

## To Restructure or Not to Restructure – That is the Question!

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## Definitions

- What Restructuring is and what it is not?
- Eliminate Staff vs. Re-assign Roles
- Natural vs. Planful (or combination)

## Best Case Scenario

- Improved Operations/Performance
- Staff in Right Positions
- Positioned for the Future
- Building on Staff Strengths
- Fairness/Equity
- Better Communication
- Consistency
- New Career Paths/Positions

## Reasons Why Restructuring May Be Necessary:

- Convergence of Factors:
  - Decreased Funding (actual and anticipated)
  - Increased Efficiencies
  - Financial Stability
  - Strategic Plan - SWOT
  - Funder Scrutiny
  - Staffing Changes
  - Increased Demand for Service / Workload
  - Client Services

## Worst Case Scenario

- Staff Turnover - Talent & Historical Info
- Legal Implications
- Low Morale
- Decreased Productivity/Efficiency
- Loss of Confidence -Community/Funders
- Sense of the Unknown

## Examples of Impacts

- Staff
- Resources
- Program Outcomes



## Staff

- Titles
- Job Descriptions
- Role
- Compensation – years of service, education, credentials, job responsibilities
- Supervision
- Cohesive Teams
- Organizational Chart – structure & relationship



## Resources

- Funder Confidence
- Readiness
- Growth Opportunities



## Program Outcomes

- Seamless to Clients
- Inclusive of Partners
- Quality Focus



## Case Studies

- Small group exercise
  - See Examples
- What would you do?



## Suggestions for Success!

- Planning
- Engage Other Professionals – HR, Attorney, Advisory Boards
- Engagement of Key Staff at All Levels
- Communication –The Right Amount
- Flexibility!



## Methods for Engagement/ Buy- In/Empowerment

- Meetings
- Visuals
- Preparation
- Logical Reasoning
- 'Urgency of Now'
- Show People



## Communication

- Ongoing
- Inclusive
- Positive
- Use Variety of Venues
- Confidentiality Issues



## Adjust As You Go! Keep in Mind....

- Honesty
- Openness
- Good Communication
- Ask for Suggestions for Solutions
- Engage Staff



## A Word About Human Resources

- Hiring
- Job Descriptions
  - Be clear
  - Reviewed annually
  - Adjust as needed
- Performance Evaluations
- Exit Interviews



## Timeline

- Too long – people worry
- Too short – not complete
- Just right – as quick and though as possible
- Size of project – impacts timeline
- No perfect time of year!
  - budgets, holidays, vacations, day-to-day operations



## Policies

- Non-discrimination
- Equal Opportunity
- Agency - Promotion, Job Assignment, Termination etc.



## Legal Points

- Be aware of the possibilities



## Who Should Be Involved?

- HR
- Leadership
- Staff
- Facilities/IT
- Legal Counsel



## Overview Of Our Process

- Before
- During
- After
- 20/20 Vision – What we would have done differently?



## Thank You For Your Participation!

- Questions?
- Any Last Comments?
  
- **THANK YOU!**