

Restructure Checklist

A practical guide for employers



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Restructure Checklist

We have created a six-step checklist for anyone thinking about restructuring, especially where this might lead to job cuts. This checklist is a starting point and it's a good idea to get advice from an HR professional before making any big decisions about restructuring.

Tips and tricks to remember through the process:

- You must show why the job isn't needed anymore, based on business reasons.
- Redundancy isn't about punishing someone for not doing well at their job.
- Stay open-minded throughout the process.
- Follow the rules laid out in the employment contract or company policies.
- If you are looking at a role that multiple people do, you should involve all of them in the process, even if only one person is losing their job.

Step 1: Establishing the reason for the change:

- Business reasoning identified with benefits of making the change noted.
- If two or more employees undertake the same role, prepare to consult with all employees who have that role.
- Create letters for all roles affected by the change.

Step 2: Arrange to meet with the employee(s):

- Prepare letter in advance (48 hours at least where possible) and ensure to include contact points for communication/support.
- Letter includes time and place, a brief outline of the reasoning, the right to have a representative/support person, and the potential outcome.

Step 3: Meet with employee(s) to explain the change:

- Provide reasons behind the change and offer contact points for communication/support.
- Outline the potential effect on the employee's role and let them know you are open to their feedback.
- Provide details on the change and how work could be arranged moving forward.

Step 4: Meet with the employee to hear feedback:

- Encourage them to have a support person if they wish and offer contact points for communication/support.
- Give the employee further time to respond in writing.
- Listen with an open mind to any suggestions.

Step 5: Further consideration and meeting:

- Investigate any suggestions and communicate any responses with the employee.

Step 6: Make and communicate a decision:

- Communicate the decision verbally first, and then in writing.
- Written confirmation of redundancy to include the dates you consulted with them about the redundancy, any alternatives they raised, your decision, the affect that has on their employment, their final date of employment, and any other entitlements they will receive.
- Offer support such as contact with you, a counsellor, or a reference.

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