



Transition Management

1. Introduction

Economic downturns affect organisations in different ways, and employers have to make adjustments that often lead to difficult HR decisions. Our Transition Consulting Group is dedicated to helping you find positive opportunities: while you regroup, rethink, renew, and recommit, on a personal and organisational level. During periods of change, your management team will be busy trying to do the same, or more, work with fewer resources. Assisting companies experiencing change requires a holistic approach.

We have successfully assisted numerous clients through difficult transitional periods over the last 20 years with specialist services allowing you to restructure in a systematic, cost-effective, and compassionate manner. Our team of employment lawyers, consultants, and career advisers, provide constructive support to employer and employees before, during, and after, transition.

Our approach focuses on:

Strategy → HR Budget adjustment → Workforce restructuring → Outplacement

2. Strategy Planning

Our first priority is to understand the market in which you operate, your financial parameters, HR resources and capacity, and projected future requirement. Designing an action plan to match resources to projected capacity needs is the core of the project, which must also fulfil other objectives, such as retaining key expertise, knowledge transfer, maintaining motivation, and promoting business momentum.

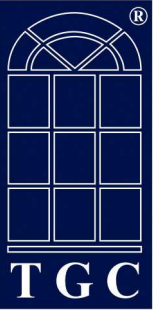
We assist companies in the development and implementation of an effective HR strategy during the transition period ensuring personnel functions are linked to current business needs. The tools we use include:

- HR Audit/ Diagnostic
- Performance Appraisal
- Attitude Identification
- Added Value Analysis

3. HR Budget Assessment

There are many ways of reducing aggregate HR costs in an organisation without actually releasing staff. Down-sizing is more acceptable to all stakeholders if it is clear that other options have been fully utilised first. In addition, pre-downsizing options are often cheaper and achieve a more immediate short-term impact on cash-flow than more radical re-structuring. Polish labour law allows employers to use a number of measures leading to lower costs of employment.





Options which we explore include:

- Repositioning/ redeployment
- Implementing flexible employment forms e.g. telework
- Change/ reduce remuneration/ bonus system
- Suspension of internal regulations
- Work stoppage/ granting unpaid leave

4. Workforce Restructuring

It is vital that all HR restructuring strategies are implemented with careful observance of regulatory requirements. We help you to identify all possible options, strategies, and courses of action, and to adopt the most appropriate means of implementation.

- **EU Funds**

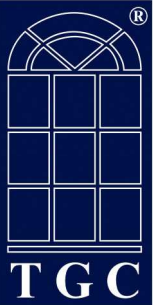
The Operational Programme: Human Capital for the years 2007–2013, provides EU funds to support transitional periods for employees and companies. The main challenge for Polish employers is business restructuring to improve productivity, improving skills through training, and implementing effective communication in the workplace. We assist clients to apply for funds for employee training or re-qualification.

- **Redundancy Management**

Adjustments to the workforce are a fact of corporate life, however, if it is not done carefully then this can be more expensive than necessary. We assist you with handling the process on a project management basis, including:

- **Pre-termination consulting:** developing communication channels, coaching managers on how to deliver the termination message, and motivating remaining employees, logistics, and timing;
- **Legal advice on mass redundancy regulations:** severance packages, cost assessments, process and procedure;
- **Discussions and negotiations:** supporting management with discussing difficult issues with trade unions and employees;
- **Documentation:** notices, information, notification, and work certificates;
- **Employee reactions:** supporting managers in handling negative reactions, providing employees with emotional support, providing information about outplacement program, and the date of orientation meeting.





5. Outplacement

Outplacement (career transition) is assistance designed to help individuals or groups being terminated, to find new employment. This assistance may include in-depth, one-on-one coaching including:

- Marketability
- Realistic career options
- Resume/CV preparation
- Development and execution of marketing plans
- Telephone communication and letter writing
- Program monitoring and continuing analysis of interviewing process
- Help with evaluation and negotiation of offers

We look at outplacement as a positive outcome to a negative situation. In most instances, there are actual savings in finances, reputation, and business friendships, as well as the preservation of company morale, good will, and trade secrets.

A standard outplacement program lasts at least three months and normally consists of two stages:

- I. Individual sessions with a career adviser supported by various paper and pencil exercises, competence assessment instruments, and useful information materials;
- II. Supporting employees in their job search and recruitment process by telephone and e-mail consultations.

From 2004 outplacement support has been obligatory for employers terminating at least 50 employees within 3 months period (Art. 70 of the Law on Promotion of Employment and Labour Market Institutions dated 20.04.2004).

CONTACT

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