

PERFORMANCE STRATEGIES

CONSULTING • THOUGHT LEADERSHIP • JOB COACHING

Case #3: Policy Development (Layoffs/Closure)

Abbreviated to maintain client confidentiality and PS proprietary information.

Situation:

Fortune 500 manufacturing company planned a companywide layoff and facility closure affecting 200 employees.

Challenge:

Company had 12 months of existing contractual production obligations and sought to transfer process to facility with more capacity. Therefore, employee retention was essential during the short term. However, company had to satisfy the notice requirements of the Worker Adjustment and Retraining Notification (WARN) Act.

Actions:

Determined headcount needs. Created and executed a plan to decrease the impact of turnover. Composed a special compensation package and outplacement assistance program.

Results:

Employee Turnover was less than 10 percent six months after the closure announcement. Company met contractual obligations and transfer process to new facility without production delays.

Case #4: Employee Engagement (Retention)

Abbreviated to maintain client confidentiality and PS proprietary information.

Situation:

A privately owned engineering firm with more than 3,000 employees experienced a substantial increase (from 21 to 40 percent) in voluntary turnover in an 18 month period.

Challenge:

Company performance decreased due to loss of significant amounts of organizational and process knowledge because of the departures. Company did not know the causes of this turnover or how to counteract.

Actions:

Performed an immediate qualitative and quantitative analysis. Created and executed action plan based on findings.

Results:

Company reduced voluntary turnover rate from 40 percent to less than 12 percent in a 14 month period. Increased employee stability contributed to the company's highest period growth in its 80 year existence.