



HUMAN RESOURCES TRAINING

Retrenchment, Restructuring and Workforce Reduction

3 day course

Classroom, online or in-house

Course overview

Workforce reductions are overturned more often on process than on substance, and an organisation that had a genuine operational reason routinely loses because it consulted after deciding rather than before. This course covers doing it lawfully and decently. Delegates work through the operational requirement and the evidence supporting it, the consultation obligation including who must be consulted, when, and about what, and alternatives to dismissal that must genuinely be considered. Selection criteria and their fair application are covered. Severance, notice and the financial calculation follow. Communication to affected staff, to those remaining and to unions is practised. The course closes on support and outplacement, and on rebuilding a function after a reduction.

What you will learn

- Establish and evidence a genuine operational requirement
- Consult before the decision, with the right parties, about the right things
- Consider alternatives to dismissal genuinely
- Apply fair and objective selection criteria
- Calculate severance, notice and associated payments
- Communicate to affected staff, survivors and unions
- Provide support and rebuild the function afterwards

Who should attend

- Human resources practitioners and business partners
- Line managers involved in restructuring
- Industrial relations and legal staff
- Union representatives
- Executives authorising workforce reductions

Course outline

- 01 Lost on process, not on substance
- 02 Operational requirement and evidence
- 03 The consultation obligation
- 04 Alternatives to dismissal
- 05 Selection criteria and fair application
- 06 Severance, notice and calculations
- 07 Communication to all parties
- 08 Support, outplacement and rebuilding

Upcoming dates

Dates	Venue	Format	Fee per delegate
14 to 16 December 2026	Port Louis, Mauritius	Classroom	USD 995
28 to 30 December 2026	Lagos, Nigeria	Classroom	USD 995
13 to 15 January 2027	Online	Online	R6,500

Fees and how to register

This 3 day course is **R6,500** per delegate online, **R14,950** in the classroom in South Africa, Botswana, Namibia,



Lesotho and Eswatini, and **USD 995** in the classroom elsewhere in Africa. In-house training is quotation on request. Book 2 or more delegates on this course and save 10%.

To register or request an in-house proposal, visit www.afrisciencegroup.com, email info@afriScience.co.za, or WhatsApp us on **+27 63 479 1136**.

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