistance Program (EAP), if available, onsite the day of the notification to help alleviate any emotional issues that may arise for the impacted employees and those who will remain.



11. offer resiliency training

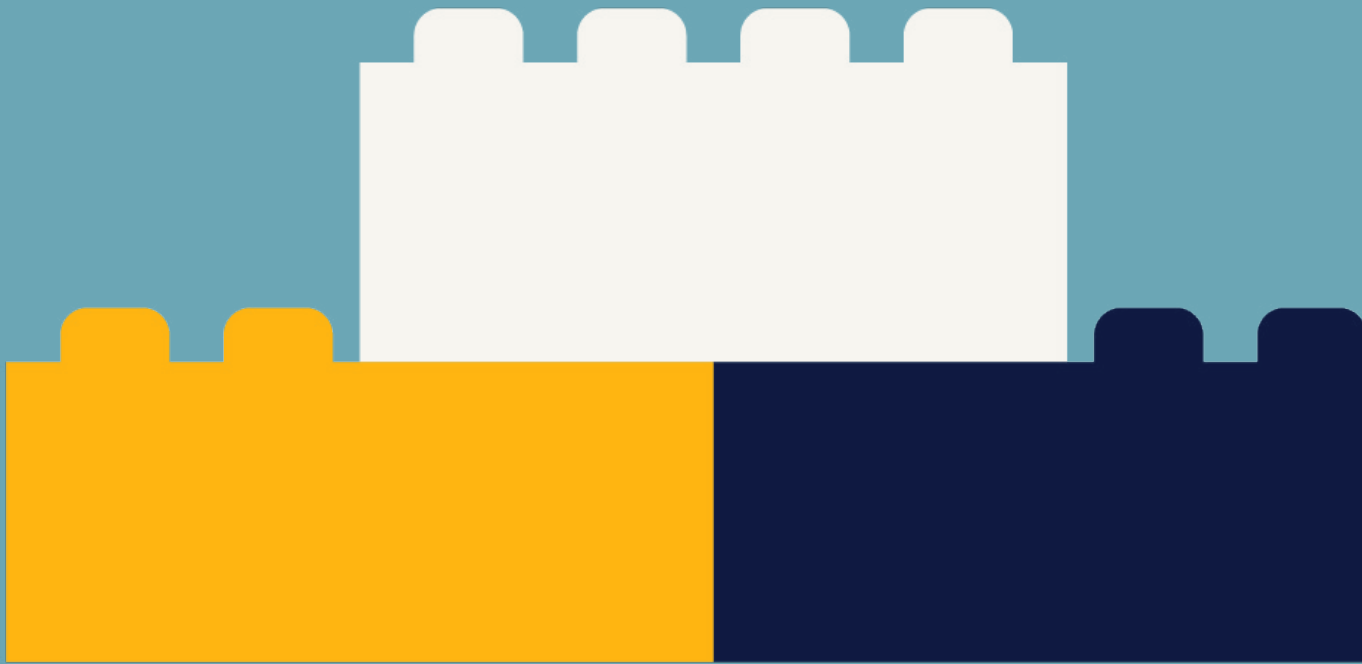
Consider providing resiliency training for remaining employees. Our research has shown that organizations that provide resiliency programs for remaining employees are better able to protect their employer brand and return to productivity and profitability faster.



12. monitor social media

Continually monitor social media (Facebook, LinkedIn, Twitter, Glassdoor) for conversations concerning your organization and workforce reduction.





create new beginnings.

Taking care of transitioning employees is an investment in their future, and in yours. Even though people are leaving your organization, they will always be part of the company you've been able to build together. In the new world of boomerang employees, those impacted by a layoff today may return to be your employees tomorrow. By following a few best practices and providing your employees with the right tools, support and resources during times of transition, you'll be creating a better tomorrow for your impacted employees while ensuring you maintain a strong employer brand and more positive outcomes for your business.

When employees leave your organization, they'll likely go on to become your:

- ✓ Brand ambassadors
- ✓ Company references
- ✓ Customers
- ✓ Business partners

When you take care of your employees, you'll also take care of your company's future:

- ✓ Maintain a positive image in the marketplace
- ✓ Minimize unemployment tax liability
- ✓ Maintain morale with remaining employees
- ✓ Limit legal liability

to learn more

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about Randstad RiseSmart.

Randstad RiseSmart is the fastest-growing career transition and talent mobility provider, and an operating company of Randstad N.V., a €23.8 billion global provider of flexible work and human resources services that helps more than two million candidates find meaningful work every year. Our outplacement, internal mobility, career development, redeployment and contemporary Tech & Touch solutions strengthen employer brands, improve retention and re-engage talent. Employers hire us because we deliver superior outcomes through expert coaching, professional branding, modern resources and on-demand analytics. Today, we are a trusted human partner of successful companies in more than 40 industries. Our passion and dedication to innovation, responsiveness and results has earned us extensive recognition and awards from organizations such as Bersin by Deloitte, Gartner Inc., the Brandon Hall Group and Fortune magazine. For more information, visit www.randstadrisemart.com.