

OUTPLACEMENT PLANNING GUIDE

Essential advice for the HR professional
on implementing a successful
outplacement programme



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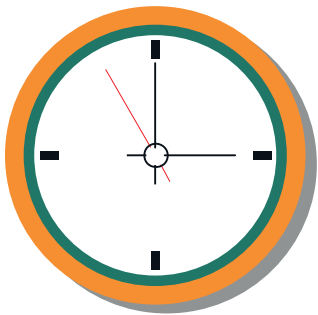
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START PLANNING EARLY

The most important ingredient when delivering a successful outplacement programme is to start the planning process early.

In the initial stages of a restructure or change programme it may be difficult to determine the exact nature of the requirements, including the numbers of employees to be supported and specific timescales, but this shouldn't stop you starting to plan the roll out of support.



Why plan early?

- ✓ Enable you to build a business case, establish budgets and get the buy in you need
- ✓ Give yourself time to get the right support mix in place for your employees
- ✓ Get the most out of the relationship with your outplacement partner - use their expertise
- ✓ Develop an effective communication plan that will drive engagement
- ✓ Don't give yourself yet another thing to do as you head into consultation

Naturally, planning at this early stage will be done in the hypothetical, but once you have agreement that support should be provided, most of the work can be done prior to consultation launch. Involving your Outplacement partner at the start of this planning process will maximise the value of your relationship with them. Even with limited detail available, they can work with you to help decide on the right support mix for your employees, assist with budget planning, determine the right internal communication channels to use and help you put in place a flexible implementation plan.

Setting this up in advance means you're not trying to do this in the middle of a consultation and you are able to talk to employees early about the support that will be available.



WHO, WHAT, WHERE & WHEN

Establishing your key requirements at the start of the process will help you get the right support in place for your employees and ensure you use your budget as effectively as possible.



WHO is the support aimed at and what are their specific needs likely to be?

It may be that support is required for employees across a broad range of levels and functions and from recent joiners to those with very long service so think about how those needs may differ across the organisation. Ask your outplacement partner to share experiences having supported similar groups of employees.



WHERE are affected employees based - all in one location or are they spread across the UK?

Where your employees are based could have a significant impact on the type of support that you choose to provide. Coordinating and managing on site group activities across multiple locations could be time consuming during consultation, so you may feel that one to one support may be better suited. Think about the practical implementation of the support - make sure it will be simple to organise and crucially, easy for employees to access.



WHAT would you like the support to look like and how would you like it delivered?

Once you've established the anticipated needs of the affected employees, you can now think more specifically about the type of support you feel they will respond to. It may be a group that would benefit from more intensive, personalised coaching support, more self-service, on demand online resources or may prefer more traditional on-site Group Workshops.



WHEN would you like employees to access the support?

Consider the timeframes for the consultation and whether employees will be leaving at the same time or on a phased basis. Also think about whether you would want to open up access to support while employees are 'at risk' or when they have received notice of redundancy. These factors can have a big impact on the type of support that you ultimately choose to implement and what is workable within the timeframes available.

GETTING MORE FOR LESS

To build and implement a successful outplacement programme, you need to ensure that your budget is working hard for you.

How do you do that effectively?

- ✓ Be clear about your specific needs using the Who, What, Where, When model
- ✓ Use your Outplacement provider or a selection process to generate ideas for you
- ✓ If procurement is involved, bring them in early so they understand what you want to achieve
- ✓ Keep asking questions – make sure you're assessing like for like
- ✓ Identify the budget for support as early as possible and be clear with your provider

Using your budget to generate the maximum value for your employees starts with a great understanding of your needs. Having the clarity on your support priorities and the delivery approach that will work best for your employees enables you to focus the budget in those areas. Involve your outplacement partner early and let them generate ideas for you. If you don't have a partner in place, start the provider selection process as early as possible and use that process for idea generation.

Be as detailed as you can with your requirements and if procurement will be involved in a process to establish a partner, involve them early to ensure they have a good understanding of your needs. They typically buy this kind of support irregularly and so don't assume that they have the market knowledge or expertise to build the requirements for you. Be aware that different providers will approach outplacement in different ways so keep asking questions of the providers to ensure you're comparing like for like.



If you can establish a budget early, be clear about that with your Outplacement partner – it will pay dividends. They should be there to support you to build and implement the most effective support possible for your budget. Giving them visibility on your budget will really focus their attention on the support that matters most for employees.

COMMUNICATE, COMMUNICATE, COMMUNICATE!



“Restructuring is always a tricky time for an organisation and in particular for the HR team who have to deliver the difficult message. We make sure we have the right amount of information so that we can communicate the support effectively to employees without bombarding them”

Anita Johnston, Global L&D Lead, Oclaro

It's easy to underestimate the importance of great communication when implementing outplacement support but it is an absolutely vital part of the planning and implementation process.

So how do you get it right?

- ✓ Have the communication plan in place ready for consultation launch
- ✓ Keep the messaging simple and focus on how it will benefit employees
- ✓ Be clear about the support available and crucially, how employees access it
- ✓ Ensure there is a good mix of communication channels
- ✓ Don't forget your other HR stakeholders - they need to know about the support too

Talk to your Outplacement partner about getting the right communication mix for employees. This could range from hard copy 'Welcome Pack' materials through to group 'Awareness Sessions' delivered onsite or via webinar. Remember to think about how you phase the communications throughout the consultation, giving employees lots of opportunity to find out what's available. Outplacement isn't a term that all people are familiar with, so keep the messaging simple. Be clear about what the support is there to do and how it will benefit them and don't assume your employees will understand how valuable support can be.

Make sure that key stakeholders involved in the consultations with employees are fully informed - set up clear operational processes so they are clear about when to discuss the support with employees during consultations and how they can ensure employees get access to the support, quickly.

DEMAND RESULTS

Make sure your Outplacement partner keeps you regularly informed of progress on the project. Establishing clear KPIs at the start of the project will ensure you receive the information and the reports that are important to you.

Ensure you understand how your Outplacement partner is gathering feedback and that they have measures in place to monitor the success of the support they are providing.

What should I expect from the reporting?

- ✓ Outcomes - how many of those supported have found a role?
- ✓ Average days to resettlement - how long is it taking for people to move on successfully?
- ✓ Engagement - how much time is actually being spent on supporting employees?
- ✓ What do employees think about the support - ensure you're getting testimonials and feedback from your Outplacement partner

"We get real transparency on what has been delivered to Colleagues and the very positive results that we've been able to share with Senior Management has meant that, as an HR team, we can continue to get the buy in from the business to provide this very valuable support"

Sarah Hamilton, Head of Colleague Relations and HR Policy, Provident Plc



PRE - CONSULTATION CHECKLIST

3 MONTHS

Notify your Outplacement partner about anticipated changes

Establish organisation appetite to provide support in the event of redundancies

Determine the support you require using the Who, What, Where and When model

2 MONTHS

Requirements meeting with your Outplacement partner

Submission of outline proposal from Outplacement partner for internal discussion and sign off

Gather feedback from key stakeholders on the proposed support for employees

1 MONTH

Agree and sign off the framework of support to be provided to employees

Agree the right communication mix for employees through the consultation, sign off of supporting collateral etc.

Agree clear internal processes for the referral of employees to the outplacement support

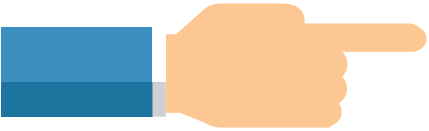
Establish clear metrics for reporting on results through the project

CONSULTATION LAUNCH

"We initially engaged in planning well before any change programmes were on the horizon. We created some defined packages of support that we could use flexibly across the business so we had time to trial and adapt them ahead of the major changes"

Steve Remnant, Head of Reward and HR Services, UK Power Networks

ABOUT RENOVO



Renovo is the UK's leading specialist provider of outplacement services because we work harder than our competitors to build outplacement support that works for you and your employees.

As experts in the field we have developed a wide range of services to draw on, from personalised career coaching and the latest in careers technology, to contemporary on-site group workshops and career clinics. Whether you need to implement support for just one individual or for many hundreds as part of a large scale programme of change, we have the experience and flexibility to build a tailored outplacement solution that works for you and your employees.

That's why **100s** of companies across **30** different sectors now choose Renovo to support their employees during transition and why more than **60,000** people have returned to work twice as fast as the national industry average.

We help our clients:

- ✓ Manage change more effectively with employees feeling supported in their transition
- ✓ Ensure your departing employees become employer brand advocates
- ✓ Safeguard the morale, productivity and loyalty of your remaining employees

We make sure your employees:

- ✓ Feel supported during the transition and can focus positively on their next career step
- ✓ Have expert support and direction in an increasingly complex and fast paced job market
- ✓ Find and secure the right opportunity, quickly and effectively



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**If you need support or assistance
with Outplacement planning
we can help.**

**Call us on
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renovo.co.uk**

