

Effective Evolution



*Outplacement Case Study
Portman Building Society*

The Challenge

Following the announcement of a proposed merger between Nationwide and Portman Building Society, Rialto was invited by Portman to tender for the provision of outplacement and career transition support.

Portman, a well known market leader with a reputation for their high performance culture, had expectations of partnering with a consultancy who demonstrated the ability to deliver a high standard of support to enable individuals to achieve quantifiable results, continued growth and ongoing career success.

After a rigorous assessment and selection process, Rialto was appointed to provide support to all management grades. Directors had the choice of two outplacement providers to work with – one of which was Rialto.

Three different levels of support were developed to reflect the different Management/Director levels, which all followed a common strategic framework.

This was critical to ensure perceived fairness and equality across the different levels.

Motivation, engagement and retention of staff were key issues as leaving dates had not been predetermined with some leaving dates taking place over the course 12-16 months.

It was therefore critical for programmes to provide maximum flexibility and for Rialto consultants to spend time establishing and implementing a smooth transition process with a clear strategy for individuals to work towards.

To aid this, a Project Management team was formed which included an overall Project Director as well as dedicated representatives for each support level. This team focused on co-ordinating the delivery of services through a specialist multi-disciplinary Consultancy team.

"Rialto leads in the field of career transition & provides a sensitive, supportive, but realistic approach, truly tailored to the individual. The support is provided via a team approach, ensuring the relevant "expert" is matched to the individual".

"Rialto are quick to respond and give 1st class professional support throughout an individuals programme".

Sarah-Jane Hadley, Head of Outplacement, Portman

To ensure the organisations needs were being met and could be adjusted as the merger progressed, a clear communication process and reporting schedule was also established, including performance standards for the contract, quality controls and monthly progress review meetings with Portman project leaders.

The Results

- A number of Directors were referred, 100% of whom having visited both Rialto and the alternate provider chose Rialto to assist them on their transition programmes.
- Two Directors requested meetings with the Rialto team having started their programme with the alternate provider. Both decided to change their support provider and worked with Rialto.
- As a result of the excellent feedback at Director level, 100% of Management grade staff also took up their support programmes.

Rialto attributes the success of the partnership to several factors including:

- A proactive and innovative approach underlined by a clear framework and team approach.
- A focus on listening and responding to individuals requirements and being able to provide a greater sense of empowerment on a personal and professional basis.
- A strong consultant team with the ability to encourage individuals to explore broader opportunities, challenging perceived limitations and unlocking potential for future growth.

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