

## Case Study

---

### **An established technology company with a highly skilled, specialist workforce, responding to the demands of an intensely competitive and rapidly changing market.**

Operating for 40 years in the UK, America and EU, with 160 highly trained staff with specialist and highly marketable skills, the organisation was adept at responding to a fast-moving market. Unfortunately following a downturn in their sector the business recognised the need to review operations and identify the most appropriate route maintain its position in the market.

The current CEO was due to retire imminently and a new CEO had been selected to take charge of operations.

---

### **The challenge**

The organisation needed to reposition its products and sales to respond to changing external pressures. In a volatile market, change needed to be achieved quickly in order to retain its market position. This repositioning required a reduction in headcount of highly trained technical staff, while other parts of the business were performing well and growing, over a period of a few months.

### **Key business needs**

- Making redundancies in some sections of the business while others were experiencing growth.
  - Managing a redundancy process over a short time period, involving staff with projects still to complete.
  - Supporting individuals throughout the redundancy process and preparing them to re-enter the employment market.
  - Delivering a redundancy process in an organisation made up largely of introverts, not suited to off-the-shelf or classroom-based interventions.
  - Achieving a reduction in headcount without compromising external reputation or undermining morale among remaining staff.
- 

### **The approach**

Newtonhr Ltd worked alongside the newly appointed CEO and SMT to agree a strategy to move forward with the restructure/change agenda, taking charge of all areas of the programme, including:

- Legal implications and risk UK, EU and America.
- Selection criteria
- Communication and consultation
- Documentation and statements
- Costs

Newtonhr Ltd designed and implemented a bespoke programme of personal support, careers management and outplacement support for individuals affected by redundancy. The programme was designed to ensure positive position in the market place for the individuals and the organisation.

- An on-site programme was implemented, focussing on one-to-one support for individuals.
  - Individual meetings were held with those affected by the redundancy process, and a personalised support agenda drawn up for each person.
  - Mock interviews were held and individuals were provided with challenging and constructive feedback to help them improve their technique and prepare them for the demands of the employment market.
- 

### **The outcome**

- 60% of individuals had found new employment positions by the time they were made redundant.
- 0% complained to an ET
- Feedback on the programme was positive
- High morale among remaining staff was maintained with a positive, clear, consistent message relayed.