



Association of  
Career **Firms**  
EUROPE

**ACF EUROPE** - Newsletter

ISSUE March 2018 | TOPIC Survey results

## Dear Colleagues,

The evolution of our industry continues to shape and reshape as the needs of our clients and their employees change largely due to the wide range of generations in the workplace and their attitudes to how they prefer to work and on what they work.

The survey we undertook at the end of last year we gathered ideas from across Europe as to what we all as members are seeing in our markets. We have taken time to analyse the survey results in more depth and in this edition of our newsletter we explore this with interviews of the ACF Board members.

The Board are meeting in Dusseldorf on the 13th April to discuss next steps of the evolution of the ACF and we will share these plans soon after.

Warm regards

Bev White

Chairman ACF Europe



AUTHOR

**Bev White**

Chief Executive Officer  
Gi Group UK

President ACF Europe  
President UK Chapter ACF



**Mark Richter**  
 CEO of OTP Organisation  
 & Training Partners in  
 Switzerland  
 Board Member ACF Europe

# Bev White (president) interviews her colleagues on the board of ACF Europe to the survey results

1. Which components of your outplacement program do your candidates appreciate?

Please indicate on a scale from 1 (not important at all) to 10 (of extreme importance) the extent to which you agree with the following statements.

	SCORE
Basic training for application (preparation for entering the labour market through individual coaching)	7.86
Support during the time until the employment contract ends	6.41
Unlimited support until landing	7.38
Group workshops	5.77
Access to the (HR) network	6.19
Access to on-line support and databases	6.07
Personal coaching	8.96

Key finding: These statements are all IMPORTANT (>5) but to various degrees/ all participants in average agreed on this. Most important are the “personal coaching” (8.96), the “basic training for application” (7.86) and “unlimited support until landing” (7.38). Least important are the “group workshops” (5.77).

## Mark Richter (CEO of OTP Organisation & Training Partners in Switzerland) do you agree with these results?

I do not agree in all points with this average. For our market in Switzerland I see the following points:

1. Personal coaching: This is the mainstay of an outplacement program here in Europe and is very important for a situation where change and reorientation are crucial. The personal coaching as a personal and professional guidance is today the key element in a job market and application situation which are more and more complex.
2. Basic training for application: A core element to finding a new job and therefore a basic part of the outplacement process.

3. Unlimited support until landing: In Switzerland the programs have mainly a duration of 3-6 months and average landing time is around 8 months. Although surely reassuring for the candidate this element is no more an important part of outplacement programs.

4. Support during the time until the employment contract ends: This aspect is important mainly where an employer offers an outplacement during the period of notice. It can help to go from one job to the next (without unemployment). This is easier when the employer gives enough time for the process and the candidate is motivated to find a quick solution.

5. Access to the (HR) network: This support is becoming more and more important to employers and candidates as a part of the process. The access to the hidden job market is a valuable plus. Here it seems a little undervalued.

6. Access to online support and databases: the ranking of this element seems quite low although at the moment usage in Switzerland is not high and candidates still like their paper version of the handbook. This point can become very important in the future when competing with large competitors (e.g. LHH, Right, Risesmart). Younger generations will have more appreciation for the digital approach.

7. Group workshops: This must not be essential to OP but is a value added and gives the possibility to exchange with other candidates in the same situation (networking).

## Herbert Mühlenhoff (CEO of Mühlenhoff Managementberatung in Germany) do you agree with these results?

Of course, the answers depend on the situation of the outplacement provider. For example, do they run projects, do they offer tailor-made databases, is the outplacement provider a small, medium-sized or large company? I would think that there exists an interdependence in this respect.

We can look at these figures from different perspectives. Let me start with the low score for group workshops. Indeed we see that 1:1 counselling is in demand and that the content of group workshops can be substituted by online services and scripts. Even webinars are quite often more appreciated than workshops.

The relatively low ranking of databases might also be an indicator as to whether the outplacement provider actually provides access to databases beside the outplacement program.

The top rankings show the added value of a professional outplacement program. Candidates want to be supported during a phase which is outside their normal routine. It is understandable that unlimited support is appreciated, although we have to note that these programs are less often offered than a decade ago.

We recommend that the counselling should have a duration of 6 to 9 months in order to facilitate the landing of the candidate. If such programs are unavailable we recommend, as a minimum, that the duration of the counselling be in line with the remaining period of the employment contract.

## Steve Thompson-Martyn (Director Career Directed Solutions Ltd. in the UK) do you agree with these results?

I look at these results and broadly see a strong correlation with the feedback we are getting here in the UK. However I would say that these scores seem more representative from individual outplacement programmes rather than the volume part of our market. The combination of personal coaching that is focused on an outcome rather than a number of sessions is important. The relatively low score with online tools perhaps reflects a market where the older generation of clients still tend not to optimize the tools available whereas the younger generation of users are considerably more focused on their usage.

The decline in group workshops seems to reflect the growing trend for outplacement clients to conduct their jobsearch remotely, no longer working in offices eheas group interaction promoted a greater use of workshops.

I suspect that we will also continue to see greater emphasis placed on access to networks as this route to success becomes ever more important.

# Change Consulting

## **Organisational change can have the most adverse impact on business performance if not managed and handled effectively.**

At the core of change are people and the resulting change will have positive and negative career impacts in both the short and long term.

Career Directed Solutions principals have been at the heart of organisational change for over 20 years and have developed a suite of interventions to maximise rather than minimise the positive impact of change on the entire employee group.

Using our APIE model and applying different change and transition models we will provide end to end service based around:

- Board and Team planning facilitation
- Team and individual Coaching
- Consultative Committee support and coaching
- Transition interims
- Tactical Career Focus
- Remedial and crisis coaching

At the heart of the change services we provide we will:

- Minimise the shock impact and resultant reduction in performance
- Support colleagues at a critical time
- Provide a third party objective service
- Minimise business disruption
- Build short and long term capacity
- Build trust and engagement
- Deliver effective solutions



**Herbert Mühlenhoff**  
Managing Partner  
Mühlenhoff + Partner GmbH  
Board Member ACF Europe



**Steve Thompson-Martyn**  
Director Career Directed  
Solutions  
Board Member ACF Europe

A new item in our newsletter the ACF AGENDA. A selection of HR events, meetings or milestones which you as a HR professional shouldn't miss. Please feel free to send us your news or items to place on the agenda for our next newsletters.

### **ACF Agenda:** HR events not to be missed.



27-28 MARCH 2018

Conferences and Seminars in Europe offered by Euro Guidance

**Expo at London Olympia (Kensington)**

In House Recruitment

#### **ACF Europe**

[www.acf-europe.org](http://www.acf-europe.org)

[acf.europe.org@gmail.com](mailto:acf.europe.org@gmail.com)

LinkedIn group: Association of Career Firms (ACF) Europe



Association of  
Career **Firms**  
EUROPE