



Welcome to a Drake Talent Management Solution Webinar

Best Practices for Handling Terminations and Layoffs

Outcomes From Today's Webinar



- You will be aware of the implications of poor termination practices
- You will gain insight into best practices for:
 - Planning terminations and layoffs
 - Conducting terminations and layoffs
 - Managing post-termination considerations



What are the Implications of Poor Termination Practices?

Planning for Terminations/Layoffs

Conducting Terminations/Layoffs

Post Termination - What Next?

Conclusions

What are the Implications of Poor Termination Practices?



- **Increased**
 - legal compliance issues and litigation (time and \$ saved)
 - likelihood of sign-off on termination package (time and \$ saved)
- **Negative impact on**
 - corporate brand (maintain \$ revenue and \$ saved)
 - remaining employees (maintain \$ productivity/employee)



What are the Implications of Poor Termination Practices?
Planning for Terminations/Layoffs ◀
Conducting Terminations/Layoffs
Post Termination - What Next?
Conclusions

Consider all Options



- No – are there other alternatives? (workforce planning, training, reduced work week, reassignment of duties, job sharing, other cost control)
- Yes – move sooner than later

Meeting Location



- Confidential room on-site
- Away from employee's work area
- Away from manager's office
- Additional or dual exit access

Meeting Time



- Earlier in the week is ideal (Tues/Wed)
- Earlier in the day is ideal
- Avoid employee birthday or anniversary date
- Avoid significant holidays

Meeting Attendees



- Direct manager should deliver the message
- HR or another manager to support the process is ideal
- Leverage skills and experience of Drake outplacement coaches
- Define roles and scripts ahead of time

What Other Considerations Are There?



- Will security be an issue?
- Will medical condition be a risk?
- Create a termination checklist for network and software access, property, pass codes, voicemail, etc.

Your Positioning Statement for the Meeting



- Be honest – don't set up the meeting under false pretenses
- *“Mark, I'd like to have a conversation with you about your performance. Can you come see me in the ABC room?”*
- Do not schedule meeting too far in advance

Prepare the Termination Letter



- Should be clear, concise, direct and cover the important details
- Recognition of service and contributions can be added if applicable
- Not required to include details/evidence of performance issues or steps taken unless for cause
- Create a separate financial package



What are the Implications of Poor Termination Practices?
Planning for Terminations/Layoffs
Conducting Terminations/Layoffs
Post Termination - What Next?
Conclusions

Termination with Notice vs. Effective Immediately



- Depends on the situation
- In most cases, will be effective immediately

Delivering the Termination Message



- Get right to the point
- Reinforce decision is final – do not negotiate
- Be brief, but respectful – 2 to 3 minutes
- Keep the discussion in business terms
- Move the conversation along to a discussion of next steps – this will take longer

Reactions to Prepare For



- Shock and denial
 - Allow them time to react
 - Repeat the message if necessary
 - Probe gently to ensure they understand the message

Reactions to Prepare For



- Anger and hostility
 - Remain calm, keep it business
 - Do not argue, debate or take sides
 - Acknowledge their anger but bring discussion back to next steps

“You can schedule a time to discuss it at a later date with xxx/me. However, my purpose today is simply to communicate the decision, provide the package and introduce your career transition coach”

Reactions to Prepare For



- Negotiation
 - Acknowledge their suggestion
 - Reinforce alternatives were considered but decision is final

Reactions to Prepare For



- Relief and acceptance
 - Probe gently to ensure they understand the message
 - Reinforce next steps
 - Inform outplacement coach and HR of “controlled” reaction

Consider the Following Best Practices



- Never mention names of others affected or remaining
- Escort the employee out of the building – they can connect with co-workers and clean up desk at a later date (if applicable)
- Ensure the employee is capable of returning home – assess and offer alternatives if necessary – leverage outplacement coach



What are the Implications of Poor Termination Practices?
Planning for Terminations/Layoffs
Conducting Terminations/Layoffs
Post Termination - What Next? ◀
Conclusions

After the Termination Meeting



- Deliver the message to remaining team members
 - They may go through similar emotions
 - Reinforce decision and support employee(s) is receiving
 - Outline how work will be allocated/replaced
 - Outline how calls/emails/clients will be managed
 - Reinforce the importance of their jobs

Consider the Following Best Practices



- Be visible and accessible to employees
- Demonstrate objectivity and empathy
- Utilize change management resources – HR, EAP, town hall/team meetings
- Have more senior or other managers “check-in” with remaining employees



What are the Implications of Poor Termination Practices?
Planning for Terminations/Layoffs
Conducting Terminations/Layoffs
Post Termination - What Next?
Conclusions

Conclusions



- Planning for terminations and layoffs is critical
- Every situation is different – be prepared
- Nurture the “survivors”
- Draw upon resources and experts to reduce your corporate and personal risks

Contact



John Yatabe

Director of Talent Management Solutions

416 216 1021

jyatabe@na.drakeintl.com

We would be happy to speak with you about ways to improve your termination and outplacement practices.