



**Handling Employee
Resignations
&
Terminations**

HANDLING A RESIGNATION JOB AID

First and foremost if you are the supervisor of an employee who you feel may be leaving, please find out and relay that information onto your VP and HR. The VP may want to interview the individual; especially one in a critical position, to ascertain if the employee's leaving may be circumvented. Note: this is not to imply that the College will negotiate automatically a retention deal or that all resignations are up for negotiation.

Supervisor:

- If the employee presents a verbal resignation, you must request it in writing and it must bear the actual date of leave. A verbal resignation is not acceptable.
- Upon receipt of a written resignation make a copy and send the original to HR. Notify your manager and/or VP immediately with the details.
- Inform the employee that he/she can not use any vacation leave time as part of the notice period. Also inform her/him that failure to complete his/her work or assignments up to the last day could mean holding back his/her final paycheck containing leave accrual payouts, etc.
- Inform the employee that an Exit Checklist must be completed by her/him with your assistance prior to the last day of work. (This event is required. Failure to complete and turn in a completed Exit Checklist is grounds for withholding back the final paycheck.) Link: <http://www.lsc.edu/hr/forms.aspx>
- Also inform the employee that an Exit Interview will be setup by HR and he/she should attend. (Note: this event is not required.)
- It is optional if you wish to celebrate the person's leaving LSCC. Certainly with resignations for retirement a celebration should occur provided the employee wishes to have one. A retirement reception occurs only with the employee's agreement. Contact HR to obtain information about a Retirement reception.
- By the last work day for the employee, HR will notify IT and Financial Services of a resignation and by whom. In most cases all files, email, voice message systems will be kept intact and are available for a limited period of time to authorized management upon written request to IT.
- Submit all material on this employee that you may have in a working personnel file to HR.
- Send an email to all subscribers detailing who will be responsible for the duties of the vacated position during the refill process. An example of how the email may read is: "John Smith has left LSCC employment. Pam Jones on extension XXXX is your contact if you need assistance with _____ until the position is refilled."

**“The Appropriate Road to Termination”
For Poor/Unsatisfactory Work Performance
-- Job Aid --**

The road is different based upon if the employee is in the 90 day new hire probationary period OR not in the new hire probationary period.

New Hire Employee (in Probationary Period) (90 days plus or minus)	Existing Employee (Not a New Hire)
<i>Document Everything Precisely</i>	<i>Document Everything Precisely</i>
1. Give verbal feedback immediately on specific item(s)	→ Same
2. Coach/train on items to your standards/expectations	→ Same
3. Give written feedback on specific items with a warning “job is in jeopardy”	3. Give written feedback on specific items.
4. Continue coaching/assistance, document follow-thru	4. Provide coaching/training/assistance
5. No improvement still – do entire temporary performance review (cover all documentation). Follow-thru with coaching, etc. (Note next level mgr now fully on board)	5. a. Give written feedback again with a warning to improve by ____. b. Do Performance Review – clearly mark appropriate areas as Unsatisfactory, attach documentation and include a specific development plan with dates.
6. Improvement not to standard? Update manager. Consult with HR on preparation to terminate employee	6. Before the plan is concluded by its last date: give feedback & if insufficient improvement (to standard set) give warning “job may be in jeopardy...”
7. Terminate employee per assistance from HR. (Development of Termination Letter signed by President, setting date & time, etc.)	7. Follow-up to the final date of d-plan. If insufficient improvement, then consult with HR (prepare for possible termination.)
NOTE: If employee shows clear signs of improving, then the probationary period can be extended beyond 90 days providing there is a detailed development timeline plan with appropriate check points.	8. Terminate per assistance from HR. (In very rare situations the individual may be re-positioned.) (Development of Termination Letter signed by President, setting date & time, etc.)

Important Notes:

- Be sure to always inquire of the person how they think they are performing BEFORE you give them your view with data. This can make it easier on you because most often the employee knows and is open to express his/her failure and concern. Explore if stress is on the person.
- Poor performance can come and go in cycles for an individual. What happens is the employee improves and pulls herself from the “edge”. Then in a short while he falls into poor performance again. In this type of situation you need to immediately give feedback to the person on his performance and state the need to improve immediately within X time (make it short). If it continues then invoke #6 above (job warning) with a very short date for improvement. Contact HR for assistance. Follow-thru and document.

Important References:

- LSCC Rules 5.03 and 5.18
- LSCC Procedures, PRO 5-16

Conducting the Termination Event Job Aid

HR (in most situations) will deliver the letter of termination signed by the President to the supervisor for presentation to the employee at the termination meeting. In a few cases where it is not possible to have the termination letter available for presentation to the employee at the termination meeting, the employee may be dismissed with or without pay and must leave the premises. The termination letter would then be sent via registered mail the next day to the employee. Supervisors need to have a container (bag or box) available for the employee (at the end of the termination meeting) to use for collecting and removing his personal property.

Supervisor:

- Have the employee meet you preferably in a conference room (away from the work area). (Note: HR will have notified Security of the termination. You may want another manager present or HR for the termination meeting. Stay with the employee at all times.)
- Tell the employee this is a very difficult meeting, but it must be conducted. Then, straight out inform the employee that he/she is being terminated and the reason. (Note: the reason is in the termination letter and it may be best to read it. Try to add nothing additional to the reason, but if pressured then be very direct and terse. For example: As you know for three months you failed to deliver satisfactory performance in your work duty of processing reports even with aids or assistance for improvement.)
- Have the employee sign the area of the letter that he acknowledges receipt of his/her termination letter.
- Tell the employee the meeting is adjourned and she is to return to their desk now and collect their personal belongings. Escort the employee back to their desk or work area and collect all College property (refer to the Exit Checklist). Stay with the employee.
- If security has been notified and is available he/she will escort and assist the employee to his mode of transportation. If security is not available, then you should assist and escort the person out.
- Send an email to all subscribers detailing who will be responsible for the duties of the vacated position during the refill process. An example of how the email may read is: "John Smith has left LSCC employment. Pam Jones on extension XXXX is your contact if you need assistance with _____ until the position is refilled."
- Submit all material on this employee that you may have in a working personnel file to HR.

Note: HR will notify IT and Financial Services of the person's termination. If you have need to access the terminated employee's files, emails, voice messages, etc. then please convey that to HR prior to, or at the very latest, close of the termination meeting. IT will accommodate the request and inform you about how to access such information.