

Redeployment

Connecting Talent to Organizational
Workforce Needs

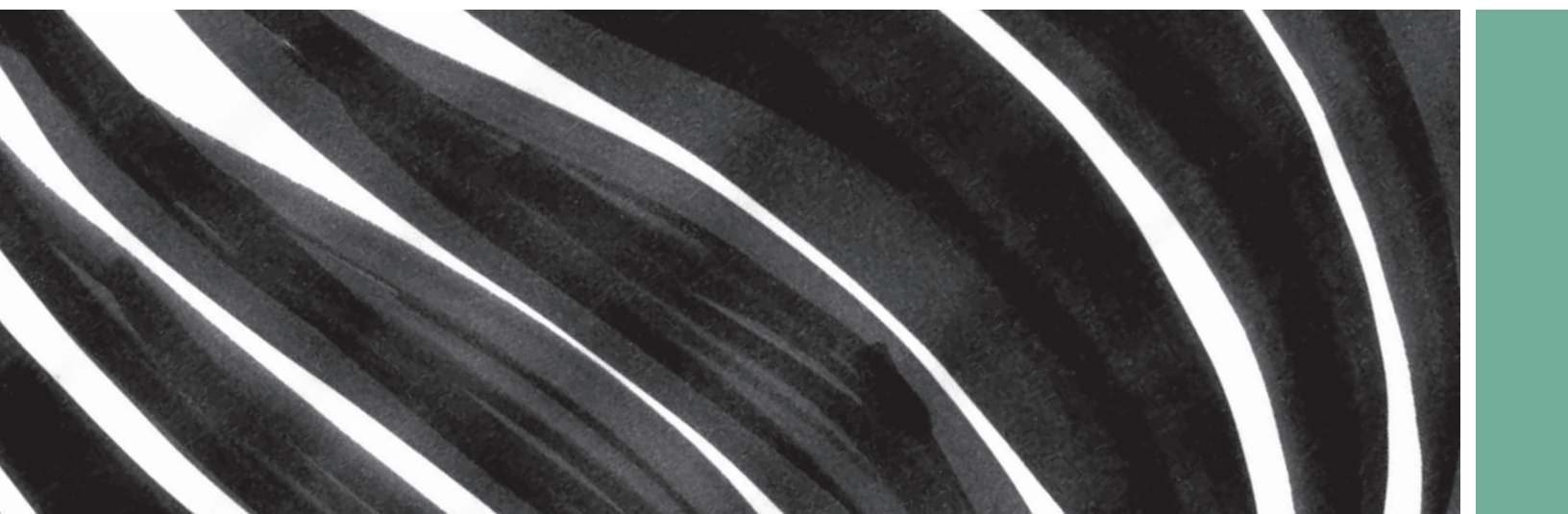


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Trends in Workforce Management

During a period of remarkable volatility in business environments worldwide, many organizations are facing increasing pressures to rethink their business models and to align their workforces accordingly — critical to staying competitive, improving productivity and meeting strategic objectives.

In order to keep pace with changing business demands, organizations may need to realign their workforce, eliminating roles and functions in areas that are no longer viable, while growing other areas of the business. How an organization approaches this strategic initiative has a powerful impact on those who are transitioning out of the company and those who remain. Successfully navigating organizational change can mean the difference between an engaged, committed and productive workforce, and a company unable to meet the business goals intended as a result of the change in business strategy.

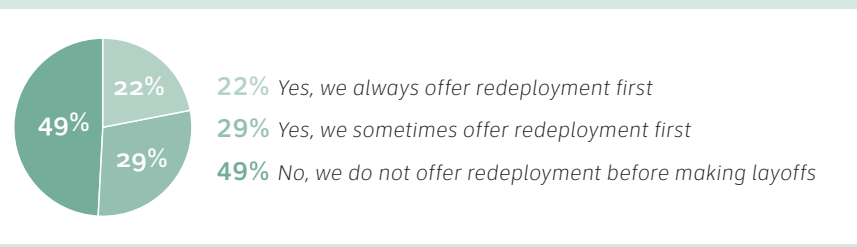
Our experience at Right Management shows us that more organizations are employing an innovative strategic approach to workforce management — seeing an opportunity to re-evaluate workforce needs in growing sectors of the organization by redeploying talented employees impacted by organizational change to new roles within the company. With better alignment of business needs and talent needs, organizations can meet the challenges presented by the growing shortage of highly skilled workers by holding on to talented and high-potential employees through organizational change.

Offering a redeployment solution can play a valuable role in your strategy to effectively manage your workforce. Tools and resources in a redeployment solution assist individuals in effectively managing their own careers, identifying new roles that align their competencies with organizational needs, or assisting them in transitioning to new opportunities outside the company. This commitment to your employees' continued success will help them to effectively navigate change, ensure high levels of engagement, and position the organization to achieve strategic goals, while creating a powerful brand image.

PREVALENCE OF REDEPLOYMENT

Redeployment is an increasingly important workforce management strategy for those organizations where it is a viable business option.

Do you redeploy employees within the organization before making layoffs?



Source: Right Management online survey of 268 senior business and HR leaders conducted in April-May, 2009.

Understanding the Business Challenge

The role of downsizing is well understood: from economic downturn, change in business strategy, a restructuring or a merger, when business sectors can no longer meet business objectives, workforce reductions are a strategic imperative employed to realign talent needs with the business strategy.

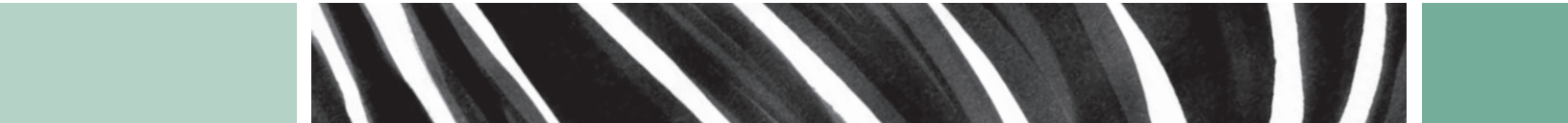
The need to manage costs is an important driver, and organizations need to balance traditional costs incurred in a downsizing: hard costs like severance and outplacement benefits, soft costs like the loss of institutional knowledge, against the cost benefits. And if not managed well, organizational restructurings can result in additional costs as a result of decreased engagement and productivity of remaining employees who often face a great deal of change and uncertainty, lower morale, shifting responsibilities and increased workloads. It may also damage the company's brand and undermine its hard-earned reputation for corporate social responsibility. Then there is the risk posed by diminished loyalty and commitment. It is not uncommon for a company to lose additional employees to turnover after a downsizing. And if workforce cuts are made too deeply, an organization will then have to bear the costs of recruiting and training new employees.

Redeployment drives engagement. An organization's investment in learning and development and in making career opportunities available to employees were recently identified as key engagement drivers in a major Right Management study involving nearly 29,000 individuals worldwide.

Another challenge organizations face is the very real talent crunch. Economic conditions may be volatile but an overwhelming demographic fact persists: as the baby boomer generation retires, follow-on generations are simply too small to fully replace the numbers lost. And it isn't just about numbers. There is a skills gap. Where will organizations find the talent to help them thrive in the future? Do they not risk losing hard, or even impossible, to replace talent during a restructuring? What happens when the business cycle turns and conditions improve?

Talent: A Key Priority

Outplacement successfully addresses significant business challenges companies face when undergoing organizational change.



Providing outplacement assistance to employees who are transitioning out of your organization ensures their ability to smoothly and quickly achieve their individual career goals. Demonstrating commitment to those employees impacted sends a very positive message to remaining employees, keeping them engaged and contributing at high levels. And, it demonstrates the organization's commitment to corporate social responsibility — it's the right thing to do.

Your employees are a valuable asset — the company has invested in their training and development, and they possess unique business knowledge and experience.

Retaining and redeploying talented and high potential employees during a restructuring can produce individual and organizational benefits by aligning workforce management with broader strategic business objectives.

Increasingly, organizations are approaching restructuring as a strategic and not just a tactical initiative — balancing short-term business objectives against long-term needs — reshaping the business model to reflect evolving market conditions. So, while restructuring usually entails downsizing in some units of an organization, it often also requires new hiring in other units. This presents opportunities for aligning an organization's workforce management strategy with its evolving business strategy. Redeployment can be a valuable strategic option to ensure you don't lose valuable, talented employees to your competition. With assistance they can be redeployed to new, more viable segments of the organization? Why fill new positions externally when existing employees of proven talent and experience are available?

Redeployment, the systematic migration of talent from a redundant role and business area to a productive role and business area, successfully addresses all of the challenges organizations face when navigating organizational change.

WITH REDEPLOYMENT, EMPLOYEES ARE NO LONGER PASSIVE OBJECTS OF WORKFORCE RESTRUCTURING BUT ACTIVE PARTNERS IN THE ORGANIZATION'S DRIVE FOR STRATEGIC CHANGE.

Organizations that include a meaningful redeployment program as part of their restructuring efforts signal a firm commitment to the security and welfare of their workforces and the communities in which they live. Redeployment creates a culture of engagement that recognizes and rewards high-performers and keeps them performing at their best. It helps identify and develop high-potential talent capable of filling future as well as present roles. It has clear, positive implications for employee morale and productivity, business performance, brand image, corporate responsibility, the conservation of institutional knowledge and the retention of increasingly scarce talent. With redeployment, employees are no longer passive objects of workforce restructuring but active partners in the organization's drive for strategic change.

Right Redeployment — An Innovative Solution

However compelling the rationale for redeployment, the actual process of redeploying talent from one role to another requires thoughtful planning and development in order to succeed.

Leadership at the highest levels must recognize the strategic benefits of redeployment and ensure the commitment of managers at every business unit meet redeployment objectives. Leadership must also ensure that the organization provides employees with opportunities for re-training. In many cases, skills will need to be transferred and, indeed, in some cases new skills will need to be acquired, which may take time and require resources.

For their part, employees must be made aware of career options and opportunities for redeployment, be motivated to accept change and adapt to new roles, be willing to accept accountability for managing their careers within the organization, be able to assess accurately their talent, skill and potential, be adept at marketing their strengths effectively and be equipped to evaluate offers and make the transition to a new role. In short, successful redeployment requires organizations to adopt a structured, systematic approach which encourages and supports the retention of talented and high-performing employees.

Right Management has developed a flexible and strategic solution which can be executed on a global, regional or local scale to help organizations effectively manage the redeployment process, from self discovery to onboarding. Right Redeployment consists of a series of six linked modules delivered in three distinct phases by means of briefing sessions, workshops, one-to-one coaching and, most crucially, a powerful, interactive web portal.

A Right Redeployment solution, including a custom-built web portal, can be designed and rolled out in a matter of weeks.

CASE STUDY

Linking Redeployment With Outplacement

Redeployment can be an effective strategic tool when linked with your outplacement solution. Consider the case of a national telecommunications firm for which Right Management provided both a redeployment and outplacement solution. We found that employees who participated in redeployment activities emerged better prepared not only for redeployment but for the pursuit of external positions. The redeployment skills they acquired primed them for the external job market so that those employees who ultimately choose external over internal jobs often found those jobs long before requiring outplacement services. Among the benefits to the client was the positive impression of the organization that outgoing employees took with them. Having provided such comprehensive and effective job-search support, the organization is well positioned to bring back any of these individuals as contractors, consultants or even employees should future conditions warrant.

PHASE I: UNDERSTANDING INDIVIDUAL POTENTIAL

A key to our solution's success is the emphasis we place on ensuring a proper fit between the skills and competencies of the employee and the talent needs of the organization.

In Phase I, redeployment candidates participate in a *Change and Self-Awareness* module, which can include material to help individuals learn from change, web-based self-awareness and self-assessment activities, and sessions to help them better understand career options and opportunities.

Employees gain a clearer understanding of where the organization is heading, of where their professional and personal strengths and interests lie, of where they might fit in the newly emerging corporate order, and of what steps they must take should they wish their careers to change direction. Our offering requires employees to take an engaged, proactive approach to managing their redeployment experience. By the end of Phase I, they are well equipped to make informed decisions about their future.

PHASE II: MARKETING UNIQUE TALENTS

Having identified their unique talents through a rigorous self-discovery process, employees must market these talents among internal stakeholders. Phase II consists of three modules: *Internal Resumes and Applications*, *Internal Self-Marketing* and *Internal Interviews*.

Employees sharpen skills in writing resumes and accomplishment statements, and in making internal applications. They receive professional guidance developing a self-marketing plan, responding to internal postings and building an internal network. They familiarize themselves with interview formats, and develop and practice key interviewing techniques.

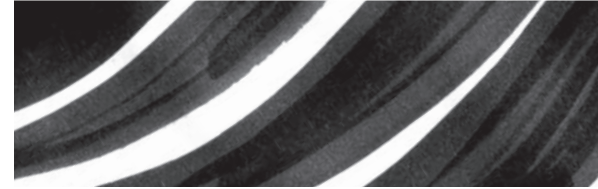
PHASE III: REALIGNING CAREERS

Phase III consists of two modules addressing redeployment itself and onboarding. *Evaluating Internal Opportunities* equips employees to determine the "fit" of any job offer, to assess its strengths and weaknesses, and to come to an informed decision. *Success in Your New Role* helps prepare participants for their new role and environment. Participants identify critical success factors such as key work priorities, performance goals, stakeholder relationships and networking opportunities. Periodic self-reviews can be built into the process to further ensure a successful transition.

A Practical Guide To Redeployment Success

- Ensure alignment of redeployment strategy across all levels of the organization.
- Create an online redeployment portal to facilitate a smooth and efficient process, enabling employees to post, search and apply for internal positions.
- Encourage engagement in the self-discovery process to help employees identify unique skills and competencies.
- Provide training and development with one-to-one coaching in job-search basics such as resume development, networking, self-marketing and interviewing.
- Identify redeployment champions within the organization to act as mentors and coaches for employees seeking redeployment opportunities.
- Offer objective career guidance to ensure employees are able to effectively assess roles and determine best “fit” for both individual and organizational needs.
- Prepare employees for success by providing training for new roles.

ONLINE SELF-DISCOVERY ACTIVITIES AND TALENT PROFILING TOOLS ENCOURAGE EMPLOYEES TO BECOME ACTIVELY INVOLVED IN CHARTING THEIR FUTURE CAREER PATH.



Raising the Bar for Excellence

Right Management's redeployment model sets a new benchmark for excellence. Our proven methodology, skilled people, state-of-the-art technology and innovative approach create a highly customized and personalized solution that ensures your organization has the right people in the right roles to successfully meet business objectives and grow the business.

OUR METHODOLOGY

A flexible, customized solution takes employees through an individual self-awareness and self-discovery process that will give them the understanding and information they need to market their unique talents within the organization. With this knowledge and skill, employees will be empowered to evaluate internal opportunities and realign their careers with organizational workforce needs. Our web-based assessment tools, skill building modules, group workshops and career coaching blend our industry-leading career management expertise with a high-touch, personalized approach for which Right Management is known, and sophisticated web-based delivery of many of the redeployment components.

OUR PEOPLE

Employees often need objective career advice and guidance to help them make informed career decisions. Professional career consultants provide one-to-one coaching and expert guidance, ensuring employees emerge from the process with a clear career map and vision for the areas to consider for redeployment, as well as the skills needed to successfully navigate the redeployment process. Bottom line: this is more than just a technology solution. Personal career coaching is part of our solution so employees achieve the best results possible.



OUR TECHNOLOGY

A single web portal, custom built for each engagement, supports the redeployment program through all three phases. Online self-discovery activities and talent profiling tools encourage employees to become actively involved in charting their future career path. A variety of customized tools addressing resume writing, application preparation and interview techniques encourage candidate self-learning. Posting their profiles online, searching online job listings and online networking are also available to employees. At the same time, managers can make use of a powerful web-based screening tool to address one of the central redeployment challenges facing them: identifying true prospects among the deluge of applicants a job posting may attract. To assist with assimilation and onboarding, an e-coaching capability can be built into the redeployment web site.

OUR APPROACH

Distinguishing key features of the Right Management approach are speed, flexibility and global reach. A Right Redeployment solution, including custom-built web portal, can be designed and rolled out in a matter of weeks. We partner closely with our clients in the design phase to integrate our solution with the organization's internal selection process, culture and language.

In an engagement involving a major global financial services provider, it took just three weeks to design and roll out a flexible framework for redeploying hundreds of employees affected by the company's decision to off-shore many of its services. In such cases, modules can be provided as a complete all-encompassing solution or selected individually as appropriate. They can also be integrated with internal client processes and procedures. Clients have a choice. As a global organization, moreover, Right Management can provide its solution worldwide. We have the largest global footprint of any competitor in our industry.

Achieving Great Results

The benefits of a successful redeployment program include lower restructuring costs, greater employee engagement, more effective talent management, an enhanced corporate image, higher productivity and improved business performance.

Redeployment also helps to facilitate a culture adept at managing change. Organizations that have already successfully negotiated a restructuring involving a significant redeployment component will find themselves better able to negotiate such restructurings in the future. Managers will be better able to manage the redeployment process and employees will be better able to adapt to necessary changes. Redeployment helps organizations become more agile — a valuable capability in volatile times.

Winning Support for an Off-Shoring Initiative

When a major global financial services provider asked Right Management to add a redeployment component to their large-scale off-shoring initiative, we created a flexible framework of support that addressed both employee and public concern. Our client was well aware of the possible impact off-shoring might have on staff morale and productivity as well as on the opinion of its customers and the public at large. Through workshops and one-to-one meetings, we provided employees with a step-by-step approach that boosted their confidence and helped them make informed decisions about their future. Our efforts saw the redeployment rate rise from 10% to 70% and helped the organization gain support for its off-shoring initiative from the employees' union. Our redeployment process also delivered a four-to-one return on the client's annual investment. Government has since promoted the bank's actions as a blueprint for others to follow, and the Management Consultancies Association has recognized Right Management's contribution with a Best Management Practice Award.

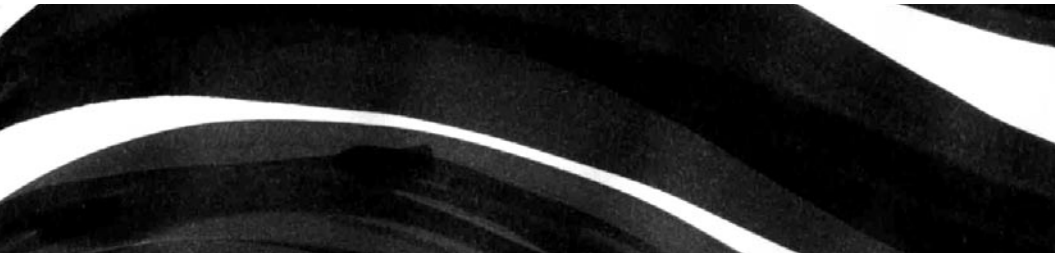
The beneficial outcomes of actual Right Redeployment engagements are well documented. A national telecommunications firm for whom we provided redeployment services estimated that our program saved \$2.5 million in separation costs that the company would otherwise have had to bear had it relied on outplacement alone. Another of our redeployment clients, a national bank, estimates that it saves 2.5 times the salary of each of the 300 to 400 employees our program helps redeploy every year.

As mentioned in the previous case study, when a global financial services provider introduced our program, redeployment rates increased from 10% to 70%, and the client estimated a four-to-one return on its annual investment. From the outset, an important consideration for our client was the protection of its reputation for corporate social responsibility. Many of the employees affected by the organization's off-shoring agenda had union representation. Not only did the Right Redeployment program enable the client to meet the terms of the agreement it had struck with the union but our redeployment successes were recognized by government as a blueprint for action in similar cases in the future. As a result of our efforts, we received a Best Management Practice Award from the Management Consultancies Association.

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Right Redeployment has achieved notable outcomes in the public as well as in the private sector. When a government agency decided to consolidate two departments and reduce its headcount by 25,000 people, it approached Right Management for help devising a long-term redeployment process. A team of 70 Right Management consultants, thoroughly briefed on the client's unique culture and processes, delivered redeployment support services to thousands of employees across the United States. Our redeployment workshops were so beneficial that nearly 100% of participants indicated a willingness to recommend them to others.

An important feature of Right Redeployment is its compatibility with outplacement initiatives, and a key Right Management strength is our ability to deliver both redeployment and outplacement services. We recently worked with a civil service organization that chose to outsource services previously provided by one of its units. We were asked to help redeploy 30 employees and provide career transition services for thousands of others. At the end of a one-year contract, we successfully redeployed all 30 employees and found positions outside of the organization for over 400 others. Our contract has twice been renewed, and we continue to work with this client.



Right Management® — A Partner of Choice

In all business segments and geographies, we partner with clients of all sizes who seek to meet their strategic business goals by realizing the full potential of their talent. Our redeployment solution is supported by a full array of strategic consulting, coaching, development and outplacement services.

In the changing world of work, the one constant is the need for an exceptional workforce. Even in a period of hiring freezes, restructurings and downsizings, finding ways to retain valuable talent remains an imperative. Our redeployment solution offers an effective means of meeting this imperative while delivering cost savings and improved performance. It engages employees in the change process, identifies options and opportunities available to them within the organization, and provides training and resources to help them secure a new role that both meets their career objectives and contributes to organizational goals. Right Management offers a forward looking, fresh thinking approach — business strategy aligned with talent strategy.



About Right Management®

Right Management (www.right.com) is the talent and career management expert within Manpower, the global leader in employment services.

Right Management helps clients win in the changing world of work by designing and executing workforce solutions that align talent strategy with business strategy. Our expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes. More than 80% of Fortune 500 companies are currently working with us to help them grow talent, reduce costs and accelerate performance.

Right Management is a wholly owned subsidiary of Manpower Inc., leader in the employment services industry, creating and delivering services that enable its clients to win in the changing world of work.

FOR FURTHER INFORMATION

Call 1.800.237.4448 or visit www.right.com