

## FULL SPECTRUM REDUNDANCY PROCESS MANAGEMENT

<b>Area of Expertise:</b>	Legal Compliance (Human Resources)
<b>Reason for Importance:</b>	<p>The costs of getting it wrong can be huge, e.g.</p> <p><b>Unfair Dismissal</b> Maximum Award - £68,400 per litigant</p> <p><b>Discrimination</b> Maximum Award - Unlimited per litigant</p> <p><b>Non-adherence to Information &amp; Consultation requirements</b> Starting Point equals 90 days' gross salary per employee affected.</p> <p>All of the above need to be carefully managed in relation to collective redundancies, restructuring and new ways of working, where fundamental changes occur for 20+ employees.</p>
<b>Features / Options Available:</b>	<p>a) Documentation, e.g. creation of revised Contracts of Employment, employee letters, business case to Trades Unions, Management Guidance when undertaking individual consultations, review of existing policies and procedures to ensure fit for transition stage.</p> <p>b) Calculation of Redundancy Payments.</p> <p>c) Risk analyses, recommended proposals, action planning.</p>
<b>Benefits to Client:</b>	Significant risk reduction.

<b>Area of Expertise:</b>	Workforce Planning.
<b>Reason for Importance:</b>	If not addressed correctly, only partial benefits will be realised.
<b>Features / Options Available:</b>	<p>a) Organisational Design.</p> <p>b) Job Design.</p> <p>c) Programme design e.g. process-flows, key milestones, timelines, costings.</p> <p>d) Identification of organisational options to improve executive decision-making.</p> <p>e) Review of all organisational people elements to ensure cohesive integration, e.g. HR systems, reward policies, processes and procedures.</p>
<b>Benefits to Client:</b>	Enables the organisation to achieve all goals and objectives within a bespoke and managed programme.



<b>Area of Expertise:</b>	Maximising Employee and Trades Unions' Engagement.
<b>Reason for Importance:</b>	Disharmony can easily create costly organisational barriers and time delays.
<b>Features / Options Available:</b>	<ul style="list-style-type: none"> <li>a) Facilitation, negotiation, mediation between organisation and trades unions.</li> <li>b) Provision of training, coaching, support, advice, documentation to in-house HR, managers and executive.</li> <li>c) Creation of comprehensive communications programme providing clear, meaningful, real-time messages to all internal stakeholders.</li> <li>d) Evaluation of alternative options proposed by Trades Unions.</li> </ul>
<b>Benefits to Client:</b>	<p>Enables organisational goals to be achieved with minimum disruption and maximum agreement.</p> <p>Transfer of knowledge and expertise to internal HR, managers and Executive for the future.</p>

<b>Area of Expertise:</b>	Selection of those to be retained.
<b>Reason for Importance:</b>	When undergoing fundamental transformation, it is imperative to retain the skills, experience and knowledge that are correct for the future organisation.
<b>Features / Options Available:</b>	<ul style="list-style-type: none"> <li>a) Creation and management of assessment and selection criteria, matrices, psychometric assessments, selection methods.</li> <li>b) Role as independent observer/auditor to validate that methods undertaken are appropriately applied.</li> </ul>
<b>Benefits to Client:</b>	External consultants are perceived to be impartial and objective, thereby increasing the validity of selection decisions.

<b>Area of Expertise:</b>	Supporting Leavers.
<b>Reason for Importance:</b>	It is important to demonstrate a caring commitment towards staff who leave, thereby lessening the risk of (i) employment tribunal claims from disgruntled employees, and (ii) damage to the organisation's reputation via criticism within the local community.
<b>Features / Options Available:</b>	<ul style="list-style-type: none"> <li>a) Tailored coaching and support in groups.</li> <li>b) Tailored coaching and support to individuals.</li> </ul>
<b>Benefits to Client:</b>	Those who leave, do so with a positive reflection of the organisation, and are ready to make the next transition within



	their career.
<b>Area of Expertise:</b>	Reducing “Survivors’ Syndrome”.
<b>Reason for Importance:</b>	Those who remain in the organisation after a major restructuring or redundancy programme can go through a stage of feeling emotionally drained, and become unproductive and uncommitted to the “new” organisation.
<b>Features / Options Available:</b>	<ul style="list-style-type: none"> <li>a) Coaching, mentoring, workshops.</li> <li>b) Ensuring that the people framework and all of its constituent elements (e.g. key documents such as mission, vision statements, policies, processes, support mechanisms) are working cohesively together.</li> </ul>
<b>Benefits to Client:</b>	Enables the organisation to move quickly to a new “steady state”.

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