Rebuilding with retrenchments.

You can go through a positive retrenchment and restructuring process, with measured social outcome as a result.

DevCom

Communication means everything

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Is your organisation affected by the current economic strains that we face in South Africa? Are you in the process of retrenching employees to cut hard costs, to keep the boat floating? Then this service is for you.

Retrenchments is one of the most dreaded phases in business and takes an emotional toll on the executives who must make the decision, the employees that need to be retrenched, and those that stay behind. Our solution provides emotional, financial, and practical support for all the role players. We use data to show the social impact through this process and provide you with business data to inform your decision from a human and business perspective.

We focus on the people leaving the business by following a strategic approach to retrenchments with a holistic support plan. The rebuilding retrenchment services will assist the business with the financial, social, organisational culture changes, unpredictable succession plans, loss of skilled employees and the disturbed nature of training and development.

This service is also known as a *social plan*, a *retrenchment plan*, the *section 189 process*, or a *restructuring process*.

Case Study

During 2020 we have successfully implemented the social plan for a large organisation going through retrenchments. We started by taking the managers through a process to explain to them what the social plan is, what their role is, and how their affected team members will benefit. We fully implemented and executed the social plan for the organisation in **6 months**, followed by research to determine the success of the social plan. During the research we asked the social plan participants if the social plan assisted them with their career journey and **91%** answered yes.

Testimonial of a social plan participant:

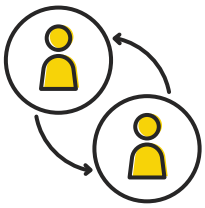
"I learned a lot about myself in terms of my strengths, weaknesses, and personality. It also gave me time to actually reflect and to be honest about my feelings with regards to the retrenchment process."

How do we do this?

The focus is on rebuilding the career opportunities of those who are being retrenched. This practice enables the leaders and the remaining employees to see that their colleagues are landing on their feet and are supported. It re-assures those who stay behind and repositions those who leave for success.

	Leaders	*Remaining employees*	*Affected employees*	*Community at large*
Challenges and experiences	Leaders must make difficult decisions, they are under tremendous pressure, and they need to be the bearer of bad news.	Remaining employees feel anger towards the company, they want reassurance of job security, and they have empathy for those affected.	Affected employees feel angry towards the company, they are anxious about the future, and they often make impulsive decisions.	The community feels anger towards the company for the income lost in the community.
Tools provided	• Strategic insight into the variables influencing the process from a human behaviour perspective. • Message maps and coaching for clear line communication. • Regular updates on the emotional state and impact on the reputation and culture climate, and mitigating steps.	• Clear communication from the company. • Emotional debriefing circles to discuss feelings. • Regular feedback on questions. • Strategies that improve productivity and future focus.	• Career guidance. • Greenlight tool to understand financial and socio-economic circumstance. • Emotional debriefing to inform good decisions. • Choice to reskill, be placed or start a small business.	• Asset-based community development process that maps income generation opportunities in the community with a view of community resources to be tapped into and rebuild.
Business data used to drive the process	• Social impact data of employee base to inform future business decisions. • Updates on progress and placement of employees. • Access to data regarding participant's skills for future rehire.	• Information to better understand the current personal circum stances and socio-economic data.	• Personal social impact understanding. • Financial information. • Career Guidance information.	• A community asset map with identified income generation and other opportunities in the community.
Unexpected benefits of rebuilding	• Authentic communication skills. • Opportunity to establish trust and authenticity. • Opportunity to create social impact and build, rather than break the company's reputation.	• Receive clear communication that promotes understanding that people are being treated fairly, and that they receive positive future opportunities. • The opportunity to make recommendations in the rebuilding process.	• Discover information about themselves, their socio-economic circumstance, and new opportunities. • Appreciation towards the company for the care shown during the difficult process.	• Understanding the processes and finding resources to explore in the community. • Social impact data.

The candidates can choose from the following options when they join the social plan:



Reskilling

To learn a new skill through a short course training programme based on the requirements of the community and the opportunities in the community to create social impact and business results.

Entrepreneurship

To apply for an entrepreneurial investment opportunity. We facilitate a programme where the entrepreneur is set up in their business and receive a coaching process to ensure success.

Outplacement

To choose to be outplaced and referred to other companies in the marketplace.

The process

1

Contact DevCom

- Decide on implementing the rebuilding through retrenchment programme
- Allocate budget
- Identify affected communities

2

DevCom to assist with Step 2

- Identify the candidates for the rebuilding through retenchment programe
- Identify change agents (managers, supervisors, HR)
- Communication information packs
- Training on the rebuilding through retrenchment plan

3

DevCom to start the Rebuilding through retrenchment programme with candidates

- Asset-based community development workshops in affected communities to inform opportunities
- Once candidates for retrenchment are identified, introduce candidates to the Rebuilding through retrenchment programmeand invite them to participate in the programme

4

Closing out with the Alumni report

- Rebuilding through retrenchment programme reporting and measurement

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