

**For anyone who has to implement  
a change of personnel**



Over the past decade, TRR has supported more than 20 000 companies and 153 000 people in the event of redundancies. Did you know, for example, that eight out of ten people actively looking for work who've received TRR support have gone on to equivalent or better work? Over the past years, it's taken on average six to seven months for our clients to get a new job or start their own company.

TRR works with redundancy at all levels and gives companies and trade unions the opportunity to work with one supplier for all staff made redundant, be they officials or labourers. Support for labourers is offered by our subsidiary. All the advice your redundant staff need has already been paid for by your company.

Do you need to take on new staff? This might sound a bit like a contradiction in terms, but we're the right partner for you even when you need to recruit new staff. We work with all professional categories – labourers, officials, managers and specialists. Thanks to our large network, the TRR Recruitment Service can offer candidates – quickly and free of charge – from our jobseekers who match your requirements.

## **Fantastic statistics, no matter how you look at it**

Having to let employees go is an unpleasant task. All companies would prefer to avoid having to do that job. But if you have to do it, it's important to deal with the downsizing correctly, and there are certain ground rules. First of all, it's important to explain why the company has to reduce its staff numbers; secondly, individuals concerned have to understand precisely why they've been made redundant; and thirdly, long notice periods aren't necessarily the best thing for an individual. This could lead to some people postponing the actual change.

Over the 30 years we've worked with redundancy processes, we've become a partner very respected and highly valued by managers, trade union representatives and employees alike. Our work is based on a cooperation agreement between PTK (The Council for Negotiation and Co-operation) and Svenskt Näringsliv (Confederation of Swedish Enterprise), which makes TRR neutral in discussions between corporate management teams and trade unions.

Thanks to the redundancy support agreement between The Swedish Trade Union Confederation (LO) and Svenskt Näringsliv, we can offer support to labourers as well via our subsidiary. Thus TRR as a whole gives companies and trade unions the opportunity to work with one supplier for all staff made redundant, be they officials or labourers.

Of course, our statistics are pleasing for all parties, but we are going to focus even more on developing TRR to make it the best supplier of redundancy programmes. Our profits aren't measured in monetary terms. What counts is making sure that your former employees can tell you that they're happy with the support they've received and that they've got new jobs.

### **Carl-Gustaf Leinar**

CEO, TRR Trygghetsrådet



MAKING PEOPLE  
REDUNDANT  
DOES NOT GET  
**EASIER**

JUST BECAUSE YOU CALL IT

**OUT  
PLACE  
MENT**

## TRR can help you find the right words

It's normally pretty difficult to come straight out with it: we have to let employees go. It's not an easy message to have to pass on to trade unions, the media, clients, suppliers – or to the staff affected. As a manager, you have to lead the company towards its target of assuring the company's profitability and survival. At the same time, it's hard to run a successful company without loyal, competent staff.

Being a manager is tough when you have to make people redundant. We know. Not least, you have to be able to handle the emotional stress that can be triggered when you're forced to discuss downsizing.

TRR has more than 30 years' experience of how to implement changes practically, taking into account all parties involved.

### TRR is your partner when it comes to redundancies

We have plenty of experience of redundancy and how to deal with internal communications. TRR will give you firm support in your role as a manager and act as a neutral partner who can make sure the staff made redundant continue in their careers.

### Redundancy handled correctly can create goodwill

You have a lot to gain from carefully planning and implementing the redundancy process. The company will benefit from internal and external goodwill as all parties concerned – managers, trade union representatives and staff – will be informed of the situation in a factual, committed manner. And disruption to the company's production will be kept to a minimum. This will

allow the company to be perceived as a good employer even when downsizing.

### Our services are already paid for

TRR's work is based on the redundancy agreement between PTK and Svenskt Näringsliv, which makes TRR neutral in discussions between corporate management teams and trade unions.

TRR's operations are financed by this redundancy agreement. Companies affiliated to TRR through their membership of employer associations within Svenskt Näringsliv and some other major employer associations pay to TRR a fee of 0.3 % of the company's salaries to officials. Companies affiliated to TRR via what are known as application agreements pay 0.7 %. So for affiliated companies, TRR services are already paid for.

**”We had to lose 140 people... not the easiest job in the world”**

Bengt Larsson, Trade Union Chairman,  
AB Sandvik Materials Technology,  
Sandviken

## The TRR secret – individual coaching

How to explain TRR's good results? It's never easy to analyse the real reason for the success of a company or organisation. It's always a fortunate combination of a number of factors. But one characteristic of TRR's redundancy support is that it starts very early on during the redundancy period of the individual – and the company. As soon as a company has worked out that it has more staff than it needs, the redundant ones can start working on finding new jobs. TRR's services are on hand immediately.

Getting through a redundancy process demands personal commitment. The job of TRR's advisors is to pass on insight, knowledge, inspiration, useful advice, practical tools – everything needed to allow people made redundant to get over this phase of their lives and find a new job. In as painless a way as possible.

Our advisors support, challenge and can show people the way to opportunities, but they'll never take over responsibility. Individualisation is the key. Every person facing redundancy is treated as an individual, with his or her own needs, requirements and interests. Once staff members are prepared and motivated, the conditions exist to leave the old job behind and focus on the future instead.

### Change requires experience and the power to act

There are no strict rules on how advisors are meant to work with their clients. Individual advisors' working methods are formulated independently while staying constantly in touch with colleagues and others at TRR. The overall experience of our advisors on outplacement is based entirely on the cooperation with our client companies, on our own experiences of various positions in trade and industry, and on contact with a lot of people who've been made redundant.

Many of them have been in your shoes before now – as personnel managers, for example – and have learned the balance between economics decisions and human relations.

### Our advisors get real results

- 153 000 people from more than 20 000 companies have received our support to continue in their careers over the last decade.
- 8 out of 10 people actively looking for work and who receive our support find new jobs.
- 8 out of 10 people whom we help move on to equivalent or better jobs.
- 6 to 7 months is the average time it takes to get a new job.

### Advisors with plenty of experience and good methodology

People made redundant can expect to be put in touch with committed, skilled personal advisors who've been here before:

- 83 per cent have held responsibility for personnel issues earlier on in their careers.
- 84 per cent have an academic education.
- their average experience of working life is in excess of 20 years.

## Redundancy support for labourers

TRR is also able to offer support to staff who aren't covered by the redundancy agreement for officials. If the support relates to staff who are considered to be labourers, our subsidiary is the framework agreement supplier for the redundancy agreement for labourers, Trygghetsfonden TSL. All in all, this means that TRR is able to give professional support to all redundant staff quickly.

## TRR Downsizing Workshops – learn how to avoid the common mistakes

The situation arising in the event of reorganisation involving redundancies might be a completely new experience for you. We've been working with it for over 30 years now.

This means that we've seen all the possible variants of offers and solutions, we know the consequences and effects, we know how they affect relations between companies and trade unions. And we know how telling staff about downsizing affects individuals, and we know how to deal with this in the media.

At TRR's Downsizing Workshops, we aim to share our experiences so that you're aware, early on in the process, of the problems that may arise, both immediately and in the longer term. We focus on the following seven areas during a workshop.

### Background

In a redundancy process, it's very important for everyone affected to understand the reasons why this is happening. Initially, it's all to do with the executive, HR, managers and trade unions. Being able to answer questions such as "Why are we downsizing (better profitability, closing down a department, skills exchange)? What has to be done to achieve the desired result?" are fundamental to the process.

### Time

When making people redundant, you have to remember that more haste, less speed. You have to give people time to allow things to sink in. How long can the process take? Has the final date been specified? What governs that? Voluntary redundancy, which might perhaps be one option, takes a long time. Voluntary redundancy also demands a lot of time from the manager in the form of coaching and answering questions.

### Cost

You sometimes have to spend a lot of money to save money. Can your company afford to save? How much can it cost? Does the company have sufficient resources, both now and in the longer term? Voluntary redundancy also costs a bit more. New costs can also turn up – for instance, how much will a drop in efficiency cost you as a result of telling people they're losing their jobs?

### Effects

What will be the effect of the route we've chosen? Will we attain our targets? Do we need to make sure we keep certain key staff and skills? What about the age composition, what will that be like? How will staff affected react? The economic situation and geography have their part to play, too. There's a difference between offering voluntary redundancy packages during tough economic times in a sparsely populated area and offering the same packages during a boom in city regions.

### What results you want to achieve from redundancies

We'll discuss how various options sound to recipients, such as "we'll offer you voluntary redundancy (on the following conditions) because your job won't exist any more". Or "...We won't necessarily make you redundant if you don't accept our offer, but we can't guarantee what the future will hold for you if you don't accept". We'll also illustrate the importance of the logical aspects concerning who's offered these packages. Skills compared with period of employment? Who'll be left?

### Company – trade union relations

We'll discuss what experience your company has of any earlier downsizing initiatives. We'll look at the company's culture, brand and tradition. What's the relationship like between the company and trade unions? How have other companies met their downsizing requirements?

### Media

And finally, a very important point: public relations. How should a company react to the media during a redundancy process? What's the company's current relationship with the media like? How will this be depicted?

**YOU**

**HAVE TO KEEP**

**A COOL**

**HEAD BUT**

**HAVE A WARM**

**HEART**

## The roles of the manager and trade unions when redundancies are announced

Having to let staff go is hard. All managers would prefer not to have to do that job. And being a trade union representative is almost even worse, because it's not easy to be one of the few people who knows redundancies are afoot. Then when your colleagues find out, it's not easy to be the person who knew all along but never said anything.

But when downsizing becomes necessary, it's important to handle it correctly; and there are certain ground rules to learn. That goes for both trade union representatives and managers alike. The first thing is that you always have to view each and every person as a unique individual. You can never know in advance how someone's going to react on being made redundant. The second thing is the importance of explaining why redundancy is necessary and why that particular person is being made redundant.

Of course, experience and the scope of previous reorganisations do differ from company to company. This is why TRR's services can be adapted to suit the requirements of each and every company. The TRR methodology is based on discussions with thousands of corporate management teams and hundreds of thousands of individuals who've been made redundant. Their tales of their experiences have given us a good idea of how people react when they lose their jobs.

We also know that people react differently to redundancy depending on what information and support they receive from the company, the trade union and others. This is why we've devised two courses to share our experiences with elected trade union representatives on the one hand and managers on the other. We can help you to be better prepared. Preparing, Planning, Discussing are vital.

### The role of the manager in redundancies

When companies undergo change processes, individual staff members end up in a tough position. For someone who's been made redundant,

reorganisation can be quite an upheaval. "The role of the manager in redundancies" is the name of the TRR service developed on the basis of Swedish experiences and requirements. Quite simply, this service aims to train managers to work professionally even on redundancy issues.

Your company already has an agreement with TRR, so our services are already paid for. So you don't need to implement any time-intensive procurement processes. Instead, we can work together to focus on the human aspect; that is, how you and your staff can get through the redundancy process as painlessly as possible.

### The role of trade unions in redundancies

Our job is to talk to people who've been made redundant, to help them work out what they want to do and to provide them with support in their quest for a new job. We're experts at talking to people who've lost their jobs. When the axe falls, it's often the trade union that's expected to provide information and support. In many cases, people can get pretty annoyed with the trade union because they've lost their jobs: "Why didn't you do more?" is a common question.

We know that the better your handling of this situation, the more the people affected can make of the support they receive and the faster they can move on. And they'll also retain their trust in the trade union. Quite simply, it all comes to a better conclusion.

Our course "Being a trade union representative at the time of redundancies" is aimed at elected trade union representatives who are or perhaps will be facing redundancy negotiations. What should you bear in mind when passing on the bad news – at a big meeting, or face to face? What reactions can you expect? What are the most common questions?

### More about our courses

All you need to do is contact TRR and ask for more information on "The role of the manager in redundancies" or "Being a trade union representative at the time of redundancies". Call +46 (0) 20 56 08 01 to contact TRR.



PREPARE



PLAN



DISCUSS

# The TRR methodology for people who've been made redundant

## SUPPORT AND CHALLENGE

We'll help people who've been made redundant to maintain their focus and empower them to make changes when it comes to looking for a job.

The foundation of the TRR methodology is known as Support and Challenge. We'll treat each and every individual with respect and sensitivity, and always base what we do on their unique situations. When we talk to individual staff members, we can use our experience to deal in a timely fashion with the issues required to help redundant staff progress. Time at TRR is divided into two phases. To start off with, our emphasis is on advice and knowledge transfer to help redundant staff learn how to look for work effectively. When they know how to look for work effectively, our cooperation then switches to the second phase and we start looking at a more educational approach. The advisor's job then is to support and challenge them to find motivation and endurance in the process, all the way to their target.

At our jobseekers' course, we'll make sure each and every individual has the right knowledge. We've divided up the content into the following four areas:

### Current status

Create a structure and start the task of looking for a job.

- What TRR has to offer and what they can expect from their time with TRR.
- Identify needs and choose the direction the advice should take.
- Get them started on writing applications.
- Draw up a preliminary schedule and activity plan for the period until they get a new job.

### Competence

Create an insight into what skills could lead to a new job.

- What CAN the jobseeker do? Ask them to make a list of their experience and the things they know which might lead to a new job.
- Who IS the jobseeker? Increase self-knowledge by looking at qualities and strengths.
- What does the jobseeker WANT? Make yourself aware of what their values and driving forces are, and how these affect what they want to work with.
- What makes the jobseeker UNIQUE? Clarify what makes that person competitive in their search for a new job.

### Labour market

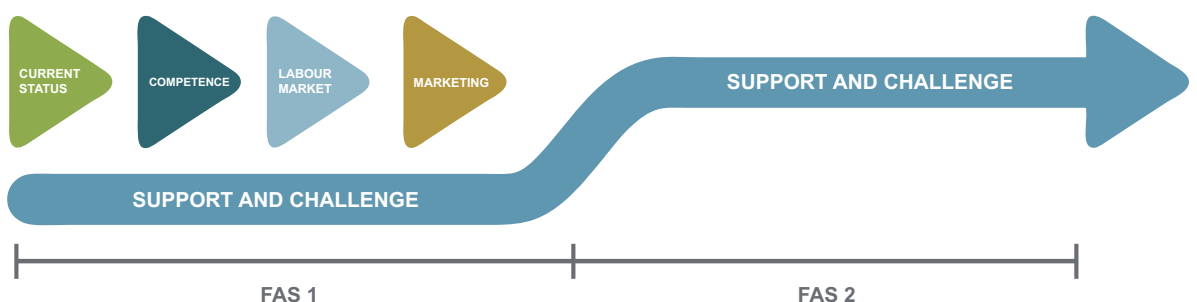
Create a clear target structure and knowledge of their own labour market.

- What's the objective, and what does that person want to work with?
- What part of the labour market can the person define as their own?
- What's the future, personal labour market like?

### Marketing

Create a good understanding of how to look for work effectively.

- What channels are there which might lead to a new job?
- What's their personal network like, and how can this be developed in order to lead to a new job?
- What's the best way to write a good CV and letter of application?
- How best can they present themselves in various situations when looking for a job?



## Quick guide

### TRR is a resource in the following situations

- When there's a risk of a shortage of work within the company, but no decision has been made on which staff will be affected.
- When staff are given notice of redundancy due to a shortage of work.
- When staff opt for voluntary redundancy within the scope of redundancy within the company.
- When you want help with planning the redundancy process.

### Who's covered by TRR operations?

Employees of companies which are members of the following organisations are covered by TRR operations:

- Employer associations within Svenskt Näringsliv (except for FAO).
- Newspaper issuers
- KFO
- Idea
- SRAO
- Companies with what are known as application agreements are also covered.

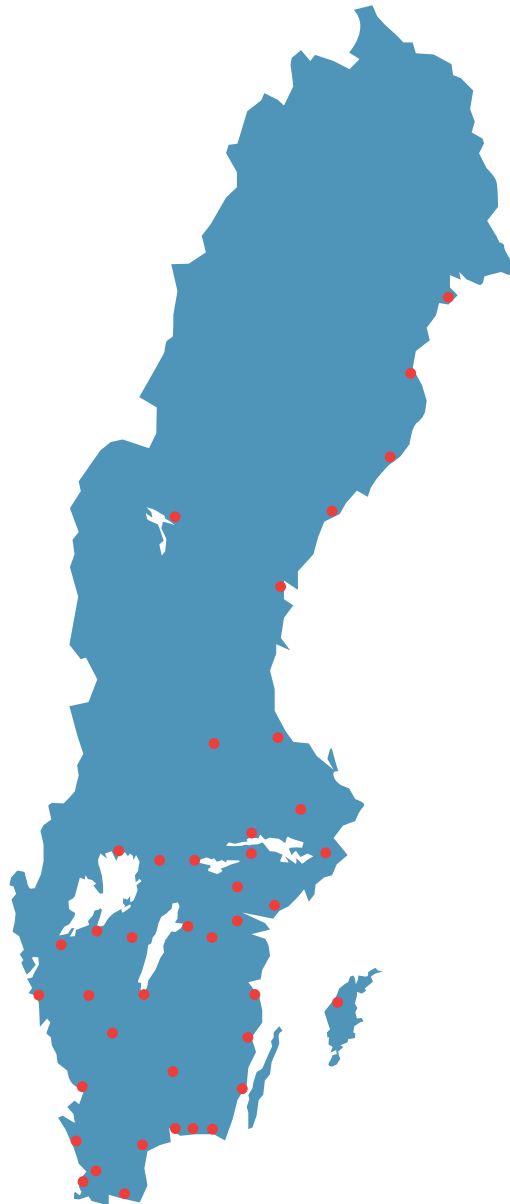
### Redundancy support

- Employees have to have been permanently employed for at least a year, working a minimum of 16 hours a week.
- Employees are given notice or run the risk of such a thing happening because of a shortage of work in their company.
- Employees are then given advice, tips and guidance by a personal advisor from TRR on finding a new job or starting up on their own.

### Redundancy pay – supplementary income protection:

- Redundancy pay is designed to supplement the unemployment benefit fund.
- Staff have to have been made redundant from a permanent position and have been employed for at least five years, working at least five hours a week.
- Staff have to have reached their 40th birthday by the date their employment is terminated.
- Staff have to have had a salary of at least SEK 21 100 a month.

For more information, please visit our website at [www.trr.se](http://www.trr.se) or call +46 (0) 20 56 08 01.



Borås  
Eskilstuna  
Falun  
Gislaved  
Gävle  
Göteborg  
Halmstad  
Helsingborg  
Jönköping  
Kalmar  
Karlshamn  
Karlskoga  
Karlskrona  
Karlstad  
Katrineholm  
Kristianstad  
Lidköping  
Linköping  
Luleå  
Lund  
Malmö  
Motala  
Norrköping  
Nyköping  
Oskarshamn  
Ronneby  
Skellefteå  
Skövde  
Stockholm  
Sundsvall  
Trollhättan  
Umeå  
Uppsala  
Visby  
Västervik  
Västerås  
Växjö  
Ystad  
Örebro  
Örnsköldsvik  
Östersund

## TRR Trygghetsrådet

TRR Trygghetsrådet has more than 30 years' experience of redundancy work. We work as a long-term partner for our affiliated companies. We are the only independent organisation on the Swedish market, and we have developed a complete methodology for coaching professional employees. By empowering individuals to make changes, we have helped more than

20 000 companies in difficult situations over the past decade.

More than 32 000 companies employing a total of 700 000 people, mainly professional employees in the private sector, are affiliated to TRR. The organisation employs some 220 people in more than 40 locations all over Sweden, and its head office is in Stockholm. Find out more at [www.trr.se](http://www.trr.se) or call TRR.



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