

Is your organisation about to restructure?

Restructuring is commonplace these days. Euphemistically speaking this might mean redundancies. But how should it be done? After all this is people's livelihoods, and future business success, we are talking about here.

We recently came across a large retail organisation from another part of the world that was intending to address this issue by "giving verbal and numerical tests and sacking anyone scoring in the bottom 10% on either". Not recommended!

So how can we go about this sort of situation fairly and effectively? How can current employees be chosen over others for the new structure? After all, the way this is handled will be remembered by the organisation and its members for quite some time to come.

There are two sources of information that are crucially helpful in making these decisions. The first is what you already know about your employees e.g. their performance record. The second is objective assessment data on an individual's likely ability to perform in the new structure. Considering both gives a fair balance between past performance and potential to perform in the 'new world'.

But just what records of past performance do you actually have on employees, which components should you use and how reliable is it? And isn't it based on the "old world" anyway, not the new structure and ways of working? It is possible to put a process in place that fairly converts past performance records into something useable, objective and relevant to the new structure.

OK, so how do I make an honest assessment of our staff? The new structure may well have new roles and require new ways of working. These need to be defined precisely, as well as the competencies required. Then carefully match assessment techniques that will give you the objective assessment data you need.



Ensure you have an audit trail of what has been done and why, in case there is a challenge at a later date.

For more information on how assessment can support organisations through redundancies, please contact Alan Howard, alan@keilcentre.co.uk.