



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



Completed Interviews
Adhesive Manufacturing Company
Financial Investment Management Company
Food Company
Chemical/Service Company
Bank Holding Company
Health Care Company
Ophthalmology Company
Medical Device Company
Mass Media Company
Global Technology Company

*Note some employers did not respond to all questions either because the representative was not familiar enough or in some instances, the meeting ran out of time to finish. Highlighted items represent themes in the responses.*

### Redeployment Strategy

Questions	Responses
<p>1. <i>As your organizations goes through Restructurings, what is your philosophy on employee redeployment?</i></p> <ul style="list-style-type: none"> <li><i>Do you focus time/energy on this, why/why not?</i></li> <li><i>Do you have enterprise solutions or are the activities more locally/business driven?</i></li> </ul>	<ul style="list-style-type: none"> <li>Retain top talent within the Organization. The HR Directors across the region partner with their businesses to try and redeploy.</li> <li>We definitely have a focus on the key people in the organization and try to retain them or find other roles</li> <li>All position were posted and we used a 3<sup>rd</sup> party to evaluate skills needed for the open position, we focus on the Top 1000 with full talent profiles, it's entirely manual, we send out a spreadsheet and 9-box</li> <li>Locally/business driven, very manually led by the HR Directors in partnership with the Business Leaders</li> <li>We definitely try to redeploy, but it is more locally driven to find positions within a particular business</li> <li>The organization focuses on identifying top talent prior to activity takes place, but it is left up to the HRBP to drive this and partner with other BU's.</li> <li>It's inconsistent at this time as the organization has not had a detailed plan on how to manage these types of situations when a RIF does take place. Currently handled locally by HRBP/leader</li> <li>The business will redeployee employees within their functions typically unless the individual has skills across other areas within the business. This occurs yearly for our organization where we redeployee direct and indirect headcount to reduce the need of having RIF and account for business times of the year</li> <li>We retain top talent by reviewing employees skills versus open opportunities or stretch assignments.</li> </ul>

## Redeployment Strategy

Questions	Responses
<p>2. <i>Specifically what efforts and activities do you undertake to redeploy talent?</i></p>	<ul style="list-style-type: none"><li>• We have offered <b>small relocation packages for direct labor</b></li><li>• We have recently had employees more thoroughly complete their profile/skills information in the HRIS system</li><li>• We have <b>created a virtual marketplace</b> for impacted employees so they could apply for open positions</li><li>• <b>No massive process around it at all.</b> We've had one larger RIF and worked to define skill sets of those impacted and worked to find roles for them</li><li>• Talent Management <b>pulls Talent Profiles for Top 1000 and partner specifically with leaders to find positions</b> or tell the impacted person to apply to the role for consideration, we red-flag impacted candidates who are given first priority for open positions, which is very manual.</li><li>• Depending on the HRBP and/or leader who is managing the work, they will leverage other partners to see if there is other opportunity for top talent.</li><li>• No specific steps in place if the business (HR/leadership) take it upon themselves to see if there is opportunity else where in the business this can be an avenue for the employee without being impacted.</li><li>• The local HRBP will work with TA to identify other positions for the employee and provide this when the employee is being notified.</li><li>• Due to the cross functional training employees can be moved easily anywhere within the company. They only need to be trained on the specific area but the foundation of what they are doing doesn't change. It is part of the culture within the company.</li></ul>

## Redeployment Strategy

Questions	Responses
<p>3. <i>How have resources/technology impacted ability to support employees?</i></p> <ul style="list-style-type: none"><li><i>Do you track redeployments in your HR system, if yes, what system?</i></li></ul>	<ul style="list-style-type: none"><li>The <b>process is highly manual</b>. Unfortunately, no strong technology.</li><li><b>Very ad-hoc</b>. We do have the ability to see skills/profile for employees, but very manual in vetting employees to determine eligibility for redeployment.</li><li>We <b>do not track redeployments</b> in a good way today</li><li>We haven't had enough activity for reductions to really track redeployment</li><li>We <b>track manually at roughly 18% redeployment</b></li><li>We use Workday, <b>but a lot of manual work</b>. We run reports and download to excel for skills/profile information</li><li>We track redeployments manually</li><li><b>Very Manual</b>, we do not currently track in a system but we are at 18% redeployment rate but we are not spread out across the country and positions are fairly entry level so mobility is a bit easier in most cases</li><li>We do not have a single system that tracks this work or used to house all the restructuring activity that take place.</li><li>This is a large gap for us and the company is moving towards the ServiceNow system to specifically manage RIF activity and provide stronger data to understand what is happening within the organization.</li><li>Very manual process using different systems, and spreadsheets.</li><li>We have a very thorough process but there is not a system in place that we use for this work it is tracked by the HRBP.</li></ul>

## Redeployment Strategy

Question	Responses
<p>4. <i>Are any of these efforts or activities segmented (aka provide higher touch services to certain groups of employees)</i></p> <p><i>If yes, what is that segmentation?</i></p>	<ul style="list-style-type: none"> <li>• <b>Top Talent Focus</b>, but we do recognize diversity and try to be mindful of impacts of certain groups through Adverse Analysis</li> <li>• <b>Critical Skills &amp; Top Talent Focus</b> primarily</li> <li>• <b>No specific segmentation, focus on key talent</b></li> <li>• We definitely <b>focus on those we don't want to lose</b>, touch point with field-based employees, we have a watch list to find positions for individuals</li> <li>• <b>No Segmentation</b> or defined touch for certain groups</li> <li>• Inconsistent based upon who within HR is leading the work.</li> <li>• We work with legal to review the upcoming impacted employees to cross reference diversity and raise any red flags that the business needs to be aware of.</li> </ul>
<p>5. <i>Who within HR or other functions play a role in these efforts?</i></p>	<ul style="list-style-type: none"> <li>• HR Directors &amp; their business leaders</li> <li>• Talent Management in partnership within HR, partnering with HRBP's and Leaders</li> <li>• <b>Primarily HR Driven</b>, but high engagement from Direct Managers</li> <li>• The <b>HRBP's will work with the recruiters</b> to find roles for impacted. When there is a larger scale, we will have an <b>HR project team</b> where there is more <b>focus on redeployment</b></li> <li>• Talent Management pulls talent information , Recruiters Post</li> <li>• The ER model is not utilized with this activity but driven by HRBP.</li> <li>• Our HRBP or leader within the business will lead efforts, our ER model is within it's first year of deployment.</li> </ul>

## Restructuring/RIF Best Practices

Questions	Responses
<p>1. <i>ROLE'S &amp; RESPONSIBILITIES - How would you describe the roles in restructuring/RIFs at your company?</i></p> <ul style="list-style-type: none"><li>▪ <i>Who does what within HR?</i></li><li>▪ <i>What other functions play a role?</i></li><li>▪ <i>What role do leaders/managers play?</i></li></ul>	<ul style="list-style-type: none"><li>• No ER structure currently so the HRBP leads but may form a HR Project Team for larger scale with Benefits, TA. Benefits does the severance calculations, TA works to redeploy at local level. Leaders are equally involved, executing transition, onboarding, team effectiveness</li><li>• ER leads the process and follows specific criteria for conducting a RIF, HRBP has a role in the Org Design, skill set needs, Legal is on the same team so ER can work with them on the OWBPA, ER completes all documents including OWBPA and submits to Legal for review.</li><li>• ER centralized at corporate, HRBP partners on Org Design with leader and then the RIF is transferred to ER, Benefits owns severance, Leaders will work with a consulting office on Org Design</li><li>• From a corporate and sales perspective our ER partners support this work. However for operations it is managed by the local HRBP's.</li><li>• HRBP is leading or co-leading with an identified leader who supports that business.</li><li>• Currently ER helps with the administrative work but strategy is the responsibility of the HRBP.</li></ul>

# Restructuring/RIF Best Practices

Questions	Responses
<p>2. <i>SELECTION PROCESS - How is selection for impact done at your company?</i></p> <ul style="list-style-type: none"><li>▪ <i>What criteria is used to evaluate positions impacted?</i></li><li>▪ <i>Does seniority play a role? If yes, how much is it weighted?</i></li><li>▪ <i>Do you consider any diversity implications? How?</i></li></ul>	<ul style="list-style-type: none"><li>• Skills &amp; Abilities are evaluated using manual spreadsheets, no weighting is used but there are formulas, Seniority only a factor in union facilities, haven't had to focus on diversity implications much as our RIF's have been minimal so, aside from AI, not much concern with diversity</li><li>• We have standard competencies at the professional level but we haven't done much large scale. If needed, we'd partner with legal to define, likely skills and development potential, Seniority would apply at our union facilities, more so than professional positions</li><li>• Skills matrix to objectively look at performance, leader evaluates, scores given, ER reviews, asks questions, push back when needed, seniority not a factor or criteria used, Diversity implications. We just run the AI, haven't had any diversity issues from a discriminatory standpoint</li><li>• Selection is based completely by performance reviews.</li><li>• Depending if the area is represented or not. Represented groups must go by seniority, where non-represented groups is determined by the employees individual evaluation.</li><li>• The process is inconsistent as legal will sometimes be brought in but not always and if they are this is when they will review, tenure, diversity, etc..</li></ul>
<p>3. <i>TECHNOLOGY - How does technology help in the work?</i></p> <ul style="list-style-type: none"><li>▪ <i>What technology do you use?</i></li><li>▪ <i>Does it capture global data</i></li><li>▪ <i>How does it help?</i></li><li>▪ <i>Do you use automation or AI?</i></li></ul>	<ul style="list-style-type: none"><li>• Our RIF's have been minimal so it's very manual, spreadsheets and toolkits</li><li>• Excel Spreadsheets, no global</li><li>• Pull information from Workday, but still manual creation of tools and customized data for RIF completion and Reporting</li><li>• We use Oracle, limited functionality, can capture talent profile information but limited other capabilities</li><li>• Moving to ServiceNow to track this information in the future.</li><li>• We do not have a dedicate one stop shop technology. We use multiple systems.</li><li>• We utilize SAP for employee data and excel spreadsheets'.</li></ul>



## Restructuring/RIF Best Practices

Questions	Responses
<p>4. <i>REPORTING/DATA - What type of reporting does your company do on restructuring/RIF's?</i></p> <ul style="list-style-type: none"> <li>▪ <i>What do you report on?</i></li> <li>▪ <i>Does it include OUS reporting? Does it include any diversity reporting?</i></li> <li>▪ <i>Who do you share the reporting with? Specifically do you share any of the diversity reporting with non-HR (eg. Diversity info with affinity group leadership)?</i></li> </ul>	<ul style="list-style-type: none"> <li>• Our scale is much different so <b>we don't have formalized reporting</b> or regular tracking. Manual report to the CHRO on a monthly basis., doesn't include diversity reporting.</li> <li>• We have an intake form that captures the data for reporting, no OUS reporting at this time, share with limited leadership team but not sure specific group</li> <li>• We do not report on this information as we do not have enough RIF's that this occurs.</li> <li>• Our company has the ability to see who has been impacted by a RIF within our system but even this is not 100% as employees could have been coded incorrectly based upon where they reside (US vs. OUS)</li> </ul>
<p>5. <i>SEVERANCE BENEFITS-</i></p> <ul style="list-style-type: none"> <li>▪ <i>What is your severance package (weeks of severance, other benefits) and how is the amount provided determined (years of service, etc.)?</i></li> <li>▪ <i>Other benefits provided?</i></li> <li>▪ <i>Do you provide a notice period to employees? Is it working or non-working</i></li> </ul>	<ul style="list-style-type: none"> <li>• 2 weeks per year of service for a max of 39 weeks for professional, 1 week per year for max of 26 for production, provide outplacement assistance based in MC, no international presence, insurance provided through severance period</li> <li>• 2 weeks per years of service, min and max not sure. Sometimes we provide non-working paid notice of 2-6 weeks with Director approval. Insurance through severance period and then COBRA</li> <li>• Minimum of 4 weeks severance</li> </ul>