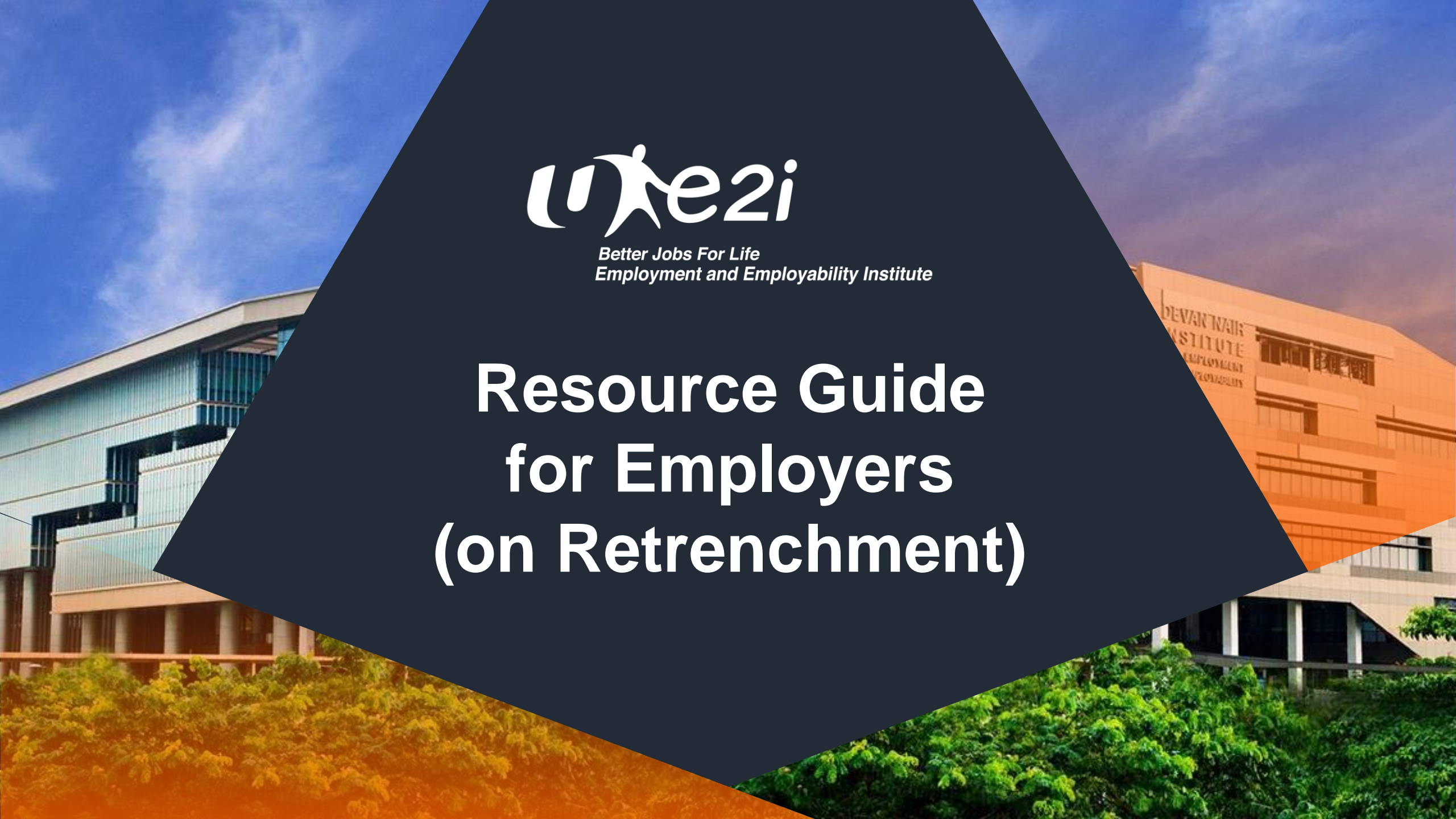




*Better Jobs For Life
Employment and Employability Institute*

Resource Guide for Employers (on Retrenchment)



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Overview of e2i – who are we, and what do we do?

NTUC's e2i:

- Initiative of National Trades Union Congress (NTUC)
- Creates solutions for better employment and employability



Overview of e2i – who are we, and what do we do?



WORKERS

Make every worker a better worker

JOB MATCHING

CAREER GUIDANCE

SKILLS UPGRADING

EMPLOYERS

Make every job a better job

RECRUITMENT

TRAINING

JOB REDESIGN



e2i connects with **WORKERS** to offer **JOB SECURITY** through Job Matching, Career Guidance and Skills Upgrading services

e2i partners **EMPLOYERS** to address their **MANPOWER** needs through Recruitment, Training and Job Redesign solutions

Breaking the News to your Employees



Develop a Clear Communication Strategy

Have a clear and consistent message based on the business rationale for change.



Inform the Affected Workers Personally

Rather than letting them learn about it from others or the media, it would be good if you can let them know beforehand. It will allow them to process the news better and give them time to evaluate the situation.



Keep it Simple and Be Honest

Be concise and stick to the facts. Be transparent and explain to the person why he/she is getting laid off. It is important to let them know that the lay off is not a reflection of their performance or the company's impression of them.

Breaking the News to your Employees



Prepare and Practise

Be prepared to answer questions, such as "why me?" and "how will I tell my family?". You also need to recognise that different people respond differently to change, so prepare for various scenarios, and respond with compassion and empathy as much as possible.



Listen and Be Compassionate

Respect how difficult it might be for the affected worker, especially if they have been with the organisation for a number of years. Try to look at the situation from the other person's perspective and see how the organisation can help him/her further.

Breaking the News to your Employees



Be Visible and Supportive

It is important to keep your door open and make yourself available if people have questions and grievances. Listen to their concerns and don't be afraid to admit that you don't have an immediate answer. Saying, "I don't know but I will find out for you as soon as possible" will make them feel better. Do not deliver the bad news and then shy away.



Provide Individuals with Resources or Assistance

Work closely with the NTUC's e2i and/or unions to provide career coaching services, employability workshops or placement programmes for the affected workers.

Breaking the News to Your Employees



Things to remember:

You don't have to agree with any reactions or opinions – just validate and acknowledge them. If the meeting starts to get uncomfortable, the 'broken record' technique is a useful way to handle the more difficult responses.

There are things you should NOT say, as they can be perceived as insensitive:

- 'We think that the compensation is pretty generous.'
- 'It's not the end of the world.'
- 'You'll find something else.'
- 'Don't worry, you are not the only one being made redundant.'
- 'You might find this is the best thing that ever happened to you.'
- 'Now you can do what you like.'

Emotions Felt During Retrenchment

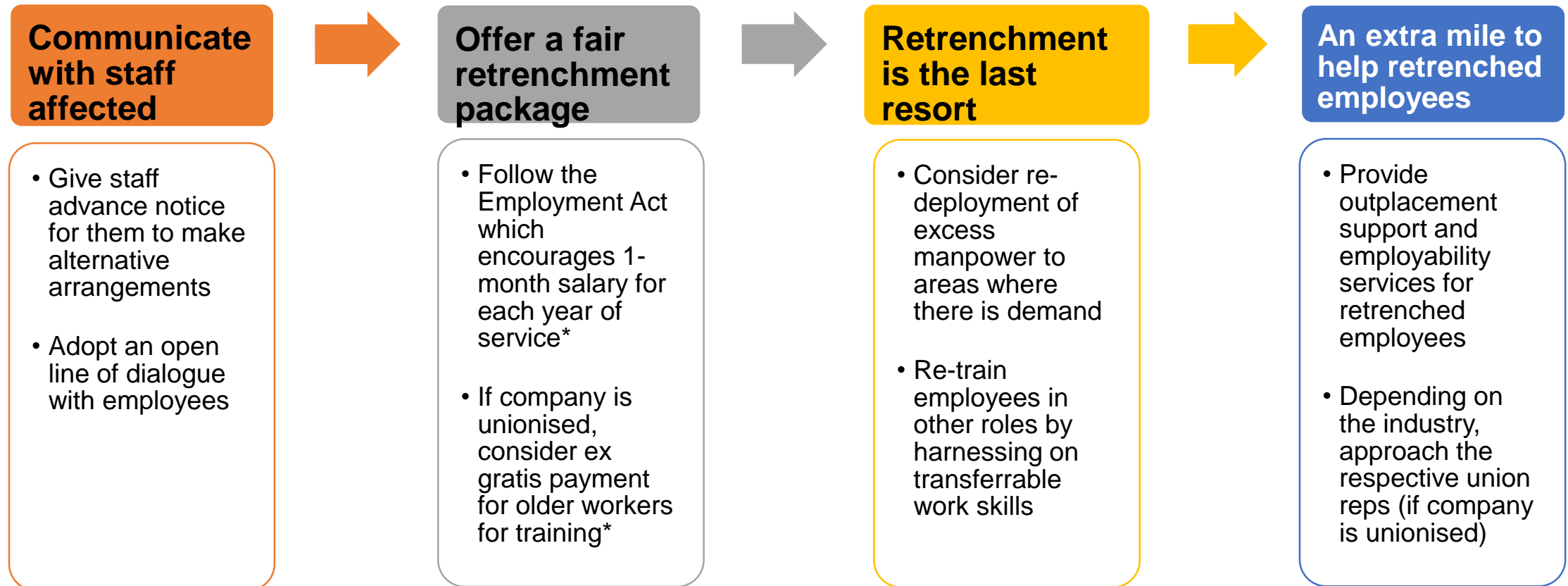
Employees may develop negative feelings of:

- Anger – Being axed unexpectedly
- Resentment – Being unfairly dismissed
- Mistrust – Not being consulted
- Uncertainty – Lack of clarity on what's next

Employers can reduce negative feelings by being:

- Responsible – Show care for employees
- Objective – Relate to business needs
- Attentive – Respect employees as people
- Calm – Show control of situation

It is all about being a responsible employer



How e2i can assist the affected workers

• **Career Advisory & Coaching**

• **Employability Workshops**

• **Job Fairs**

• **Job Referrals**



Contact Us

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Union

For unionised companies:

Please contact your Industrial Relations
Officer from your union