

Implementing A Reduction In Force

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Preliminary Planning

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- **Developing A Plan**
- **Consulting Services for Outplacement Assistance**
- **Establishing Reasons for Reduction**
- **Determining Employees for Layoff**

Preliminary Planning

- **Separation pay and Benefits for Affected Employees (Release Package)**
- **Security**
- **Communication**
- **Training**

Post Event

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- Communication
- What happens to the work?
 - Reorganizations
 - Reassignments
 - Elimination of non-value added activities/tasks
 - Requests for Job Evaluations/Audits
- Importance of Getting Back to Work

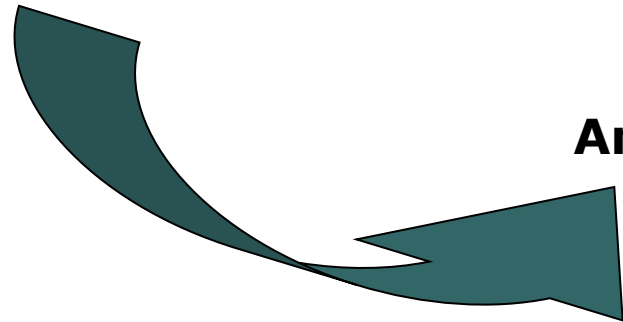
Day Of Notification

Goals of the Notification Meeting

- **To communicate notice of position elimination, quickly and calmly**
- **To be sensitive to Employee's feelings, yet firm in communication of separation**
- **To begin to focus the Employee away from the past and towards the future**
- **To provide information to the Employee on next steps in the process**

Transitions The Grieving Process

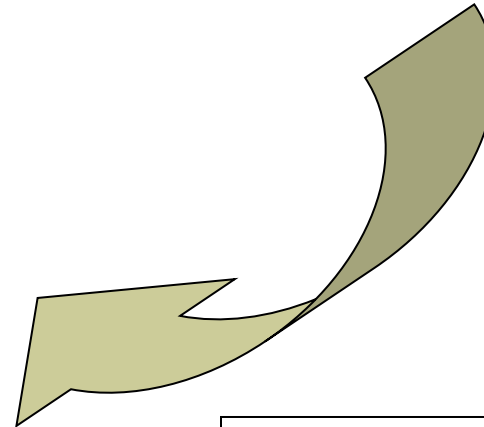
Shock



Anger

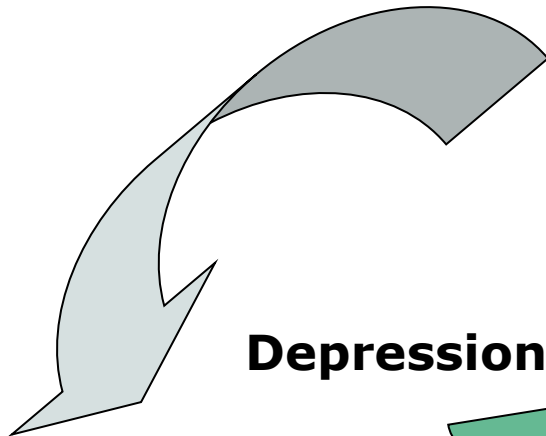


Denial

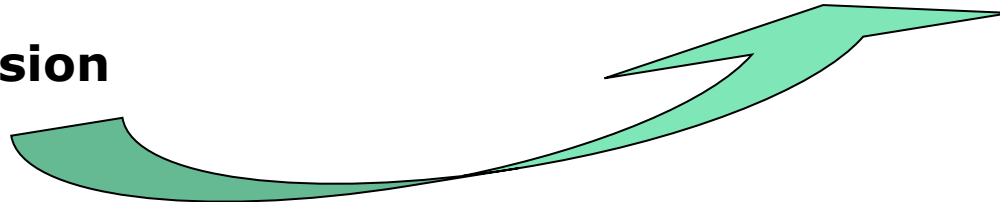


Bargaining

ACCEPTANCE



Depression



**LEE HECHT
HARRISON**

Understand Your Role

- **It is your job to deliver the message clearly.**
- **Your Role: Notifier Not Justifier**
- **Understand Your Feelings**
- **Know Reason for Notification**
- **Identify potential problem areas**

The Six Steps to an Effective Notification Meeting

Step 1: The Decision

Step 2: Reason for the Decision

Step 3: Listen / Respond

Step 4: Separation Information

Step 5: Work Transition Information

Step 6: Career Transition Information

Focus on the Message

DO NOT discuss:

- **Transfers, possible future jobs, alternatives**
- **Past performance**
- **Past issues, problems or difficulties**

Resist the Urge to “Fix” Things ...

DO NOT say such things as:

This is a blessing...

Don't be angry (or sad, or whatever)...

I know how you feel...

I'm sorry...

Let me give you some advice...

Logistics

- **Kleenex**
- **Keep lists out of sight**
- **Neutral Conference Room**
- **Car Pool**
- **Other**

Potential Problems

- **Request to see higher authority**
- **Threat of Litigation**
- **Claim prejudice / discrimination**
- **Who else affected?**
- **Threat of retaliation**

Communicating to Your Retained Employees

- Reason for the separation
- All planned notices have been given
- Next steps for the organization, the department, the group
- An overview of career transition services being provided
- Your plans to support exiting employees and your hope that they will do the same
- **“Re-hire” retained employees**

Career Transition Services

Career Planning

**Communications
Strategy**

Writing a Resume

Marketing Plan

Negotiating Offers

Evaluating Offers

Interviewing

Job Search Methods

Office Support

**Personal Support/
Productivity Tools**

Also

- **Entrepreneurial/Consulting**
- **What's Next (Retirement eligible)**

HIGHLIGHTS

- **Message**
 - **Position elimination effective_____.**
 - **Reviewed and approved at the highest levels.**
 - **This decision is FINAL.**

➤ **YOUR ROLE: Notifier NOT Justifier**

Nothing in this Guide is intended to be advice on legal issues.

All legal questions relating to notifications should be referred to your organization's Human Resources representative and/or attorneys.