



Across Australia, many organisations are facing the painful decision to downsize staff due to the current global economic crises.

While this may mean the survival of the organisation and much of the current workforce, it is those who are made redundant who will bear the burden on behalf of the company, the shareholders, management and the remaining employees.

Redundant employees will face a challenging future in a country where all indicators point to a rising unemployment rate and a marketplace where “three in five companies report they had substantially felt the effects of the economic meltdown.” (Australian Industry Group survey 3 November 2008)

With so much at stake, there is a call on organisations to **DOWNSIZE WITH DIGNITY!**

DOWNSIZING WITH DIGNITY!

A manager's perspective:

The need to downsize a workforce can occur at any time in any organisation often due to actions totally out of the control of owners or managers.

Many managers and business owners report that this is a painful and stressful task and one that is often carried out swiftly and seemingly without kindness or consideration for the terminated employees.

Managers struggling with the challenging needs of the business as well as the task of employee separation can become withdrawn, the resulting lack of open communication creating even more uncertainty in the organisation.

The remaining employees' perspective:

The negative shock waves that reverberate throughout the organisation at this time result in heightened levels of fear, concern and loss of productivity in the remaining workforce.

These 'survivors' can be affected positively or negatively by the way the separation process is managed.

Generally fear in a workplace produces paralysis of action, inability to focus on tasks and the ever abiding question, “Will I be next?”

The departing employee's perspective:

Experts tell us that death, divorce and downsized job loss affect the human psyche in serious and far reaching ways. Employees grapple not only with the financial impact of job loss but also with the immeasurable loss of self worth and impact on family and relationships.

A serious and common outcome of job loss is depression, antisocial behaviour and even suicide.

“ it is those who are made redundant who will bear the burden on behalf of the company... ”

DOWNSIZING WITH DIGNITY!

A downsize project will have at its core a determination to “Downsize with Dignity”.

Key elements include:

1. A well designed and executed plan with a focus on common decency
2. Employees to be advised by their immediate manager using open and honest communication with emphasis on the position not the person
3. Managers to be provided with support and advice on how to manage the process
4. Immediate managers to also communicate openly with the remaining team
5. A career support program provided to displaced employees

enabling them to be supported by a coach during their lowest moments post separation and throughout the job seeking process.

Leading global authority on career management services Steve Harrison is the author of “The Managers Book of Decencies: How Small Gestures Build Great Companies (McGraw-Hill, 2007). To download his article 'Decencies in Separation' follow the link.

<http://www.lhh.com.au/Home/Decenciesinseparation.aspx>



The 360HR Career Support Program: “On the Bench”

Using the universal theme of sport, the 360HR Career Support Program, “On the Bench” is a one-on-one program designed for use with employees of all levels.

In a structured and supported program, participants will explore:

- **“On the bench”** - Coping with a world of change
- **“What do you want to play now?”** - Skills analysis and career options
- **“Your coaching team”** - How and where to access support services
- **“Your player profile”** - Tools for effective job seeking
- **“Where is the game being played?”** - Job search techniques including use of social networks
- **“Your training schedule”** - Job seeking activity plans
- **“The selection trials”** - Interview skills
- **“Back on the team - playing to win”** - Maintaining motivation and activity focus

Participants are provided with workbook and online guides, face to face workshop sessions with their career coach, professional career assessments, telephone and email support and introductions to additional services.

For information on the program, contact the 360HR Corporate Office:

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Or your 360HR Associate.

