

Submitted by Pohlen Kean Ltd., arbora partner in New Zealand

## Outplacement – how your organisation benefits

Change is a natural process of life, whether it be on a personal or organisational level. Today, restructuring is an organisational reality. Increasingly employees understand this and have an expectation that they will enjoy many different jobs and careers in their lifetime. Many organisations are now involving outplacement providers in their restructuring process, to recognise employees past performance and loyalty, and to move them quickly and confidently toward their next opportunity.

So why would your organisation want to offer an outplacement programme?

- Potential legal costs are minimised, as employees feel they have been more fairly treated.
- Sustained Productivity is more likely. Most decisions to restructure are based on reducing operating costs and increasing business performance. Appropriate support will help ensure both affected and unaffected employees performance continues, ultimately maintaining profitability.
- Positive impact on your employment brand internally and externally, aiding attraction and retention of talent.
- Outplaced employees become positive ambassadors for your organisation. This is achieved by overcoming emotions in a constructive manner, upskilling in job search and career management techniques, and giving employees the opportunity to make the right decisions for them.

To get the most out of your outplacement programme we would suggest:

1. Following all legislative requirements for consultation and notice in your country.
2. Planning outplacement support alongside your restructuring process, i.e. in advance of any announcement.
3. Having your outplacement provider onsite at the time of the announcement to assist HR and management deal with staff reaction.
4. Including individual face-to-face consultation in your outplacement offering. Our experience has shown that those who have been through outplacement value individual face-to-face consultation most. If there are many people affected, an onsite designated place and times for support greatly assists both those leaving and those remaining.
5. Commencing support early and offering as comprehensive a programme as is practical, ensuring more successful outcomes for your organisation.

Outplacement programmes enable your employees to approach their transition more constructively and to leave with a positive image of your organisation. In an ever increasing skill short market, looking good in the public eye by showing you care is a wise business move.

Nicky Searle, Pohlen Kean, Auckland. New Zealand.