

СЕКЦІЯ І

Тенденції розвитку корпоративного менеджменту та маркетингу

Baszyński A., PhD, prof.

Adam Mickiewicz University in Poznań

OUTPLACEMENT – FROM BUSINESS PRACTICE TO A MODERN MANAGEMENT CONCEPT

1. Introduction

Most people lose their jobs because of mergers, acquisitions, economic crises, rather than as a result of their own decisions. The phenomenon of employment reduction affects, without exception, all the industry, production companies, financial institutions (including banks), and even in the times of crisis, IT sector enterprises. Regardless of the reason, losing a job causes severe stress, especially when it affects highly qualified employees with a long seniority who have worked their entire professional life in one company. This stress exceeds only the experience of death and divorce [Lewison 2002, p. 43]. That is why socially responsible companies try to help redundant workers find themselves again in the labour market. From the firm's point of view, trust and credibility are very important factors, and the implementation of the outplacement program is conducive to build the image of a responsible organization.

2. Issues of outplacement in corporate management

Outplacement is "a planned and comprehensive process of organization of employee layoffs, during which a consultant helps employees, individually or in groups, to look for a new job" [Chwistecka-Dudek 2016].

The first outplacement programs were implemented in the USA after the end of the Second World War. The original concept under the name System to Identify Motivated Skills (SIMS), developed by B. Haldane, was applied to war veterans, whose qualifications due to long-term breaks in work and absences in the country have become obsolete. At the same time, the economy switching from military to civilian production needed skilled workers. The success of pioneering works of B. Haldane resulted in the commercialization of services that initially were directed exclusively to individual recipients. It was not until the mid-1960s that the first corporate outplacement programs were carried out for oil companies, including an international scale. The outplacement service has started to include increasingly large groups of recipients. Entrepreneurs began to order monitoring of dismissals for employees and their families (spouses). In the mid-1980s, outplacement came to Europe due to group layoffs at the Wessex

Helicopter from Great Britain. The origins and development of outplacement are presented, among others in the work of R. Kamiński and E. Pospiech [2014 p. 138-141].

It was accepted to distinguish three forms of outplacement: individual, group and executive. Although each form is addressed to another recipient: individual outplacement for individual employees leaving the enterprise, group outplacement for groups of employees dismissed, sometimes counting hundreds of people, and executive outplacement for middle and senior managers, the differences are mainly semantic. Individual outplacement, regardless of the level of the professional hierarchy, offers primarily support through working with an individual counsellor, although the scope of services may vary depending on the position. Group outplacement is based primarily on the training of groups, usually homogeneous professionally, in the form of workshops. The aim of outplacement - in addition to updating employee qualifications - is psychological help in a difficult life situation.

Outplacement has evolved from the idea of solving a specific socio-economic problem to the modern concept of human resource management, because the theory cannot be talked about here. The transition from individual job search consultancy to paid-up corporate outplacement has developed a few models [Klehe and Hooft pp. 548-549]. The first of these models - Stages of Transition Counselling Model - is created by R.J. Mirable [1984]. Chronologically the second is developed by J.C. Latack and J.B. Dozier [1986] Career Growth Model. The third is the Holistic Outplacement Model by J.J. Kirk [1994]. The fourth is the so-called an Aquilanti Integrated Outplacement Model [Aquilanti and Leroux 1999].

The first of these models consists of five stages: comfort, reflection, clarification, direction and perspective shift. The Career Growth Model includes three key factors: the individual's characteristics, the individual's environment and the individual's transition process. The Kirk's Holistic Outplacement Model consists of three phases, defined as: regaining equilibrium, career development and job hunting.

The Integrated Outplacement Model is in fact the result of several different concepts, also called theories. Based on the concepts of D. Super called career theory, and inspired by the theory of the five stages of grief also known as a Kübler-Ross Model, the concept of effective change of Ch. Parker and R. Lewis [1981], T.M. Aquilanti presented a model combining various elements of many outplacement models. Based on them, four stages have been distinguished: loss, grieving and transition; personal development; job search and ongoing counseling and support for dismissed persons. The comparative characteristics of individual outplacement models are given in Table 1.

Table 1.

Comparative characteristics of outplacement models

Specification	Stages of Transition Counselling Model	Career Growth Model	Holistic Outplacement Model	Integrated Outplacement Model
Author	R.J. Mirabile	J.C. Latack, J.B. Dozier	J.J. Kirk	T.M. Aquilanti, J. Leroux
Year of publication	1984	1986	1994	1999

Main factors	comfort, reflection, clarification, direction and perspective shift	individual's characteristics, individual's environment and individual's transition process	regaining equilibrium, career development and job hunting	loss, grieving and transition; personal development; job search and ongoing counselling and support for dismissed persons
Features	stage results oriented	stage results oriented	stage way oriented	non-stage (overall) way oriented

Source: own study

3. Conclusions and suggestions

The system of concepts, axioms and theorems establishing relations between concepts and axioms presented here does not create a coherent system describing the issue of outplacement as a concept of human resources management, and thus cannot be called theory. However, the presented models are of universal character and can be used in business organizations, which makes them close to the theory of management. The issue of outplacement requires further research in the direction of searching for universal relationships between concepts, axioms and theorems derived from empirical research on the use of outplacement. An example of such research can be found in the work of Kaźmierczyk et al. [2019]. Such research fills a significant cognitive gap in the development of the concept (theory) of outplacement.

References:

1. Aquilanti, T.M., Leroux, J. (1999). An Integrated Model of Outplacement Counseling. *Journal of Employment Counseling*. 36 (4): 177-191.
2. Chwistecka-Dudek, H. (2016). Outplacement – nowoczesna koncepcja zarządzania zasobami ludzkimi. [Outplacement - a Modern Concept of Human Resource Management]. *Zeszyty Naukowe Wyższej Szkoły Humanitas. Zarządzanie*. 17(2): 13-27.
3. Kamiński, R., Pospiech, E. (2014). Outplacement jako forma aktywizacji zawodowej [Outplacement as a form of professional activation]. in: Kamiński R. (ed.), *Wybrane problemy współczesnego rynku pracy [Selected problems of the contemporary labor market]*, PTE, Poznań.
4. Kaźmierczyk, J., Tarasova, A., Andrianova, E., Baszyński, A. (2019). Factors Affecting the Use of Outplacement in the Banking Sectors of Poland and Russia. *Management*. 23 (2): 263-280.
5. Kirk, J.J. (1994). Putting Outplacement in its Place. *Journal of Employment Counseling*. 31(1): 10-18.
6. Klehe, U.-Ch., Hooft, E.A.J. van, (2015). *The Oxford Handbook of Job Loss and Job Search*, New York: Oxford University Press.
7. Latack, J.C., Dozier, J.B. (1986). After the Ax Falls: Job Loss as a Career Transition. *The Academy of Management Review*, 11(2): 375-392.
8. Lewison, J. (2002). From Fired to Hired. *Journal of Accountancy*. 193(6): 43-50.
9. Mirabile, R.J. (1984). Outplacement as Transition Counseling. *Career Planning and Adult Development Journal*. 2(1): 7-11.
10. Parker, C., Lewis, R. (1981). Beyond the Peter Principle: Managing Successful Transition, *Leadership and Organisational Development Journal*, 5(6): 17-21.