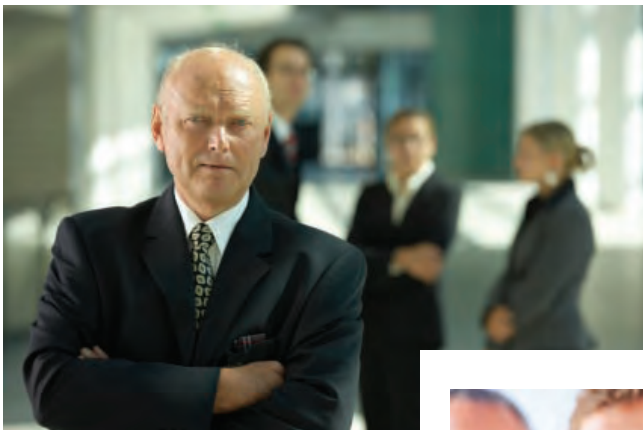


# Outplacement and Career Transition Services



At Carr Communications we work with you to review, manage and implement workplace change and HR development strategies.

Bringing our extensive track record of facilitating organisations in the public and private sector we make available our experts in communications, public relations and training.

Our highly skilled and experienced HR specialists and career guidance consultants work with you in recruitment and selection, outplacement and career change, competency development and assessment, staff transitions and HR programmes.

**This brochure outlines our Outplacement and Career Transition services in detail and includes a case study to highlight our experience**

## Our consultants provide

- One to one coaching for individuals
- Workshops or training sessions for teams and small groups
- Seminars and briefings for larger groups.

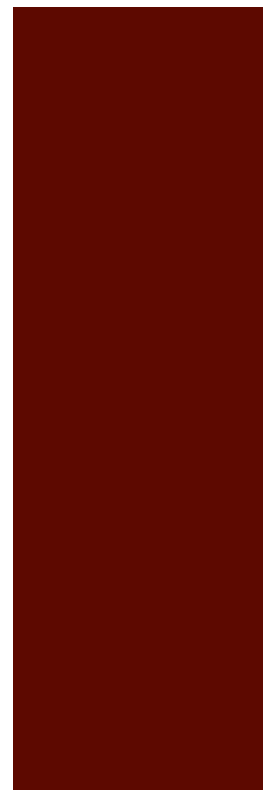
When consulting on HR projects and career development initiatives we partner with your HR people and key managers, working closely with them to develop, design and implement HR strategies and interventions.

All of our services can take place at our offices in Ballsbridge where we provide purpose built boardroom / training facilities and meeting rooms. We are also happy to come to your offices, or any other venue of your choice.

## Our full suite of HR and Career Development services include:

- Outplacement and Career Transition services
- Career Management and Development
- Recruitment and Selection Interviewing
- Harnessing your Organisation's Talent
- Human Resource Effectiveness Reviews and Assessment
- Psychometric Profiling and Competency Assessment

These services are outlined towards the end of this brochure.





# Outplacement and Career Transition

Planning and developing the outplacement strategy

Preparing the initial communications and briefings with staff

Preparing and assisting managers to implement staff reductions

Counselling and coaching individuals to plan and work through career transition

How to maximise your opportunities through Personal Branding

Providing Career Transition Workshops

Providing office support facilities while staff search for new roles

Providing guidance and advice for spouses or partners

Training managers to lead the remaining staff in the new organisation

Providing staff engagement programmes for remaining staff

We develop packages to meet each organisations' specific requirements. These can include some or all of the following services:

## Planning and developing the outplacement strategy

A successful outplacement programme must be meticulously planned, clearly communicated to all involved and implemented sensitively.

### **We will consult and work with your Executive and Senior Management team to**

- plan and implement the critical steps (outlined below)
- meet your Outplacement objectives
- maintain the goodwill of both departing and remaining employees.

## Preparing the initial communications and briefings with staff

Nobody wants to have to communicate to their staff that they may be made redundant. In our experience, the most effective and sensitive way is to plan the full communications strategy in advance.

All aspects are covered; from preparing group presentations and briefings to coaching managers having the difficult 'you've been selected' conversation with individual staff members, and dealing with staff reactions to each communication.

### **Working with your senior team and managers we will**

#### **Identify the key audiences**

#### **Carefully prepare for all communications and conversations**

#### **Agree the themes, delivery methods and timing.**

The PR unit within Carr Communications is available to help plan the external communication of the changes should this be required.

## Preparing and assisting managers to implement staff reductions

With the announcement of redundancies and cutbacks comes the negative effect on employee morale, for those being laid off and those remaining.

To address this, we train and prepare managers in practical workshops to support and manage their staff

- on an emotional level, dealing with departure of friends and colleagues
- on a practical level, developing strategies with them to help their staff cope with increased workload or changing responsibilities, and learn new skills.

We also work on a one to one basis with individual managers, supporting and coaching them through the implementation of the operational aspects of the change.

## Counselling and coaching individuals to plan and work through career transition

We provide individual Outplacement support on a one to one basis. These Career Planning or Career Change Coaching programmes are tailored to suit each individual and will comprise some or all of the following steps or modules.

We recommend a modular approach spread out over a number of weeks. Each session is designed to build self awareness and confidence and at the same time prepare action plans and take the practical steps to move forward.

These sessions last approximately 2 hours each and will be conducted in a safe and confidential environment.

- Step 1** Dealing with Loss
- Step 2** Career / Life Coaching
- Step 3** Identifying Competencies
- Step 4** Competency / Profiling Instrument & Assessment
- Step 5** 360° Degree Feedback
- Step 6** Personal Development Planning
- Step 7** CV preparation
- Step 8** Interview Preparation
- Step 9** Job Analysis and Networking
- Step 10** Ongoing Coaching



## How to maximise your opportunities through Personal Branding

As participants embark on job searches, deal with recruitment agencies and potential employers, they are embarking on a marketing process. Marketing themselves. Every cover letter sent, every discussion had, will influence what other people think of them.

On our one day interactive workshop for small groups, we work through a series of exercises to identify how others see them and how they see themselves. We help them identify the strengths, attributes and achievements that make up their internal brand, while addressing any conflicts there may be with the external brand presented to potential employers.

## Providing Career Transition Workshops

Carr Communications provides comprehensive one and two day Career Transition workshops for groups of staff, to support them in evaluating their situation, and planning the next steps.

**These workshops typically include the following elements;**

**Personal and career review**

**Self evaluation and self audit**

**CV Preparation**

**Interview preparation and practice**

**Marketing and selling yourself**

**Planning for next steps**

## Providing office support facilities while staff search for new roles

Career transition is an ongoing process, and we are aware that finding a job and preparing for interview may take a matter of weeks.

**Our team of consultants will be available to provide follow-up services on a one to one basis, including**

- advice on tailoring CVs and cover letters
- reviewing revised candidate application forms
- advice on effective interview techniques.

We assist employees with identifying employment opportunities and can provide access to online job search engines, as well as office facilities where required.

## Providing guidance and advice for spouses or partners

When individuals undergo an outplacement process, the people close to them are affected too, and this can be a challenge for everybody concerned.



We recognise at Carr Communications the importance of providing partners and spouses with full support. Our team meets with partners at any stage to discuss their concerns.

We will support individuals with practical techniques and strategies to effectively manage the changed relationship dynamic and to make their career transition as smooth as possible for all concerned.



## Training managers to lead the remaining staff in the new organisation

It is critical to ensure that the transition for employees remaining with your organisation is managed effectively. They need direction and support to cope with the changes.

### **Our consultants will facilitate group sessions and one to one coaching for your managers to help them**

- develop and clarify the vision and strategy for their unit
- minimize disruption to the operation
- ensure transfer of knowledge and skills to those remaining
- to create a shared sense of purpose and develop plans that will engage and motivate them to succeed and deliver in the new organisation.

## Providing staff engagement programmes for remaining staff

Employee engagement is critical in the aftermath of an outplacement process, particularly as managers try to maintain performance levels and move forward. We facilitate workshops with your managers and teamleaders for groups of staff to actively involve them in the development and implementation of the new plans. These practical interactive sessions reassure and provide opportunities for the staff remaining to really participate in managing the change and shaping their own future.

# Case Study - Outplacement

## Downsizing in a Tightening Economy

We worked recently with the senior management team of a company to help them work through the communications and staff issues surrounding the closure of one of their offices.

## Management Preparation and Scenario Planning

All eventualities were covered. Each scenario was anticipated and all communications and conversations carefully prepared and planned for.

***“all meetings were handled successfully, professionally and sensitively”***

### Our advance preparation also included:

- the content and presentation of the MD's announcement to all staff
- the press release for media and clients
- the individual conversations each manager was going to have with staff – those who were being laid off and those who weren't.

We partnered the management team all the way. It wasn't easy. The managers were apprehensive. What made it somewhat easier to manage was they were fully prepared for the variety of reactions and the questions, and they were able to approach and deal with them individually. There were very few surprises and the first phase of the closure was managed as successfully and sensitively as possible in the circumstances.

*“I found the CV and interview training very helpful – so good in fact, that I have been successful, and will be starting a new job in the new year just as I wanted”*

**Customer Service Representative, in branch of a Bank**

## Departing Staff

Obviously, staff were devastated. After the initial shock, and once they'd had a chance to digest the announcement, we started working with them.

- We worked with them individually and in groups.
- We supported, coached and counselled each staff member through their career change.
- We helped them to plan, manage and take the steps they needed to move forward.

For some it was harder than others. We engaged with a very close knit group of staff who were completely taken by surprise by the announcement of closure. They worked very closely together as a branch of a successful business; some staff with up to 18 years service and others with just one year.

Despite receiving a generous package, many of the staff were devastated and angry - they never thought they'd face this situation with a well established organisation. With the current economic climate others couldn't see beyond their own mortgage repayments and crèche fees, and the daily reports in the news of layoffs in other companies. Others were at the stage in life where they saw it as an opportunity and could realistically look into the possibility of setting up their own small business.

*“Thank you so much for your support and guidance throughout my recent redundancy, and subsequent job search. I found the Executive Career Change Coaching invaluable in helping me assess my skills and understand where my strengths lie. Without a doubt your advice helped me clarify the roles I'd be suited to and overcome my concerns about moving sector. I am delighted to say I was successful at interview last Friday, and should be taking up the post of Director of Operations.”*

**New Director of Operations, for an agri-food company based in Ireland**

# in Action

## Managing and Planning Career Change – Workshops

We designed group sessions, run as small workshops where staff had an opportunity to step back from the situation and evaluate it. We took them through a career planning and management process helping them

- assess their current situation
- evaluate where they were in their career
- assess their personal circumstances
- identify their personal achievements and the skills they had developed.

### Opportunities and possibilities

Our experienced career counsellors helped them to identify areas they were interested in pursuing, and through coaching and discussion we helped them to see other possibilities where their skills and strengths would be valuable.

### Taking Action

The focus of these workshops was to empower them to take action. We provided practical guidance on the action steps needed. In some cases this amounted to “what exactly do I put on my CV?” For others, it was about building personal confidence to get beyond the question of “how can I move from this industry to another?”

The workshops also covered best practice interview preparation and techniques and helped them to prepare cover letters and complete application forms. With our experience of working with leading private and public sector organisations, our insight was invaluable to ensuring that these people put their best foot forward, even when their self esteem and confidence was low.

*“The support you provided in developing our HR strategy and associated Outplacement plans was invaluable. What really makes Carr Communications stand out, however, is your capability to support our organisation through the implementation of those plans. Our business has been transformed as a result.”*

**HR Director, leading infrastructure company**

## Individual Career Planning

Following on from the group sessions, all staff were offered a one-to-one service with one of our career counsellors. Before this session they prepared their CVs and started identifying potential job roles using the tools and techniques covered in the group session.

At the one-to-one session, we reviewed their new CV and gave them feedback and guidelines for improvement. We also did a full Interview preparation session, using DVD recording and playback to assess their performance, and supported them in preparing their action plans for further preparation and job search.

In addition, we provided personal support by phone and email for any further queries.

## Final Review

After the staff had departed, we conducted a review with the senior management team. We reviewed how the process had worked, and what lessons were learned.

In our experience, the remaining staff can sometimes be overlooked in the change, and this has an impact on their morale as well as their productivity.

So we worked with the management team and identified the further steps needed to communicate and engage the remaining staff, and provided clear direction and support during their adjustment to the new organisation.

***“A problem shared is a problem halved. We have the skills and the expertise to help you manage the tough task of implementing and managing change in a variety of industry sectors in many circumstances. So contact us and find out how we can help you,”***

**Tony Hughes,  
Managing Director, Carr Communications**



# Other HR and Career Development Services

Career Management and Development

Harnessing your Organisation's Talent

Recruitment and Selection Training

Human Resource Effectiveness Reviews and Assessment

Psychometric Profiling and Competency Assessment

## Career Management and Development

Our Career Management and Development services are the leading resource in Ireland for individuals and corporate clients at all stages in their working life.

**We help individuals to re-assess their careers and understand their strengths and development areas through;**

- consultation
- personality and competency profiling
- personal reflection.

**We coach candidates to succeed at each step in the recruitment process;**

- CV development
- completing application forms
- writing cover letters
- job interview preparation
- delivering presentations at interview.

## Harnessing your Organisation's Talent

**We support HR teams to develop effective HR initiatives and employee engagement and development programmes, including**

- job enrichment, career progression programmes and succession management
- high potential programmes to develop the skills their organisation needs
- develop talent management frameworks, design the core components of the programme and provide implementation support.

## Psychometric Profiling and Competency Assessment

Carr Communications provide a range of assessment tools to assist organisations, teams and individuals to measure the job-related qualities that make a person effective in the job. We use psychometric profiles to assist organisations in selection, team and leadership development, succession planning, 360° feedback and coaching.

## Recruitment and Selection Training

**We consult with the leading organisations and government departments on**

- creation of job descriptions and role profiles
- design of competency frameworks
- design interview questions and scenarios
- development of scoring and evaluation mechanisms.

**We deliver customised training programmes for HR professionals and interview boards at each step in the recruitment and selection process; including workshops on**

- giving feedback after interview
- conducting exit interviews.

## Human Resource Effectiveness Reviews and Assessment

Carr Communications provides independent HR advice and customised training programmes to clients who want an expert view on their existing processes to ensure they are in line with current best practice.

**We conduct detailed 'health checks' on clients' HR and people management policies, procedures and associated documentation. We**

- challenge existing processes.
- make recommendations for improvement.
- revise and update existing material.
- write and develop new policies and documentation as appropriate.



# Our Team

**The HR / Career Development Services Team is led by Aoife Coonagh.**

Aoife has over 20 years senior management experience in Training and Development, Human Resources and Change Management primarily in the airline and financial services sectors. She has implemented company wide HR development initiatives including outplacement and career planning services during a major restructuring/downsizing, management development programmes, performance management systems, competency frameworks, and career progression initiatives such as graduate programmes and high potential or talent programmes.



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