

Decision made to reduce team (CEO)

Inform Leadership team and ask to propose reduction

Date (DD MM YYYY)

Status

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Provide context

- Explain need to reduce workforce.
- Talk through financial and operational goals.
- Communicate strategy and plan for next year.

Explain redundancy process

- Leaders to propose redundancies based on the above.
- Decisions made by X date.
- Communicate by Y date.
- Prep work (talking points, packages, transition of work).

Answer any questions/concerns.

Redundancies determined and shared back with redundancy leads

Date (DD MM YYYY)

Status

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Upon reviewing, share final list back with Leadership team.

Prepare exit packages, timelines, talking points

Date (DD MM YYYY)

Status

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- Exit packages - what is a part of the separation?
- Timeline - when do you need to transition them out?
- Talking points.
 - Why their role is being made redundant.
 - What you are providing as a package.
 - How you can help them find a job.
 - How they should act in the business - ideally give them the time to say goodbye, to pack up any work / items, make sure they stay a friend.

Inform team leaders whose employees will be impacted

Date (DD MM YYYY)

Status

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- 10am: Leadership team meeting to highlight the comms required with the affected line managers.
- am: Line managers informed of the cost reduction and comms plan by their leadership POC. The attendees and the format of the meetings will be briefly outlined, with line managers given the option of not attending.
- 3pm: Hold sessions to prep all managers on what to communicate in the meetings with affected employees.
- pm: Leadership point of contact to check back in with affected line managers and escalate any (flight risk) type issues.
- pm: Team check in.

Communicate Redundancies

Email comms

Date (DD MM YYYY)

Status

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Email Communication from CEO for all hands at this time

All Company All-Hands

Date (DD MM YYYY)

Status

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Bring company together, CEO to address the group

- Introduction.
- State of the business.
- Announce Redundancies.
- Next Steps.

121s with each affected employee

Date (DD MM YYYY)

Status

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Meeting with those affected and who will be in meeting.

Employee

Time

After all meetings, letter confirming their redundancy will be posted to each person.

Consultation Process for employees with 2 year service

Date (DD MM YYYY)

Status

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- Need to firstly have a consultation meeting, we should then give 14 days until a decision is made regarding their role.
- They will be informed their role is at risk of redundancy but they will need to be given the opportunity to provide a proposal/put a case forward for their role.
- It is their decision whether they work for the two weeks or not but if they do they will need to be paid for the two weeks (plus one months notice and a minimum of statutory redundancy pay).
- After 14 days we will need to conduct an outcome meeting with individual.

Email from CEO

Date (DD MM YYYY)

Status

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Email from CEO confirming all redundancies have now been made.

All Company All-Hands

Date (DD MM YYYY)

Status

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Whole company update by CEO.

Leadership POC in team meeting

Date (DD MM YYYY)

Status

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- 'You are not being made redundant, we really value you and believe you are a critical part of this business going forward'.
- 'Everyone in this room is safe, but we are still working towards a final org chart with roles and responsibilities'.
- Leadership POC to explain the decision making process in more detail.

All Company All-Hands

Date (DD MM YYYY)

Status

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Plan update.

Communication Templates

CEOs All Hands Script

Personal Intro

- Everyone, I've called this meeting to announce that, very sadly, we are having to make some redundancies today.
- Reasons and context.
- We have looked at a number of ways to reduce cost in the business – regretfully this includes making roughly 20% of roles redundant.

Next Steps

- When this meeting ends, we will begin talking to each of you to let you know what next steps are for you. You will either be told that your role has been made redundant, that your role is at risk of redundancy pending a further consultation, or that your role is safe.
- Please stay at your desks _____ will come and find you when it's time for the conversation with your line manager. _____ will attend all meetings in her capacity as the HR representative.

- For anyone whose role will be made redundant, we will do whatever we can to help you find another role. And we'll always be supporters of what you do in the future.
- To those of you who are staying, we will meet again this afternoon to discuss broader next steps.

In closing

- Now is probably not the right time for questions – there will be an opportunity for you to ask us anything you need to in your 1-2-1 or during the All-Hands that we'll have at the end of today or the strategy presentation tomorrow.
- I'm sorry that today is going to be a difficult day for many of us. I would very much appreciate your patience and support.

FAQ for 1-2-1s and follow-ups

1 What is happening?

- a. Unfortunately, we need to reduce our operational costs to support a new plan for {year} and will be making 20% of roles redundant.
- b. This will begin happening today. In most cases, people affected will leave the business today. Others will enter a period of consultation. Others will need to conduct a handover to minimise disruption to the business.

2 Why is this happening?

- a. This is a decision centred on _____ growth plans and the resources we need and can afford to support them.
- b. As a business we have been growing, but at this point in time we need to do so more efficiently.
- c. Other reasons.

3 How did this happen?

- a. As an early-stage business we have to make predictions about where our growth will come from, and then act on those predictions. In this case some of our predictions have not paid off as we'd expected.

4 What is the timeline?

- a. Redundancies are being communicated to individuals and teams today. In some cases a consultation will be involved, which will extend the process over the next fortnight.
- b. Those whose roles are being made redundant are welcome back to the office to say goodbye and hand off any work over the next week.

5 Who is being impacted?

- a. It's important that we handle this news with due process, so we will not be sharing the future org chart until all redundancies have been confirmed and communicated.
- b. If anyone's absence or departure affects your role in the meantime, you will be spoken to individually.

6 How did you decide?

- a. description.

7 Where do we go from here?

- a. It is difficult...
- b. For redundant employees:
 - i. We will be working with those exiting the business to help them find their next best opportunity, and would encourage everyone here to do the same.
- c. For stayers:
 - i. We are going to continue to chase after our objectives.

8 Should I be worried?

9 Can I speak to anyone about this?

- a. As stated in your contract...

Specific Role FAQs:

10 How do we manage the handover process, my laptop and any data I own?

11 How will I get paid the money owed to me?

12 Will I receive a letter confirming my redundancy?

13 What support will I be given with finding a new job?