

NHRMA 2009 Conference

Letting Good People Go Is Hard To Do

Thursday, October 1st, 2009

Presented By:

Peter Paskill, Division Director
CareerMakers Division, HR Answers, Inc.

www.careermakers.com

503-885-7755



Assuming You Have Done Your Due Diligence Around Who Your Letting Go

Reduction In Force Checklist

- ◆ The Worker Adjustment and Retraining Notification Act (WARN)
- ◆ Bargaining Obligations
- ◆ Payment of Fringe Benefits
- ◆ Inclusion of Employees Currently on Leave for Other Reasons
- ◆ Alternatives to Layoff
- ◆ Selection of Employees to be Laid Off
- ◆ Type of Separation
- ◆ EEO Considerations



Victims of Downsizing

- ◆ Those who leave
- ◆ Those who remain
- ◆ Those who supervise the supervisors
- ◆ Customers
- ◆ Suppliers
- ◆ Families
- ◆ Communities
- ◆ Those who chose to downsize



How to Develop a Positive Transitional Plan

- ◆ Do the right thing... Do unto others...
- ◆ No quick fix
- ◆ Be prepared
 - Determine work to be eliminated
 - Decide how much money can be spent on termination
 - Establish communication strategy



Positive Transitional Plan (cont.)



- Ensure termination procedures make sense
 - Must be done in person
- Be prepared for “push back”
- Anticipate questions – practice your answers
- Plan should “mirror” ongoing communication with employees
- Senior management must “buy in”



The First Victims

Truth is the 1st victim when information is withheld from:

Employees

Customers

Investors

Suppliers

Regulators

Competitors

Unions

Public

Rationalizations overstated

Consequences underappreciated



Truth & Trust

Trust is the residue of promises fulfilled.

As soon as information is withheld or managed, doors closed, secrets kept, employees know about it and assume that “they” are lying to “us”.

Trust is violated and confidence in the organization/leadership is undermined.



Communicate Your Message to All Concerned

- ◆ Be truthful – your employee(s) know
- ◆ Employee(s) would rather hear bad news in advance than be blindsided



Communicate Your Message (cont.)

- ◆ Tell employee(s) first, then the outside world
- ◆ Message must be consistent – in writing and orally



Surviving Employee Issues

- ◆ Grieving
- ◆ Resistance
- ◆ Distrust
- ◆ More work
- ◆ Higher standards
- ◆ Scarcer resources
- ◆ Fear/anxiety
- ◆ Recommitting



What It Takes to get Affected Employees to Say “Thanks”

- ◆ Conduct process calmly and professionally
- ◆ Be compassionate
- ◆ Transition investment should default to “more” not “less”
- ◆ Explore your options:
 - State assistance, do it yourself, 3rd party, different services for different employee groups
- ◆ Offer detailed transition benefit description



How to Look & Feel Like a Caring Employer

- ◆ Would you be happy with the severance package offered?
- ◆ Offer a transition package that feeds mind and soul



Caring Employer (cont.)

- ◆ Be positive and encouraging in the use of transition services
- ◆ Encourage employees to stay in touch
- ◆ Offer input on job search – the 10 truths



Ten Truths of a Job Search or Career Transition

1. In most cases, employers hire folks they know and like – whether or not they have the appropriate experience, background, or skills to do the job.
2. Most job openings are not advertised or posted. These highly desirable jobs constitute the “hidden job market”.
3. There is a structured and successful method for accessing the hidden job market. It is a networking process called The New Way Job Search and most people don't know it exists or how to use it effectively.



Ten Truths of a Job Search or Career Transition (cont.)

4. Until you take yourself seriously and honestly, acknowledge your skills, values and interests – the essence of who you are. It is unlikely that you will find enjoyable and satisfying work.
5. Contrary to what you may think, what a potential employer wants is not nearly as important as what you want.



Ten Truths of a Job Search or Career Transition (cont.)

6. If you can show a potential employer how you can make money, save money, or save time, he/she will seriously consider you for a position, whether or not there is an opening.
7. The prime rule of a successful job search: Constantly talk to people – anyone, anywhere, anytime.
8. You do not need a formal resume to conduct a productive job search.



Ten Truths of a Job Search or Career Transition (cont.)

9. A successful job search is 10% analytical (technique and strategy) and 90% emotional (whether you feel good enough about yourself to use the techniques and strategies).
10. In summary, much of what you believe to be true about the job market, probably isn't.



Communicating Back to the Organization

- ◆ Encourage terminated employee(s) feedback
- ◆ Communicate with remaining employee's state of transition
- ◆ Give updates on successful transitions



Changing Roles for HR

Pre and Post Downsizing:

- ◆ Recruiting/retaining critical talent
- ◆ Creating a new social contract
- ◆ Expanding from operations to OD
- ◆ Redefining cross-purposeful systems
- ◆ Funding necessary training



**Do the right thing and you'll be
thanked!**



Thank You for Attending!

Human Resources

- Compensation
- Employee Relations
- Policy & Procedure
- Affirmative Action Plans
- Human Resource Practices Audit
- Compliance
- Labor Relations
- Investigations
- Employee Opinion Surveys
- Employee Training and Develop.
- Resource Library
- Workshops
- HR e-Newsletter

Staffing and Recruiting

Recruitment Assistance
Reference/Background Checks

HR Professionals for:

- Interim
- Temp-to-Hire
- Direct Hire

Placement of:

- Generalist, HR Managers,
HR Directors, VP's of HR,
and Recruiters

Career Management

Outplacement Services
One-on-One Coaching
Tele-Coaching
Employee Retention Services

