

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 retain key employees in the company

Resources needed: "people and financial"

- HR manager engaged in all meetings
- Active participation of the heads of depts
- Average 3 monthly salaries per redundant position

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)

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

- Management team
- Department managers

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)
- New ideas 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

Time line: "when to start and finish"

- Start – January 2017
- End – December 2017