

APPLICATION OF THE OUTPLACEMENT MODEL “FATRA” TO TAF PMS 2010 CONCEPT

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ABSTRACT

In order to survive the constant changes and developments in the economy, companies must resort to alternative structural developments. In this context, organizations must develop programs to support the employees they laid off as well as their remaining workforce to achieve efficiency and profitability. One of these support programs, the Outplacement, is a service that helps employees who lost their jobs to cope with the situation and to find a new job. In addition, the Outplacement program deals with the psychology of the remaining employees in the sense that their jobs may be under threat as well.

In general, the Outplacement model concentrates on the career development and the psychological support of the employees. The model encompasses a systematic support. In this study every small detail is analyzed and a conceptual model using Axiomatic Design is developed. The validity of the model is then tested within the Turkish Armed Forces.

Keywords: Axiomatic Design, Outplacement, FATRA

1. INTRODUCTION

As economic conditions and strategies are constantly changing in today's world, organizations must renew not only themselves but their work ethics as well as their work system as a whole to be able to survive this change. As times get harder, organizations must downsize, either because of company marriages which reduce the need for employees or because of the need to achieve better efficiency in order to survive. The downsized companies, once used to have thousands of employees, have now fewer employees holding the key position. In order to cope with this, we must develop the necessary system to address the human resource issues. This is especially important for the organizations that downsized for profitability in order to preserve the respect of the public.

With the changing times, people find it necessary to change jobs, firms, and occupations. The belief of keeping the same occupation within the same company and getting step by step promotion until retirement has now become a utopia. On the other hand, in spite of this change, human labor is still the workplaces' most valuable asset. The ever increasing importance for the human resource applications is a proof this. Organizations no longer just offer a severance payment but they also now support their

laid off employees and their families in a number of different ways. In this context, Outplacement program services operating under different names have been implemented for the last fifty years. Outplacement has now been recognized and regulated by law in various European and North American countries. Outplacement has also a permanent foundation in Turkey and ISKUR (Turkish Government Employment Agency) is trying to help workers laid off because of privatisation of public companies.

Generally this system provides psychological, social, and financial support as well as helps unemployed to find a new job. It has now been extended to provide health support, one on one support, and job change and career change support. By studying these services, we developed an Outplacement model, FATRA, consisting of 107 steps and 11 levels based on Axiomatic Design principles. FATRA has been used by the Turkish Armed Forces (TAF) to evaluate the services to be provided in case of potential layoffs and its applicability to TAF PMS 2010 (Turkish Armed Forces Personnel Management System 2010) [1] attrition/layoff subsystem.

2. OUTPLACEMENT

Outplacement has been developed as an industrial service where the laid off individuals are guided. Helping the transition of employees from one job to another, Outplacement, as a support program, is an organizational change for the employers, a new job, a new career, and a new life style for the outplaced employees and a psychological support program for the remaining ones [2].

Accordingly, the new career understanding is that the employees face a life long learning process to learn new skills in order to be able to take on new options originating from industrial developments. As a result, individuals must already be ready for a job change whenever it is necessary instead of trying to get ready [3].

Involuntarily laid off workers means that employers buy, the services of Outplacement firms to help the outplaced workers deal with the job loss and ensure a smooth transition into their new jobs. According to O'Donnell [4] Outplacement is the process of providing the necessary support to find suitable positions for outplaced employees taking into account their current abilities. Heally's [5] view is that Outplacement provides attractive job opportunities and reduces fear and suspicion. Simon's [6] point and view is that an organization's reason for providing Outplacement services is to develop a good image in the eyes of the public and to ensure high morale among employees. Wooten [7] claims that Outplacement is philosophically appropriate as a good work ethic for organizations.

3. OUTPLACEMENT MODELS

The Outplacement industry is completely connected to work place restructuring, thus it is a service fully arising from economic conditions. Nevertheless, no matter what the economic conditions are, Outplacement services used for outplaced employees are not problem free. Which consulting services are obtained change from organization to organization. While some programs offer psychological assessment and a one on one consultation, others simply concentrate on job search techniques as the basis of their services.

Latack and Dozier's Career Development Model aims keeping stress at mid level and focusing on career development [8].

Mirable's Transition Consulting Model is made of five functions: relief, projection, enlightening direction, specification, and change of perspective [9].

Kirk's Model covers finding stability, career development, and job search techniques elements [10].

Super's Career Consulting Theory is made up of factors from Outplacement theories such as: career development life cycle, life style change life cycle, and life style habits in unison with career change [11]. Acquilanti's Integrated Model (AIM) encompasses many factors stated in different Outplacement models. A comprehensive model is needed where personal experience and knowledge greatly differ. The model consists of factors such as: loss, grief and change, personal development, job search, and continuous consultation and support [12].

Scott and Kleiner's Loss Analysis Model consists of three parts. In first part, candidates face shock and lack of trust. In the second stage grief and anger can be experienced. The individual may feel worthless. Third factor is the realization when the individual was forced to leave. In may experience deep hurt and grief. Outplacement requires a very wide psychological study [6].

In Goffman's Consolation Model if an individual has done something wrong against someone, Outplacement will try to cool down the other party so that the individual is not disturbed at a later time [13].

Meyer and Shadle's three phases Outplacement model covers all topics of all other models. The model's every phase is made up of many steps [9].

In the literature, there is no model systematically outlining the Outplacement services step by step. The designs are usually leaning towards career development or individual psychological therapy. The FATRA model we developed in our previous work [14][15], the user is guided by systematically numbered steps, and the outplaced worker can use the system as a valuable road map tool.

4. FATRA OUTPLACEMENT MODEL

The FATRA Model consists of up to 107 steps and 11 levels based on Axiomatic Design principles. It is a new Outplacement model. The model is intended that the employer and outplaced worker use it to change the situation to their benefit. The FATRA Model has three dimensions which include the outplaced workers, remaining workers, and the workplace itself. It covers the timeframes before during, and after the job loss. It provides continuous support and consultation and this does not mean support just for the outplaced worker. The model has been designed taking into account the remaining workers who are highly affected too. The services to be offered in the model have been put forth with all aspects by dividing it into 3 sectors and step by step processes. These steps start after the organization's decision to lay off workers has been materialized. For this reason, the lazy off date must be decided and a prior job loss

consultation is done. This way, outplaced workers can be spared from the worry and uncertainty. The next step is to concentrate on the support of the outplaced worker. A thirty-eight step program has been prepared for the outplaced worker. The aim of this program is to first psychologically support the individual and then provide information and financial support and finally the needed support for career transition. These steps strengthen the foundation of the program. During all these steps, the outplaced worker is continuously being given morale and motivation. How an effective job placement can be achieved is completed in the construction of the Outplacement system model. With this topic, the second stage will start with job loss and continue until the new career transition. At this stage the outplaced workers and the remaining workers must be given support. For workplaces, productivity and profitability continuation is not ensured through downsizing, so accordingly the remaining workers must also be supported. When the outplaced worker takes a step towards a new career, the Outplacement system can evaluate it through feedback for future reference. The feedback that will be acquired through ex-workers will be a great help to improve the Outplacement system.

5. THE APPLICATION OF THE FATRA MODEL TO THE TURKISH ARMED FORCES

In this project many models designed for the transition to new career have been investigated and it has become apparent that these models are either non-applicable or a very small part of their services can be given to certain sectors. It has been determined that the industry requires an informative and up to date Outplacement model and thus the FATRA Model have been recommended. The basis of the FATRA Model has been formed with self evident guidelines. The FATRA transition into new career services model with its three main functional need and design parameters is made up of 107 steps and 11 levels. Every institution, cooperation, establishment, company, and management can use the FATRA Model as a guideline and apply this model when necessary.

The FATRA model design can be seen in Figure 1 where its functional requirements and how to be able to put it into practice are shown step by step. In the design of this systematic self evident model, the first and most important step is to determine the aim. Here the establishment' purpose must be clearly specified. In this step many different functional requirements can be specified. Every functional requirement and its

guideline must offer alternative systematic designs. For this reason, at the very top level the purpose must be outlined to determine the outcome and the necessary changes to achieve it. So basically, determination of the aim will lead to changes in the lower steps of the three diagrams. The importance is in what the individuals want to do, and this has been outlined as "DP" in the design parameters. While functional requirements determine what the expected outcome is, the design parameters (DP) outline how these functional requirements can be achieved.

In this design, the first parameter shows how to reach the goal as outlined below:

FR₁: Provide effective job placement support.

DP₁: New outplacement consultation system design.

Outplaced personnel who will receive support in the FATRA Model:

FR₁₁: Outline the services that will be offered to outplaced workers.

FR₁₂: Outline the services that will be provided along with work outplacement.

FR₁₃: Outline the services to be provided to the ex-workers during new career transition.

When the above functional requirements have been outlined, they can be analyzed in three parts:

1. Prior work leave consultation services.
2. After work leave consultation services.
3. Continuous consultation and support process.

5.1. PRIOR WORK LEAVE CONSULTATION SERVICES

In the design of the Outplacement counselling system for personnel going through the work leave process without harm, the first functional necessity:

FR₁₁: Outline the services that will be offered to outplaced workers.

The parameter that shows how this goal will be achieved is:

DP₁₁: Prior work leave consultation services.

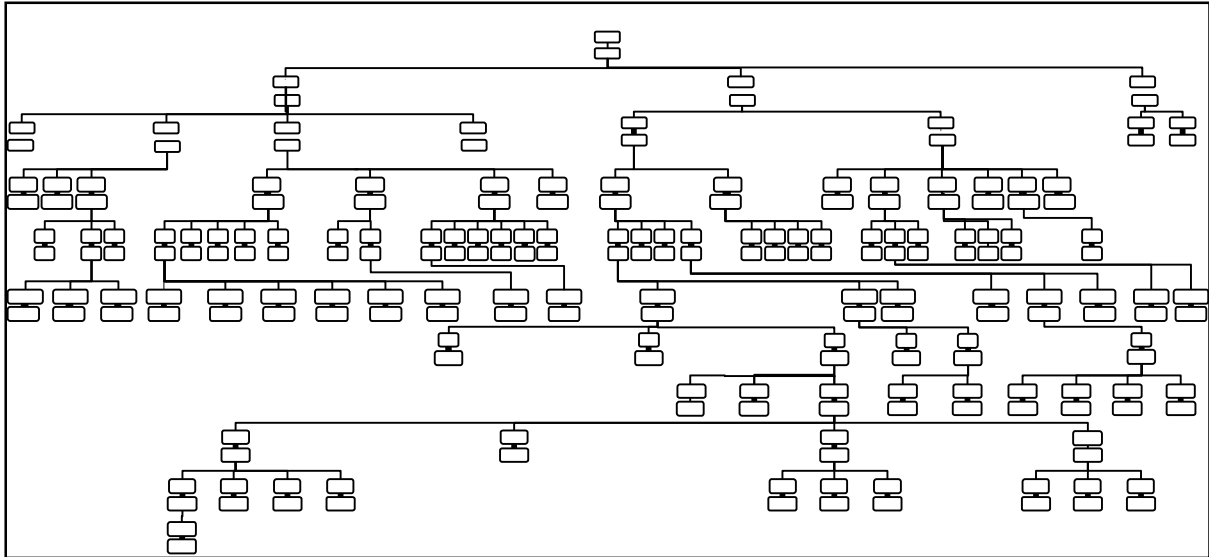


Figure 1. Decomposing FATRA Outplacement System Design (FR₁-DP₁)

5.1.1. Work leave calendar date must be specified

In the FATRA model for those whose leave have been determined, the practices that will take place have been divided into 38 functional requirements and have been segregated within the design parameters. The first of these steps is informing the personnel who will be laid off.

FR₁₁₁: Ensure all uncertainties are eliminated for individuals who will be taken out of work.

DP₁₁₁: Work leave date specified on the calendar.

If the establishment has decided to lay off workers plans have to be made before this takes place. This is necessary to stop any potential court proceedings and to protect the image of the establishment. In the American Armed Forces planning and the leave date on the calendar carries a heavy importance. In this framework, every affected individual prior to active work leave must be able to take advantage of 90 day consultation services. Retired personnel must receive consultation services of 24 months before their retirement starts [7]. Encompassing this is a handbook prepared to help personnel who will voluntarily or by force end their carrier within the establishment.

5.1.2. Meeting to be held in order to inform the establishment’s members regarding their legal rights and support that will be provided.

It is an important aspect for work groups to be formed in order to help the establishment and establishment members in the forced work leave process.

FR₁₁₂: Ensure the formation of teams to help management and personnel responsible with the lay offs.

DP₁₁₂: Work groups

This group will be formed from workers within the TAF establishment. If the management makes an agreement with a consultation firm outside the TAF establishment this group can also be formed by their consultants. These work groups take on the task of a communication bridge between the individual and the establishment. Communication starts when the individual is notified of the layoff. Communication with the individual in the FATRA model:

FR₁₁₂₂: To stop gossip among workers, use communication channels.

DP₁₁₂₂: Direct communication.

The information to be passed on to the worker must be as human and hospitable as possible. Top management must largely carry this function with the work team. As soon as the knowledge is passed, the work team must give a detailed briefing on the data of this leave and any bad feelings against the establishment must be eliminated. How this knowledge should be passed on in it FATRA model:

FR₁₁₂₁: Ensure top management receives training on how to pass this knowledge to individuals who will be laid off.

DP₁₁₂₁: Training on passing information with empathy.

In the PMS 2010 framework before voluntarily and forced leave workings begin, as soon as this

knowledge is passed on the work group or Outplacement consultants must inform the individuals by letting them know that financial support and their other rights will be given. This topic is also covered into FATRA model:

FR₁₁₄: Inform the individuals on the solutions of their possible financial problems.

DP₁₁₄: Legal rights and economic support to be given.

For someone who has been informed about the layoff, the needs are psychological support, stress support, and self development in order to find a new job, financial support, the development for a new career. In normal conditions, the average worker once laid off under normal circumstances can only receive compensation if there is legislative compensation. Paying workers to lessen their financial loss or offering high compensation to protect the individual from stress, providing health insurance and making early voluntary retirement attractive can be the end result [16].

5.1.3. Psycho-social support

In the FATRA model those who will be laid off from work must definitely receive psychological and social support and in this process personnel must be given financial and moral support. In the framework of the model, the psychological support factors to be carried out:

FR₁₁₂₃: Ensure that the individual is psychologically relaxed.

DP₁₁₂₃: Psycho-social support.

As every individual has a different character, psychological support must also be given accordingly. Psychological support and support coming from family, friends, and relatives must be augmented with social support. To correct the psycho-social situation of the individual, a consultant must be present with the individual. The individual must be distanced from negative feelings and start to question oneself and steered towards positive thoughts. At this stage stress management consultation can be carried by the family or partner [17]. According to Caplan [18] the social support must be increased. In the unemployment process, the social support that is provided that to individual brings the depression to a controllable level. According to Knowdel [19] the Outplacement industry developed when the downsizing policies measured up to the economic and social dimensions. In addition, to read their psychological stability, stress must be managed effectively and kept at mid level. Encompassing the FATRA model is stress management:

FR₁₁₂₃₂: Ensure individual puts cognitive and behavioral effort in order to reach psychological stability and balance.

DP₁₁₂₃₂: Stress management.

In stress management, as the consultant gets to know the individual and the individual gets to know his/her self better, the negative effects created through job loss can be handled easier and stress can be kept at mid level to enable the individual to adapt to the new life easier [17].

Methods to keep stress at mid-level are in the FATRA model:

FR₁₁₂₃₂₁: Ensure that the individual identifies the causes of stress and put them forth.

DP₁₁₂₃₂₁: Problem focused strategies.

FR₁₁₂₃₂₂: Ensure that the negative outcome that can be caused by stress and feelings can be kept under control.

DP₁₁₂₃₂₂: Proof focused strategies.

FR₁₁₂₃₂₃: Ensure that the individual minimizes or reduces the stress in order to keep it under control.

DP₁₁₂₃₂₃: Feelings focused strategies.

The families at the TAF personnel who will be laid off will just seriously be affected by this trauma. For this situation, the social and psychological support to be given to covers the family as well. This is covered in the FATRA model:

FR₁₁₂₃₃: Ensure that the individual’s family is supported socially and psychologically.

DP₁₁₂₃₃: Family support.

As a result the TAF personnel’s family welfare and happiness is ensured. The families supported in a number of possible ways and the personnel’s motivation and career fertilization has positive effects. It is not only the individual who played an active role in the TAF is affected; the family members are also exposed to different hardships. Due to be hardships and deprivation of the family, necessary precautions must be taken for financial, educational, and social development.

5.1.4. Ensure Career Development

Career development in the FATRA model has been analyzed with personal valuation.

FR₁₁₃₁: Ensure one can see his/her self worth.

DP₁₁₃₁: Personal valuation.

The individual’s proof of self worth can be assured through personal valuation. By discovering their abilities and differences and by regaining their self worth, by investigating and defining career options, estimating monthly requirements and illuminating financial necessity. Career goals specified in the FATRA model:

FR₁₁₃₂: Ensure the individual specifies his/her thought for future working life.

DP₁₁₃₂: Career discovery goals.

People get deployed according to their qualifications. These qualities can be identified as experience, ability, study, education, knowledge, reaction, and capability. The individual’s qualities must match with qualities required for the job. Analyzing personal abilities enables the people to understand themselves and what they will be capable of. It is a goal aimed at the individual discovering his/her self. In the FATRA model:

FR₁₁₃₁₄: Ensure the individual discovers his/her self and characteristics.

DP₁₁₃₁₄: Analysis of personal abilities.

At the same time this ensures career development in currently employed people is in the FATRA model:

FR₁₁₃₁₅: Ensure personal values match job selection.

DP₁₁₃₁₅: Analysis of work based values.

Encompassing this is the workers who have been laid off, the necessity of self valuation prior to job search. To be contended, values which equal job requirements must be chosen.

5.1.5. Strong qualities arising from military experience must be brought forth.

Reflection of military experience upon working life in the FATRA model:

FR₁₁₃₁₃: Ensure that the individual reflects past work experience in working life.

DP₁₁₃₁₃: Past career experience’s strong and weak points.

It is very informative for the employer to be able to receive valuable knowledge and capability information.

5.1.6. Development of job search strategies

Development of job search strategies stated in the FATRA Model is another functional requirement in prior work leave consultation services:

FR₁₁₃₃: Develop a strategy that will result in finding a good job.

DP₁₁₃₃: Effective job search strategies.

In the framework of a powerful job search goal the strategies that will have to be developed for personal objectives must be identified, individual must be organized, an effective job search plan must be developed, the employers’ needs and personal qualities must meet each other. Job information and advertisements must be analyzed. Job application forms must be carried out. Potential employer’s investigation methods must be understood and effective resumes must be written. Military experience must be transformed into work abilities and effective job letters must be written. This support carries vital importance for the personnel who need to adapt to civil life. At least individuals can transform their military experience into civil clauses and feel confident in job search techniques.

5.2. After job leave consultation services

The Outplacement service must continue after the individual has left their job due to the project of the TAF. The support services will not just involve letting the individual know they have to leave and just providing information about Outplacement services, because Outplacement services are long-term and a continuous activity. This service will continue even when the individual has started a new career so the system can be amended. After job leave services in the FATRA Model:

FR₁₂: Ensure the identification of the services to be provided together with work severance package.

DP₁₂: After severance consultation services.

The aim is to ensure the services to be provided along with job severance are identified. As seen in the FATRA model the support provided is not just for the laid off worker, it is also for those remaining in the workplace. These backups:

FR₁₂₁: Ensure back up support for laid off personnel.

DP₁₂₁: Support packages for those discharged from work.

FR₁₂₂: Those remaining workers must be provided with support.

DP₁₂₂: Identify support packages for remaining workers.

5.2.1. Laid off personnel support

In the FATRA model as specified those who have been laid off:

FR₁₂₁: Ensure laid off personnel are supported .

DP₁₂₁: Support packages for discharged workers.

Establishments who are forced to reduce their manpower, their attitude towards the ex-workers and the establishment’s identity in the public’s eye are closely effected. After the job severance has been given, their rights been given, and their transition period supported, financial support programs must be formed for those forced to leave the TAF so they are not aggrieved by extra compensation by protecting the retirement financial plan and government aid.

When the TAF discharges workers from their duty to protect them from financial tragedy and take maximum advantage of the government aid programs and even in this situation for their retirement plans to be protected long term security network must be formed. For those personnel leaving, the support provided by the government, syndicate social institutions, and local educational institutions can be spread by working together.

Encompassing this, TAF must form open communication with both workers and other institutions so that education and skill developments courses and support can be ensured for those who are forced to leave. Encompassing this in the FATRA model is support packages for discharged workers:

FR₁₂₁₁: Ensure plans are made to provide direct support for discharged and remaining workers.

DP₁₂₁₁: Active workforce programs.

FR₁₂₁₂: Make indirect plans providing support to discharged and remaining workers.

DP₁₂₁₂: Passive workforce plans, is under examined in two phases.

5.2.1.1. Active workforce programs

Active workforce programs in the FATRA model:

FR₁₂₁₁₁: Develop programs directed at the individual’s immediate job search efforts.

DP₁₂₁₁₁: Job search unison programs.

FR₁₂₁₁₂: For discharged workers to be provided with immediate governmental payments ensure institutional effort is made.

DP₁₂₁₁₂: Financial support programs.

FR₁₂₁₁₃: Ensure the life-long learning process is supported so the individual can increase job finding opportunities.

DP₁₂₁₁₃: Education and training programs.

FR₁₂₁₁₄: Make plans for the individual to acquire work experience and for the increase of workforce demand.

DP₁₂₁₁₄: Immediate job creation programs.

These programs generally lean towards deployment encompassing help and support. Support for the discharged worker must be in a way that it will contribute to the job search program. These programs are generally named as active workforce programs. Programs run by ISKUR in Turkey for discharged workers aim at locating them and once again being gained into the workforce. In this context the aim must be for TAF and ISKUR to run a project in collaboration and for discharged workers to receive the necessary support [20].

5.2.1.1.1. Job Search Unison Programs

Job search unison programs are in the FATRA model:

FR₁₂₁₁₁₁: Ensure the development of the individuals shared capabilities.

DP₁₂₁₁₁₁: Group effects.

FR₁₂₁₁₁₂: Ensure the offer of services so the individuals can take advantage for themselves.

DP₁₂₁₁₁₂: Personal help.

FR₁₂₁₁₁₃: Develop a consultation system targeting the individuals being able to help themselves.

DP₁₂₁₁₁₃: Self serve services.

In this scope personnel find their own job group effectiveness and personal help programs must be developed. Public Deployment Services (PDS) in this area in the position of direct service is a door opening to job search help, education, training, re education and retraining, and job creation services. These services evaluate the job seekers skills, capabilities and area of interests in more definite way. Since the obstacles of deployment are the same, the TAF can

group these personnel and can help a number of personnel at the same time. Group activities are less costly than one on one consultation and in addition people in the same situations can be brought together and learn from each other and from their own relationship network can take an advantage [21]. Group activities in the FATRA model:

FR₁₂₁₁₁₁: Ensure abilities that can be shared are developed.

DP₁₂₁₁₁₁: Group activities.

The aim is to develop the individual abilities which can be shared. The goal in the FATRA model:

FR₁₂₁₁₁₁₁: Ensure facility and equipment is provided for the individuals to take advantage of in their job search endeavours.

DP₁₂₁₁₁₁₁: Work club’s services.

FR₁₂₁₁₁₁₂: Develop plans to bring together the employment providers and job searchers.

DP₁₂₁₁₁₁₂: Work fairs.

FR₁₂₁₁₁₁₃: Make plans for courses to enable the individual to make to identify their goals and deployment opportunities.

DP₁₂₁₁₁₁₃: Group courses.

The individual help that will be provided for discharged workers in the FATRA model:

FR₁₂₁₁₁₂₁: Ensure the individual chooses a career most appropriate to their personality.

DP₁₂₁₁₁₂₁: Professional guidance.

FR₁₂₁₁₁₂₂: Develop one on one service so the individual can take advantage of a comprehensive service.

DP₁₂₁₁₁₂₂: Specified as intensive consultation programs.

Work and career consultation allows for comparison to be made between individual’s characteristics and the required career qualifications and conditions, thus enabling the individual to choose the most appropriate job or career suitable for his/her desire and situation and furthermore training possibilities in the chosen career. Simply stated, it is a systematic way of ensuring career or job suitability and job deployment so intensive consultation when the expenses are met by the worker is used [22]. In Turkey and around the world ensuring the individual is carried right through to the new career transitions point alongside

individual consultation methods which are convenient in regards to reduced expenses can be used in TAF personnel. These methods are in the FATRA model:

FR₁₂₁₁₁₃: Develop a consultation system which is fundamentally for the individual self sufficiency in the career transmission.

DP₁₂₁₁₁₃: Self-serve services.

The objective here is to develop a system where the individuals who have been discharged will be able to help themselves. This it is only possible by providing self serve methods. This method can be through opening a head office or a source centre. The individual can come here and can look into career options, career related training, development opportunities, and career related information can be reached. Recently this sort of information can be reached through the computer, especially the internet making it easier for different sectors to reach this information.

5.2.1.1.2. Financial Support Programs

Financial support programs must be developed encompassing the supply of additional compensation, keeping the retirement financial plan under protection, and taking advantage of government aid. Financial support programs in the FATRA model:

FR₁₂₁₁₂: Make an institutional effort to ensure governmental payments are made immediately after discharge.

DP₁₂₁₁₂: Financial support programs.

For discharged personnel, social benefits are equivalent to protection of social rights and back up for personnel is considered a social obligation. In this situation unemployment benefit services must immediately be put into practice for the institution’s members. Alongside this, work leaning towards the continuation of life policy and taking the necessary action and following this up must also be given on budgeting finance management courses so that the individual learns how to get along with what he/she has at hand.

5.2.1.1.3. Educational and Training Programs

Included in the framework of the active workforce programs in the FATRA model:

FR₁₂₁₁₃: Ensure learning is a life long process in order to increase the individual’s change of finding a job.

DP₁₂₁₁₃: Educational and training programs.

We live in an era where learning has become a life long process and thus forming an important step when it comes to increasing the change of the individual in finding a job.

5.2.1.1.4. Immediate Job Creation Programs

To increase the choice of those personnel leaving the TAF, programs must be developed to increase job finding possibilities through increase in work experience matching demand in economy. These can be referred to as immediate job creation programs. Immediate job creation programs are in the FATRA model. It has been shown as one of the ingredients of the active workforce programs. These programs are:

FR₁₂₁₁₄₁: Make plans of programs that can be developed with the governmental institutions.

DP₁₂₁₁₄₁: Public sector programs.

FR₁₂₁₁₄₂: Develop programs that will emulate the individual to work in their own jobs.

DP₁₂₁₁₄₂: Private entrepreneurial programs.

FR₁₂₁₁₄₃: Develop programs that through emulating deployment processes, deployment can be ensured.

DP₁₂₁₁₄₃: Deployment emulation subsidies can be in three different categories.

In Turkey for those discharged from work, deployment guaranteed courses are planned by ISKUR with the help of the government. Deployment guaranteed workforce training courses for those who do not have a career that is currently viable in the market. Whichever careers are needed in the workforce market are targeted with the aim of deployment [20]. Encompassing private enterprising programs in the American Armed Forces, for those who have left the establishment and want to start private businesses, the establishment prepared a joint legislation with the government and thus forming the Small Business Administration (SBA) where veterans can meet their needs of work consultation and technical support.

5.2.1.2. Passive Workforce Programs

In the developing FATRA model, passive workforce programs for discharged workers takes place under the category of indirect support methods. This supports are:

FR₁₂₁₂₁: Ensure the application is made to the necessary institution for the payment of workers' benefits for those discharged from their job.

DP₁₂₁₂₁: Unemployment benefits services.

FR₁₂₁₂₂: Ensure the payment of compensation equivalent to every years work; equal to one month's payment.

DP₁₂₁₂₂: Golden handshake compensation.

FR₁₂₁₂₃: Ensure payment which has been pre-determined paid on the planned date without delay.

DP₁₂₁₂₃: Conveyance compensation.

FR₁₂₁₂₄: Discharged worker is in the public sector ensuring he/she can take advantage of the privatisation fund.

DP₁₂₁₂₄: Job loss compensation.

In particular support that will be provided by the government must be observed and followed in unison with the worker is also evaluated in this support program.

5.2.1.2.1. Financial Support to be provided for Personnel

In the FATRA Model the financial support to be provided for personnel has been evaluated under the heading of passive workforce programs:

FR₁₂₁₂₁: Ensure applications to the necessary institutions are made regarding the unemployment payments of discharged workers.

DP₁₂₁₂₁: Unemployment benefits services.

The establishment that ensures the running of this support in Turkey is ISKUR. The aim of the unemployment policy is when working in a workplace for those who loose their job without fault on their side or involuntarily, the income loss they face is partly met, as long as insurance is in compliance with the working period or otherwise stated as long as the worker has been working long enough to be insured for a certain period, unemployment benefit is paid. Health and maternity leave insurance payment are also paid. During the unemployment period the job finding service, career development, acquirement and development education is provided. Discharged TAF companions, unemployment payments, health insurance services, consultation and job placement services and career education services can be benefited from. Besides unemployment payment and services, TAF is obliged to take care of other compensation such as the golden handshake compensation. At the same time personnel's affairs operation being carried out and protection of these rights and money accumulated in the Assistance Funds must be provided. The compensation that the

TAF is obliged to take care of is in the FATRA model:

FR₁₂₁₂₂: Ensure the payment of one year’s service equal to one month’s payment compensation.

DP₁₂₁₂₂: Golden handshake compensation.

FR₁₂₁₂₃: Ensure payment plans are carried out without delay in the predetermined time period for individuals.

DP₁₂₁₂₃: Denunciation compensation.

5.2.2. Remaining Personnel’s Support

During the discharge operations, alongside partners and children, the remaining workers are also affected. For those personnel remaining in the TAF, showing them interest is an important subject because the staggering emotions lived by discharged workers are largely lived by those remaining as well. When a personnel leaves, on the “things to do” list of the employer, the most remissible is the personnel remaining in the establishment. The support of personnel remaining behind in the FATRA model:

FR₁₂₂: Take precautions to support remaining personnel.

DP₁₂₂: Support packages for remaining personnel.

For the remaining personnel to be still attached to the organization and be a productive member, the necessary support must be provided. To ensure the continuation of duty of personnel in the TAF and for psychological problems to once again develop the construction remaining workers support programs must be increased. In this section through opposite functional necessities are the design parameters evaluated under three titles.

5.2.2.1. Psychological Support

In the FATRA model establishment members who leave the TAF and the supply of psychological support:

FR₁₂₂₁: Ensure the elimination of the loss of trust and motivation arising from work severance.

DP₁₂₂₁: Psychological Support.

In the forced/voluntarily leave process, most of the remaining personnel, because their colleagues or friends are not working but they continue to receive orderly payment, what experts refer to as “reminders guilty feeling” can be experienced. Consequently those who remain at work will just as much are

affected by this process as the ones who leave. The psychological support provided for those who leave must certainly be also provided for the remaining ones and as necessary one on one interview must be made.

5.2.2.2. The trust must be implemented

In the improved FATRA model for the remaining personnel to once again ensure trust is felt, below is the functional requirements and design parameters:

FR₁₂₂₂: Ensure remaining personnel regain trust for the establishment.

DP₁₂₂₂: Trust facility policies.

Trust facility policies are in the FATRA model:

FR₁₂₂₂₁: Inform remaining workers on the journal of the work severance.

DP₁₂₂₂₁: Group interviews and orientation meetings.

FR₁₂₂₂₂: Ensure remaining individual’s continued loyalty.

DP₁₂₂₂₂: Human politics towards discharged workers.

FR₁₂₂₂₃: Ensure involvement of all workers in the work can be achieved through a severance practice.

DP₁₂₂₂₃: 360 Degree Evaluation.

Work severance can lead to gossip in the establishment which in turn can lead to restlessness and agitation. Only if top management informs and through the use of communication channels can defer the circulation of wrong information and thus can go through this period with less pain. This information can be passed on in a number of ways.

The TAF can implement group interviews to inform and keep the morale at a high level of those personnel remaining in the work process. These interviews in the FATRA model:

FR₁₂₂₂₁: Inform remaining personnel of the work severance journal.

DP₁₂₂₂₁: Group interviews and orientation meetings.

These declarations are of informative attributes regarding the ongoing process and most certainty those meeting must mention that the support that will be provided due to work severance for discharged workers. To ensure remaining personnel remain loyal

to the establishment, one of the most effective aims is the practice that politics are human. Those politics used against discharged workers in the FATRA model:

FR₁₂₂₂₂: Ensure the continued loyalty of remaining workers towards the establishment.

DP₁₂₂₂₂: Identify the application of human politics toward those discharged.

Just as these politics will increase the loyalty of workers towards the TAF, those who are forced to leave will also facilitate good will. As work severance will be a practice that will directly affect the productivity of the discharged and remaining workers, it is necessary without doubt that it must be carried out entirely with ethical rules. For this reason the establishment must not breach the legal rights of discharged workers. In the FATRA model the rights of workers must not be breached:

FR₁₂₂₂₂₁: Ensure work severance is carried out entirely with ethical routes.

DP₁₂₂₂₂₁: Workers rights must not be breached.

For voluntary/forced leave operations must not only involve top level management, the investigation and construction of a system that will involve all workers has already begun. In the PMS 2010 project scope evaluation services have been executed where according to certain criteria individuals will be observed and evaluated, such a system will be put forth. Put in other words a 360 degree performance evaluation process will be used in the TAF but of course an atmosphere will be created where the responsibility of discharged workers will be shared by all personnel lighten the top management’s lead. The 360 degree evaluation in the FATRA model:

FR₁₂₂₂₃: Ensure involvement of all personnel in the establishment in the work severance process.

DP₁₂₂₂₃: 360 degree evaluation system.

For personnel to be involved in such an important process in future operations in the establishment, they will have gained very important quality information. As a result of this process personnel who could be discharged will firstly be evaluated by the establishments’ personnel and then they will be discharged. This way, personnel who are included in this process will not be as much affected.

5.2.2.3. Career Support and Financial Support

After the discharge operations to avoid a chaos and decrease resignations for workers remaining behind, career and financial support is a must. In the

developed FATRA model in career support and financial support, a total of three functional necessities and design parameters has been concentrated on:

FR₁₂₂₃₁: Ensure key personnel in the organization continue their duty and prevent resignations that may arise as a result of work severance.

DP₁₂₂₃₁: Institutional justice and institutional training.

FR₁₂₂₃₂: Ensure increase in individual wages according to performance.

DP₁₂₂₃₂: Wage management according to performance.

FR₁₂₂₃₃: Ensure the elimination of trust reduction in the top level management personnel due to work severance.

DP₁₂₂₃₃: Strengthening and education.

To achieve a successful work severance operation an important matter to take precaution is the attainment of the key personnel in the establishment. This matter is in the FATRA model:

FR₁₂₂₃₁: Ensure key personnel in the organization continue their duty and prevent resignations that may arise as a result of work severance.

DP₁₂₂₃₁: Institutional justice and institutional training.

Factors which support the inclination of key personnel are: individual, organizational and environmental that has been grouped into three sections. The basis of the individual reasons is the phenomenon that they are the most important existence in the establishment. Personnel’s abilities, social and technical knowledge accumulation form the basis of the abilities of the establishment and thus forming the ground work of establishment’s strength in the voluntary/forced leave periods. Personnel who do not use their abilities can loose their motivation and can leave their jobs to look for more satisfying and more rewarding work in the surroundings. The TAF for capable and high leadership qualities personnel must show the necessary effort to be able to keep them within their structure. For such key personnel training or educating and strengthening is an important disposition. In order to defer resignations the management must be trustworthy, personnel must be strengthened and a justifiable work discharge process must not be overlooked in order to ensure loyalty of remaining personnel towards the establishment.

Alongside the remaining personnel wages must be determined according to wage determination facility

system. That takes into account the increased work load. Wage management according to performance is in the FATRA model:

FR₁₂₂₃₂: Ensure the increase of wages according to the individual’s performance.

DP₁₂₂₃₂: Wage management according to performance.

For remaining personnel the TAF has taken steps to provide career support. In the frame work of the project under the heading “Bringing up” evaluation has begun. In this framework for remaining workers postgraduate education career related training (base, advance, final) education development, product vision development, planning education and capabilities, development opportunities will be given with the aim of strengthening personnel. Thesis in the scope of the FATRA model;

FR₁₂₂₃₃: Ensure the elimination of the possible trust deficiency in top level management due to work severance.

DP₁₂₂₃₃: Strengthening and education.

5.3. Continued Consultation and Support Process

A continued consultation and support process is in the FATRA model:

FR₁₃₁: Ensure the individual’s opinions aimed at the workability of this program are taken into account and share these options within the system.

DP₁₃₁: Feedback.

FR₁₃₂: By observing the individual’s suitability to their new job evaluate to contribution that can be provided for the program.

DP₁₃₂: Conformity to new job program.

All these programs will contribute to the development of the system. In addition in the course of Outplacement counselling personnel who gets service must be supported. However this support must not end at the first job interview. Personnel must be constantly observed after the job interview an evaluation conference must be held, even after the individual starts work inspection and support must continue. The usefulness of the Outplacement consultation process must be debated and a move beneficial service options must be taken into consideration. The feedback to be obtained from the personnel will be helpful in the future in individual management, the need for change in the process or program and make evaluations

regarding to services that will be given to individuals in the future.

5.3.1. Feedback

Organizations have reported many benefits of the Outplacement firms as intermediary consultation firms an investigation conducted by Doherty [23] has shown that organizations have tried to measure the effectiveness of the Outplacement policies. Measurements have been done by discharged or resigned workers interviews or through groups who use similar services and feedback. Feedback is in the FATRA model:

FR₁₃₁: Ensure the individual’s opinions aimed at the workability of this program are taken into account and share these opinions in the system.

DP₁₃₁: Feedback.

The individual caught in the job leave process after receiving the necessary aid aimed for the benefit of the personnel and after the individual starts their new job. The individual is observed and determined the suitability of their new job so contribution through feedback can be made to the program. This way the establishment can receive beneficial feedback regarding the Outplacement services they provide and may be receive requests for different practices.

6. EVALUATION

The FATRA model is a procedure that will put an end to the uncertainty, anxiety, and worry for those personnel whose duty will come to an end in the establishment.

The FATRA model, without placing restrictions can be used for cell occupations and by all institutions and can be used by institutions for workers they are forced to discharge. The steps are based on the operation of the procedure and because it ensures the follow-up making this system easy to apply. The more the system is used and the more the feedback is received, the more the usefulness of the system will increase.

In the future workings the developed FATRA model in the “Continued consultation and support process” stage more detail will be imported into the model. The comprehensiveness of the model will be expanded and developed due to this work. In the future work done in the scope of the FATRA model, an alternative model will be developed with self evident design principles and these two designs can be compared enabling increase of benefit and the effectiveness of the designs will increase.

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RESUME

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