



## TenStep Supplemental Paper

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### Cautious Rehiring

By 2003, the tight technology labor market will force 60% of midsize and large organizations to routinely rehire high performing IT and management professionals, according to a research report released by Gartner Group Inc. Rehiring is the only alternative to cope with the demand for skilled professionals, shorten the recruitment cycle and keep the knowledge stream intact.

#### Suggestions for bringing back top performers

- Keep in touch with former employees who were top performers and keep them posted about the latest opportunities in the organization. Some organizations even try to attract former employees by restoring the sabbatical tenure for returning employees.
- Offer part-time work to star performers who are leaving the organization. This helps them share their knowledge and understanding with existing employees. Many expert employees leave organizations to start their own businesses or to go into semi-retirement, and therefore, they might accept part-time employment.
- Form enterprise alumni associations as a way to communicate the organization's progress with former employees. These associations can generate business opportunities as well as rehiring opportunities.

Rehiring will be meaningful and beneficial to organizations provided the rehire doesn't bring problems (in areas like attitude and ethics) along with skills.

#### Ways to avoid rehiring problems

- Make a note. Immediately after the employee leaves and his personal files are closed, the HR department should analyze and make a note of whether the organization would like to rehire him again.
- Allow some time lag. Organizations cannot entertain employees who resign today and want to rejoin tomorrow. Hence, make provision for some time frame within which the employee can be rehired.
- Avoid litigation. Do not deny former employees an opportunity to reapply for a position in the organization. Allowing them the chance to reapply and rehiring them are very different.
- Assess attitude problems carefully. Former employees who have been out of the organization for a long time may have attitudes that might not fit with the rest of the team. Consider rehiring only after deciding if the value of the skills that can be brought back outweighs any likely problems.
- Consider conditional rehiring. Make some provisions to terminate rehires if they become undesirable.



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- Avoid existing employee resentment. As much as possible, the rehires' benefits should be aligned with the company's pay policy. If any extra benefits are allowed to rehires, they should be carefully presented without hurting existing employees.

### Summary

HR professionals should make use of all their judgmental and decision-making skills when rehiring a former employee to avoid any inter-personal problems with the existing employees.