

## Restructuring Checklist

- Identify project leaders and steering committee members (if a larger company)
- Engage Human Resources or someone with this skill set if not available internally
- Establish the team's charter, ground rules, communication mechanisms and decision-making processes
- Conduct a SWOT or SOAR (Strengths, Opportunities, Aspirations and Results) analysis
- Look at the McKinsey 7-S Model as a construct for identifying impacts related to:
  - Strategy:** the plan devised to maintain and build competitive advantage over the competition.
  - Structure:** the way the organization is structured and who reports to whom.
  - Systems:** the daily activities and procedures that staff members engage in to get the job done.
  - Shared Values:** called "superordinate goals" when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
  - Style:** the style of leadership adopted.
  - Staff:** the employees and their general capabilities.
  - Skills:** the actual skills and competencies of the employees working for the company.
- Questions to be Answered
  - What is your business model and strategy going forward?
  - Given that, what are your critical functions?
  - What critical knowledge, skills and abilities that are needed now?
  - Do you have them in-house?
  - Do you want to grow them or buy them?
  - Who are your critical people given the new business reality?
  - How could you capitalize on the skills and capabilities you have in new ways?
  - How could you pivot to capitalize on new opportunities?
  - What kind of structure do you need going forward?
    - Can you eliminate, automate or outsource any of the work you have been doing?
    - Look at spans of control, can you increase them and eliminate management positions?
    - How will job content change?
    - How will business processes change?
    - How might reporting structures change?
    - What kinds of hiring profiles will you need internally and externally?
    - What are the resulting training requirements?
    - How will this impact the administrative support structure; can it be reduced?
    - How are you going to manage the selection processes of who stays and goes?
    - Do you need to go outside for some of your needs?
    - Do you want to hire or outsource your opportunities?
    - Where can you find the resources you need?
- Notify leaders
- Assess bargaining and legal obligations (WARN, OWBPA, etc.)
- Develop a facilities plan – how and where are they going to work?
- Develop a staffing plan – how are you going to get the talent you need?
  - Assess employees for the criticality of their skill sets and knowledge
  - Post remaining positions internally
  - Post unfilled positions externally
  - Process candidates
  - Make selections



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## Restructuring Checklist

- Develop FAQ's
  - Investors
  - Employees
  - Media
  - Vendors
  - Suppliers
  - Contractors
  - Partners
  - Community
- Develop your consolidation, closure and ramp-up timeline
- Determine communication topics, audiences, responsibilities and timelines
  - Develop your involuntary separation selection process
  - Severance plan
  - Outplacement offerings
  - Employee Assistance Program support
  - Training plans
  - Staffing plans
  - Employee relations efforts
  - Exit process
- Communicate selections to the consolidation team
- Make job offers to retained employees
- Map consolidation timeline and process impacts
- Write business case (legal justification for terminations)
- Notify impacted managers
  - Conduct management training
- Prepare communication packages including WARN Letters
- Notify unions as required
- Notify impacted employees
- Notify employee groups in a coordinated manner
- Notify government agencies
- Notify non-impacted employees
- Implement ongoing employee communications
- Prepare separation packages
- Structure employee support activities
  - Outplacement
  - Career counseling
  - Unemployment benefits
  - COBRA
  - EAP support
- Hold endings event (virtual goodbyes)
- Exit employees
- Complete administrative processes

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