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|  | Steps/Activities | Person responsible | Timeline | Comments |
| 1 | Establish closure approach (e.g. formal project management) |  |  |  |
| 2 | Determine roles and responsibilities for people managing the process |  |  |  |
| 3 | Identify the factors which will determine when an office / programme should close |  |  | Ensure closure strategy aligns with organisational strategy. |
| 4 | Develop Exit Strategy |  |  | Exit strategies should consider:   * different types of closure: * full or partial * phased or rapid * the on-going needs of the organisation and beneficiaries * what will be the replacement structure |
| 5 | Prepare Closure Plan  Identify all elements to be considered  Implementation plan  Timetable for implementation  Risk identification and mitigation actions |  |  | This document can be provided to Unions/Staff representatives as a basis for consultation as required.  Check with HQ HR/Country HR as appropriate to confirm proposed closure details. |
| 6 | Finalise legal position |  |  | Ensure all actions regarding termination of staff comply with local legislative requirements prior to finalising Closure Plan. |
| 7 | Determine organisation and corresponding staff changes |  |  | Detailed analysis of employment issues will be required e.g:   * financial costs of termination. * timings and impact of contract end dates. * criteria and methodology for selecting remaining posts. * identify staff who have priority status, by being “at risk of termination”.   There should be some consistency in the methods of assessment for same/similar roles, but it is not necessary to have identical approaches, as the actual selection criteria will influence which methods should be used for assessment. |
|  | Steps/Activities | Person responsible | Timeline | Comments |
| 8 | Determine financial impacts and prepare budget |  |  |  |
| 9 | Develop Communication Plan, including:  “engagement” strategy for staff remaining  regular update points  selection process for remaining posts |  |  | Although the decision to close is not negotiable, staff should be encouraged to comment on the process, and their suggestions incorporated into the overall plan. This is particularly important for risk mitigation. |
| 10 | Identify impact on individuals and calculate the detailed termination data for each employee |  |  |  |
| 11 | Determine the general range of assistance to be provided to staff leaving |  |  | This will cover financial support (both legal and organisation entitlements) and non-financial support. |
| 12 | Formally consult with staff, including:  Distribution of closure proposal  Consultative meetings with staff representatives (collectively and/or in each office)  Staff meetings  Incorporation of appropriate comments  Finalisation of proposal |  |  | It is important to stress that the proposed changes are to positions and not people.  If the formal process is followed, but agreement can’t be reached, may need to refer it to Industrial Court for arbitration (depending on local legal requirements). |
| 13 | Conduct selection process as appropriate. |  |  | Keep documentation of procedures for future reference and to defend any complaints made. |
| 14 | Finalise arrangements and terminate positions  Provide written confirmation to staff regarding their particular situation  Ensure final termination payments are made appropriately  Ensure that staff return any outstanding monies and equipment owed/belonging to the organisation |  |  |  |

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|  | Steps/Activities | Person responsible | Timeline | Comments |
| 15 | Track and monitor the change process  Keep appropriate records  Inform relevant authorities  Prepare regular closure reports and updates  Before ending the closure process, prepare a “lessons learned” paper for future reference  Ensure all personnel records and files are properly destroyed or transferred to appropriate location |  |  |  |