

# Illustrative HDA Career Transition Case Studies



## HDA Case Study (Senior Individual programme – Healthcare)

### Background

An NHS Health Authority required career development/outplacement support for a number of senior level employees who were at risk of redundancy due to an organisation re-structure. The support needed to be tailored to individual needs to accommodate career planning, coaching, development of CV and interview training. The objective was to encourage employees to consider both internal and external opportunities.

### Programme summary

Taking into consideration the background of the employees and the objective of the support, HDA recommended the 3 month Flexible Access programme. This programme is limited only by the time period and gives individuals access to the full range of HDA career transition/outplacement resources.

The options utilised within these particular programmes included:

- 1:1 career coaching
- Completion and feedback of a personal report following completion of the following assessment tools:
  - Motivation Questionnaire – aids the identification of work place preferences e.g. responsibility; environment
  - Strengthscope Questionnaire – to identify core strengths and how to market those within a job search campaign
  - Completion of an online British Psychological Society accredited personality profiling instrument followed by a 1:1 feedback session and review of reported results with a qualified psychologist
  - Attendance at the HDA 'StartRight' 1 day workshop to receive guidance on how to make a positive impact within the first 3 months of a new role
  - Access to the HDA candidate website which in addition to providing comprehensive career transition guidance, also allows access to:-
    - **Adult Directions** – provides personalised careers-matching; skills analysis and matching; careers information (on over 1800 job titles); employment and training information.
    - **Alert Data** – a research database providing extensive individual company and business sector information.
    - **Executive Grapevine** – eGOLD offers you the fastest and most direct route to over 18,000 recruiters, head-hunters and interim management providers from across the globe indexed by areas of expertise. The Business Leaders Database provides contact details for business leaders in the UK.

### Outcome

100% settlement rate was achieved via temporary, contract and permanent roles including redeployment.



## International Career Transition - Manufacturing

### Background

A former supply chain director of a global manufacturing company engaged HDA to provide Career Transition Support via the HDA 9 month International Flexible Access Programme.

The client had the following objectives:

- To secure a new role with cultural fit and ability to move 2-3 levels higher (although the country of location objective was originally broad, agreement was made to focus on Western Europe and South Africa from a support perspective).
- International career preferences would be FMCG or similar, Supply Chain Executive, Operational responsibilities, Consulting or any similar opportunity to use existing extensive knowledge and leadership skills.

### Summary of Programme Content

#### Started March 2009, concluding in August 2009

The programme was co-ordinated to fit with the timing of visits to London and relocation to South Africa and predominantly consisted of:

- provision of career coaching in both the UK and South Africa (via a Career Net International preferred partner) via unlimited number of meetings focused around approaches to the job market such as marketing to the headhunting community; targeted employers and consideration of options available
- working with an executive coach to focus on personal branding, networking and on-boarding into a new role
- access to the HDA candidate website providing back-up resources to the 1:1 support

### Outcome of programme

With the limited number of opportunities apparent within the FMCG sector, the focus of the programme was moved from the UK to South-Africa whilst allowing for additional opportunities to be explored.

By June 2009 the client had 3 opportunities to consider with varying degrees of interest: a Managing Director position within FMGC in Nigeria; Executive management position within an FMGC in South Africa; Head of Operations within a Private Equity funded firm in South Africa.

This final opportunity would allow the client the opportunity to set the culture and standards via a high level of influence, along with the potential benefits of the company (via growth and consolidation) ultimately being listed on the stock exchange.

The client was settled into his new role within 6 months of commencing his programme



*After more than 20 years with the same FMCG Company and an exciting career growth path that included international expatriate appointments it was with some uncertainty that I returned to the job market. This was especially due to the global crisis that had just arrived so unexpectedly.*

*After a broad search of the Career Transition service providers available internationally, I was impressed with the quality of the initial interactions and range of services available through HDA. The program alternatives were very much in line with my requirements and I selected their 9 month International Flexible Access Programme as it supported my planned relocation and global job search.*

*I found the various advisors, coaches and mentors very supportive and able to give excellent guidance on all aspects of the transition process. This assistance covered a wide variety of issues at all levels from basic principles to strategic thinking such as*

- The basic but extremely important aspect of creating a powerful and targeted Curriculum Vitae range.*
- Refining of an initially broad and untargeted job search into a focused practical vision for the future*
- Interview techniques and coaching sessions*
- A sounding board and experienced mentor approach to assist with my strategic thinking and career options*
- Coaching and support for the “on-boarding” process with the new company.*

*The regular follow up from various members of the HDA organisation helped to pull the entire program together very effectively ensuring that I was at no time left without a strong sense of support and encouragement. I was particularly pleased that I had previously worked closely and successfully with the consultant within the HDA partner firm in my home country. This added considerably to the continuity and successful conclusion of the program.*

*In summary I can recommend HDA with confidence as a Career Transition service that delivers.*

*Supply Chain Director*



## Group Outplacement – Manufacturing

### Business Context

A global manufacturer of a leading adhesive brand announced the closure of a site in the North of England resulting in 38 roles, ranging from Operations Manager to Process Operators, being made redundant. HDA were commissioned to provide outplacement support to those affected.

### HDA Project

The delivery schedule was designed to accommodate staggered leaving dates which were in 2 main tranches.

**HDA Overview** – an HDA Career Coach presented an overview of the support being provided to the staff and welcome packs to the support programme were supplied.

### Programme Summary

Each employee had access to the following:

- ½ day CV development workshop
- ½ day Interview Skills workshop
- ½ day Financial Planning/State Benefits Seminar
- 2 x 1:1 one to one meetings with a career consultant
- Access to the HDA candidate website
- 3 months ongoing telephone/email support post completion of the onsite support

### Facilitated workshops

**½ day CV Development Workshop** - it was apparent that the majority of staff had never written a CV. The workshops were well received and very productive. All delegates were provided with a handout with example CVs.

**½ day Interview Skills Workshop** – participative and informal sessions where the delegates were encouraged to work in groups to practice the theory covered around interview formats and likely questions to be asked by both interviewer and interviewee.

**½ day Financial Planning/State Benefits Seminars** – delivered by an Independent Financial Advisor, delegates were provided with information on state benefits as well as looking at longer term investment decisions.

### Individual 1:1 Meetings

Each employee had access to a career consultant for confidential 1:1 meetings. In the main, these meetings were used to further develop their CV and interview skills on a personal basis post attending the workshops.

### Job Search assistance

The HDA Online Team provided a listing of appropriate advertised local vacancies. The list was available on line and updated on a regular basis.



### **'HDA Online'**

Employees were given 6 months access to HDA's candidate website which provides access to an online Career Transition Manual, key information databases, psychometrics and self assessment tools, and to guidance on job search, self-employment, career change, re-training and early retirement.

### **3 months ongoing telephone/email support -**

Delegates were provided unlimited e-mail / telephone support from the HDA On-line Career Consultants for up to three months after the completion of the onsite support.

## **Outcomes**

**92% of all affected staff took up the support with the remaining 8% either planning to retire or take early retirement.**

By project closure, of those staff who were the first tranche of leavers (20):

- 70% secured **employment**
- 10% decided to **retire**
- 5% decided to take time out before attending a **vocational training course**

Of those impacted staff still to leave the organisation:

- A significant number had secured offers of **employment** for when they left
- 6% planned to **relocate**
- 6% were considering **self-employment**
- 6% intended to **retire**
- Several may be offered continued employment within the organisation

All in all, those who have yet to secure employment have been encouraged by the success of their colleagues

**In summary**, at the time of the closure announcement morale on site was high, confidence levels were very low. Few employees had less than 4 years with the organisation and therefore had little previous experience of looking for work. Local media provided a backdrop of negativity around the prospects of employment. However, the vast majority of employees embraced HDA's support and found the workshops and practical advice built confidence in their ability to succeed in the Jobs Market.

## **End of project feedback**

*'Can you pass on my thanks directly to the lead consultant and the rest of the HDA team in the excellent support you have given this particular project. I know our managers are already aware of the success rate we have achieved with employees moving into other employment. This has been achieved also in an environment when the employment market is in a difficult time. I do agree this has motivated the remaining team who will be moving on over the coming months.'*

## Marking 10 Years of Redundancy and Portable Skills Redeployment Support with a major Bank

### Background

It is unusual for a human capital consultancy to support a major Fortune 100 banking multinational for over 10 years, but 2009 marks a 10-year relationship for HDA with one of the world's largest banks; with a list of career transition support solutions over its 10 year relationship with the bank that includes:

- providing outplacement support (on a project and/or case-by-case basis) over a ten year period to over 500 members of staff and managers at all levels, at four locations across the UK
- providing internal redeployment support on a project basis to teams facing the outsourcing of their functions to the Far East
- providing expertise to support members of staff and managers at all levels at one UK location to make better use of formal and informal internal networks, and to upgrade their personal networking skills to match the rich range of internal networking opportunities across the bank

During the past ten years, the relationship has been characterised by significant changes within HDA's client, including significant business growth during the period to 2007/8; characterised by major international banking acquisitions, (followed by inevitable periods of rationalisation and consolidation), major leadership adjustments, and, in recent years, various waves of back-office / technology resources outsourcing to the Far East; leading to a regular role redundancy cycle across the UK business, underpinned by strong attention to internal role redeployment, and KPIs requiring role redeployment levels above 75%, (ie. limiting job losses, retaining core expertise and minimising re-hiring costs).

Within this period, HDA has regularly been one of this bank's top-ten EMEA non-IT consultancy providers. In the current 2009 market characterised by recession-proofing activities, HDA's client remains faithful to its objective of reducing redundancy-related job losses and maximising redeployment opportunities for impacted staff, though the current reality is that there are simply not as many internal roles available as there have been to come anywhere close to successfully redeploying the majority of staff who's roles no longer fit. Rather than being complacent about a very valuable client relationship, HDA plans to support this key client with a range of 'giving back to HR' services as we move deeper into an uncertain economic period, with a view to leveraging our client's HR team to develop internal coaching and career transition advisory support expertise.

### Major HDA Intervention Specifics

1. Large scale outplacement support: HDA has supported and settled staff and managers at all levels into new roles with new organisations across the UK and internationally, into self-employment in the UK and internationally, into interim and contract roles, into retirement, etc. An interesting statistic is the percentage of staff and managers from our client who we have supported into self-employment in a range of enterprises ranging from new businesses with very sophisticated business models, (eg. technology businesses requiring significant seed funding) to simpler businesses, (eg. bed and breakfasts, E-Bay shops, consultancy services, etc) - 8% of the total number settled over 10 years, with, (subject to project), this percentage rising to over 25% where we have supported specific groups across the bank. We envisage this trend towards self employment for people leaving this organisation to increase in the coming years.



2. Internal Redeployment: The bank has been very successful at redeploying the majority of displaced staff who's roles have become redundant, but whom the bank is anxious to support finding a new role within the bank, and HDA has supported the bank to this end on a specific project focused on encouraging career mobility, and skills portability strategies, which include access to an internal career advisory service. Within this framework, HDA's approach has been to provide career advice which provides access to:
- an overview of the internal career development facilities and tools provided by the bank to support career self ownership, with practical guidance on how best to use these facilities
  - strong personal networking tools for both internal and external leverage, (eg. developing a 20 second CV and 'elevator speech' to position the individual strongly for internal roles),
  - practical coaching and guidance on creating a personal brand, (for both internal and external career leverage), and
  - practical coaching and guidance on what success means in each participants' role, (eg. making an impact in current and next roles, making the most of the first 100 days in a new role, etc).
  - practical guidance to write an effective fit-to-purpose CV & cover letter

With this support in place, the building blocks of career self ownership are in place to underpin a successful outplacement process, in the event that staff receiving career advisory support ultimately lose their jobs.

## Outcomes

HDA looks forward to a strong ongoing relationship with its client of ten years, underpinned by regular partnership activities, and proactive HDA efforts to continue to add value to the relationship via a strong consultative approach to opportunity creation and problem solving with our client



## Group Outplacement – Manufacturing

### Business Context

A leading stationery brand owned by a global manufacturer of household products announced the closure of its manufacturing operation in the UK. As a result of this closure a number of roles at all levels ranging from Site Manager to Machine Operators became redundant. HDA were appointed to provide outplacement support to those affected.

### HDA Project

**HDA Overview** – an HDA Career Coach presented an overview of the support being provided to the staff and welcome packs supplied.

**Confidential 1:1 meetings** – all impacted staff were invited to an individual meeting prior to the start of their programme. As the leaving dates were staggered, this presented an ideal opportunity to cover the following:-

- the support programme and what it meant to them personally
- how they were feeling about their situation
- external factors to consider
- initial thoughts for the future
- appropriate timing for the start of their programmes

**Facilitated workshops** - It was apparent that the majority of staff had never written a CV and in many cases, the organisation had been their only employer, giving them little or no exposure to other companies. Therefore it was agreed that a superficial CV preparation workshop was not appropriate for this community, as the many of those supported would struggle to develop their CVs themselves. An extra consulting day was agreed, in order to produce CVs in consultation with employees, on an individual basis.

HDA ran two **½ day interview workshops**, in which most impacted employees attended. The courses were very participative and informal. Individuals worked in groups of 3 and 4 during the workshop with the emphasis on preparation for interviews, various interview formats and working through competency and generic based questions. A list of interview questions with suggested responses was circulated via the shift team leaders.

**Job Search** - HDA provided a range of advertised job vacancies within a 30 mile radius of the site on a weekly basis. This was further increased to take into account potential opportunities around the surrounding areas.

**HDA Online** - A large percentage of impacted employees requested access to HDA's on-line support programme, which provides access to an online Career Transition Manual, to key information databases, to psychometrics and self assessment tools, and to guidance on job search, self-employment, career change, re-training and early retirement.

## Outcomes

Of the staff impacted:

- 32% considered **semi/full retirement**, and expressed an interest in identifying local part time jobs, of which some individuals were already in discussions regarding potential opportunities..
- 8% considered **relocation**: to move closer to family members
- 4% were interested in exploring the option of starting a **new business**.
- 36% were looking for **full time employment**. The opportunities ranged from: The Highways Agency, internal transfer, local government, social care, NFP organisations and engineering companies.
- Senior and middle managers affected either secured a new role within a similar manufacturing operation, or via internal redeployment.

In summary, all employees were open and honest, and appeared to find the support and advice provided very helpful. By ensuring that a tailored approach based on each individual's specific needs and concerns was adopted, they felt that they could express themselves in a confidential and relaxed environment. It was apparent that they enjoyed the opportunity to explore opportunities and share ideas with HDA, and that they felt confident about developing a comprehensive plan for their future.



## Career Transition Support – Engineering Sector

### Background

The UK arm of a US headquartered Engineering Company was transferring skills and functionality to the USA, impacting 27 staff in total. HDA worked closely with the European HR Manager to design a career transition programme that would assist with the smooth shutdown process by enabling the staff to successfully make the optimum career transition, whilst at the same time maintaining goodwill and seamless product handover to the parent company. The majority of staff were asked to participate in a shutdown process phased over eight months.

The work team was highly skilled in state of the art software development, operating at the forefront of the profession. The average length of service was in excess of 14 years and as such staff had difficulty benchmarking themselves. They were exceptionally skilled but needed help in accepting this and in transmitting this to prospective employers.

### Design and Delivery of the Career Transition Programme

Historically, staff from the company had been supported via the 'Versatile Support Programme' (VSP) and allocated 10 units to select options (at a unit cost) from a programme menu.

The agreed programme for the site shutdown incorporated both structured components via a group approach and the flexibility to cope with the individual needs of the staff, resulting in support equivalent to the 10 unit VSP. HDA delivery was at the company's site, with the co-ordination of events managed jointly by an appointed on site HR representative and a nominated HDA staff member.

#### Components of the programme:

1. HDA Overview to promote the career transition support provided by the company
2. 1:1 Career coaching meetings
3. HDA workshops
  - a. Job Search Workshop
  - b. Interview Preparation
  - c. Financial Planning and State Benefits
4. Further support available selected by the employees according to their individual needs, from the HDA Versatile Support Programme Menu.
5. Website access for six months
6. Telephone/email support from the Online Consultants for the six month period.

### Communication

Details of timings and content were circulated for each group activity, and proactive calls were made to individuals around their projected programme start times. The on-site HR representative contacted each person and timetabled each event.



## Results

All staff took up the programme and feedback has been very positive. They have found the workshops very useful, in particular the interview skills and gaining an idea of what questions to expect in an interview.

*"The advice from all of the HDA consultants has been invaluable. The consultants have always been available - I've always got advice in a timely manner when I've needed it (by phone and by email). The independence of the advice and its 'general' nature (i.e. not bogged down in the specifics of our particular industry) enabled me to focus on what I needed to"*

*"Workshops were very professionally run, and highly interactive so it kept one interested throughout. Provided me with information that really helped, which surprised me as I thought that I knew a lot about recruiting."*

The 1:1 career coaching sessions have played a major role in focusing the activities and boosting the personal ability perception of staff. A number of staff chose to take advantage of the HDA Assessment Tool 'Strengthscope' as a way of understanding their significant strengths and thus ensuring that any future position allows them to utilise these.

Planned phasing of staff leaving has worked well and they settled into new positions that will continue to challenge their skill level, many at enhanced terms and conditions.

HDA enjoyed an extremely positive working relationship with the HR team, working closely together to ensure the needs and best interests of each employee were met. The company was committed to HDA and the support provided to the affected staff.

*"The ultimate measure of whether outplacement has worked or not is if people get jobs in a timely manner. This has certainly been the case with the closure of the UK office and I attribute a lot of this success to the way outplacement was managed. The program we devised with HDA was flexible enough to cope with individual needs and timely so that people got thinking about their future quickly enabling them to make clear decisions. The team at HDA have always been responsive, flexible and professional; it has been a pleasure working with them in this difficult time."*

**European HR Manager, June 2008**

## Organisational Restructuring and Career Transition Support – IT within Financial Services

### Background

A world leader in Investment Management transferred a number of both project management and technical functions within their IT department to India in 2007. As a result of this restructure a number of roles within the UK became redundant. Initially impacting approximately 100 roles, through redeployment and natural attrition the actual number of impacted employees reduced to circa. 30 staff with levels ranging from Director to Graduate Trainee.

### HDA Project

#### 1. Support to HR for delivery of the 'At-Risk' individual meetings with staff.

HDA partnered with the responsible HR Director to both facilitate and provide consultation within a mini workshop for the HR managers. This HR team support workshop covered the optimal approach by HR to individual discussions with each employee, including how to handle emotional reactions and difficult questions.

#### 2. Design and Delivery of the Career Transition Programme

HDA and the HR team worked together to ensure the most appropriate programme was provided to each individual. Initial thoughts around two options for an employee to select from i.e. retraining/acquiring new skills or career transition support were brought together under the umbrella of the Tailored Career Transition Programme. This gave all staff a combined approach by being giving access to the Career Transition Support relevant to their level within the organisation whilst also having the opportunity to utilise some of the programme for training purposes. Administration was also simplified as the responsibility was removed from the client and managed entirely by HDA.

Components of the programme were delivered as follows:-

**HDA Overview** – an HDA Career Coach presented an overview of the support being provided to the employees split across two sites, partnering with a specialist in IT Recruitment.

**Introductory 1:1 meetings** – all impacted staff were invited to an individual meeting prior to the start of their programme. As the leaving dates were staggered, this presented an ideal opportunity to cover the following:-

- the support programme and what it meant to them personally
- how they were feeling about their situation
- external factors to consider
- initial thoughts for the future
- appropriate timing for the start of their programmes



**The programmes** – for the majority of the staff, the programmes were based on 3,4 or 6 career coaching meetings which could be exchanged for attendance at HDA workshops or a Psychometric Assessment. At the first meeting, the decision was made as to whether the individual would progress further with the career transition programme or seek re-training opportunities. If the latter, the HDA Online Consultants would assist them in researching the most appropriate course and make the necessary arrangements. With both options, they still had access to the resources contained within the HDA client website for 6 months and telephone/email support from the Online Consultants for 3 months post their final 1:1 meeting.

Senior Managers were supported via the 3 month Flexible Access Programme giving unlimited access to all of the HDA resources for the duration of their programme.

### **3. Communication**

HDA enjoyed an extremely positive working relationship with the HR team, working closely together to ensure the needs and best interests of each employee were met. Flyers were circulated for each activity, and proactive calls were made to individuals around their projected programme start times. This re-emphasised the commitment the Company had for the support provided by HDA to the individual through their career transition. Regular status reports of take-up were also provided to HR.

### **Outcomes**

Of the 30 staff, only 2 have decided not to take up the programme with 1 of these having transferred to India and 4 have utilised some of their programme for acquiring new or enhancing existing skills. Respondents to an interim 'mini' survey indicated favourably that the service offered by HDA had been of great use to them and that HDA were able to adapt to their own personal needs.



## Career Transition – Manufacturing Industry

### Background

A global manufacturer of household products, with an aggressive growth strategy, acquired a leading organisation in the adhesives industry as part of their continued expansion into target markets.

A direct outcome of this acquisition was the decision to reorganise activities at various sites across the UK; this involved an amalgamation of the newly acquired organisation's departments and functions with the existing organisational functions.

HDA was commissioned to support those directly affected by the restructuring, via the provision of outplacement, career consultancy and retirement support.

### HDA Project

During times of organisational change, redundancies are often inevitable and this particular reorganisation was no exception; 67 of 87 acquired employees were retained and 20 lost, including staff in customer services, purchasing, and logistics. HDA were brought in to provide career transition support and guidance to the 20 affected employees.

The organisation chose to offer these employees the Versatile Support Programme; which is an extremely flexible menu-based programme. The support included elements such as 1:1 consultancy with a dedicated career consultant, practice interviews, retirement advice and guidance, psychometric assessment, and access to HDA Online. HDA also facilitated a number of workshop sessions on topics such as: Networking; Self Employment; Job Search; Interview Preparation and Retirement.

The organisation was keen to maintain a positive, motivating culture and to support both those directly and indirectly affected by the redundancy – retaining key talent where possible. HDA played a considerable role in facilitating this. A Resourcing and Development manager at the organisation maintained that HDA's support services, eased employees transition from leaving the company to getting a new job. HDA also had a powerful effect on the employees that remained with the organisation "The survivors feel their previous colleagues are being looked after".

### Outcomes

HDA's involvement in the process enhanced the ease with which the restructuring took place. One employee said "the ability to use the HDA outplacement service smoothed this process and while undoubtedly an emotional time...the takeover was one of the least frightening experienced".

In addition, HDA's flexible approach to meeting both organisational and individual client needs was a vital component in their ability to add value during the process.



## Merger and Career Transition Support – Financial Services

### Background

During 2006, an acquisitive financial services organisation with multi-billion pound turnover acquired another financial services organisation. A direct outcome of this acquisition was the decision to close the Head Office of the acquired business. HDA was commissioned to support those directly affected by the restructuring, via the provision of outplacement, career consultancy and retirement support. Approximately 70 staff at all levels were affected.

### HDA Project

The key measures of success for the Head Office closure were:

- to maintain productivity and retain those staff members critical to the success of the merger
- while also providing suitable support to those leaving the organisation.

HDA's support was focused on individuals' specific needs within the limits of their support programme, (i.e. focused on re-employment, self-employment and start-up assistance, retirement, or career change) and included elements such as 1:1 consultancy with a dedicated career consultant; an online resource centre, practice interviews, psychometric assessment, access to HDA Online and also group events, including a Job Search Workshop.

In addition, an Onsite Career Transition Resource Centre was set up, to provide staff members with guidance and support on a daily basis.

HDA added value to the entire process by developing a flexible approach to ensuring each individual's needs would be met as effectively as possible. The HDA project managers also liaised closely with the acquired organisation's training team to ensure a seamless approach to the support.

HDA Career Consultants were paired with individual staff members to ensure that the best possible match, in terms of providing effective support, was achieved. This was recognised and valued by the organisation.

### Outcomes

HDA's involvement in the process enhanced the ease with which the restructuring took place.

Employees were successfully supported through the transition process and into the next phase in their careers.



## Organisational Restructuring and Career Transition Support – Housing Association

### Background

In 2006 one of the largest providers of housing support in the UK merged with a non-charitable umbrella organisation for a number of housing associations and associated companies. As a result of the merger, the organisation experienced a major restructuring; affecting approximately 300 people nationwide. HDA was given the opportunity to provide outplacement support to the organisation through this period of change.

### HDA Project

#### Staff Communication and Expectation Setting

The project was designed to support staff at all levels. HDA's experience in managing change, ensured the team was well-equipped to assist staff, both with the practicalities of securing a new job and also providing objective, experienced support during the career transition process.

HDA worked closely with the organisation to ensure that staff knew at the outset what they should expect from their programme of support. All employees affected by the restructuring were introduced to HDA by a HDA 'Online Consultant'.

#### Career Transition Support

A significant element of the restructuring process involved the closure of the organisation's Head Office, based in the Midlands. In order to effectively support the staff affected at this site an onsite resource centre was set up and operated by HDA career consultants. This provided a 'drop-in' centre where staff could go to receive career counselling, as well as use P.C. and internet based resources. HDA adopted a highly flexible approach to supporting staff and the standard support programme was adapted to suit individual requirements where necessary.

Each staff member received access to the HDA candidate website and also the contact details for the online consultants; who were available to offer career guidance and support during normal working hours.

Many of the participants also attended an HDA career transition workshop, either locally or in the HDA London office. Workshop topics included job search, self employment, career change, networking, or interview preparation.

Psychometric analysis was also undertaken by some of the affected staff members.

#### After care

Staff continued to receive proactive online support for up to 3 months after their face to face support ended. Feedback has indicated that this has been particularly beneficial.

### Outcomes

The feedback from the organisation and the participants has been very positive. Faced with an unknown situation people have commented on how comforting and supportive they have found having HDA there to consult with.

It has also allowed them to leave the organisation with a positive experience which will stay with them forever and which positions their former employer as a caring employer.



## Multi-site / Multi Geography Outplacement Provision – Travel Operator/Airline

### Background

The client is one of the world's largest travel companies, employing over 80,000 employees worldwide. During 2004 plans were finalised for a series of major restructurings across the organisation, directly affecting operations and teams in the UK, across the Mediterranean and in Florida.

Restructuring elements included the rationalisation of brands, a UK Head Office relocation, the rationalisation of call centre facilities, the rationalisation of central services, and so on.

Businesses affected by the organisation's restructuring included central services, IT infrastructure, specific holiday brands, holiday resorts in the Mediterranean (Greece, Italy, Spain) and Florida, and a holiday airline.

HDA successfully passed a stringent tender process with value-for-money, problem-solving and employer brand focus, and was commissioned by the client to support the career transition needs of up to 1200 employees based at approximately 20 sites over the course of 2005/6.

### HDA Project

#### 1. Staff Communication and Expectation Setting

HDA partnered with the client's HR team to provide employee representatives and staff across the organisation with an overview of the support process, and a set of answers to likely "Frequently Asked Questions" (FAQ's) about the restructuring process, (timing, implications, etc), and the support that affected employees could expect.

HDA set up an online project planning and progress tool to provide the client's HR team (20+ contacts) with a day-by-day update of project progress.

Information about HDA's service was included on the client's intranet site, with specific areas for employees and managers.

HDA met employee reps at all sites, set expectations with them about the service, and developed additional FAQ's for specific groups likely to experience specific issues.

Finally, HDA ran a series of employee overview sessions at all UK sites, with all employees being encouraged to attend. Attendance was confirmed via an online booking process managed by HDA. On a number of occasions, homogenous groupings, such as the IT/Web Development team were addressed by industry specialists (commissioned by HDA) on the state of their industry, and career opportunities and constraints within it.

#### 2. Outplacement/Career Transition Support – UK

Employees based at 12 client sites were comprehensively supported by HDA's UK career coaching team, as were remote workers. In addition to providing one-to-one support, HDA contacted organisations and recruiters in the travel industry and generated large numbers of job leads at all levels; many of which led to successful placements elsewhere in the industry.



Despite per-person budget limitations given the size of the project, all employees supported by HDA's career coaches were provided with unlimited e-mail and telephonic support for three months or more, in addition to their core support programme.

### **3. Outplacement/Career Transition Support – Mediterranean and Florida**

Employees based at sometimes remote holiday resort locations in the Mediterranean were provided with slightly enhanced support by local HDA career coaching experts. Again, one-to-one support was augmented by telephone coaching and by active e-mail contact and collaboration on CV-writing, interview preparation, and so on. In cases, clients were settled locally, and in other clients were repatriated to the UK or to Germany.

Florida-based clients were given access to HDA's large network of North American offices and resources. Again, telephone coaching proved a highly effective addition to face-to-face coaching.

## **Outcomes**

HDA's relationship with the client has been considered to be very successful, and is expected to continue for the foreseeable future. HDA's ability to manage at scale and at high speed has given the client peace of mind about the handling of its leavers during a period of significant change and consolidation across its businesses.

As a result of HDA's success with the client, other travel companies have referred career consultancy work to HDA.

Successful placements in the UK, across the Mediterranean, and in Florida have included:

- Successful placements at all levels in the travel and leisure industry
- Successful placements at all levels, elsewhere in commerce and the public sector
- Successful settlement in self-employment and business start-ups
- Successful career relocations and home-country repatriations



## International Multi-Geography Outplacement Provision – Technology Multinational

### Background

The organisation had grown its international business significantly over recent years, and needed to consolidate its international operations across EMEA in a complex series of restructuring projects, commencing 2002.

Given its solid international capability and its ability to seamlessly support the client's international operations, (often at extremely short notice), HDA was commissioned by the client to support its restructuring plans across Europe and the Middle East, commencing 2002, and continuing to 2006.

### HDA Project

HDA has supported the client on a range of redundancy-support projects in 2002, 2003, 2004 and 2005 across Europe and in the Middle East, with further activity expected in 2006.

During this time, HDA has provided comprehensive support comprising the following elements:

- Provision of one-to-one career consultancy programmes across the region, with local provision benchmarked against the HDA modular programme for the UK.
- Provision of all programme documentation, including country-specifics, translated for local language requirements.
- Provision of a branded Online Resource Centre for the client, including a comprehensive overview of the service. (This overview is e-mailed by the client's HR team to affected employees at the time that redundancies are announced).
- Provision of employee representative support and overviews anywhere in the region, as needed.
- Provision of aggregated monthly reporting, including a summary at any time of the Dollar value of programmes utilised to date.

HDA manages all support elements for the client's highly specialist technology, business development and support staff across the region, including communicating programme details to affected groups, managing all referrals, mobilising HDA's consulting team across Europe and the Middle East, expediting monthly progress reports from across the region, and providing the client with a single monthly report, by country.

During its relationship with the client, HDA has sought to add significant new value at level cost.

The client's approach to redundancy management requires that its international outplacement partner be highly responsive to a range of specific requirements at extremely short notice. At the same time, HDA provides strong pre-emptive support to the client on an ongoing basis in order to provide the best possible information provision and service quality, in spite of the client's very short employee notification periods.

## Outcomes

HDA is viewed by the client as its international outplacement partner, and has provided outplacement support to and settled large numbers of the client's employees to date, in the UK, Germany, Sweden, Austria, The Netherlands, France, Spain, Italy, and Israel.

Successful placements in these countries have included:

- Successful placements at all levels in the software development industry
- Successful placements at all levels, elsewhere in commerce
- Successful settlement in self-employment and business start-ups

# Organisational Restructuring and Career Transition Support - Tertiary Education

## Background

A London Medical School embarked on a financial recovery plan which included the rationalisation of academic, academic support and central services staff roles across the University.

HDA was commissioned by the University to support the rationalisation process, including support for those directly affected by the restructuring project, (via the provision of outplacement, career consultancy and retirement support), and those indirectly affected by the changes, (via the provision of an employee helpline facility).

Given the complexity of the project, (eg. consultation took place with four Trade unions, and each step of the restructuring process required ratification by a series of committees within a complex structure), HDA added value to the entire process by creating a R.A.C.I. project management matrix for the people-support element of the entire restructuring process; effectively establishing levels of accountability and information-sharing rules for the parties involved. This was viewed as highly beneficial by the organisation. See illustrative excerpt below. In this regard, HDA strongly partnered with the medical school by delivering beyond the scope of the original commission:

Task ID	Task Description	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
30	4.3 Academic Support Roles															
31	4.3.1 Teaching Criteria Setting (5 4.2.1)															
32	4.3.2 Research Criteria Setting (5 4.2.2)															
33	4.3.3 Clinical Criteria Setting (4.2.3)															
34	4.4 Central Support Roles															
35	4.4.1 Obsolete role categories															
36	4.4.2 Reduced level of support needed															
37	4.5 Criteria Review & ID of "At Risk" Roles															
38	4.6 Criteria Splitting vs Sch. Strategies															
39	4.7 Validation of "At Risk" Roles															
40	4.8 Identification of potential "Risk"															
41	4.9 Notification of Funding Providers															
42	4.10 Agreement adjustments with FP's															
43	5 CONSULTATION															
44	5.1 AUT															
45	5.2 BMJ															
46	5.3 AMICUS															
47	5.4 UNISON															
48	5.5 Individual															
49	6 PEOPLE MANAGEMENT															
50	6.1 Voluntary Severance Offer															
51	6.1.1 Role specification															
52	6.1.2 Package specification															
53	6.1.3 Options Awareness															
54	6.1.4 Acceptance, Compromise & Processing															
55	6.2 Early Disengagement Offer															
56	6.2.1 Role specification															
57	6.2.2 Package specification															
58	6.2.3 Options Awareness															
59	6.2.4 Acceptance, Compromise & Processing															
60	6.3 Outplacement Support															
61	6.3.1 Manager "Breaking the News" tog															
62	6.3.2 Group/Individual Meetings															
63	6.3.3 Critical Time Support															
64	6.3.4 Individual Needs analysis															
65	6.3.5 Outplacement Support Level Decision															
66	6.3.6 Notice agreement:															
67	a. Pay in lieu (taxable)															
68	b. Work notice (eg. project completion)															
69	c. Garden leave															
70	6.3.7 Severance package (incl. tax-free 30K)															
71	6.3.8 Compromise Agr's (where apply)															
72	6.3.9 Processing															
73	6.4 HR/PR/Finance Support Roles															



## HDA Project

Medical school managers, staff placed at risk and indirectly affected staff were comprehensively supported on the following basis:

### 1. Manager Support

HDA provided Breaking the News training to all of the organisation's managers tasked with breaking the news of redundancies to the school's academic, academic support and central support employees. The training used an 8-point plan and recognised a range of potentially difficult situations to focus on achieving the following broad objectives, both via group and one-to-one coaching:

- Less Distress for the Individual
- Less Guilt for the Manager
- Positive ongoing Working Relationships
- Smooth Transfer of Work

For managers involved in breaking the news of redundancies, HDA's workshops enabled them to deliver difficult news, whilst minimising disruption to the organisation during a difficult period. Overall, the school's "employer brand" was strongly supported by this process.

### 2. Staff Communication

HDA partnered with the HR and Internal Communication teams to provide staff across the organisation with a set of answers to likely "Frequently Asked Questions" (FAQ's) about the restructuring process, (timing, implications, etc), and the support that directly and indirectly affected employees could expect.

Information about HDA's service was included on the organisation's intranet, and was covered during regular "Principal's Meetings" with staff.

HDA also encouraged contact from employee reps from all unions involved in the process, including the AUT, the BMA, Amicus, and Unison, to cover specific constituencies, departmental concerns and so on.

### 3. Employee Helpline

A dedicated toll-free helpline was provided to all staff members who's roles were at risk, and a separate toll-free helpline was provided for staff who's roles were not directly affected, but who might experience distress as a result of the restructuring process, and who would thus benefit from receiving support.

In this way, eg. directly affected staff members could gain comfort that support was at hand during their notice periods, and indirectly affected staff members – often having spent many years working in close-knit research teams about to be affected by redundancies – could obtain clarification about the likely knock on effect of the restructuring on themselves and their teams. (Redundancy criteria included a calculation of research vs teaching time, and this was an important issue of clarification with both leavers and those remaining with the organisation).

### 4. Outplacement/Career Transition Support

Professional outplacement consultancy support was provided to affected staff members from the date that their roles were placed at risk. This support was provided by at all levels to help affected employees to secure re-employment, become self-employed, enter retirement, or re-skill themselves for a complete career change.



Importantly, many of the organisation's academic and academic support staff HDA worked with were specialists in the strongest sense; many having spent many years researching quite specific areas of medicine and medical conditions. This being the case, albeit being well recognised in their specific fields, many members of staff were experts in very narrow areas of research, and this was an important factor in effectively supporting members of staff with their career transition process. Markets for their skills and knowledge were likely to be very narrow.

Depending on individual needs, unlimited outplacement support was provided by the school for a period of between three and six months from the date on which individuals were advised that their roles were at risk.

HDA's support was hi-touch, and focused on the individuals' specific needs within the limits of their specific programme, (ie. specifically focused on re-employment, self-employment and start-up assistance, retirement, or re-skilling for a career change).

On this basis, customised programmes included the following potential elements:

- One-to-one consultancy with a dedicated career consultant, including :
  - face-to-face,
  - telephonic,
  - e-mail and/or
  - online
- Practice interviews
- Psychometric assessment
- Specialist financial and tax advice
- Specialist self-employment advice
- Specialist legal advice
- HDA online resources and databases, including specifically calibrated database coverage to accommodate the medical school's specific needs
- Group events and workshops, including group **Job-search Workshops and Networking Workshops**
- Specific training programmes
- Networking coaching
- Coaching for long-term effectiveness
- Counselling related to specific personal and behavioural issues

## Outcomes

HDA worked with and successfully settled a significant number of staff members and their spouses (where applicable), at all levels, including:

- Successful retirements
- Successful semi-retirements
- Successful placements elsewhere in tertiary education and research
- Successful placements in commerce
- Successful re-deployment (following funding grants) elsewhere within the organisation



- Successful career transition for those not made redundant, but nevertheless electing to transition their careers as a direct result of the restructuring, and the break-up of their research teams, (this was an area where HDA's helpline and strong partnership with the organisation proved highly beneficial)
- Successful spousal career transition support

HDA and the medical school continue to be strong partners, and HDA provides the medical school with ongoing support in a number of areas.



## Outplacement Provision- Media

### The Background

Following a number of acquisitions, a global leader within the music industry, commissioned HDA to support the career transition needs of up to 200 employees in the UK, Europe and the US.

### HDA Project

#### UK:

*Staff Communication and Expectation Setting*

HDA ran a series of employee Overview Sessions at UK sites, with all employees being encouraged to attend. Following the Overview Sessions, a HDA Career Consultant spent an additional day onsite, to provide Critical Time Counselling to those employees that needed further support.

In addition HDA provided the following:

- Welcome packs containing information on HDA and also individual programme components
- An Online Resource Centre which provides useful information and advice to those experiencing a career transition
- Research documents on the music industry, media industry, the job market and roles in the industry

#### *Outplacement/Career Transition Support*

Employees were comprehensively supported via the HDA Versatile Support Programme and in the latter stages, an HDA tailored programme, designed in conjunction with the HR Team in order to provide support specific to the needs of the employees within the organization being acquired.

#### Overseas:

HDA were the central co-ordination point for programmes to be delivered through our Career Net International (CNI) Partners. This also allowed for a centralized reporting mechanism back to the corporate client

#### *Outplacement/Career Transition Support*

##### *Europe*

HDA CNI partners in Germany, Sweden and Italy were instructed to deliver their local equivalent of the HDA Versatile Support Programme.

##### *USA*

The HDA CNI partner in the United States was instructed to deliver a programme more typical of the approach within the US market to accommodate supporting employees in New York. This focused on an initial group approach within workshops followed by 1:1 individual support.



## Outcomes

- Successfully managing a cross-border project from a central UK location.
- Responding at high speed during a period of significant change
- Providing various forms of support – online, hardcopy, one-to-one, group
- Ensuring flexibility at all stages of the support programme
- Staff morale maintained and positive employee relations fostered
- Enhanced the ease with which changes were implemented and accepted