

# How to Select the Right People During a Restructure

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Decisions regarding redundancies and redeployment should be made in as clear, objective and efficient way as possible, but too often it is easy to look to historic data about performance or adopt the inappropriate 'last in, first out' approach. This option does not look at the future potential and in some cases can be seen to be unfair.

To be more objective, it is important to take a more scientific approach to assessing staff. One way is to use competency based assessment tools so that skills that are valued now and for the future are measured. This can be further supported by psychometric testing which will ensure that objective measures are used to provide reasons for letting people go.

All selection tools should be based around the skills the organisation needs to be successful in the future. For each organisation it will be different but there are common themes such as Ability to Manage Change; Delivering Results; Creative Thinking; Flexible Approach. For the process to work effectively, an organisation will need to identify and retain those people that have the skills it needs to affect future growth.

Here are some dos and don'ts on how to select for redundancy:

### Do

1. Make your process clear and open.
2. Use objective selection tools, based on the competencies and skills required for the organisation to be successful in the future.
3. Use psychometric testing to provide additional unbiased data about the staff member.
4. Take away the mystery: let people know what is going on and when; be clear about what the next steps are and when people will hear.
5. Always remember how those who 'survive' will feel - and ensure that there is an opportunity after the process is complete for them to discuss how they feel.

### Don't

1. Use one selection method only. Ensure a combination of assessment criteria are used along with factual data.
2. Forget to let staff know the business reasons for the restructure and the implications if it doesn't happen
3. Rely on historical data such as length of service to make the decision. More than 53% of the employers who took part in the IRS survey used historical data as a factor alongside the job done and level of competency. Fewer than 2% used length of service alone.

Resourcing Matters has designed assessment materials in order for companies to select for redundancy. The materials are designed based on the culture and style of the company in order to ensure all are given the best opportunity to do well. If you would like more information, please email us on [contact@resourcingmatters.com](mailto:contact@resourcingmatters.com) or call Janet Cowell on 01992 500467.