



## Transitioning hi-tech careers at a global defence company

The heroics of well-trained men and women in the RAF during the 2011 Libyan campaign and the personal sacrifices made by regular, TA, specialist and elite soldiers like the Gurkhas, Paras and Royal Marines in Afghanistan have been offset by recent news of large numbers of confirmed redundancies across the armed forces. It has been a stark reminder of the rapidly changing nature of national defence.

The military response requirement has changed, with technological advancements and a shift in the nature of international threats to peace posed now by lone terrorists home and abroad, IEDs in the field and terrorist cells at home, rather than rogue states with true strategic attack capability.

Current Government doctrine is that a smaller, higher quality, more potent response is better, both in terms of our current budget deficit realities and military potency.

The defence sector has pre-empted this doctrinal change by adopting an active future-proofing strategy focused on narrowing the sector's response to anticipated shifts by western governments that are actively reviewing strategic defence programmes. Quality vs quantity at the 10th anniversary of 9/11 / post recession defence world

**Background:** HDA won a competitive bid against a provider of long-standing to provide UK-wide outplacement support to a large multi-site defence multinational in July 2010.

The organisation operates from a number of locations across the UK, including high-security locations in remote locations, and employs international experts in a range of defence and related technologies. Secure access to client locations was a key consideration.

The organisation had been through a significant period of change, and following various 2010 policy adjustments anticipated a large number of redundancies, delivered in scheduled phases over 2010 and 2011.

HDA had met the organisation early in 2010 and had discussed HDA's innovative approaches to the provision of outplacement support, particularly HDA's innovative vocational support offering which we provide at a number of programme levels, giving access for HDA outplacement clients to over 200 vocational training programmes and qualifications via our strategic partnership with Hemsley Fraser.

Given budget considerations, and HDA's commitment to achieving economies of scale during a period of significant headcount reduction spend by the organisation, HDA was able to offer a base level of support per person, subject to the following categories:

- voluntary leavers (limited number of employees anticipated)
- compulsory leavers without compromise agreements (up to 400 employees anticipated)
- compulsory leavers with compromise agreements (limited number of employees anticipated)

**Major HDA Intervention Considerations:** Given a fluid environment, particularly the anticipation of regular changes within the client's HR team, HDA sought:

- to establish senior stakeholder contacts and HR ownership
- to ensure that multiple communication channels were in place to communicate the service to staff at all levels, and to strongly represent the employer's commitment to supporting staff during transition, albeit with a limited budget
- to agree regular progress reviews
- to discuss how we could obtain quality information about leavers in good time.

#### Major HDA Deliverables :

- HDA ran complimentary service overviews for the majority of staff leaving at agreed periods, and on an ad hoc basis for later leavers, such as those coming to the end of specific, key defence projects
- HDA collaborated with a range of agencies to identify local employment and support opportunities

to complement the core HDA support

- HDA ran complimentary **Understanding Change** and **Managing Personal Change** events for staff and managers at agreed locations
- HDA set up two customised online resource centres for the client; one for HR and the other for directly impacted staff
- HDA delivered a core 1 career coaching meeting / 1 elective workshop programme for compulsorily redundant staff, supported by unlimited access to HDA's telephone helpline and Online Career Transition Planner, including our interactive assessment (Strengthscope) and CV -building tools and job search facilities.
- HDA delivered a range of support programmes for voluntarily redundant staff and staff on compromise agreements; ranging from the base core 1 career coaching meeting / 1 elective workshop programme to HDA's three month Flexible Access programme; including access to vocational training via Hemsley Fraser.

**Outcomes:** Approximately 375 people have been referred to HDA, and either been provided career leverage support or settled into new roles with new organisations, interim and contract roles, or retirement.

Around 200 of these programmes have been completed, and we anticipate continuing to support those contacting us as they complete current projects and return from summer breaks.

#### Comment from an individual client:

*The sessions were relevant and focused to my needs and gave me a sense of belief in myself.*

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## HDA offers complimentary career advice to the HR community

Our mission is – creating win : wins for employers and their staff by helping employees:

- Perform better in their current role
- Fit better within their organisation
- Transition successfully into a new role

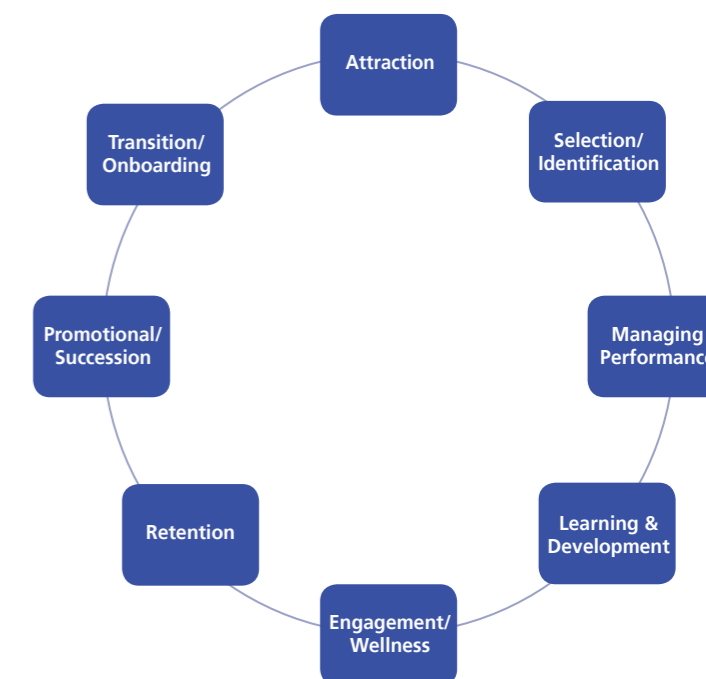
HDA has both worked in partnership with the HR community, as a supplier to it, and has also supported the personal career and developmental needs of the HR community for over 30 years. We are committed to supporting the HR / Talent community as we owe a lot to it.

HDA has particularly focused on HR's commercial business partnership / competitive thinking role, and on developing the competencies for success in this area, sometimes taking a stronger, more provocative approach to shaping the development of careers in HR. During 2010 HDA developed a unique online career offering, the HDA Online Career Transition Planner, which underpins our online career support services for clients both in the UK and internationally.

HDA's broader online solutions also include access to the HDA / Hemsley Fraser Vocational Training Catalogue containing over 200 training programmes. Access to this catalogue is enjoyed by many of our coaching and career transition / outplacement clients.

We are delighted to offer complimentary access for three months a) to our telephone helpline team, and b) to our online career transition planner to HR professionals at all levels who are currently reviewing their careers or contemplating transition. We reserve the right to close this offer to new users at any time. Our main interest will be to receive your feedback on the value of these resources to you. For more information, please contact Luke Bennett at [luke.bennett@hda.co.uk](mailto:luke.bennett@hda.co.uk)

See HDA on Twitter during 2011 or please visit [www.hda.co.uk](http://www.hda.co.uk)



**HELPING ORGANISATIONS AND EMPLOYEES FORM WIN/WIN ALLIANCES**