

## Meeting with the Employee

The following recommendations for the terminating manager (TM) will ensure the termination process goes smoothly:

### 1 **Establish a time and place for the meeting.**

The terminating manager should set the meeting up in a place where the conversation can be private. If you are conducting the meeting in person, the best site for the meeting would be a conference room or empty office, as going to an employee's office reduces your control. If you are not able to meet in person, we recommend using an online meeting platform to have the conversation. It is important that cameras are on and audio is working so you can have a face-to-face conversation. If unavoidable to meet in person or via a meeting platform a phone call can work, assuring that you have privacy on both ends and conduct the meeting professionally. Ideally, the separation should occur in the morning and early in the week.

### 2 **Keep the conversation short and to the point; briefly explain the reason for the termination.**

Do not engage in small talk. The separation meeting should be brief – no longer than 15 minutes – but long enough to address the critical issues that may arise. Be sure the termination is based on a business reason (e.g., economic conditions, loss of funding, consolidating functions). Do not confront the employee on a personal level; refer to their position instead.

**TM:**

*"Hello (<employee name>) -- Have a seat."*

*"You are aware that because of (<reason>), (<company>) has been forced to downsize. This has necessitated employee reductions. Unfortunately, your position is being affected. All alternatives have been explored, but there will just not be a position for you after (<date>)."*

*(Pause -- Allow the message to sink in.)*

### 3 **Wait for a reaction. Listen and provide support.**

Recognize that this is an emotional issue for you and the employee. Do not engage in a debate on performance or reasons for the decision.

4

**Discuss the transition details.**

Provide a brief overview of employee's severance including duration of salary and benefit continuance and outplacement services. Address collecting company possessions and cleaning out the office.

**TM:**

*"You will meet with a Human Resources Representative to learn about aspects of your benefits including severance pay, medical coverage, savings and retirement plans, etc."*

5

**Review severance benefits briefly and present a separation letter. Suggest that questions regarding severance benefits can be addressed to the HR Representative.**

6

**Have contact names and numbers available to handle the following contingencies:**

- Medical
- Security
- Transportation

7

**Provide the name of the individual who will collect company credit cards, company car, I.D. card, etc.**

8

**Give the good news -- the company is providing professional outplacement services.**

At this point either provide them with the ICC career transition notification packet, or introduce them to the individual who is onsite to explain their program. For those receiving packets, career coaches will be available to meet with individual employees.

**TM:**

*"Please see (<HR Rep's name>) at (<time>) to complete the rest of the process. We have engaged ICC to provide you with outplacement services to assist you in your search for a new position. It is a service provided to you by professional consultants to assist you in developing skills in seeking your next position. Additional information about the services will be provided at (<place and time>). Good luck to you in your future endeavors."*

9

**Conclude the meeting. Discuss next steps.**

10

**Briefly explain how the employee may retrieve personal belongings and return company property. If in person, allow the employee to return to his/her desk or work area to collect personal files, etc., or schedule a time with them to return to clean out their office.**

# Manager's Worksheet 1

Preparing for the Notification Meeting

Duplicate this page for each of your meetings with displaced employees.

## Opening Statement:

- *Be brief; avoid small talk*
- *State reason for release*

---

---

**Sample:** *"I have difficult news to communicate. The reorganization (merger, etc.) has resulted in the need to eliminate certain positions, and I'm sorry to tell you that yours is one of those affected. Your employment with (<organization>) will end effective (<date>). You will receive severance and outplacement support."*

## Responding to the Employees Reaction:

- *Pause*
- *Count to 10 to wait for employee reaction, if any*

I anticipate the employee's reaction will be:

---

---

If so i will respond in this way:

---

---

## Conditions of Departure:

- *Repeat last day of employment*
- *(Only if last day) Discuss arrangements for return of personal and company property*
- *Describe next steps*

---

---

**Next Steps:** *"If you're ready, I'd like to take you to meet with (<HR Rep's name>), so you can hear about benefits and severance pay, and then you'll meet with an outplacement consultant who will describe the details of the job search assistance."*