

Range closure — what is costed, and what is not measured

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Low-temperature display cabinets, two sites · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The figure that makes most closure plans lie is not the revenue lost: it is the costs that do not disappear with the range.** They are at the front of this document.

What the range represents

Element	Value	Source
Revenue	€6.2M	ERP, closed financial year
Margin	3.1%	Cost accounting
Jobs concerned	34 in production, 2 in the design office	HR system, costs by department
Sites	Two	Capacity plan

Element	Value	Source
Costs disappearing with the range	€5.8M	Cost accounting
Costs remaining to be absorbed elsewhere	€0.9M	Structural costs and shared tooling

Ranking by skill — what answers the question « who to keep »

Skill held	People	Serves the other ranges?	Where the information comes from
Refrigerant handling certification	9	Yes — the three other ranges	The company's certification register
PLC programming	4	Yes — every line	Certification register
Controlled-atmosphere welding	6	Yes, in part	Certification register
Assembly specific to the closed range	17	No — redeployment to be prepared	Capacity plan

This table measures nobody: it lists what each person can do, from the certifications the company already issues. **It works for redeployment just as well as for departure** — which is what makes it usable in social dialogue.

The individual indicator: what is possible, and on what conditions

Point	What it implies
The principle	An employer's power to monitor is recognised — it is the conditions that are regulated, not the principle
Proportionality	The measure must be proportionate to the purpose pursued
Prior information	The people concerned are informed before any implementation

Point	What it implies
Consultation of employee representatives	Mandatory above fifty employees — the company has 340, and consultation takes six weeks
What the agent supplies	The definition of the indicator, the information note and the material for consultation — management decides

Why the individual indicator is advised against — mechanically

Step	What happens
1	Technicians are ranked by number of call-outs
2	Short call-outs become the priority
3	Heavy breakdowns wait
4	The indicator rises, service quality falls
5	The instrument used to decide with no longer measures anything — within six months

What the agent does under no circumstances, and this is not a precaution: infer employees' emotional state, from any signal whatsoever. **The European regulation on artificial intelligence prohibits it in the workplace**, and no configuration opens it.

Redeployment variant retained by the board: _____

Social dialogue calendar opened on: _____

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