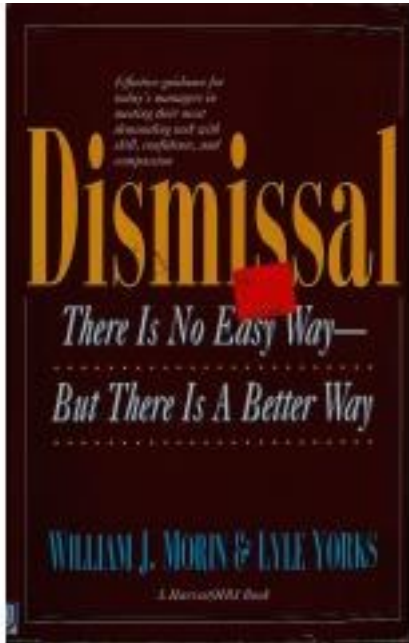


# Dismissal: There Is No Easy Way-But There Is a Better Way



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INCE OUTPLACEMENT TECHNIQUES HRST AP-  
peared in 1982 substantial changes have occurred in the  
corporate landscape relative to discharge and outplacement  
practices. Foremost among these changes is that downsizing and  
work-force reduction have become part of the terminology of

American business. Outplacement is no longer only a service offered to individuals and the termination of individuals is no longer a relatively isolated event. The past five years have seen a wave of large-scale work-force reductions ripple through the economy. Drake Beam Morin has been repeatedly called upon not only to provide outplacement support for large groups of employees at all levels of corporate life, but also to assist in devising guidelines for the process itself. Each downsizing has to be handled within the context of the specific situation. In Chapter Twelve, we identify what we have come to regard as the basic steps of the process that need to be addressed by management. Widespread work-force reductions have led to the emergence of a number of new concerns in human-resource man-

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