

CASE STUDY: Outplacement Support for MedImmune, AstraZeneca Group

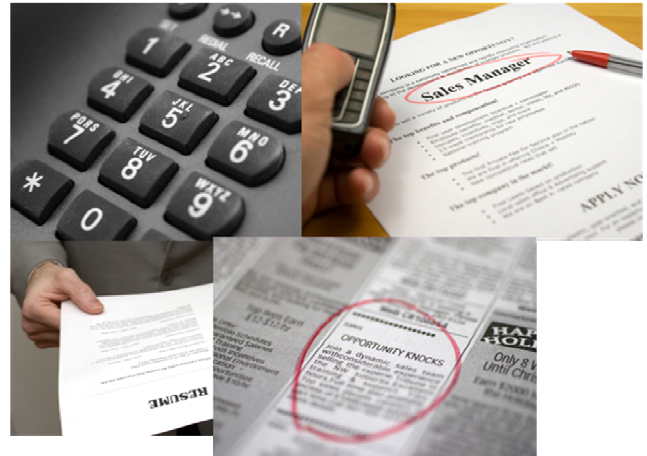
When a major re-organisation caused the Cambridge-based arm of MedImmune to make 28 roles redundant, it called on Obsidian Consulting.

Providing independent support at a critical time

A package was developed to support affected employees which included a series of workshops, personality profiling and one-to-one coaching sessions. Managing Partner of Obsidian, Geoffrey Bray said of the programme design “We wanted to be able to add value to people with a range of different needs, so we developed a very flexible programme. Each individual was assigned a personal coach and together they selected the best combination of support from a suite of options”.

Redundancy is a critical time in the life and career of those affected. As Trevor Boulding, HR Director at MedImmune, said “The support in terms of career review, CV development and job search strategy helps people with the practical aspects, plus a sympathetic ear helps with the emotional side. It really has been a vital lifeline for people”

Many of the affected individuals used the outplacement support to hone their CV, create a job search campaign and polish interview and negotiation skills. Others worked with their coach to analyse their career aspirations and some have since set up their own businesses or are working in consultancy. Six months on, 90% of the programme participants are working and many are delighted with the outcome.



Helping protect the employer brand

It's not just about the people who leave. Those employees remaining can be greatly affected by redundancy, in terms of morale and how they think about the company. Trevor added “people watch how you manage these things and they make judgements about the company. Providing a good package of support has been an absolute plus, it has provided good internal PR. By supporting and helping people through the emotional reaction that can result from redundancy it helps reduce the risk of unfair dismissal claims and protects the employer brand. What Obsidian has done has supported the reputation of the company in the marketplace.”

Trevor confirmed the support provided by Obsidian has provided good value for money for MedImmune: “It's been worthwhile from several perspectives, from the individual point of view and from the broader perspective of the company”

Participant feedback

"At a time of considerable uncertainty, I found the programme extremely valuable. Obsidian really helped me clarify where I wanted to go and a route to help me get there. I now feel confident that I will be able to achieve the qualification I'm working towards, generate the income I need to support my household and keep my career options open when I receive my accreditation next year".

"I'm pleased to report that I have just accepted a job... thanks very much to you and your colleagues at Obsidian for all the help and guidance in doing my CV, deciding what sort of job I wanted and negotiating acceptable conditions"

"Your advice was top quality, and I will be happy to recommend Obsidian in the future."

"Thanks for being a wise sounding board; much appreciated"

"You come highly recommended. My old boss was singing your praises recently"