

About APT

APT, Inc. is an international, full-service human resource process consulting firm owned and staffed by experts in the field of industrial and organizational psychology. Since 1995, our professional expertise has included:

- Staffing for Organizational Change/Downsizing
- Job Analysis
- Selection Systems
- Litigation Support
- Development
- 360-Degree Feedback
- Organizational Surveys
- Compensation
- Performance Management

For more information about our staffing for organizational change/downsizing services, please contact Dr. John Scott, Vice President at (203) 655-7779 or at JScott@APTMetrics.com.



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Staffing for Organizational Change:

APT's Staffing Process for Corporate Restructuring,
Downsizing and Mergers



Flexible HR Solutions, Sound Measurement PrinciplesSM

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THE CHALLENGE

Whether you are facing a corporate merger, restructuring or a reduction in force, you need a structured staffing strategy that will address your unique situation and positively impact your profitability.

The expected result of organizational change is an improvement in your company's bottom line. However, when faced with unrealistic deadlines and the uncertainty that accompanies change, making expedient staffing decisions can take precedence over sound staffing decisions. As a result, your new organization could experience decreased productivity, eroding morale and employment litigation.

STAFFING FOR SUCCESS

The key to maximizing your organization's success and minimizing its risk is the implementation of a systematic staffing approach that is fair, job-related and legally defensible. We've designed a comprehensive model that strategically positions organizations to make sound selection decisions in restructuring or downsizing situations.

APT's staffing process ensures that your organization functions efficiently from day one. Our staff of industrial-organizational psychologists and consulting professionals will work with you to implement a tailored staffing model that will help you put a superior workforce in place in your new organization.

ACCURATE, RELIABLE AND FAIR ASSESSMENTS

Working with your organization's leadership, we will ensure accurate candidate evaluations, assess the impact of various staffing models and facilitate final selection decisions. What's more, your organization's choice to use a structured process from APT will assure employees that the selection decisions were made based on a rigorous, consensus-driven review of valid criteria.

The following chart presents a comparison of features between the typical staffing process utilized for organizational change and APT's recommended process.

| TYPICAL STAFFING PROCESS | APT'S RECOMMENDED STAFFING PROCESS |
|---|---|
| Review job descriptions, if available, for target jobs | Specifically define organizational competencies and technical skills necessary for success on each target job |
| Identify pool of candidates based on supervisor preference or nomination | Identify pool of candidates based upon extent of overlap between their current functional responsibilities and those of target jobs |
| Consult existing performance documentation, if available, and review ratings that are neither calibrated across raters or standardized across employees | Evaluate employees on success factors directly linked to the new job's requirements using trained and "calibrated" assessors who are fully knowledgeable of employees' day-to-day performance |
| Rank order candidates for each position | Analyze candidate performance ratings for fairness and accuracy. Produce weighted profile ratings for use in making selection decisions |
| Make selection decisions with managers' input | In collaboration with Human Resources, Legal and an expert facilitator, hiring managers are presented with assessment data and, taking into account business needs, make selections |
| Review decisions with Legal | Results of the staffing process are systematically audited—ensuring that the assessments of candidates and the subsequent selection decisions are fair, accurate and legally defensible |

THE STRENGTH OF THE PROCESS

The strength of this process lies in its ability to be both a predictor of success and a legally defensible means of managing organizational change. The process is driven by several key factors:

- 1) Collaboration:** All phases of this process are collaborative in nature which ensures open communication and eliminates surprises for the key stakeholders involved,
- 2) Consensus:** Decisions that are based on a consensus among the key stakeholders are more reliable and accurate and are subject to greater support and less potential undermining, which is critical for moving forward, and

3) Calibration: All ratings of performance are calibrated across raters and competencies to ensure that candidates are fairly assessed and treated. This is accomplished through the development of behaviorally anchored rating scales, rater training and continual "push back" throughout the assessment and selection phases.

APT PUTS ALL THE PIECES TOGETHER

At APT, we've successfully facilitated the assessment of thousands of individuals in a broad range of industries, including retail, consumer products, technology, entertainment, transportation, manufacturing, hospitality, pharmaceutical and public utilities, and we'd like to put our unique staffing model and expertise to work for you and your new organization.