



CCCHAPS · LEADERSHIP RESOURCE

Supporting Employees Through Organizational Uncertainty

A short leadership brief on the human side of layoffs, reduced hours, restructuring, and organizational change — for the people leaving and the people remaining.

The Weight the Numbers Do Not Show

A workforce reduction is more than a headcount change. Departing employees often face a loss of routine, identity, relationships, and financial certainty. Remaining employees face grief for coworkers, uncertainty about the next round, more work spread across fewer people, and a quieter, more cautious workplace.

What HR and Leadership Must Own

- Communication that respects both timing and humanity.
- Accurate details on severance, benefits, and transition support.
- A defensible, non-discriminatory selection process and legal compliance.
- Manager training on delivering hard news without dehumanizing the person receiving it.
- Ongoing communication with the remaining workforce.

Where Chaplaincy Fits — and Does Not

- A chaplain does **not** deliver layoff news, participate in selection, or sit in notification meetings unless HR has designed a specific, appropriate role.
- A chaplain **does** provide human presence — private conversations, on-site availability, and coordination with HR or clinical resources where appropriate.
- For departing employees who have had a relationship with the chaplain, that relationship can continue in ways both parties agree to.

Follow-Up After the First Week

The first week is loud; the following months are quiet, and quiet is where the emotional weight tends to land. Private manager check-ins at day 14, day 30, and day 60 — combined with continued chaplain presence where in place — often carry more than the initial announcement.

The Long View

How an organization handles a reduction is remembered by employees who left, employees who stayed, and future candidates. Care during a hard transition is a signal about who the organization is under pressure.

BEGIN A CONVERSATION

Explore how relationship-based care could fit your workforce.

An exploratory conversation, not a pitch. No obligation.

ccchaps.com/for-organizations