

WHAT ABOUT THE SURVIVORS?

TAKING CARE OF THE EMPLOYEES WHO REMAIN AFTER A LAYOFF





THE EMPLOYEE RELATIONSHIP ECONOMY EFFECT

THE ENORMOUS SHIFTS IN EMPLOYEE-EMPLOYER RELATIONSHIPS HAVE CHANGED THE CONVERSATION



WHEN REDUCING THE WORKFORCE IS THE ONLY VIABLE SOLUTION

The question of caring for survivors isn't limited to corporate responsibility and brand-building. Getting remaining employees back to work and returning to productivity has a direct effect on the bottom line. And while many companies have some initiatives in place to care for their employees before, during, and after a reduction in force (RIF), most do not do enough. Our research proves that.

COMPANIES MUST TURN THEIR ATTENTION TO THOSE EMPLOYEES WHO REMAIN – THE SURVIVORS.



WHAT'S BEHIND THE NEW EMPLOYEE RELATIONSHIP ECONOMY?

CHANGES IN THE WORKFORCE:

-  Digital transformation and automation technology.
-  The new corporate image: Purpose-driven and responsible.
-  A growing virtual workforce.
-  The gig economy and the flexible workforce.
-  Boomerang employees.



INCREASED TRANSPARENCY AND ACCOUNTABILITY FOR EMPLOYERS:

-  61% of Glassdoor users report that they seek company reviews and ratings before making a decision to apply for a job.
-  The majority of job seekers read at least six reviews before forming an opinion of a company.
-  69% of job seekers would NOT accept a job from a company that has a bad reputation, even if they were unemployed.

(Glassdoor U.S. Site Survey, January 2016)

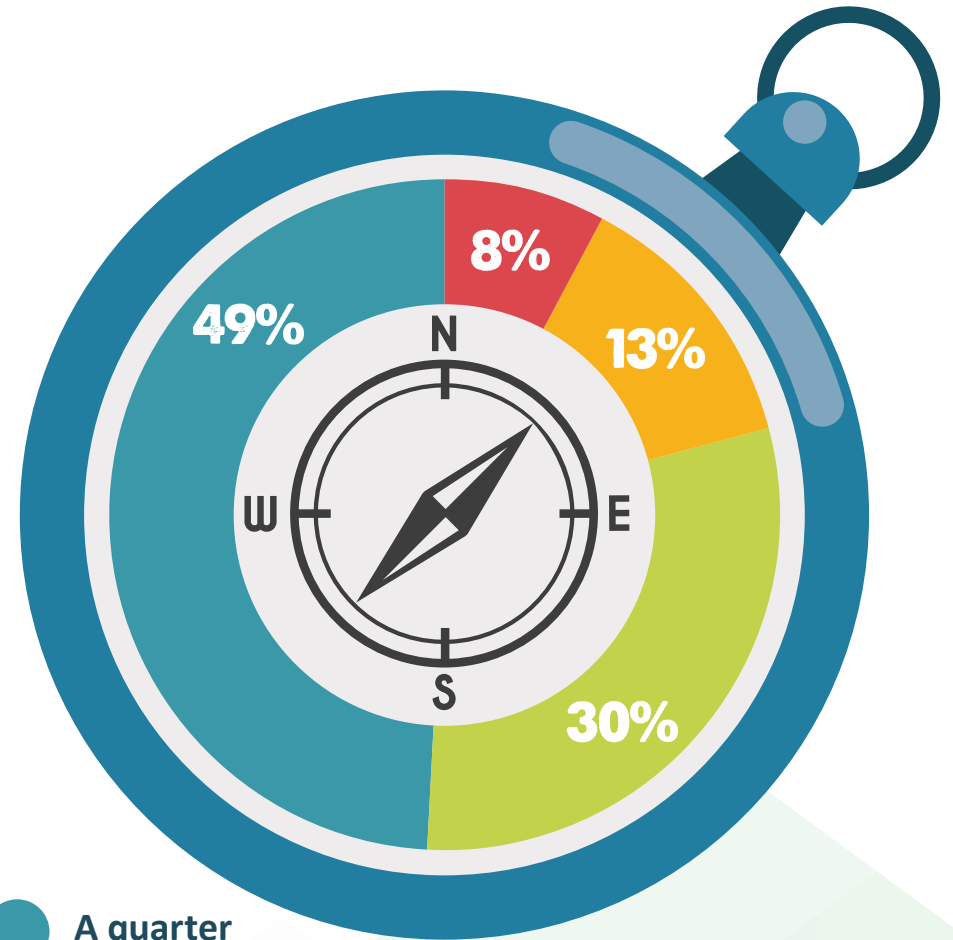
HOW LONG DOES IT TAKE SURVIVORS TO BE FULLY PRODUCTIVE AGAIN AFTER A RIF?

If it takes the remaining employees 3 months or more to return to productivity, shouldn't employers be actively addressing their needs?



SURVIVAL TIP

An investment in resiliency training and other programs designed to help employees deal with survivor guilt and anxiety over job security helps to get workers back on track and improves the bottom line.



- A quarter
- Half a year
- Less than a month
- A year or more



**ARE YOU PREPARED
FOR A REDUCTION
IN FORCE?**

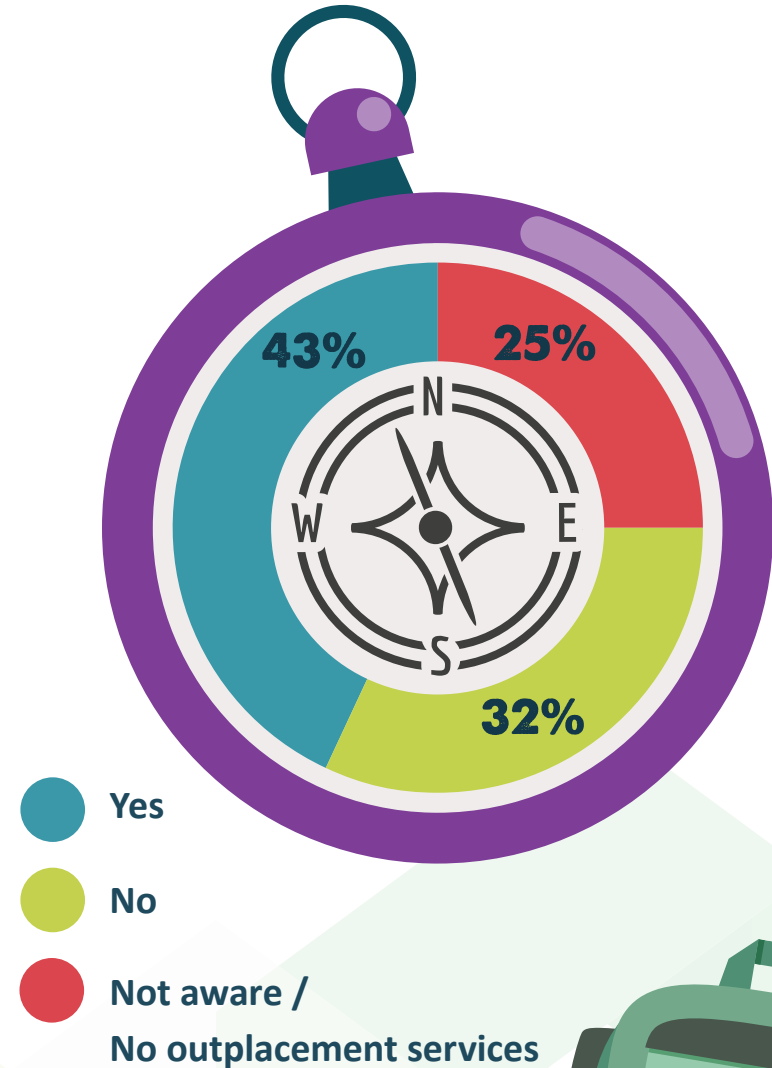


DOES YOUR ORGANIZATION HAVE OUTPLACEMENT SERVICES IN PLACE IN CASE OF A REDUCTION IN FORCE?

Although reductions in force (RIFs) continue to occur as a way to adjust labor and remain competitive, more than half of those surveyed stated their organizations do not have outplacement services in place.

The lack of any kind of outplacement service leaves these organizations open to a variety of future problems including:

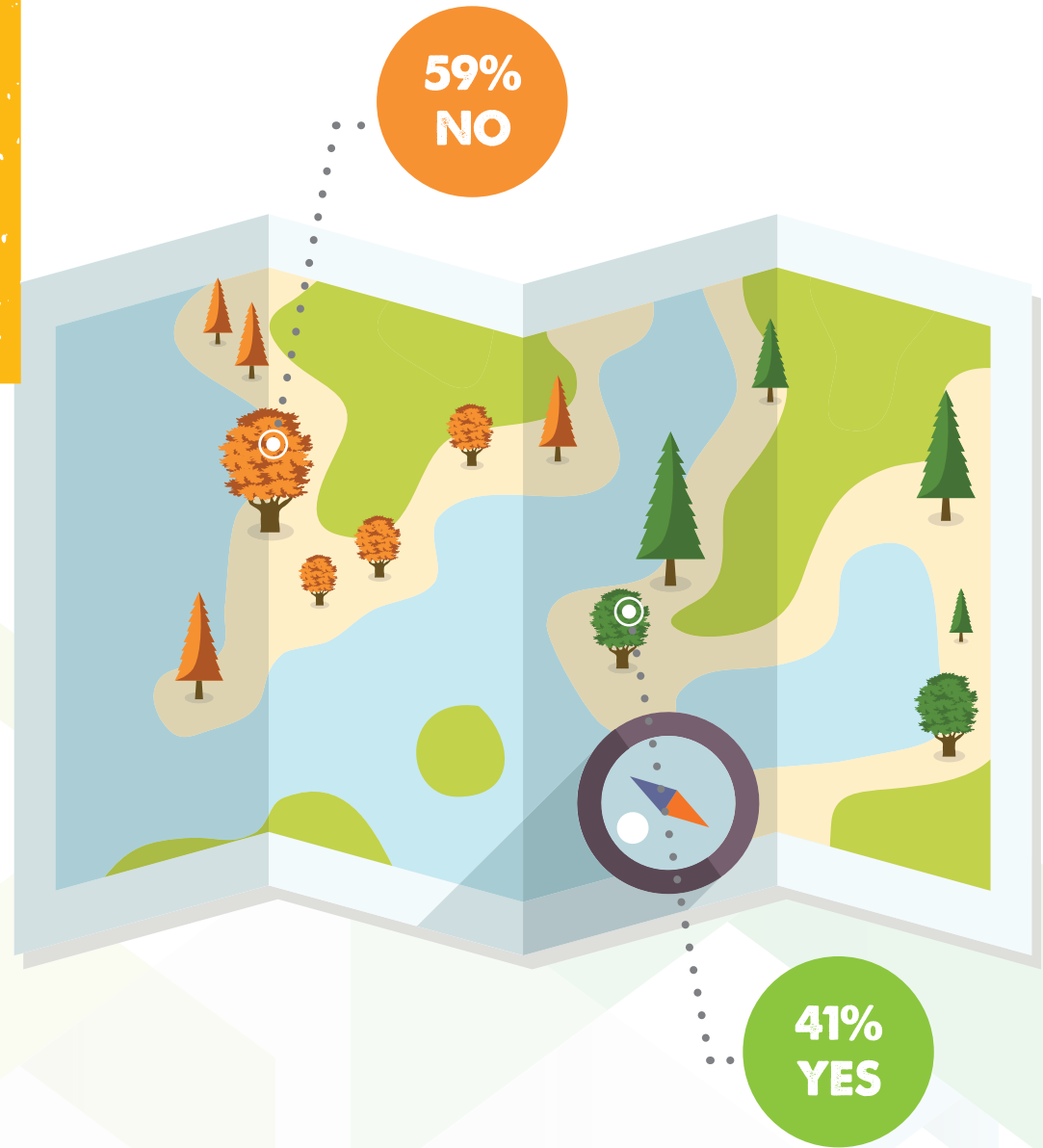
- A damaged employer brand
- Difficulty recruiting and hiring employees
- Legal liability
- Poor customer reputations
- Increased unemployment tax charges



DOES YOUR ORGANIZATION HAVE A PLAN TO PROVIDE NOTIFICATION TRAINING FOR MANAGERS PRIOR TO A REDUCTION IN FORCE?

Managers are on the front lines during a layoff. How the notifications are delivered, and what words are used to communicate this important news, can determine whether an employee leaves with litigious intent, or departs considering positive options for the future.

Before they meet with your employees, be sure your managers are prepared with the tools and support they need to ensure smooth transitions for team members.





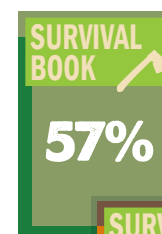
WHAT ABOUT THE SURVIVORS?



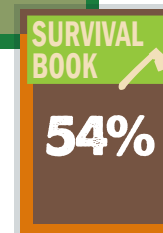
DO YOU HAVE A FORMAL PLAN FOR ADDRESSING THE NEEDS OF REMAINING EMPLOYEES AND MANAGERS (SURVIVORS) POST-RIF? FOR HOW LONG?

On the right path: The majority of organizations are ready to help the survivors of a layoff, and recognize the need for programs that last for at least three months after a reduction in force.

Trail guide needed: Nearly half of employers (43%) are still not prepared for a loss of productivity, decreased employee satisfaction, and additional cuts.

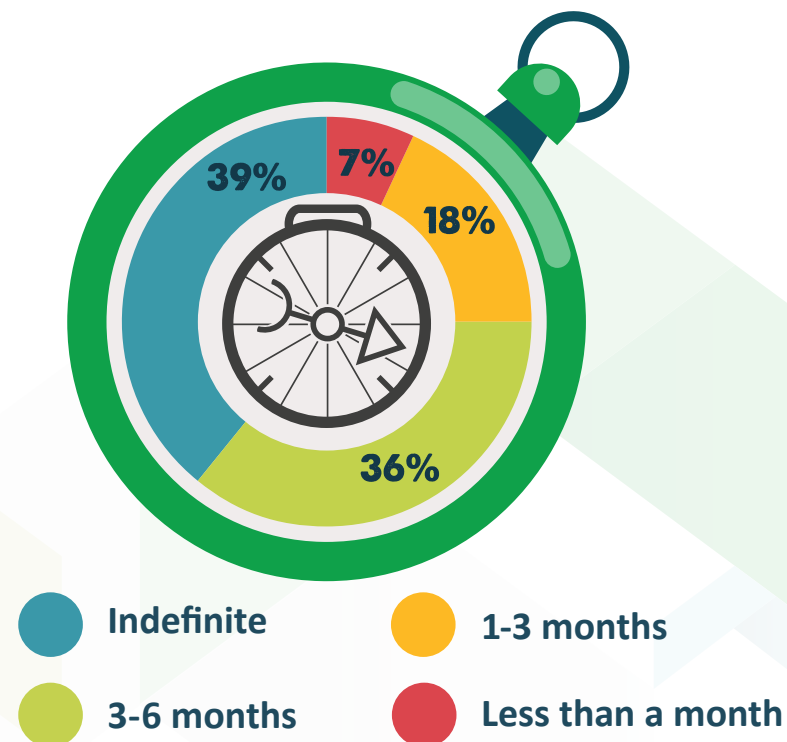


HAVE A FORMALIZED PLAN FOR ADDRESSING THE NEEDS OF REMAINING EMPLOYEES/MANAGERS POST RIF (43% DO NOT)



HAVE INITIATIVES TO ADDRESS THE NEEDS OF THE SURVIVORS FOR MORE THAN 3 MONTHS POST-RIF

LENGTH OF TIME COVERED BY PLAN



WHAT ARE THE TOP THREE CHALLENGES FOR THE EMPLOYEES WHO REMAIN AFTER A LAYOFF?

- ❶ Lack of motivation and confidence
- ❷ Lack of voice, i.e. feeling “afraid” to be proactive or provide suggestions
- ❸ Anxiety over what will happen next

Other challenges include, harboring ill will toward the organization and increased turnover.

TRAIL MARKERS ON THE PATH TO SUCCESSFUL SURVIVOR INITIATIVES



1. SET GOAL

Return to productivity and retain remaining talent

2. CREATE STRATEGY

Have a formal plan and support from contemporary career transition experts



3. IMPLEMENT TACTICS

Address the needs of the surviving employees

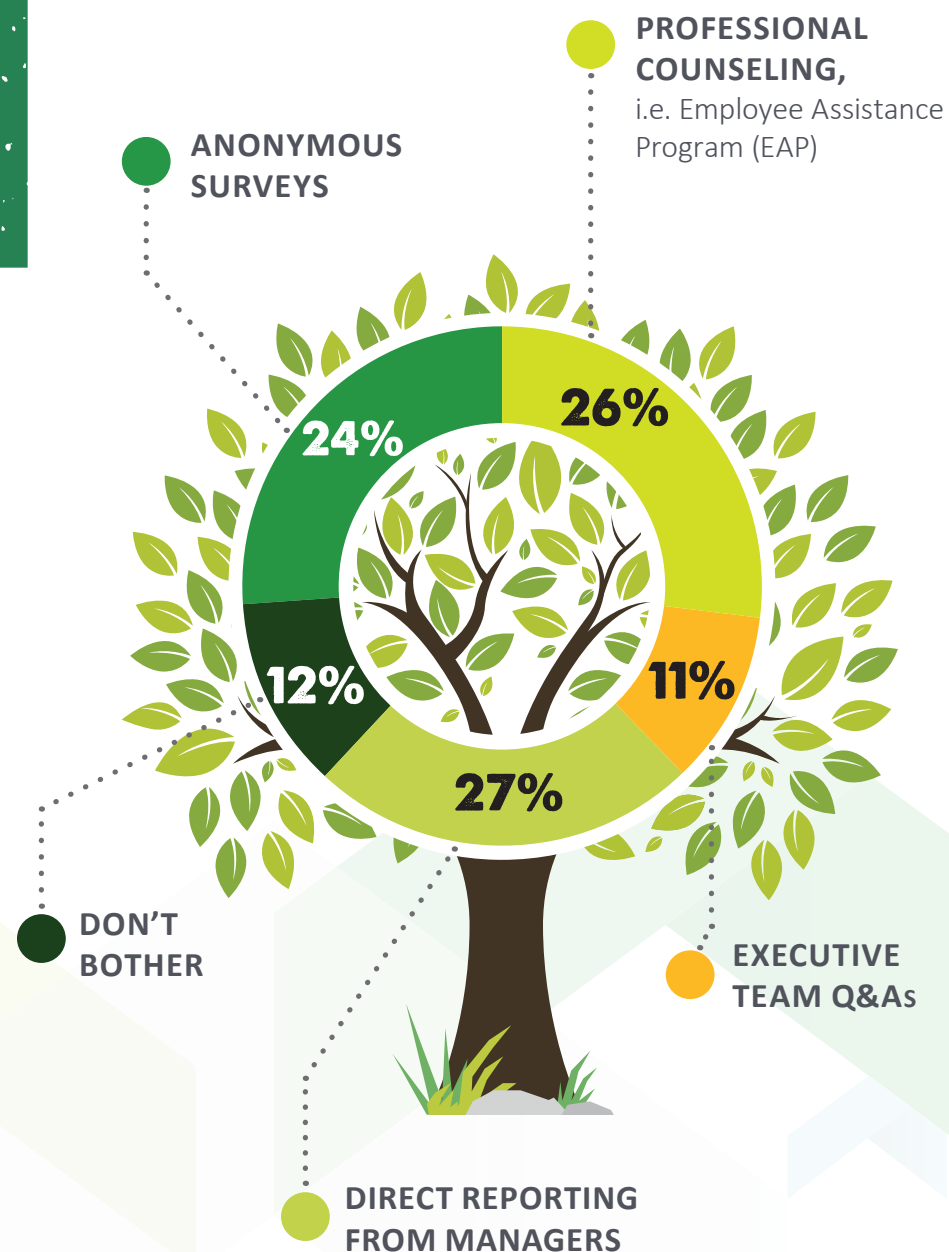
HOW DOES YOUR ORGANIZATION ASSESS THE EMOTIONAL STATE OF SURVIVORS?

Our study showed that many companies are still relying on managers to know their teams and to assess the sentiments and emotions of remaining employees – even though most managers lack the training to do so effectively.

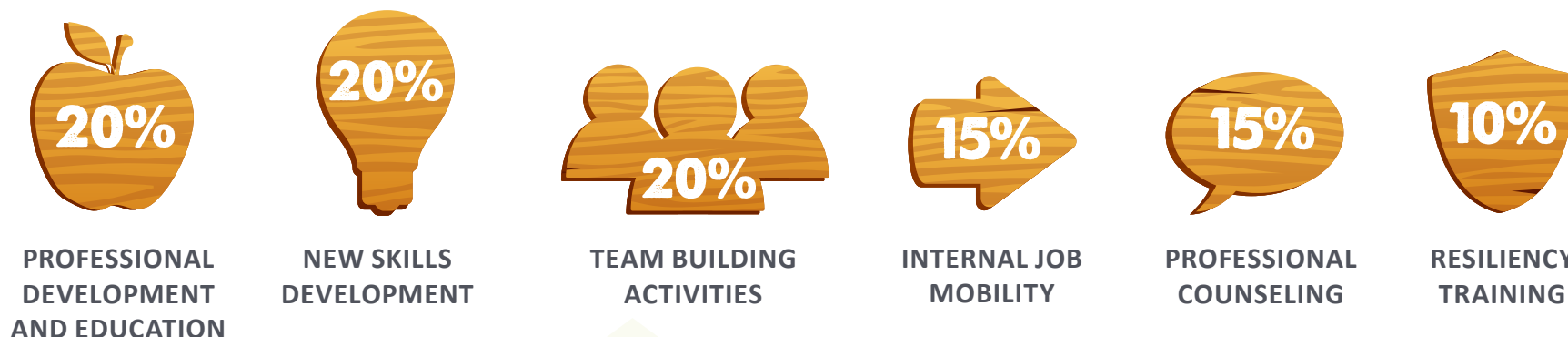


SURVIVAL TIP

If you're not taking the temperature of your survivors, there may be underlying problems you're not addressing.



WHAT SUPPORT WOULD YOU PROVIDE SURVIVORS POST-RIF?



In general, organizations are treating the time period following a RIF as “business as usual” instead of focusing on the unique needs of the remaining employees and the impact of losing friends and colleagues.

A Narrow View: Companies that offer support for survivors are still focused on professional development and skills enhancement to benefit the bottom line.

Change Your Focus: Look to existing Employee Assistance Programs (EAP) to find ways to support the mental and emotional health of employees. Even if your organization does not have an EAP program, try working with healthcare providers to put a program in place.



SURVIVAL TIP

Remind employees of the services available to them – focus on those services that provide emotional support after a layoff.

WHAT CHALLENGES DO MANAGERS FACE AFTER A RIF?

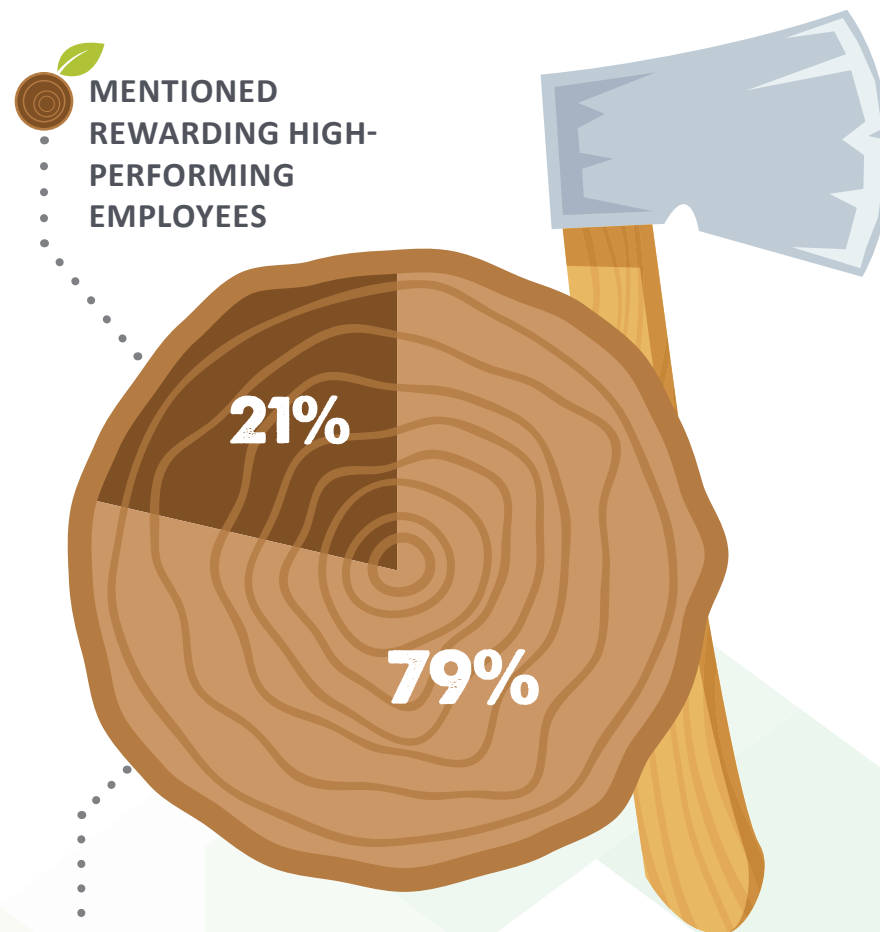
When companies focus solely on getting people back to work, they miss opportunities to improve productivity in the long term. Our study reveals an opportunity for companies to show more compassion.

Our advice: Take care of your employees' emotional needs and reward them for the extra work they are doing.



SURVIVAL TIP

Rewards can be nominal in cost. Invite everyone to take 15-30 minutes out of their day for a pizza party or coffee and bagels. Give employees a chance to recharge; grant additional time off as a reward.



MENTIONED
REWARDING HIGH-
PERFORMING
EMPLOYEES

21%

79%

NAMED CHALLENGES AROUND DISPERSING
THE WORKLOAD AND UNDERSTANDING
THE IMPACT OF AN INCREASE IN
WORKLOAD ON REMAINING EMPLOYEES



TRUST, TRANSPARENCY, AND EMPLOYER BRAND

ARE YOU TRANSPARENT ABOUT THE POTENTIAL FOR MORE LAYOFFS TO COME?

Building trust is essential to future company success. Without complete transparency, organizations risk:

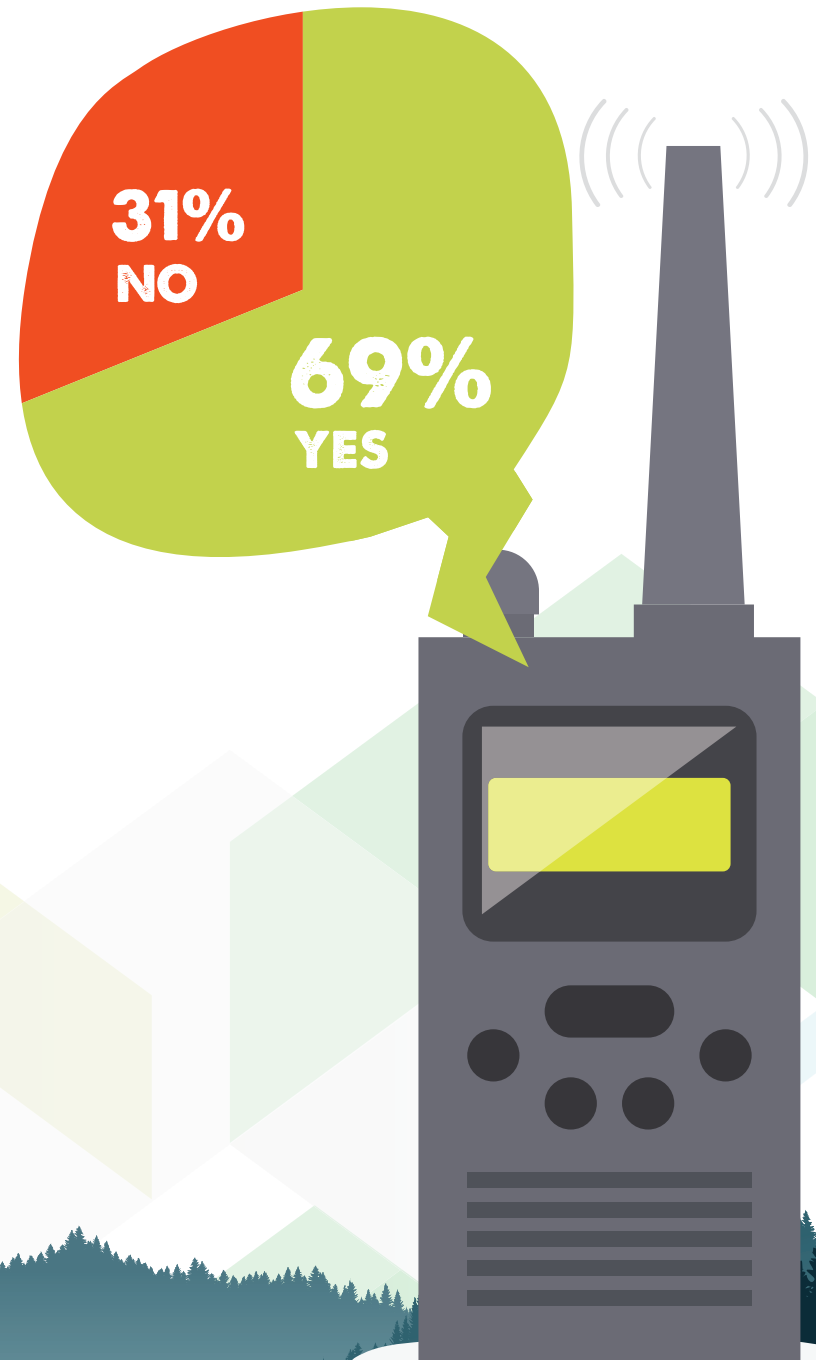
- Damage to the employer brand
- Lack of employee engagement and satisfaction
- Increased recruiting and hiring costs

Without trust and transparency, organizations will continue to incur costs associated with attrition and poor employee engagement. Talent will be hard to find and retain as employees avoid workplaces where they don't feel valued and where there is no trust.



SURVIVAL TIP

Build trust and improve productivity by letting your employees know they will be taken care of in the event of future layoffs.



DOES YOUR ORGANIZATION MONITOR ITS SOCIAL NETWORKS AND EMPLOYER REVIEW SITES AFTER A REDUCTION IN FORCE?

Your organization's reputation plays a critical role in recruiting and retaining the best talent. If not handled properly, a reduction in force can be the fuel that ignites a negative social media storm resulting in a damaged employer brand.



SURVIVAL TIP

Get a pulse on the sentiments of your impacted employees before they express their frustrations and anger on public sites. RiseSmart's Alumni Sentiment Rating will give you this insight.



WHAT LEVEL OF IMPACT ON YOUR TALENT ACQUISITION EFFORTS HAVE YOU OBSERVED POST-LAYOFF?

It's no surprise that so many organizations experience negative consequences from layoffs and corporate restructuring when such a large percentage lack the basic elements and best practices for a positive outcome, including:

- An outplacement partner
- Notification training for managers
- A plan for addressing the needs of remaining employees
- Transparency and trust
- Social media monitoring



WHAT LEVEL OF IMPACT ON YOUR BRAND HAVE YOU OBSERVED POST-RIF?

81%

REPORT A NEGATIVE
IMPACT ON BRAND



SURVIVAL TIP

Having an outplacement provider who can get impacted employees back to work, provide resiliency training, and record alumni employee sentiment will help improve the impact on the employer brand.





HIRING PRACTICES AND INTERNAL MOBILITY



DO YOU OFFER INTERNAL MOBILITY AS A WAY TO RETAIN EMPLOYEES?

The percentage of organizations offering redeployment as part of a survivor program is small – only 15% – reinforcing our other data about the lack of proactive internal mobility programs within organizations.



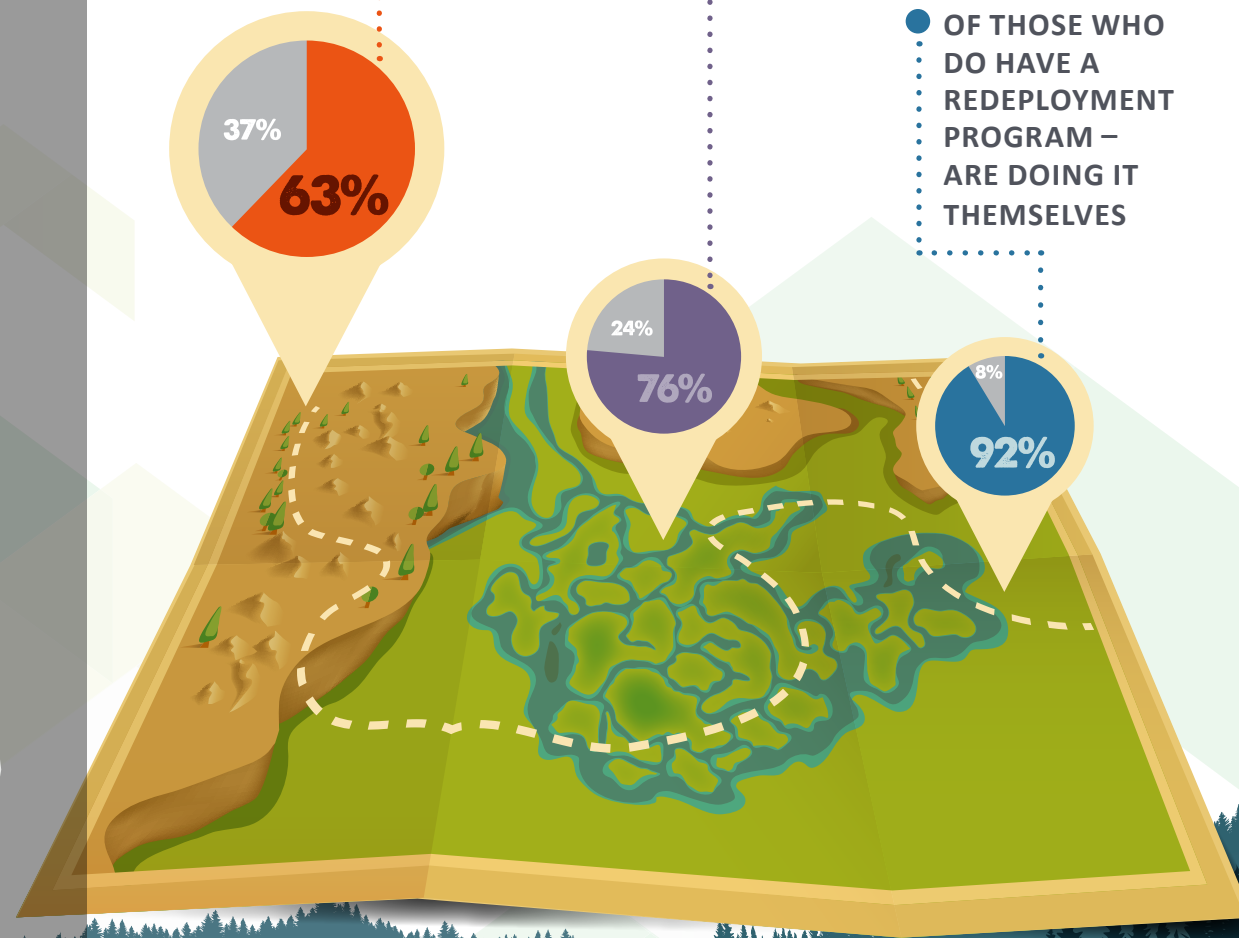
SURVIVAL TIP

Work with a contemporary career transition services provider to install a proactive program to make sure internal candidates have the opportunity and preparation to fill open positions within the organization.

DO NOT HAVE A FORMAL PLAN FOR A REDEPLOYMENT PROGRAM

WOULD GIVE PREFERENTIAL TREATMENT TO A LESS-QUALIFIED INTERNAL CANDIDATE ABOVE A WELL-QUALIFIED EXTERNAL CANDIDATE

OF THOSE WHO DO HAVE A REDEPLOYMENT PROGRAM – ARE DOING IT THEMSELVES



DOES YOUR ORGANIZATION BIAS AGAINST THOSE INVOLVED IN A LAYOFF?

Being involved in a layoff used to come with stigma for employees impacted by the workforce reductions. The good news for employees, and their former employers, is that there are opportunities for new beginnings for those who find themselves without a job through no fault of their own.



SURVIVAL TIP

Be prepared!

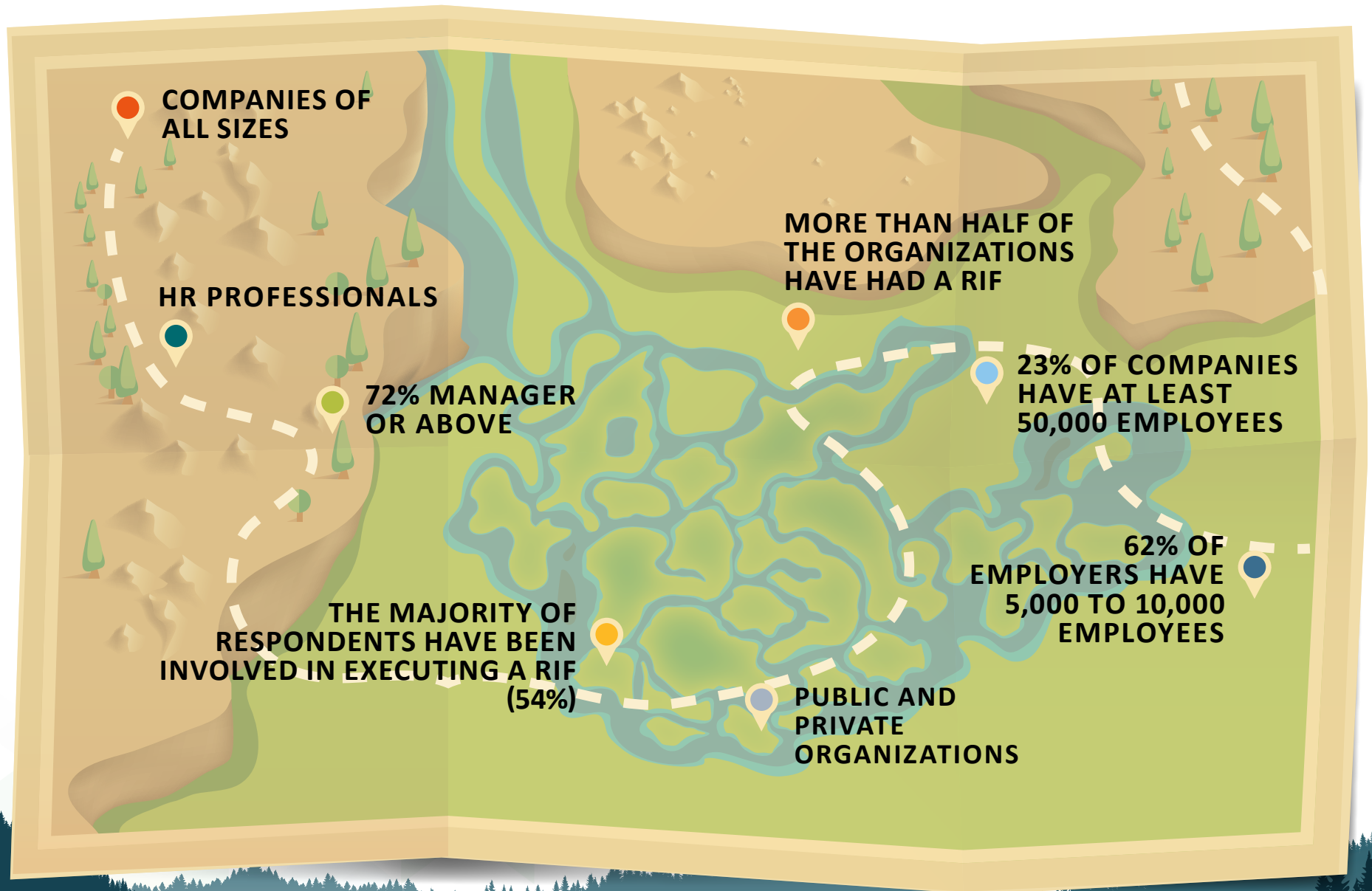
Layoff are a normal part of doing business. Protect your employees and your company by partnering with an effective, forward-thinking, and outcome-driven outplacement services company.



WHAT ABOUT THE SURVIVORS?



SURVEY DETAILS





Randstad RiseSmart is the leading provider of contemporary career transition services for organizations in more than 40 industries and 80 countries. The first outplacement and redeployment provider to recognize, and respond to, the new Employee Relationship Economy, Randstad RiseSmart's “beginning to beginning” approach combines dedicated career coaching and personal branding with patented technology and tools to support transitioning employees. Randstad RiseSmart partners with HR teams and provides onsite support, specialized training and secure reporting in a results-oriented approach. Founded in 2007, Randstad RiseSmart delivers landing rates exceeding 80 percent and time-to-placement 60 percent faster than national averages. The company has earned awards and recognition from more than a dozen organizations, including Bersin by Deloitte, Gartner Inc., the Brandon Hall Group and Fortune magazine. For more information, visit www.risesmart.com or call 1-877-384-0004.