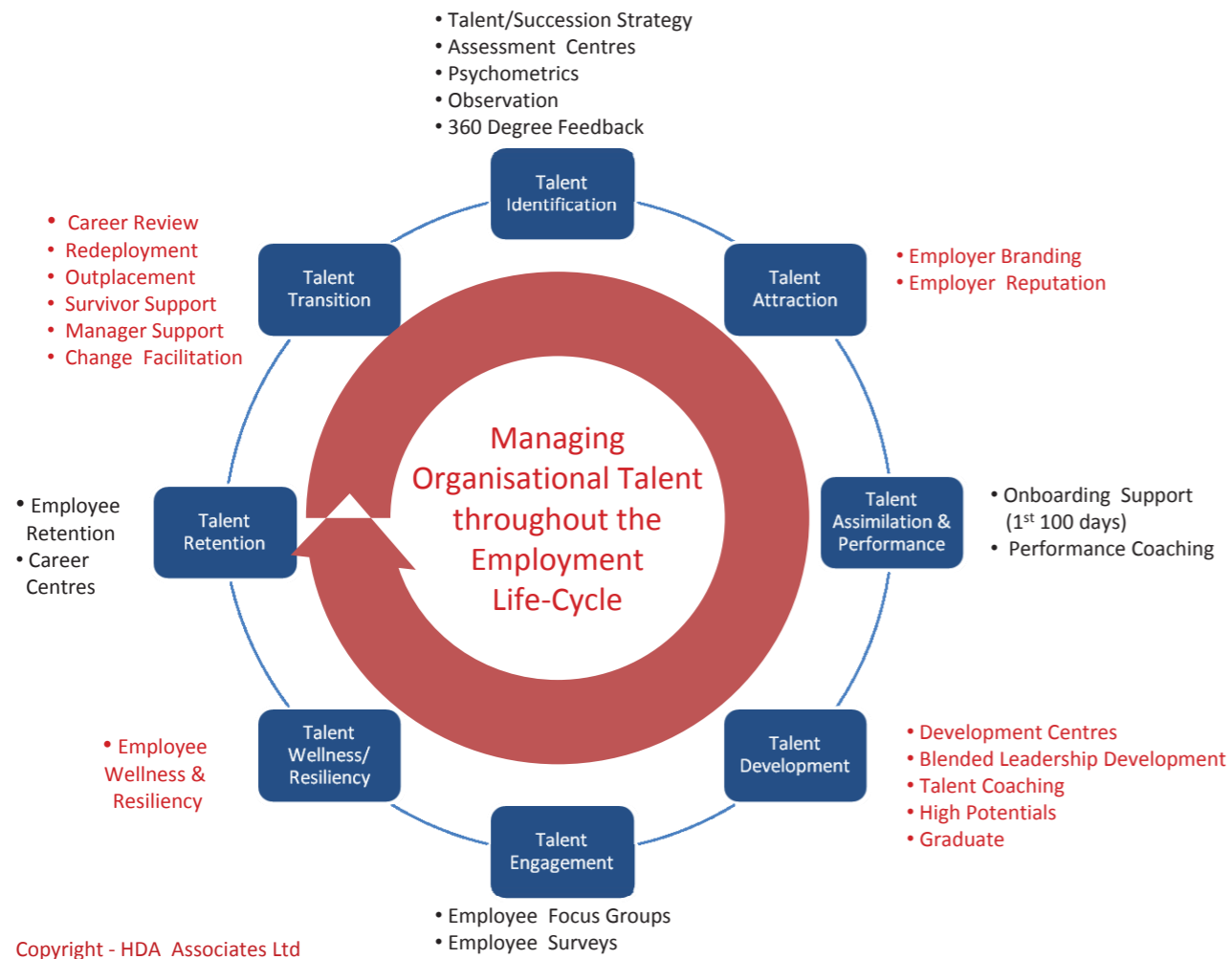




Speak to HDA, ([www.hda.co.uk](http://www.hda.co.uk)) the Talent Employment Life Cycle Provider, to ensure return on investment (ROI) on all your leadership empowerment, transitional management, career transition (redeployment, outplacement, career reviews) and survivor support services.



HDA is a shareholder in and founder member of CareerNet International (CNI) (<http://www.careernet-international.org/>), a network of career transition management and outplacement firms across Europe, North America, South America, Asia and Australasia. Via CNI, we seamlessly support international career needs, adopting local best practice standards, delivered by local experts.



HDA partners with Hemsley Fraser (<http://www.hemsleyfraser.co.uk>) to offer exclusive access to a comprehensive selection of vocational training options across a range of its outplacement and coaching programmes. HDA's Hemsley Fraser catalogue provides access for people in transition to approximately 250 vocational training programmes in 11 learning categories.

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## Transitional support for managers, leavers and survivors in an age of austerity

Clayton Glen, the CEO of people solutions provider HDA, explains how to ensure ROI throughout transitional management and survivor support.



### Setting high expectations of your transitional support suppliers:

#### Managerial support:

- Is their approach aimed at imparting confidence and competence for those managers who need to deliver tough messages under stressful circumstances?
- Is it aimed at empowering managers to become effective change agents who can engage and empower their staff?
- Does their approach encourage managers to take proper care of themselves, (their health, career development and self-motivation) whilst performing their transitional duties?

#### Redeployment/outplacement support:

- Do they demonstrate a clear, measurable approach to achieving value-for-money?
- Do they offer comprehensive, individual support to staff at all levels?
- Do they have the means to effectively communicate the support on a multi-channel basis to enhance the experience for those directly impacted?
- Do they follow up their work with transparent end of programme / project surveys allowing measurement of individual satisfaction and settlement rates?
- Do they take a realistic view of opportunities for re-settlement in a difficult market?
- Do they provide access to vocational training within their outplacement programmes?
- Do they empower and train the organisation's HR team to become effective career advisors?
- Do they offer a seamless international career service across the world's major geographies?

#### Survivor support:

- Do they demonstrate a clear, measurable approach to engaging and empowering survivors?
- Do they focus on delivering staff commitment underpinned by the reality that there will not always be a direct match between the organisation's need for talent, and the needs of staff?
- Do they recognise the potential gains from engaging survivors in honest career leverage conversations and conscious personal career ownership, and do they provide in-house careers centres and opportunities for confidential survivor career

Our current economic canvas is coloured by the Coalition Government's stark Emergency Budget. Add to that the widespread public sector cost-cutting expected to follow the upcoming Comprehensive Spending Review in mid October, the reduction in private sector confidence as a result of the Government's austerity measures, and an increase in private sector profit warnings in recent months, and serious concerns are raised for UK employees in every sector.

We all face increased uncertainty about the future in general, about job security, about personal career growth opportunities in the face of revised development and recruitment budgets, and for many, the loss of a job and the urgent need to find new roles, enter self-employment, re-skill and re-train.

For those that keep their positions will be the discomfort of surviving the redundancies of colleagues and friends, and the ongoing uncertainties related to ongoing change, while for managers is the prospect of having to keep skilled teams engaged and dedicated amid a backdrop of constant changes and an uncertain future.

Over the coming months many business and HR leaders across both the private and public sectors will be required to ensure that their organisations emerge with their capability and reputation (employer brand) intact, post-rationalisation and transition.

There are a number of ways they can do this. First, is by actively supporting and empowering managers to deliver tough messages and to manage change effectively during a difficult period, all the while seeking to maintain morale and dedication to the organisation's

core business and service drivers.

The second is by actively supporting and empowering staff at all levels directly impacted by any redeployment or job cuts with realistic but creative career transition and outplacement support; increasingly within the context of progressive reductions to redundancy pay conditions, (particularly in the Public Sector).

Finally, leaders should be actively supporting and empowering the survivors of restructuring at all levels, and their priority should be the assurance of an engaged workforce, emerging from the change process committed to the restructured organisation, and invigorated to perform.

During periods of rapid transition, one transitional support activity without the others will lead to an incomplete output and sub-optimal ROI on transitional measures insofar they impact people.

In many cases, organisations will turn to external partners to support these transitional objectives. Attractive ROI and value for money are key considerations in selecting an external provider, and are broadly measured in terms of total solution cost against the ease with which changes are implemented and adopted. Also requiring consideration is the overall impact on the organisation's reputation, across its stakeholder groups and the wider community.

What to demand from these external partners should be considered before you commission them.

Clayton Glen is Chief Executive of HDA (<http://www.hda.co.uk/>), a UK-based international Talent Employment Life Cycle Provider. For more information, contact: [clayton.glen@hda.co.uk](mailto:clayton.glen@hda.co.uk)