

CASE STUDY

Klawnsky Consulting's Comprehensive Downsizing Process Successfully Identifies Best Manufacturing Employees to be Retained During Company Transition

Challenge

A major manufacturer was making a significant investment in a technology-based facility by converting it to more advanced and sophisticated machinery. The new machinery would increase production speed, improve accuracy, and advance quality control efforts; all of which were needed to meet increasingly complex customer demands.

The significant investment was accompanied by high visibility and scrutiny from the Senior Management team. Since too many Production Employees at the facility had performed below standards, part of the transition would be to ensure that only the best Production Employees were retained (i.e., those who would excel with the new technologically-advanced equipment). To meet new staffing levels, 40% of current Production Employees would be transitioned to other jobs, transferred to other company facilities, or offered early retirement. The remaining 60% would need to be capable of excelling with the more advanced machinery.

Solution

Senior Management partnered with Klawnsky Consulting to achieve their goal of retaining the best employees while ensuring a successful transition. The challenge for Klawnsky Consulting was three-fold: (1) identify the best future Production Employees, (2) maintain the highest degree of objectivity and transparency in the decision making process so all employees felt the final retention decisions were fair and unbiased, and (3) comply with legal standards for making employee 'downsizing' decisions.

To address these challenges, a comprehensive Production Employee evaluation process was designed and implemented. The process was closely aligned with the company's values and culture and included both 'attitude' and 'ability' components:

- Individual interview with all Production Employees (conducted by a Human Resource Representative, Operations Representative, and Klawnsky Consulting) to discuss the employee's past job performance and desired career path.
- Production Employee self-ratings of past job performance.
- Supervisory ratings of each Production Employee's past job performance (gathered via a form specifically designed for this process).
- Assessment test to measure each Production Employee's potential to successfully

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operate the new equipment.

- Historical performance evaluations and other performance ratings for each employee.

Importantly, every Production Workers completed all of the above components to help maximize standardization, objectivity, and fairness. All results were quantified and standardized to allow ‘apples to apples’ comparisons, rank-ordering, and ‘banding’ of employees’ overall scores. The rank-ordering was then used as the basis for in-depth discussions by Senior Management about each Production Employee’s ability to contribute in the new work environment (the discussions were facilitated by Klawnsky Consulting).

Results Despite tensions typically associated with all ‘downsizing’ initiatives, Production Employees consistently reported that the process maintained a high degree of objectivity and fairness. There were no legal challenges to the process or results, and all employees who wanted to retain employment with the company in other jobs or facilities were able to do so.

Based on the success of this process, the company also partnered with Klawnsky Consulting to implement a similar downsizing process for Maintenance Technicians at the facility. That process similarly maintained a high degree of objectivity and fairness; and there were no legal challenges to the process or results.

About Klawnsky Consulting

Klawnsky Consulting helps companies identify untapped cost savings and efficiencies by changing the way Supply Chain builds their workforce. By using proven Predictive Hiring tools and methodologies to identify job candidates who will succeed in each company’s unique culture, workforce effectiveness is increased without disruption to current productivity levels; and with shorter payback periods than almost any other Supply Chain solution. For over 25 years we have worked in tandem with Fortune 500 clients to realize the full potential of their most important resource—their people.

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