

Why Organizations Rely on Outplacement:

A Global Perspective



Executive Summary

In an environment where uncertainty is the only certain thing, we get it that businesses need to continually right-size to adjust to changing economic conditions and to meet new market realities. Prudent leadership recognizes the need to do it right—to enhance productivity, accelerate profitability and rebuild brand reputation after restructuring. How you restructure your organization and prepare it for growth is directly impacted by how you treat departing employees.

Within this context, it is critical to ensure your company's resilience and ability to withstand change while executing on business strategy and minimizing cost implications. After all, the talent in your organizations is the driving force behind performance and innovation. And that is where outplacement comes in.

Right Management's latest body of research includes input from more than 1,700 business leaders and human resource (HR) professionals from 10 countries. We examined how organizations make decisions on outplacement providers, assessed the benefits garnered by those organizations that use outplacement, and tracked developments in career transition management.

While the leading companies believe it is their responsibility to assist exiting employees with outplacement to find new jobs and career opportunities, there are also sound business reasons for offering outplacement. Globally, 85% of organizations worldwide that offer outplacement indicated that it was very important or extremely important for them to maintain positive relations between current and departing employees, while 82% said it was

an equally important action to take in order to protect the company's brand in times of change and economic uncertainty. Furthermore, 83% reported they provide outplacement as part of the company's business strategy to restructure and be more competitive.

The research indicates that companies that offer outplacement during a downsizing obtain significant business benefits compared to those who do not provide any career transition support. Key advantages included increased productivity, profitability, morale and stock price, with a decrease in unwanted turnover, sick days and recruiting costs.

Invariably, the prospect of litigation post-restructure is on the minds of top management. The study identified that avoiding legal action is one of the main reasons companies offer outplacement to departing employees. The investment in outplacement pays a dividend as the study proves that the provision of outplacement does reduce exposure to litigation. This was particularly the case for organizations operating in North America.

The service that buyers of outplacement valued most was the individual one-on-one coaching—the strategic advice and counsel provided to the people they have let go from their organizations. This is the personalized approach to conducting career assessments, developing resumes and providing career guidance, along with targeted and direct job leads, to speed time to placement.

Based on the findings from this research, business leaders and HR professionals can be confident that offering outplacement to separated

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employees will positively impact their business and that the return on an investment in outplacement can be demonstrated to key stakeholders in the organization.

While our ongoing investment in research guides innovation and continuous improvement for Right Management, we believe this study will be helpful to companies everywhere as they refine and establish their outplacement practices and provide further evidence of the business case for doing so.

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The service that buyers of outplacement valued most was the individual one-on-one coaching—the strategic advice and counsel provided to the people they have let go from their organizations. This is the personalized approach to conducting career assessments, developing resumes and providing career guidance, along with targeted and direct job leads, to speed time to placement.

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Key Findings

THE ROLE OF OUTPLACEMENT IN TODAY'S BUSINESS PRACTICES

Business drivers for providing outplacement

Worldwide, four out of five medium-to-large companies rely on outplacement to support employee terminations due to a restructuring, merger or leadership change.

Which of the following circumstances would your company use outplacement services?

	Global	Americas	Europe	Asia Pacific
Restructuring	68%	69%	71%	60%
Mergers and acquisitions	53%	59%	48%	43%
Leadership change	43%	50%	36%	31%
Division/plant closings	40%	45%	37%	30%
Poor company performance	35%	35%	34%	39%
Poor individual performance	33%	36%	32%	25%

The United Kingdom (74%) and Brazil (71%) are most likely to use outplacement because of a restructuring. Typically, outplacement is used less frequently in the case of poor company or individual performance, with the exception of China/Hong Kong (42%) and Canada (41%) where outplacement is more commonly used in these situations.

	U.S.	Canada	Brazil	France	U.K.	Netherlands	Australia	China/Hong Kong	Japan	Singapore
Restructuring	69%	69%	71%	67%	74%	63%	69%	65%	51%	69%
Mergers and acquisitions	59%	55%	57%	44%	51%	39%	47%	76%	34%	50%
Leadership change	51%	49%	39%	25%	42%	9%	38%	49%	21%	44%
Division/plant closings	47%	33%	24%	30%	40%	34%	28%	35%	33%	19%
Poor company performance	35%	37%	23%	30%	35%	36%	30%	29%	49%	22%
Poor individual performance	35%	41%	33%	25%	35%	26%	28%	42%	21%	19%

Worldwide, 85% of the organizations that offer outplacement indicate that it was very or extremely important for them to maintain positive relations between current and departing employees. Furthermore, 83% provide outplacement as part of the company’s overall business strategy to restructure and become more competitive.

What are the most important criteria for deciding to purchase outplacement services to assist departing employees? (Results from those who are “Buyers” of outplacement, reporting responses for “Extremely/very important”)

	Global	Americas	Europe	Asia Pacific
Maintaining positive relations between your current and departing employees	85%	87%	83%	77%
Helping to support employees transitioning out of the company to a new career opportunity	84%	85%	81%	82%
Being part of the company’s business strategy to restructure and be more competitive	83%	85%	83%	74%
Helping to enhance your company’s brand and public image in times of economic uncertainty	82%	84%	82%	75%
Helping to make the company’s downsizing process less stressful on internal staff	82%	82%	87%	77%
Being part of the company’s corporate social responsibility commitment	82%	84%	78%	79%
Reducing the risk of legal liability from downsized employees or government entities who decide that the company may not have acted in good faith in its downsizing process	80%	82%	78%	73%



“It’s in the organization’s best interest to take care of departing employees, as the effort will affect your future recruitment and retention efforts as well as your ability to mobilize internal talent towards new responsibilities and assignments inside the organization. The way departing employees are treated will not soon be forgotten by them, by the people with whom they share their experience, or by remaining employees. How you treat people is a direct reflection on your culture and your brand value. Think about this before commencing layoffs.”

-Ruediger Schaefer, Group Executive Vice President EMEA and Global Career Management, Right Management

There were some notable variations by country as to what was valued most when purchasing outplacement. For instance, the following countries noted these reasons as the most important deciding factor for using outplacement:

- **Brazil:** *Helping to enhance your company's brand and public image in times of economic uncertainty* (90%) and *being part of the company's business strategy to restructure and be more competitive* (90%) were cited as the top reasons.
- **France:** *Being part of the company's business strategy to restructure and be more competitive* (94%) was the top reason, followed by *Helping to enhance your company's brand and public image in times of economic uncertainty* (93%).
- **United Kingdom:** *Helping to make the company's downsizing process less stressful on internal staff* (88%) was most important.
- **The Netherlands:** *Helping employees transitioning out of the company to a new career opportunity* (71%).
- **Singapore:** *Helping to enhance your company's brand and public image in times of economic uncertainty* (91%) and *helping employees transitioning out of the country to a new career opportunity* (91%).

What are the most important decision criteria for purchasing outplacement services to assist departing employees? (Results from those who are “Buyers” of outplacement, reporting responses for “extremely/very important”)

	U.S.	Canada	Brazil	France	U.K.	Nether-lands	Australia	China/Hong Kong	Japan	Singa-pore
Maintaining positive relations between your current and departing employees	87%	86%	86%	83%	84%	62%	79%	86%	73%	83%
Helping to enhance your company's brand and public image in times of economic uncertainty	84%	85%	90%	93%	81%	51%	78%	86%	67%	91%
Reducing the risk of legal liability from downsized employees or government entities who decide that the company may not have acted in good faith in its downsizing process	83%	82%	73%	85%	78%	51%	75%	75%	70%	76%
Helping to support employees transitioning out of the company to a new career opportunity	85%	88%	88%	85%	81%	71%	81%	85%	81%	91%
Helping to make the company's downsizing process less stressful on internal staff	81%	88%	88%	89%	88%	53%	78%	85%	73%	85%
Being part of the company's corporate social responsibility commitment	84%	84%	82%	87%	77%	66%	78%	93%	78%	79%
Being part of the company's business strategy to restructure and be more competitive	84%	86%	90%	94%	81%	49%	74%	88%	70%	87%



"The task of transitioning employees is laden with challenges. You feel a moral responsibility to treat people with dignity and respect, helping them to land new positions as quickly as possible. You feel a social responsibility to do the right thing as well; finding jobs and building communities is likely the most important social, economic, political issue today. To maintain and even improve morale and engagement with your retained staff, it's important to demonstrate care for separated employees. While you can exit someone from your business, you can't exit them from existing relationships with current/remaining staff. Engagement is the biggest single driver of productivity and improving productivity is at the core of organizational performance.

The first 48 hours after letting someone go are the most critical period. This is the time where most individuals make their decisions on whether they will look forward to the next phase in their career or if they will look backwards at their former employer with anger and disdain. It's all about your brand and this is where your outplacement partner can really help."

-Bram Lowsky, Group Executive Vice President – Americas, Right Management.

Who Receives Outplacement?

Outplacement, which emerged as a business service in the late 1960s, was originally offered only by large organizations and only to the most senior executives. However outplacement has quickly become standard management practice in organizations of all sizes, and many organizations now provide it to all employee levels.

Throughout the world, middle management levels are those that are most frequently offered outplacement, followed by senior management and professional/junior levels of management. Approximately one in two executive-level leaders are offered outplacement compared to only one in four blue collar workers.

Please indicate the levels of types of employees for which your company offers outplacement services: (Results reported are from “Buyers” of outplacement)

	Global	Americas	Europe	Asia Pacific
Executive leadership	50%	51%	47%	53%
Senior management	65%	62%	74%	61%
Middle management	73%	73%	77%	61%
Professional/junior management	64%	66%	65%	52%
Admin/support	42%	44%	40%	38%
Blue collar	25%	28%	17%	25%

	U.S.	Canada	Brazil	France	U.K.	Netherlands	Australia	China/Hong Kong	Japan	Singapore
Executive leadership	52%	44%	60%	50%	48%	8%	56%	54%	50%	64%
Senior management	62%	61%	90%	92%	70%	42%	72%	54%	50%	71%
Middle management	72%	78%	80%	100%	70%	75%	56%	62%	70%	43%
Professional/junior management	69%	48%	70%	92%	59%	33%	50%	62%	50%	57%
Admin/support	45%	39%	30%	58%	33%	50%	44%	39%	30%	36%
Blue collar	28%	30%	40%	33%	11%	25%	39%	31%	10%	21%

Individual outplacement programs and career coaching are offered most frequently, followed by online services and group programs. This is consistent worldwide. However, online services are used less frequently in Japan, Netherlands and France. The U.S. and Canada are ahead of most other countries in offering online services.

Which of the following types of outplacement services does your company offer?

(Results reported are from “Buyers” of outplacement)

	Global	Americas	Europe	Asia Pacific
Individual outplacement programs	87%	86%	89%	88%
Group outplacement programs	74%	75%	78%	63%
Career coaching	80%	81%	81%	76%
Online services	78%	84%	71%	60%

	U.S.	Canada	Brazil	France	U.K.	Netherlands	Australia	China/Hong Kong	Japan	Singapore
Individual outplacement programs	87%	83%	95%	89%	89%	95%	80%	88%	97%	84%
Group outplacement programs	75%	79%	84%	72%	81%	53%	64%	86%	55%	77%
Career coaching	80%	87%	82%	80%	81%	87%	76%	95%	70%	87%
Online services	84%	82%	75%	54%	77%	44%	70%	80%	44%	76%

Strategic Advice Most Valued Outplacement Service

Career assessment, resume development and career guidance were ranked highest among 18 offerings listed in the survey.

While buyers of outplacement are eager for candidates to receive interview preparation and networking opportunities, they clearly place the highest value on access to individualized and professional career coaching. These findings were consistent worldwide.

Targeted job leads also ranked as highly valued with 40% of outplacement buyers globally. Providing targeted job leads and not just any leads that align with an individual's interests and career aspirations are essential to success. Helping individuals to land new jobs quickly and also be successful in their new jobs is the key to long-term success.

Which of the following components of outplacement services do you think are most valuable? (Results reported are from "Buyers" of outplacement)

	Global	Americas	Europe	Asia Pacific
Career assessments	62%	59%	67%	65%
Resume/CV development assistance	57%	59%	55%	49%
One-on-one career coaching	53%	54%	52%	50%
Interview training assistance	48%	51%	44%	44%
Targeted job leads	40%	39%	41%	47%
Group workshops	37%	38%	40%	28%
Networking groups	37%	40%	36%	24%
Employer introductions	36%	35%	37%	39%
Online self-directed learning activities and tools	36%	38%	33%	26%
Company research databases	35%	39%	27%	31%
Personal branding	33%	34%	30%	35%
Job/career fairs	32%	35%	26%	27%
Social media training	31%	32%	28%	26%
Video interview training	29%	31%	29%	20%
High touch job search activity reviews	25%	27%	24%	18%
Webinars	23%	24%	25%	17%
Podcasts, online broadcast or seminars	14%	14%	18%	10%
Office space	14%	16%	12%	9%



“The technology-driven outplacement ventures that have sprung up in recent years seem to give short shrift to what’s at the core of effective outplacement. These vendors tend to provide short-term, transactional relationships ignoring the potential negative impact on organization’s brand name and reputation. The research says that today’s outplacement decision maker wants a strategic outplacement partner that delivers best-in-class solutions, targeted job leads and personal support. They prefer partners that are aligned socially and ethically with their organization’s values, can anticipate needs, adapt to situations, be innovative and remain committed to the relationship. And of course, they demand meaningful metrics. What client companies value the most – personalized service and strategic advice – only through this approach can the true value of outplacement services be effectively delivered to employees.”

-Ronnie Tan, Group Executive Vice President – Asia Pacific & Head of Global Talent Management, Right Management

	U.S.	Canada	Brazil	France	U.K.	Netherlands	Australia	China/Hong Kong	Japan	Singapore
Career assessments	57%	71%	82%	78%	66%	34%	61%	74%	69%	48%
Resume/CV development assistance	59%	60%	41%	50%	58%	38%	53%	52%	45%	44%
One-on-one career coaching	53%	60%	58%	63%	49%	56%	53%	67%	47%	32%
Interview training assistance	51%	48%	58%	24%	49%	51%	46%	52%	44%	31%
Targeted job leads	39%	40%	44%	48%	39%	39%	38%	43%	59%	28%
Group workshops	37%	39%	38%	41%	41%	18%	35%	38%	17%	45%
Networking groups	40%	38%	34%	32%	37%	25%	31%	22%	16%	35%
Employer introductions	35%	39%	36%	41%	36%	41%	40%	27%	42%	24%
Online self-directed learning activities and tools	38%	41%	32%	28%	36%	13%	29%	40%	22%	25%
Company research databases	40%	37%	27%	28%	28%	12%	34%	25%	30%	23%
Personal branding	34%	36%	40%	22%	32%	21%	33%	45%	36%	35%
Job/career fairs	35%	34%	32%	30%	25%	30%	29%	47%	23%	20%
Social media training	32%	33%	40%	32%	28%	25%	34%	36%	16%	33%
Video interview training	31%	35%	36%	22%	32%	10%	25%	36%	13%	24%
High touch job search activity reviews	27%	24%	32%	35%	22%	12%	22%	32%	11%	17%
Webinars	22%	33%	29%	24%	26%	3%	18%	22%	14%	20%
Podcasts, online broadcasts or seminars	13%	23%	14%	19%	19%	3%	15%	12%	3%	14%
Office space	16%	13%	22%	13%	12%	5%	15%	19%	3%	3%

THE RETURN ON INVESTMENT FOR PROVIDING OUTPLACEMENT

Reduced exposure to litigation

What stands out in the findings is that the provision of outplacement reduces the frequency of lawsuits brought against the company by separated employees. This was a distinct finding in the Americas with 34% of buyers of outplacement being sued by separated employees, compared to 42% of non-buyers of outplacement being sued by separated employees. With marginal difference globally, lawsuits and other legal actions by separated employees had been experienced by 33% of respondents who had used outplacement versus 35% globally for those respondents who did not use outplacement.

Outplacement provides sound business benefits

The research confirms that companies that offer outplacement during a downsizing gain certain advantages in the post-restructuring period compared to those who do not offer outplacement.

As the data tables that follow demonstrate, companies that use outplacement experience more positive business outcomes.

RESTRUCTURING IMPACTS FINANCIAL PERFORMANCE

Impact on Productivity: Globally, buyers of outplacement reported that productivity increased in the 12 months following a downsizing for 34% of companies versus 28% of non-buyers.

Impact on Profitability: Globally profitability was reported to increase for 46% of buyers of outplacement versus 44% of non-buyers in the 12 months following a downsizing. The Americas region showed the greatest distinction between buyers and non-buyers, with results of 47% and 41% respectively.



"In a highly-competitive global marketplace, organizations restructure to align their talent with their business objectives. If the restructuring process isn't handled in the right way, which includes providing outplacement, then the very goals that were the catalyst for the changes won't be realized. With any such change, morale and productivity are affected, and they in turn affect profitability and the bottom line"

-Monika Morrow, Senior Vice President, Career Management – Americas, Right Management

Impact on Stock Price: Globally, company stock price (where applicable) was reported to increase for 31% of buyers of outplacement versus just 10% of non-buyers. Indeed, 17% of non-buyers reported their stock price dropped.

Within the 12 months immediately following your organization’s most recent downsizing, did the stock price increase? (For those reporting “yes”)

	Global	Americas	Europe	Asia Pacific
Buyer	31%	34%	20%	31%
Non-Buyer	10%	9%	11%	13%



“We certainly appreciate the multiple factors that can positively or negatively influence a company’s stock price and profitability – far broader than whether outplacement is offered or not. Based on our experience we have observed that the impact of a right-sizing on shareholder value can correlate with how the announcement about the restructure is positioned. Was it a strategic reorganization? Or a defensive action in response to a contracting market, poor performance or bad leadership? We recommend companies openly communicate about the provision of outplacement when they announce layoffs to analysts and the market in general.”

-Lynn Coutigny, Global Head of the Center of Excellence, Senior Vice President, Career Management Solutions – EMEA & Managing Director – Belgium, Right Management.

USE OUTPLACEMENT TO MINIMIZE IMPACT ON EMPLOYEES

Stemming unwanted turnover, reducing recruiting costs, lowering absenteeism and boosting moral after a restructure are valuable metrics to gauge how the changes are being accepted by the remaining workforce. The study identified positive outcomes for buyers of outplacement against these measures, more so than those achieved by non-buyers of outplacement.

Impact on Turnover: Globally, unwanted turnover was reported to decrease for 17% of outplacement buyers versus 14% of non-buyers. Asia Pacific reported the most marked reduction in turnover for those who provided outplacement compared to those who did not, with results of 27% and 16% respectively.

Impact on Recruiting Costs: The Americas region reported a two-fold reduction in recruiting costs for those who bought outplacement versus those who did not, with the data showing a decrease reported by 24% of buyers versus 12% decrease of non-buyers. Globally, the study found only a marginal difference where outplacement buyers reported their recruiting costs decreased for 27% of buyers contrasted with 26% of non-buyers.

Impact on Sick Days: Globally, 28% of buyers reported sick days decreased, compared with 18% of non-buyers. The Americas region reported the greatest sick day reduction, with 29% of buyers of outplacement versus 2% of non-buyers. Asia Pacific also reported strong results, with 31% of buyers noting a decrease in sick days compared to 18% of non-buyers.

Impact on Morale: Globally, employee morale was reported to increase for 28% of buyers versus 20% of non-buyers.

Within the 12 months immediately following your organization’s most recent downsizing, did employee morale increase? (For those reporting “yes”)

	Global	Americas	Europe	Asia Pacific
Buyer	28%	30%	20%	32%
Non-Buyer	20%	28%	17%	11%



“Downsizing can cause significant upheaval within an organization, prompting even the most valued employees to be uncertain about their futures. While some employees may be forced to leave the organization as a result of layoffs, the challenge for management is to maintain morale and engagement with those remaining and stem the flow of unwanted turnover – particularly of high-value employees. It’s particularly important to hold one-on-one career discussions with high potential employees. Let them know you that you value what they contribute and help them to understand their role in the future success of your organization. Invest in reducing unwanted turnovers by taking proactive measures before it is too late.”

-Tim Roche, Career Management Practice Leader – Australia/New Zealand, Right Management

Impact on Employee Satisfaction: Globally, 38% of buyers of outplacement reported that employee satisfaction was increased versus 14% of non-buyers. These results were positive and consistent across all regions.

Within the 12 months immediately following your organization’s most recent downsizing, did employee satisfaction increase? (For those reporting “yes”)

	Global	Americas	Europe	Asia Pacific
Buyer	38%	43%	26%	36%
Non-Buyer	14%	10%	17%	17%

The Path Forward

Today, successful companies understand they operate in a more competitive marketplace than ever before. We call it the Human Age – one in which people are key to driving both innovation and performance. Yet companies also must compete in a rapidly globalizing world that can be disrupted with economic, political or social change in a blink of an eye. The only thing that is truly certain for any business is uncertainty itself.

Amid all this flux, organizations are frequently challenged to right-size and realign talent. But this comes with its own risks to internal continuity and operations, to say nothing of external reputation and brand. One of the keys to ensuring such a difficult action has as positive an outcome as possible is to provide outplacement to accelerate the return to productivity and improve brand reputation.

One of the clear findings from this research was that companies that provide outplacement as part of a right-sizing gain certain business advantages compared with organizations that do not offer outplacement. The study provides persuasive evidence that a formalized outplacement policy delivers a healthy return on investment.

Positive outcomes reported by companies that provide separated employees with outplacement are reduced exposure to litigation, increased productivity and profitability, improved employee morale, higher stock price, and decreased turnover, sick days and recruiting costs.

More than any other component of outplacement, providing separated employees with strategic coaching delivers the greatest positive impact for companies that do so. And, whether it is skilled individualized career coaching, assistance with setting career objectives or help customizing and polishing a resume, the success of career transition support depends on the quality of the career management coaching professionals who are engaged in a candidate's positioning and job search. This personalized connection drives our ability to deliver targeted job leads and connect candidates to real opportunities to accelerate time-to-placement.

Outplacement is considered an integral component to support most respondents' business strategy to right-size, be more competitive and aid in the return to profitability. In addition to helping exiting employees find the best new career opportunity, the research found that most companies offer outplacement to enhance their brand reputation, maintain positive relations with departing and current employees, and reduce the stress levels of the internal staff required to implement the layoffs.

One of the clear findings from this research was that companies that provide outplacement as part of a right-sizing gain certain business advantages compared with organizations that do not offer outplacement. The study provides persuasive evidence that a formalized outplacement policy delivers a healthy return on investment.











This personalized connection drives our ability to deliver targeted job leads and connect candidates to real opportunities to accelerate time-to-placement.

As the world's leading outplacement provider, Right Management's success is built on 30 years' unequaled global and local experience, our ability to tap into ManpowerGroup's unparalleled knowledge of workforces, and our \$2 million annual investment in proprietary research. This drives our continuous improvement and ongoing innovation to stay on top of trends, assess market shifts and fuel our leading edge solutions as we help our clients and their former employees to be successful in today's competitive environment. As the global market leader that sets the benchmark for the industry we ensure we meet the needs of both traditional and technologically-based buyers of outplacement.

About This Study

Right Management surveyed 1,721 business leaders and HR professionals in 10 countries between January 4 and May 14, 2013 via an internet questionnaire. The wide-ranging survey of outplacement was commissioned by Right Management and conducted by independent research firm LHK Partners of Newtown Square, PA. The organizations surveyed were not selected by Right Management.

PARTICIPATION BY COUNTRY AND REGION:

Americas			Europe			Asia Pacific		
Country		# Surveys	Country		# Surveys	Country		# Surveys
	U.S.	241		France	150		Australia	192
	Canada	150		Netherlands	150		China/ Hong Kong	150
	Brazil	150		United Kingdom	238		Japan	150
							Singapore	150
Total Region		541			538			642

As the world's leading outplacement provider, Right Management's success is built on 30 years' unequaled global and local experience, our ability to tap into ManpowerGroup's unparalleled knowledge of workforces, and our \$2 million annual investment in proprietary research.

The survey respondents included senior level HR Executives (e.g., CHRO, Executive VP HR, VP, HR, Senior VP HR, Director or Manager HR, VP Talent Management or HR professionals with similar titles and/or responsibilities) who had sole or shared responsibility for outplacement service consideration or purchase. Approximately two-thirds of the respondents worked in small-to-medium companies (i.e., 250-999 employees) and the remaining one-third of respondents worked in large-size companies (i.e., 1,000 or more employees). While the existence of a relationship is not necessarily an indication of a causal link, it can provide grounds for implying that causality may be involved.

How Can Right Management Help With Your Outplacement Needs?

As the global outplacement leader, Right Management has been helping corporations for over 30 years. We have transitioned over three million people – from senior executives to frontline employees – across all major industries and all over the world. Not surprisingly, our client roster includes over 80% of the Fortune 500 and 50% of the Global 1000. Ongoing client satisfaction surveys show 95% of clients are satisfied or very satisfied with the results we produce for them.

RightChoice is our proven outplacement solution that is supported by a dedicated account team, transparent client reporting portal, and job leads, individualized coaching, tools and technology for those in career transition. RightChoice is scalable and flexible, and can deliver in-office or virtual services.

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FOR CLIENTS, RIGHTCHOICE DELIVERS:

- **Dedicated account team from start to finish** – We assist in thinking through the communication and planning of the right-sizing event while also providing notification training to managers on the logistics, messaging, script and overall process. Onsite presence on the day of notification helps you to support departing employees immediately after they're notified to help them deal with the impact of job elimination and think through their immediate next steps. We also speed organization bounce-back by assisting remaining managers and employees in embracing the change so teams can move forward executing business strategy under the new structure and accelerate return to productivity.
- **Reporting transparency to monitor and control** – Our customized client portal, RightinTouch, puts you in command of all the information you need to know, reporting back to you with real data and results in real time. It is state of the art and totally transparent, offering 100% accountability.

Our customized client portal, RightinTouch, puts you in command of all the information you need to know, reporting back to you with real data and results in real time. It is state of the art and totally transparent, offering 100% accountability.

In fact, our research shows that 4 out of 5 former employees –regardless of age or employment level – report their career coach had the strongest impact on their success.

We provide candidates with targeted and direct job leads and networking contacts. Our Local Job Market Experts are very active on LinkedIn and may even act as the local recruiter, holding career fairs and employer spotlights – often in partnership with their ManpowerGroup counterparts.

We put millions into independent research to drive continuous improvements that lead to a better understanding of how the job market works today...and tomorrow – and that, along with our own vast experience, helps us lead the way in innovating new techniques to increase success.

- **Continuous improvement and award-winning solutions –** Our ongoing investment in thought leadership spurs innovation and continuous improvement. We upgrade and enhance our solutions on an ongoing basis, as evidenced by our candidate technology website, RightEverywhere, recently being named one of the Top 250 Innovators on the Information Week 500. We were the only company in our industry to win this award.
- **Consistent global delivery –** The greater portion – 98% – of our services are delivered globally by Right Management. We do not rely on foreign independents, correspondents or licensees. Unlike our competition, we don't license our brand at the country level and allow a local provider to deliver services under our name. With Right Management, your separated employees are dealing with Right Management personnel, all using the same terminology, methodology, technology and quality standards globally.
- **Customized “until landing” services and support –** For a lot of our clients, it's more than just getting employees placed, they're sincerely looking for the best long-term outcome for their people. We help separated employees develop career management skills, and then we stay with them... with continued full access to all the program features... coaching for life... and lifetime access to Right Alumni. We also coach and partner newly landed candidates for their first 90 days on the new job, helping them onboard, acclimate and have a successful start in their new role.
- **Backing by ManpowerGroup –** Right Management is a wholly-owned subsidiary of ManpowerGroup, the \$22-billion global leader in innovative workforce solutions. In every business entity, and from top to bottom, we are all dedicated to human resources and the entire life cycle of work. This means we have unprecedented access to significant resources as well as the broadest possible perspective on workforce solutions.

FOR CANDIDATES, RIGHTCHOICE DELIVERS:

- **Superior coaching –** and more than anything else, coaching drives success. In fact, our research shows that 4 out of 5 former employees –regardless of age or employment level – report their career coach had the strongest impact on their success.

That's why we don't just give your former employees a website with a resume template and leave them to figure it out for themselves. Our coaches are not only highly experienced, they also can identify with individuals who differ in age, experience, circumstances and goals.

- **Targeted job leads** – Our research shows 70% of candidates find their new job through their networks—which are essential to how they connect to the hidden job market, or those jobs that aren't on job boards. So while there are other outplacement firms touting their ability to push virtual leads from the job boards, less than a third of candidates are finding jobs that way. We provide candidates with targeted and direct job leads and networking contacts. Our Local Job Market Experts are very active on LinkedIn and may even act as the local recruiter, holding career fairs and employer spotlights – often in partnership with their ManpowerGroup counterparts.
- **Superior job matching** – Most outplacement providers rely on off-the-shelf job aggregators – or web crawling software – that sift through millions of positions based on key words, leaving exiting employees to wade through piles of irrelevant job listings that are often duplicate and low-wage. Our proprietary job bank, called Right Job Opportunities (RJO), weeds out irrelevant opportunities and only matches participants with their ideal job leads. We not only vet jobs for a high level of quality, we also develop relationships with HR departments and retained recruiters who are specifically interested in our candidates and who post jobs with us on a regular basis.
- **Better prepared former employees** – Job Search Essentials prepares your separated employees to land their ideal job faster. The process begins by helping them assess their core values, strengths and career options. Then we teach them how to build a “beat the competition” resume, and help them devise a search strategy that yields better results. Our research shows that 73% of recent participants in our program have landed a new job with either the same or higher salary. But the process doesn't end with just a great job at a great salary. We also impart skills to help them succeed long-term in their new job.
- **Virtual access 24/7 with RightEverywhere** – With the exception of face-to-face coaching, all of the elements of RightChoice can be virtually accessed. We call our award-winning participant website RightEverywhere® – a customizable, personal website loaded with a host of career solutions – a complete job-finding toolbox, available 24/7, to help candidates connect to the people, knowledge and opportunities needed to achieve their career goals.
- **Interviews, perfected** – The interview is undoubtedly the most critical part of the employer decision process, carrying up to 80% of the decision weight, according to our research. Five years from now, video resumes and remote video interviews will be commonplace, and strong interviewing skills are already critical. That's why we created iView®, our one-of-a-kind virtual interviewing tool that's available in 10 languages. iView gives candidates the opportunity to practice, assess and perfect their performance so they are simply better prepared than their competition.

WHY WORK WITH RIGHT MANAGEMENT?

We have an unparalleled understanding of the global world of work. Our people are the best, and deliver the best candidate experience in the industry. We put millions into independent research to drive continuous improvements that lead to a better understanding of how the job market works today...and tomorrow – and that, along with our own vast experience, helps us lead the way in innovating new techniques to increase success. Our technology and RightChoice solution are recognized as best-in-class. And when you work with us, we make global project management simple.

Contributors



LYNN COUTIGNY

Global Head of the Center of Excellence, Senior Vice President, Career Management Solutions – EMEA & Managing Director – Belgium

Lynn heads up the Global Center of Excellence for career management, driving solution innovation along with managing the career management practice in EMEA and driving accountability for Right Management's operations in Belgium. She is a seasoned human resource practitioner and has specialized in the outplacement field for nearly 30 years.



MARY HASKINS

Regional Vice President and Practice Leader – Americas West Region

Mary serves on the executive Council for the Global Center of Excellence which is responsible for the innovation and creation of new career management solutions. She has been with Right Management since 2000, and her responsibility is to lead the Career Management practice for the West region. Mary has a Bachelor's Degree from the University of Denver and currently serves on the Board of Leadership Aurora, which is part of the Aurora Chamber of Commerce, Colorado. She is an active member of The Leadership Investment organization, SHRM and the local CHRA chapter.



BRAM LOWSKY

Group Executive Vice President – Americas

Bram is responsible for Right Management's business in the U.S., Canada and Latin America. In addition, he is responsible for the global sales Center of Excellence. He drives business growth by designing solutions to help employers align talent strategy with business strategy. Prior to his current role, he led Right Management's U.S. Midwest and Canadian regions as General Manager. He has a strong background of senior management and business development experience and more than 25 years' experience in the human services field. Bram received his master's degree in Educational Psychology and Counseling from McGill University and he has taken executive development programs at Kellogg School of Management at Northwestern University.



MONIKA MORROW

Senior Vice President, Career Management – Americas

Monika is responsible for driving continuous improvement in the operating efficiency and effectiveness of the Career Management organization. Her responsibilities encompass service quality and driving exceptional candidate satisfaction as well as providing thought leadership and direction to the Global Centre of Excellence for Career Management. Monika holds an MBA from the University of Western Ontario, has been an instructor of organizational behavior at Ryerson University, and previously served as vice-chair of the Board of Directors of the Progress Career Planning Institute.



GERALD PURGAY
Senior Vice President, Global Marketing

Gerald is a senior business and marketing executive with a proven track record in driving competitive advantage, revenue and market share growth, in order to increase shareholder value through visionary strategic planning, brand differentiation, product and service innovation, enhanced customer loyalty, effective channel partnerships and quality lead generation. His broad-based client experience spans multiple industries and companies ranging from startups to Fortune 500 firms. He holds a Bachelor's Degree in Economics and Math from York University and earned his MBA in Marketing from the New York Institute of Technology.



TIM ROCHE
Career Management Practice Leader – Australia/New Zealand

Tim's mix of experience and commercial knowledge helps clients align career management systems to their overall business strategy in order to impact both productivity and the retention of talent at all levels within the organization. Tim has worked with a broad cross section of industries including, financial services, information technology and telecommunications, pharmaceuticals, resources, manufacturing and government for the past 20 years and is able to successfully interact and engage with teams from the boardroom to the shop floor. Tim studied sports psychology and human physiology at the University of Canberra.



RUEDIGER SCHAEFER
Group Executive Vice President – EMEA & Global Career Management

Ruediger is a member of Right Management's executive leadership team as well as a member of the global leadership team for ManpowerGroup. During the past several years he has focused on strategic client management while expanding talent and career management expertise across borders. He holds a diploma in Sociology and Social Psychology and has extensive multicultural experience in all areas of HR management and consulting.



RONNIE TAN
Group Executive Vice President – Asia Pacific & Head of Global Talent Management

Ronnie is responsible for the strategy formulation and execution of business objectives for all markets within the Asia-Pacific Group as well as providing strategic leadership to the company's global Talent Management practice. He has accumulated more than 20 years of business insights, having held senior management roles covering sales and marketing, hi-tech manufacturing, human resources and operation management. A proven leader, Ronnie has led consulting businesses into record growth and profitability. His views and comments on business issues are frequently featured in major media channels across the globe.



About Right Management

Right Management is a global leader in talent and career management workforce solutions. We design and deliver solutions to align talent strategy with business strategy. Our expertise spans Talent Assessment, Leader Development, Organizational Effectiveness, Employee Engagement, and Workforce Transition and Outplacement. With offices in over 50 countries, Right Management partners with companies of all sizes – including more than 80% of the Fortune 500 – to help grow and engage their talent, increase productivity and optimize business performance.

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