



a guide to successful
redeployment.

mobilizing your most valuable
resource to build engagement,
strengthen your brand and meet
today's opportunities.

 randstad risesmart

human forward.

a simple plan for redeployment.

You are joining the most innovative and successful organizations in the world in supporting and leveraging your most precious resource — the human resource. More and more companies are recognizing that supporting internal mobility is a crucial investment in the future. By actively integrating redeployment into their talent mobility strategy, employers are leveraging existing talent into their best fit roles and most valuable activities to better meet the opportunities of today's world.

Building redeployment into the fabric of the human resource strategy creates a positive, forward-moving culture that not only keeps talent but attracts top talent. Lack of professional development is the #1 reason, employees leave a company.¹ Hiring and onboarding is expensive; the current data shows that replacing an employee can cost up to two years of that employee's salary. The new normal for job duration for millennials is 4.2 years, just long enough for employees to learn the ropes and cast their net elsewhere.² Helping them cast their net inside the organization means you keep that organizational knowledge, as well as, build company loyalty and strengthen your employer brand reputation.

In the next few pages, we'll walk you through the best practices for navigating the redeployment process with ease, efficiency and effectiveness. The process begins by ensuring that the objectives and process of redeployment is clear; impacted employees have a straightforward path to new career opportunities including access, applications and interviews.

Once that is established, you will develop your communication plan regarding notifications, transition support and access to new opportunities. You want to ensure that communication is professional and forward-moving, and that leaders and managers are fostering a positive culture towards internal mobility.

Ultimately, you want your employees to have all the resources, tools, and support they need to make expedient and successful transitions, applying the skills and experience they've gained inside your organization to new roles and ongoing impact for the company.



how do we set up for redeployment success?

Here are some foundational questions to ask yourself.

Q: Will you pursue redeployment solely or as part of a blended process which includes outplacement?



If a blended process, will redeployment and outplacement be concurrent or consecutive?

Q: How will you promote internal opportunities?



What will be the process for posting internal positions?
How will employees apply for positions?

Q: Does your corporate culture actively support internal mobility?



Do leaders and managers understand the business case for redeployment? Are there incentives for managers and internal recruiting teams to prioritize internal candidates?

Q: Do managers know how to deliver a clear, professional notification message that helps employees move forward?



How will you train your managers to manage the notification and inspire employees to pursue redeployment?

Q: Do managers know how to support employees in identifying opportunities, networking and applying successfully?



How will you support managers in having productive conversations with both impacted and retained team members?

Q: What is the communication plan to promote and strengthen redeployment throughout the process?



How can you integrate a conversation, intranet and email approach to keep people actively engaged?



best practices: defining your strategy.

These best practices are designed to help you create a smoother restructuring process while keeping your employees and business goals in mind.



assemble a Team

Depending on the size of your organization, you may want to include members of your executive team and leaders from appropriate departments such as HR, finance, and legal. When assembling your team, decide who will lead the project. If possible, a member of your HR department is often the best choice.



choose career transition packages

Select which career transition packages you will offer to each of your transitioning employees – redeployment, outplacement or both. Be very familiar with the specific services that will be offered and be prepared to clearly communicate package details to your employees during notifications.



build a business case

With the help of your executive team, create a concise business case for the purpose of the restructuring event. This information can be used in multiple communications, including notification meeting scripts, general announcements, notices, etc.



be mindful of the timing

You'll want to deliver all notifications within a short period of time. This will help alleviate the concerns of those employees who will remain. Finalize your lists of impacted employees at least a week prior to the notification date to allow your managers to attend the notification training and finalize messaging to both impacted and remaining employees.



hold a planning meeting

Clarify restructuring objectives regarding employees retained, redeployed and outplaced. If you are planning a blended transition, will redeployment be recurrent or consecutive? Create clear targets for redeployment in numbers and opportunity areas of employment. Discuss the legal (e.g., EEOC), ethical, and organizational issues surrounding those decisions.



prepare security

Redeployment opportunities often mitigate upset for impacted employees. Still, you want to have security alerted to the upcoming notification day. Generally, they'll keep a low profile, available only if an employee has an extreme reaction. (Ultimately, security's presence will be based on your internal policies and the known factors surrounding the event).

best practices: defining your strategy.



create your communication plan

Creating a clear communication plan will ensure that leaders, managers and employees are well-briefed regarding the objectives, resources, and timeline of the redeployment program, enabling them to fully support the initiative and engage their teams.



provide manager notification training

Managers should be comfortable meeting one-on-one with each impacted individual. While these meetings may be difficult for both parties, employees will appreciate the opportunity to react and ask questions in private. The right training will help managers to deliver a notification that is fully heard and accepted. Employees will be able to move forward more readily, and companies can avoid legal disputes.



arrange holistic support

If possible, have representatives from Employee Assistance Program (EAP) onsite on the day of the notification to help alleviate personal concerns including mental health, education and finances, that may arise for both impacted and retained employees.



key an eye on social media

Continually monitor social media (Facebook, LinkedIn, Twitter, Glassdoor, etc.) to understand the impact of the restructuring event on your brand. Clear messaging, support and resources during a reorganization has been shown to support talent retention and attraction.



coach managers in redeployment abcs

Managers and recruiting team buy-in is crucial for redeployment success. Support managers in engaging impacted team members in positive conversations regarding their internal opportunities. With the right coaching, managers can help promote resources on the career portal, as well as aid employees in identifying goals, strengths and opportunities.



launch redeployment with an orientation

Kick-off your redeployment program with an on-site or virtual orientation to support employees in accessing and utilizing resources to identify, interview for, and land an internal position. Employees can gain information and inspiration to start navigating the ins and outs of personal branding, internal networking, and preparing a winning resume to move them forward in their redeployment strategy.

You also might want to consider a deeper dive with live workshops in key areas such as resume building, networking and internal interviewing.



support retained team members

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create new beginnings.

Managing a successful redeployment will ensure that you arise from this reorganization with a strong employer brand, positive corporate culture and an engaged and productive workforce ready to meet the opportunities of today's market.

Taking care of transitioning and retained employees is an investment in their future, and in yours. In the new world of gig workers and boomerang employees, even employees who don't find a role now, could be part of your future workforce. By following best practices and providing your employees with the right tools, support, and resources during times of transition, you'll be creating a better tomorrow for all of your employees and ensuring optimum outcomes for your business.

Investing in your employees is investing in your business's future:

- Leverage existing talent into the best fit roles
- Maintain a positive image employer brand
- Increase retention and attraction of top talent
- Decrease hiring and onboarding costs
- Limit legal liability and unemployment tax liability
- Boost engagement, productivity, and performance
- Created an engaged workforce ready to meet market opportunities!

to learn more
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¹ Glassdoor, "50 HR and Recruiting Statistics for 2017," page 8

² Bureau of Labor Statistics, September, 2018



about Randstad RiseSmart.

Randstad RiseSmart, the leading provider of global talent mobility services for organizations of all sizes, helps business partners improve talent engagement, guard reputations, strengthen employer brands and deliver exceptional employee experiences. Through innovative methodologies and a blend of high-touch and high-tech delivery, Randstad RiseSmart's Human Forward approach empowers companies to move talent into, within and out of their businesses with ease. The company reports a 98 percent enterprise customer retention rate and has earned an NPS of 82. Through unlimited and highly-personalized coaching and results-oriented career transition services, Randstad RiseSmart delivers in-program landing rates exceeding 83 percent and has achieved a 98 percent satisfaction rating. Founded in 2007 as RiseSmart, and now a top global firm, Randstad RiseSmart has earned awards and recognition for innovation and company culture from more than a dozen organizations, including Bersin by Deloitte, Gartner Inc., the Brandon Hall Group and Fortune magazine. For more information, visit randstadrisemart.com