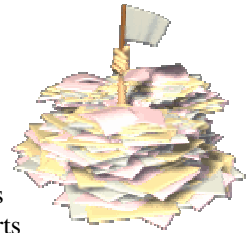


Survivors: the other half of downsizing

Outside HR Consultants Play a Key Role in Making Downsizings Less Painful



Typically, management and human resources used to “breathe a sigh of relief” when downsizing was implemented because the planning was over and the impact was public. The reality is that unfortunately, it is not over, and in fact, a major part of the process is just beginning. The lack of success in many downsizing efforts is the failure to address the survivors. Most companies need to understand that survivor training is necessary because the changes that have occurred within the company as a result of downsizings, have affected those who remain as well as those who do not.

How do we say to the surviving employee – the individual who will help us move the company forward and who is critical to the effort – to let go of old attitudes and behaviors and to “embrace the new change?”

Providing workshops for survivors on managing change is just as essential as providing workshops to outplacements on resume writing. The workshop is tailored for the client’s unique situation but is based on developing the ability to manage change effectively. Survivors need to vent their feelings about change, how it has affected them and to voice their concerns. There are also many uncertainties for the downsized, however, the potential for these uncertainties can be minimized through outplacement services.

Survivors need help not only managing the change, but also to deal with the actual transition. There is the whole range of emotions we associate with loss – denial, anger, depression, guilt, fear and relief. All of which are the same feelings that the individuals downsized are experiencing. Some employees, especially survivors of several downsizings, have a deep need to have the uncertainty of

their lives alleviated, and in most cases, reach a point where they eventually leave the organization. They want control of their lives. Consultants work with these individuals to help them accept the fact that they can have control over their careers without resorting to leaving the firm.

Employees need direction and assistance to plug into the new vision. “Rightsizings,” as opposed to transactions such as repeated reductions in force, are planned and implemented with great care. Insuring success in the aftermath is critical to the success of the company in both the near term and the future.

Need More Information on Rightsizing, Outplacement and/or Survivor Training Services? Call us today at (207) 773-4800.

DID YOU KNOW...

Vacationing employees



Surveys show that close to one-third of U.S. workers will feel compelled to check in with the office during their vacations.



A CLOSER LOOK : The Family Medical Leave Act

Miles Measured By Driving Distance or “Straight Line”?

The parties involved: Employee – Managed projects for a company client in Fernwood, Mississippi and took a leave of absence to have open-heart surgery in 2000. Employer – Headquartered in Baton Rouge, La., and managed construction projects at customer sites across several southern states.

The situation: A few months after surgery, the employee attempted to return to his/her job, but was told he/she was no longer needed and was formally terminated. The employee filed suit against the former employer, claiming that the FMLA guaranteed the employee the right to return to his/her job.

The law: The FMLA applies only to companies that have 50 or more employees working at or within 75 miles of an affected employee’s worksite. This company had only 41 employees at the Fernwood site, with an additional 14 employees working at the Baton Rouge headquarters. The central issue in this case was whether company headquarters was located within 75 miles of the Fernwood site. The “straight line” distance between the Fernwood site and the Baton Rouge headquarters was less than 75 miles. But the driving distance between the two sites using established public roads was greater than 75 miles.

The ruling: The district court ruled against the employee and adopted the driving approach, which left the company with less than the required 50 employees.

"I would prefer even to fail with honor than win by cheating."

~ Sophocles

Doing the Right Thing: Ethics in the Workplace & the Role of HR

*A NEW Training Course Offered by
D. Gallant Management Associates*

This program teaches participants the principles of Human Resources business ethics and guidelines as they apply to a variety of situations when dealing with bosses, subordinates, coworkers, colleagues, and vendors.

Exercises will help attendees practice applying the principles to determine what action to take. Participants will leave with a clear understanding of Human Resources' role as it relates to the hot topic of ethics.

FEELING THE HEAT

The top three organizational business issues, according to a survey of more than 500 executives and leaders in training & HR are:



* Source: The Ken Blanchard Co., Escondido, CA



SEARCHES & JOB OPENINGS



Executive Director, Waban Projects, Inc. – Sanford, ME

Senior Cost Analyst, Pioneer Plastics – Auburn, ME

Chief Nursing Officer, Spere Memorial Hospital – Plymouth, NH

Sales Representative, Advance Technology – Scarborough, ME

We welcome any referrals and/or names of individuals who may have an interest in any of these positions.

the President's Corner...

Affirmative Action Plans

It is wise for organizations to have on file an up-to-date plan, in case of an audit by the Office of Federal Contract Compliance, which is always possible for any business having a federal/state organizational relationship.

Leaving aside for a moment the regulations relative to Affirmative Action Plans, it is equally as important for the organization to show a "good faith effort" to employees regarding Affirmative Action and their willingness to establish goals in reaching underutilized jobs.

Compliance with Executive Order 11246 with The Office of Federal Contract and Compliance Programs is often tedious and time consuming, reducing the time that HR staff have available to conduct business functions. OFCCP is placing more and more attention on hiring decisions, promotions and terminations as well as compensation discrimination.

Over the years, we have worked with many organizations in the development of their respective plans. Once the initial work and training has been performed, annual updates and quarterly reviews are easily accomplished utilizing the expertise within your own organization. The initial development process would include the following:

- Conducting a Workforce Analysis by Department and Job Groups (including current salary ranges)
- Assessing availability of certain minorities/females (in the Relevant Labor Area). Using the most recent census data.
- Determining appropriate utilization based on available data.
- Preparation of required sections including:
 - Corporate Policy Statement
 - Dissemination/Implementation of Policy
 - Identification of Problem Areas
 - Execution of Programs
 - Goals and Timetables
 - Effective Auditing/Reporting Systems

We would welcome the opportunity to review an existing Affirmative Action Plan or to write a brand new plan from scratch, whichever is applicable. Our approach would be specifically tailored to your organization's needs.

~ Deb

Moral Intelligence

By Doug Lennick & Fred Kiel

Finding and following your morals is not only good behavior but is also good business.

Moral Intelligence is a roadmap for leaders to find and follow their moral compasses – the sets of deeply held beliefs and values that drive them personally and professionally. It is most definitely a must read for anyone in a leadership position!

