

Role Management

*Outplacement
Support
Services

Employer's
Information
Pack*

Role Management

HOW TO SUPPORT YOUR FORMER AND EXISTING STAFF DURING ORGANISATIONAL CHANGE ... WITHOUT BREAKING YOUR BUDGET... GUARANTEED

Redundancy programmes can be fraught with difficulty and are often just as stressful for your managers and remaining employees as it is for those being made redundant. As managers, you'll have to face a number of problems and concerns:

- ? How will I break the news to my employees?
- ? How will I manage any bad press that occurs as a result of the redundancies?
- ? How will I be able to raise the morale of remaining employees who have lost their friends and colleagues?

These challenges may not be as bad as you think, with professional support and advice to help you plan and carry out your redundancies. Here's how we can help you ...

As soon as we start working with you, a lot of energy is put into identifying closely with your requirements so we're able to put together a support package that will be tailored to suit your needs exactly.

You and your management team will be advised on the most sensitive ways to break the news of redundancy to your staff. This includes support on how best to answer awkward questions, and so reduce stress and improve confidence in dealing with this sensitive issue. Your counsellor will be on hand to give advice whenever you need it, we can even arrange support outside office hours and at weekends. In this way, you and your managers will never feel isolated ... or feel that they have to deal with the stress and problems on their own.

How your staff will be helped...

Once you've notified your staff of their redundancy, we can see them immediately to explain the support you've provided for them. In the first brief support session they'll be advised on how to best to inform their partners and families of their redundancy, and how to deal with any problems and concerns that arise as a result of losing their job. This gives you the opportunity to concentrate your efforts on your remaining work force.

The support and advice you'll receive from us will ensure that your employees will fully understand the reasons for their being made redundant. This should help prevent damaging press reports or court action being taken by unhappy or angry former employees. You'll be perceived as having managed the situation with fairness, professionalism and competence.

Your former employees will also have access to counselling support and professional job search advice whenever they require it ... even out of hours and at weekends if needed.

Using 50 years of combined experience in a wide variety of industries, we're able to quickly identify the best markets for your former employees to target, giving them the best chance of early re-employment.

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How your remaining employees will benefit...

Your remaining employees may still feel vulnerable and frightened about losing their jobs. This may result in poor morale and a drop in productivity. Your managers will be coached in running briefing sessions for their teams to help remaining employees feel positive about your organisational changes and maintain their motivation.

Receiving valued support as well as value for money...

You'll always be given a solution to fit your budget, so you'll be able to support your former and existing staff during organisational change without worrying that the service will be beyond your financial constraints. In providing the support, your staff are reassured that you've done everything possible to help them, whilst you maintain your cost efficiency during a difficult time.

Our ultimate guarantee to you ...

We're here to help and support your ex-employees by educating them to focus on the future ... not the past. That's why we offer you a ***double guarantee ...***

Guarantees

If any ex-employee of your organisation whose outplacement care you have entrusted to us is not absolutely delighted with their support from us, you'll receive a full refund of your fees.

Furthermore ...

Any ex-employee of your organisation whose outplacement care you have entrusted to us is guaranteed **FREE** lifetime career advice and support by telephone.

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OUR NINE POINT COMMITMENT TO YOU ...

When you become a customer of Role Management, you can expect the following from us:

1. You'll receive our full attention and sympathetic support to help with the difficult decisions that face you.
2. Our fees will be discussed up front so you can be sure there are no hidden or unexpected additional charges. This ensures that you'll be given a service that stays within your budget.
3. Your support will be tailored to suit your needs exactly, and we'll work at times convenient to you, out of office hours or at weekends, to ensure that our programme fits with any tight deadlines you may have.
4. Your business affairs will always be treated with absolute confidence, ensuring that information is not leaked and announcements are properly controlled and managed.
5. You'll benefit from being supported by a team with 50 years of combined practical experience. This means that we can understand and appreciate the issues which face you and help you put in place tried and tested solutions.
6. Our team will always be courteous and supportive so you can be certain of an exceptional standard of service at all times ... essential at a time where extreme stress may be experienced by some members of your organisation.
7. You will not be kept waiting for us to arrange appointments, and once made, should any circumstances cause a delay, we'll phone you immediately to advise you of this and will make alternative arrangements at times to suit you.
8. You'll receive recommendations to ensure that your organisation is able to minimise the risk of court action or bad PR as a result of redundancies. We'll work closely with your former employees to answer questions, and dispel any anger they may feel, and to ensure they leave your organisation with a positive approach to finding a new position.
9. After working with us, your staff will continue to receive FREE lifetime access to career advice and information by telephone. No matter when they make contact, whether it be months or even years later, their records can be accessed instantly so they receive our immediate support and attention.

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INDIVIDUAL OUTPLACEMENT SUPPORT PACKAGES

AN EFFECTIVE PROGRAMME TO FIND ANOTHER JOB AND EXPLORE SELF EMPLOYMENT OPTIONS

These are comprehensive packages of a pre-agreed number of hours of counselling, advice and support in weekly sessions of about one-and-a-half hours' duration to enable a positive career change. All approaches to the market are made direct by the individual under Role Management guidance. Some people want to give a really good kickstart to their job search campaign and, for those who wish this, initial sessions can be for half a day or longer to ensure an early launch onto the job market. We can see people all over the UK at their nearest Regus office facility (see www.regus.com to find the nearest location). Trial sessions can be arranged so that prospective clients can assess the effectiveness of our methods.

Having been successful Recruitment Consultants in the UK, Role Management are ideally placed to give expert and relevant advice on what employers actually respond to in the UK job market. Our consultants have therefore had several years of previous experience on the hardest challenge of all - actually convincing employers to offer jobs to their candidates in the UK.

NB We do not, as most of our competitors do, employ trainers who may only communicate a theoretical approach to CV construction and job search, usually based on common practice in the USA job market.

Our objective is to help our clients obtain the maximum number of job offers - all open at the same time, to maximise choice. In developing a CV our consultant will build it paragraph by paragraph, drawing achievements from the client, while sitting alongside them. Beware of firms who leave the client to do all the work themselves based on a couple of model CVs. Our clients often comment on our approach - which is only really common sense - but at a much deeper level.

The programme includes the following features:

- ✓ Initial assessment and psychometric profiling to determine the most appropriate career path and to identify inhibitors to success being carried by the individual; looking at self employment options
- ✓ sensitive counselling to deal with any negative emotional aspects which may frustrate meeting the career objective; provision of support on stress management and personal issues
- ✓ the development of an effective Curriculum Vitae appropriate both to the market and the individual; the Role Management CV format is a very effective selling tool
- ✓ identification of the likely market area, methods for researching it and advice on the use of recruitment consultancies
- ✓ advice on the timing and phasing of direct approaches to the market by the individual in relation to their perceived readiness to undergo interviews
- ✓ telephone support between sessions and for life once a job is found
- ✓ the development of an effective and positive interview technique combining live recruitment experience with counselling skills
- ✓ support and advice on prospective employers with whom interviews have been arranged (by the individual) and coaching in appropriate techniques
- ✓ debriefing on interviews completed, and drawing out lessons learned from those experiences; advice on following up interviews
- ✓ advice on the negotiation of the most favourable salary and benefits package.

Support is inclusive of: consultancy, use of database lists, paper, envelopes, photocopying, laser printed letters, labels and postage on agreed number of letters to the market. Hours can be exchanged for additional mailings and vice versa.

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THE BENEFITS OF OUTPLACEMENT SUPPORT **EFFECTIVE PROGRAMMES TO HELP PEOPLE FIND ANOTHER JOB**

For the Employer

- ✓ Elimination of industrial/computer sabotage by employees/ex-employees, the counselling element of outplacement addresses the anger everybody feels when they are made redundant (usually well hidden from the company through pride)
- ✓ Reduction/elimination of poor morale and loss of productivity by ex-employees' work colleagues and fear of the consequences of their own possible redundancy is reduced
- ✓ Reduction/elimination of loss of valued key employees and managers seeking external career development to avoid own redundancy
- ✓ Elimination of grapevine speculation and comment about the way the company handles redundancies; company is perceived as a responsible employer
- ✓ Remaining managers more willing to take commercial/career risks for benefit of the company rather than the 'heads down and play it safe' syndrome
- ✓ Elimination of the cliff edge feeling - smooth hand-over of support from receipt of termination pay cheque and sudden death interview to supportive counselling and practical care from a professional job hunter; receipt of feedback from consultant on former employee's progress and news of their re-employment
- ✓ Company is perceived as caring by the local community so future recruitment needs are not impacted by previous bad redundancy publicity (often by word of mouth from employees)
- ✓ Reduction/elimination of unfair dismissal complaints, Employment Tribunals (Ets) and unwanted press publicity; if complaints do get as far as an ET, the court sees that the company is concerned for the employee's welfare because it provides outplacement support.

For the Employee

- ✓ Immediate support via counselling (this must be professional and competent). Someone to share with (and dissipate) their anger, instead of feeling totally cut off with a tendency towards 'getting even' with the former employer
- ✓ Support with how to break the news to spouse and family in a positive way (some people pretend they are still going to work for weeks after termination) and an opportunity to turn their personal crisis into career improvement or self employment - with the practical and experienced support to ensure that will happen
- ✓ Elimination of apathy and slippage in finding work - a weekly focus on meeting the job search objective with action plans for each working day and support with constructing an interview-getting CV - no one can write their own effectively, as they are too close to their own experience
- ✓ Support with identifying new markets and approaches they wouldn't otherwise have thought of - access to the 90% of jobs which are never advertised
- ✓ Support with maintaining high morale and optimism, coupled with a totally professional approach and positive interview technique and help with negotiation of new salary package - most have increased their earnings, some by as much as 30%
- ✓ A desire to keep in touch with former colleagues to let them know how well they are doing, rather than running down the former employer.

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SOME OF THE CLIENTS WE HAVE HELPED ...

ABB Limited
Amway (UK) Limited
Argos Limited
Aylesbury Vale District Council
Bartle Bogle Hegarty Limited
Beiersdorf UK Limited
Burberrys Limited
Cable & Wireless plc
Caldera International
Cleveland County Council
Callidus Technologies UK Ltd
Delphi Automotive Systems UK Ltd
Debenhams plc
Direct Line Insurance
EMI Records Limited
Forte Plc
Focus DIY Ltd
Fosroc Expandite Ltd
Frank Usher Limited
Going Places
GUS Home Shopping Limited
Harvey Nichols & Co Ltd
Holland & Holland Limited
HMV UK Limited
J Sainsbury plc
Kelly Services (UK) Ltd
Meat & Livestock Commission
King UK
Mazars Neville Russell

Midland Bank HSBC
Milton Keynes Development Corporation
Nissan Design Europe Limited
North of England Building Society
Nottingham Building Society
Peterborough Development Corporation
Portman Building Society
Principality Building Society
Punch Publications Limited
Rockwell FirstPoint Contact Limited
Scarborough Building Society
Sears Womenswear Limited
Sidney C Banks Plc
Snuggledown of Norway UK Ltd
Speedibake Limited
Tchibo Coffee International Limited
Texas Instruments plc
The Ratcliff Group Limited
The Scout Association
The Santa Cruz Operation
Thomas Cook Group Ltd
Toshiba Electronics UK Limited
Universal Flavors Limited
University of Buckingham
Victoria Mutual Finance Limited
Watford Borough Council
Wickes Building Supplies Limited
Woodbridge Foam (UK) Limited
Woolwich plc
Working Links

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OUTPLACEMENT SUPPORT CREDENTIALS

Role Management have been involved in providing job search support and counselling for both individuals and groups of redundant people drawn from many sectors (academic, advertising, banking, building supplies, construction, communications, development corporations, distribution, engineering, fashion, financial services, food and drink, government agencies, health services, high technology, information technology, leisure, local government, manufacturing, music, oil exploration, publishing, retail, trade associations, travel and utilities).

Blue chip companies served include: Arding & Hobbs, Argos, Bartle Bogle Hegarty, Beiersdorf, Bull HN Information Systems, Cable & Wireless, Concurrent Computer Corporation, Debenhams, Dehler Yachts, Dillons, EMI Records, Focus DIY, Forte, Fosroc Expandite, Going Places, Harcros Pigments, Harvey Nichols, Holland & Holland, HMV, Kroll Associates, Prime Computer, Punch Publications, Ratcliff Taillifts, Santa Cruz Operation, Sainsbury's, Sears Womenswear, Tchibo, Texas Instruments, Thomas Cook, Tastemaker Giveaudan Rouré, Toshiba, Universal Flavors, Watches of Switzerland and Wickes Building Supplies.

Financial Institutions: Abbey National, Clydesdale Bank, Midland Bank plc, North of England Building Society, Nottingham Building Society, Portman Building Society, Principality Building Society, Scarborough Building Society and Woolwich Building Society.

Public sector: Aylesbury Vale District Council, British Rail Engineering, Cleveland County Council, Dartford and Gravesham Health Authority, Meat & Livestock Commission, Milton Keynes Development Corporation, Peterborough Development Corporation.

Other organisations include: East Midlands Electricity, Halliburton Geophysical, University of Buckingham and the Institution of Chartered Engineers.

Occupations of those supported include: account managers, accountants, bank branch accountants, bank branch managers, banking managers, buyers, chief accountants, chief financial officers, credit controllers, customer services managers, data processing managers, display managers, distribution directors, electronic engineers, engineering managers, engineers, estate managers, event managers, exhibition organisers, financial controllers, financial directors, food flavourists, foresters, gardeners, general manager record album sales, group training managers, hardware engineers, housing managers, human resources managers, human resources officers, information systems audit managers, information technology managers, internal audit managers, local government chief officers, local government officers, mail order managers, maintenance managers, managing directors, marketing directors, marketing managers, merchant bankers, national accounts managers, national sales managers, oil exploration analysts, oil exploration scientists, operations directors, operations managers, personal assistants, personnel managers, personnel officers, planning directors, planning officers, production directors, production managers, programmers, programming managers, project managers, public relations executives, purchasing managers, record label marketing managers, regional banking managers, retail operations managers, sales & marketing managers, sales directors, sales managers, sales support consultants, senior secretaries, senior vice presidents, software development managers, software engineers, surveyors, systems analysts, technical authors, technical support analysts, technical support consultants, technical support managers, telephony engineering managers, textile technologists, training managers, training officers, vice presidents and warehouse managers.

Some of the of our largest projects have included: provision of counselling, career counselling and outplacement support for the 600 employees of Milton Keynes Development Corporation and, prior to that, the 350 employees of Peterborough Development Corporation. Independent financial planning advice, counselling and career counselling was provided for some 5,000 employees of British Rail Engineering. In addition to post robbery incident counselling to some 4,500 employees of Midland Bank, the Role Management also assisted many bank managers with job search and career counselling, assisting them to make career transitions into other occupations.

In most cases, people changing jobs and receiving our support have been able to generate several job offer choices and have usually succeeded in obtaining offered salary increases of 10% to 20%, and in some cases 30% to 50%.

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COMMENTS FROM PEOPLE WE HAVE HELPED . . .

*"... the degree of confidence that I feel the presentation of the CV gave made me realise that it would be possible to obtain another job after leaving the company. Our **meetings were of great benefit** to me. **I feel much happier** both in my job and in my personal life and would like to say once again, thank you for all your assistance."*

*"After the help you gave I was **less stressed** and coped with the change much better than last year. I applied for 80 jobs with a follow-up of some of last year's letters. **I was offered 20 interviews**. I would never have been able to obtain re-employment so quickly without the lessons I learned from the help and guidance you gave me."*

*"**I've got a job!** It's in north London working for ... I made 38 job applications and **received 7 interviews**. **Your CV format is good**. **Your interview ideas are also good** especially about using examples. Thanks."*

*"**The system works!!** After my second appointment, I began my action plan. I wrote to 125 different employers, some replied straight away, others I am still receiving letters on a weekly basis. In total **I went to 17 interviews**. Words cannot express my thanks to yourself and company in helping me in time of need. Thanks very much."*

*"You are indeed a miracle worker - you have pushed me when I'd given up, put up with my moods and constantly encouraged me when I really thought that there was no hope. I can never thank you enough for all you have done for me - **my CV should be framed for posterity!** I know how good you are at your job but with me you went over and above the call of duty. Thank you for everything."*

*"To have had time to examine and pursue options has been very valuable and constructive. I know that venturing out on my own practice puts me in a very vulnerable position, but **the time spent with you has given me a good foundation and the confidence to have a go.**"*

"You have helped me see the whole experience as a stage and learning experience, not as the unmitigated disaster I first thought."

*"I must admit I doubted the advice about mailing companies, but in my case **the result was very good with a dozen opportunities opening up; I started my new job within 2 weeks of mailing my CV.**"*

*"I felt it necessary to write and say how impressed I was with Don MacLean's excellent outplacement service at Role Management; **I managed to become placed in a new job very quickly** because of the highly-skilled efforts of Don and his team."*

*"... I wouldn't have thought about the ways in which I should go about getting the job offers I want ... **I am now motivated to go out there and make things happen.**"*

"The course tutor is obviously very experienced, therefore top marks, made himself available to all without being asked."

"I found the information about self employment particularly useful as it was not a serious option before coming to the workshop."

*"... it was a lot more useful and informative than I thought it would be before attending the course. **Many simple but helpful hints.**"*

And finally, from a self-funded client: "Thank you for your help and support this year - since meeting with you I have received lots of compliments regarding my CV. I have just finished 6 months work at the XX - and I am now looking into the possibility of working on a consultancy basis - **something I hadn't entertained before meeting with you**. So many thanks for really making me think. With best wishes to you for 2005."

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JOB SEARCH WORKSHOPS - FACT SHEET

These run one day and are ideal for groups of four to twelve people. Participants have a real chance to engage in practical exercises and end the workshop with a personal action timetable and a Job Search Handbook for future guidance. A subsequent day, or days, is usually devoted to individual support for CV development.

Topics covered on the workshops are as follows:

- ✓ The effects of job change on people; benefits and opportunities; looking at worst fears and how to tackle them; making money go further; dealing with feelings of anger and disappointment; the power of persistence; asking for what you want; maintaining the job search goal; resisting domestic temptations; use of Job Centres and claiming unemployment benefit; developing a contingency plan
- ✓ ways of finding employment: gaining the co-operation of personal contacts and networking; how to assess press advertisements properly, how to maximise your chances of being interviewed and writing effective response letters; how to obtain fast results via speculative approaches to potential employers, writing effective speculative covering letters; retaining control of the job search project and advice on the use of recruitment agencies
- ✓ looking at forms of self employment: franchises, consultancy, setting up a business, sources of assistance and support; advantages and disadvantages of self-employment - is it for you; personal qualities needed for success; how to sell and get work; exploring options; using what you have to earn an income; turning spare time interests into money
- ✓ how to develop an effective CV: the advantages of a good structure; developing an open style and avoiding deviousness; how to deal positively with gaps in employment history; how to describe job scope and dimension adequately; how to identify achievements (if desired, course tutor assists all participants with individual CV development on a subsequent day)
- ✓ how to deal with filling in application forms; differences in public and private sector recruitment; identification of the likely market area; methods for researching the job market and sources of information; using market intelligence effectively
- ✓ how to make your own luck; advice on the timing and phasing of approaches and repeat approaches to the job market; using tele-sales techniques to get interviews; avoiding dead recruitment periods; why a piecemeal approach doesn't work: avoiding loss of momentum
- ✓ interview preparation and technique; handling psychometric and other tests; researching prospective employers; hints and tips for how to be at the interview, body language, voice; responding to questions; buying and selling in the interview; typical interview questions with model answers; addressing interviewer's gut feel; panel interviews; dealing with references; following up interviews and progress chasing
- ✓ salary negotiation to obtain maximum start package; how to use job offers to obtain more; evaluating, comparing and accepting offers; retrieving offers accepted in error; stumbling blocks: failure to get interviews or job offers; making the job search plan happen; issue and use of the Role Management Job Search Handbook.

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SAMPLE BUDGETS FOR 50 PEOPLE

Set out below are some sample budgets for complete outplacement programmes covering a mixture of people at different levels and operating in different functions (on workshops, grouping by salary level is a key factor to ensuring harmony and full participation). Budgets are approximate:

£6,000 (c. £120 per head)

- ✓ All 50 people could attend a ONE-day Job Search Workshop and receive all the support detailed on our Workshops Fact Sheet, but excluding personal support for CV development; all would receive sufficient information to help them develop their own CV and conduct their own focussed job search programme; each participant would receive a copy of our Job Search Handbook.

£12,000 (c. £240 per head)

- ✓ All 50 people could attend a TWO-day Job Search Workshop and receive all the support detailed on our Workshops Fact Sheet, including personal support to develop a finished CV and be eligible to receive subsequent support by telephone; each participant would receive a copy of our Job Search Handbook.

£17,000 (c. £1,500 per head managers, £240 per head others)

- ✓ 4 Managers could each receive *12 hours* Individual Support coupled with *300 letters* to the job market; the remaining 46 people could attend a TWO-day Job Search Workshop and receive all the support detailed on our Workshops Fact Sheet, including personal support to develop a finished CV and be eligible to receive subsequent support by telephone; each participant would receive a copy of our Job Search Handbook.

£20,000 (c. £3,000/head senior, £1,500/head other managers, £240/head rest)

- ✓ 1 Senior Manager could receive *24 hours* Individual Support coupled with *600 letters* to the job market; 4 Middle Managers could each receive *12 hours* Individual Support coupled with *300 letters* to the job market; the remaining 45 people could attend a TWO-day Job Search Workshop and receive all the support detailed on our Workshops Fact Sheet, including personal support to develop a finished CV and be eligible to receive subsequent support by telephone; each participant would receive a copy of our Job Search Handbook.

£27,000 (c. £3,000/head senior, £1,500/head other managers, £240/head rest)

- ✓ 2 Senior Managers could each receive *24 hours* Individual Support coupled with *600 letters* to the job market; 6 Middle Managers could each receive *12 hours* Individual Support coupled with *300 letters* to the job market; 2 Supervisors could each receive *8 hours* Individual Support coupled with *200 letters* to the job market; the remaining 40 people could attend a TWO-day Job Search Workshop and receive all the support detailed on our Workshops Fact Sheet, including personal support to develop a finished CV and be eligible to receive subsequent support by telephone; each participant would receive a copy of our Job Search Handbook.

£32,000 (c. £3,000/head senior, £1,500/head other managers, £265/head rest)

- ✓ 2 Senior Managers could each receive *24 hours* Individual Support coupled with *600 letters* to the job market; 6 Middle Managers could each receive *12 hours* Individual Support coupled with *300 letters* to the job market; 2 Supervisors could each receive *8 hours* Individual Support coupled with *200 letters* to the job market; the remaining 40 people could attend a TWO-day Job Search Workshop and receive all the support detailed on our Workshops Fact Sheet, including personal support to develop a finished CV plus *2 hours* individual support each and receive subsequent support by telephone; each participant would receive a copy of our Job Search Handbook.

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BUDGET OUTPLACEMENT PROGRAMMES

All individual programmes include the following:

Counselling feelings about redundancy and a full psychometric profile to identify comfort/discomfort factors and career options; methods for seeking employment, energising contacts and building networks, responding to advertisements, development of self-marketing letters (the only way to uncover the *real* unadvertised job market), looking at self-employment options, identifying job/self-employment market areas, development of an effective Curriculum Vitae, interview technique and salary negotiation. Professional laser printed mailshot(s) to the market including use of database lists (from a selection of over 12,000 organisations), paper, envelopes, postage, photocopying, merge printing letters and labels.

INDIVIDUAL PROGRAMMES

<i>Number of Hours Individual Support</i>	<i>Number of Letters</i>	<i>Fee £</i>
Eight	200	1,000
Twelve	300	1,500
Sixteen	400	2,000
Twenty	500	2,500
Twenty-five	600	3,000
Thirty-two	800	4,000
Forty	1,000	5,000
Fifty	1,200	6,000
Sixty	1,500	7,000
Unlimited Support	Unlimited	10,000

All fees are subject to VAT at the current rate and are payable on activation.

ONE-DAY JOB SEARCH WORKSHOPS

These run one day and are ideal for groups of four to twelve people and can be held anywhere in the United Kingdom or Europe.

Participants have a real chance to engage in practical exercises and end the workshop with a personal action timetable and a Job Search Handbook for future guidance. A subsequent day, or days, is usually devoted to individual support for CV development.

The workshops can be organised at short notice, and are an excellent way to provide effective support to a larger number of people at an economic cost. Participants should be at broadly similar salary levels.

The cost of a one-off workshop is £1,100 exc. VAT; plus travel, meal and any hotel/venue costs.