## Dimensioning

Background/Opportunity/project description: "what is the problem we want to solve"

- There are several scenarios for our business in Russia for 2017-2 scenarios (basic and negative) were selected based on starts
- Decrease of production volume forces us to decrease the number of employees according to both scenarios
- The number of roles/employees in each department were calculated according to each scenario
- Key employees (key roles + key people) were selected to retain in the company based on both scenarios

Target end state/objective/benefits/questions to be answered: "what do we want to achieve"

- To be prepared for different business scenarios
- To have reasonable number of employees in the company
- To have all functions/roles/competencies in place in accordance with the strategy
- To have all functions/roles/competencies


## Project scope: "what is included in the project"

- Select and develop several business scenarios
- Agree about needed roles/numbers of employees per department based on selected scenarios Select key employees (names)
- Select the relevant scenario (Summer 2017)
- Create and execute the reduction plan based on the selected scenario (names/roles/timing/costs)
- Check the results (excluding new roles which appeared after the 1 April)


## Limitations: "What problems is not solved/what is not included

- Some key people could leave the company if negative scenario takes place

Real costs. The costs are not depend on employees' number. Examples: expat's cost; in some cases it is cheaper to have internal workforce instead of paying to subcontractors or consultants (ecology, design, VDC)
about new roles come every week. New hires must be out of the scope of the dimensioning plan. All new extra roles to be discussed on SMM
Some employees could be demotivated due to the staff redundancies

## Resources needed: "people and financial"

- HR manager engaged in all meetings
- Active participation of the heads of depts


## Key stakeholders incl. owner: "Who need to be involved/informed"

- Management team
- Department managers


## Time line: "when to start and finish

- Start - January 2017

End - December 2017

