



Termination and Outplacement Checklist

Terminating an employee, for any reason, can be a difficult and stressful situation for both managers and human resources personnel. Proper preparation prior to the termination can help to ensure it is done in a manner that allows employee(s) to leave with dignity while mitigating risk to the organization.

The Next Steps Canada Termination and Outplacement Checklist has been developed to provide a practical framework for you to prepare effectively and thoroughly for a possible termination within your organization.

1. Notice Requirements

The minimum written notice requirements are generally based on employment tenure. Refer to www.e-lay.gov.on.ca (The Employment Standards Act, 2000).

There are number of circumstances in which the employer is not required to provide written notice.

An employer is not required to give notice of individual termination to an employee who is being provided with pay in lieu of notice.

2. Termination Pay

Rather than provide written notice, an employer can opt to provide payment in lieu of notice.

The amount must, at a minimum, be the amount the employee would have received if they had worked their regular hours and received notice period.

3. Termination for Cause

In the event that an employee violates company policy, exhibits problematic behaviours or underperforms as per expected standards, a system of progress discipline should be utilized.

Generally, employees are provided three opportunities to correct the undersirable behaviours with the final step being severence of employment relationship:
Verbal Warning >Written Warning >Termination.



4. Termination Not for Cause

Terminations can happen for a variety of reasons.

Economic Reason: layoffs can be temporary, indefinite or permanent. A permanent layoff would result in the employee being eligible for termination pay since the employment relationship is being severed.

Redundancy: Not every employee is going to be a perfect organization fit and sometimes an employee is terminated

5. Termination Meeting *Preparation Time*

Review any personnel files and previously documented meetings before planning the actual termination meeting

Think carefully about what would be appropriate to say and try to avoid anything inappropriate e.g. 'The employee dressed too casual' or 'he was lazy'. Avoid personal or character attacks. It's recommended to have a third-party witness at the meeting.

Keep your emotions in check and keep the meeting as brief as possible.

When an employee in middle management or more senior is

6. Termination Meeting *Property to Obtain*

Retrieve:

Keys, for office, desk, building

Cell phone used for business purposes

Laptop and other technological devices

Security pass, parking pass

Company identification

Company credit cards

Company intellectual property e.g. manuals, training

7. Termination Meeting *Security Measures*

Disengage all IT Network access including user names and passwords

Disengage access to phone systems

Disengage building alarms codes or reset

Other Considerations: if employee uses cell phone for personal use, have another phone available for temporary use



8. Employee Questions

Employees may be overwhelmed by the situation and may not be thinking clearly: be prepared to answer some questions.

Tying up loose ends for work in progress? Opportunity to say good-bye to colleagues? Collect personal belongings?

Questions regarding financial consequences should be enclosed with termination letter.

Provide a POF no later than five calendar days after

9. After Termination Meeting

One way that employers try to assist employees impacted by involuntary job loss is by providing outplacement services as part of a severance package and pay all resulting costs.

Such services include: onsite termination support, career counseling, skills analyses, resume and interview preparation, job search and job placement assistance.

10. Communications

Advise staff and possible clients of employee's departure. Critical that you discuss details regarding employee's termination only with those who absolutely need to know.

Externally: simply state that the employee is no longer with the company and provide information about who to contact for tasks previously completed by that individual.

Internally: communicate in a sensitive manner -- how the workload will be managed? how the vacancy will be filled?

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