

## Termination Process

### 1. Preparing for termination

- Proper documentation is critical. Prepare the required document in advance to present at the meeting.
- To assist with this, use the [Internal Ending Employment Checklist](#) and [Ending Employment Checklist](#).
  - Prepare communications for immediate release to other employees. It is critical to exercise discretion with both internal and external email communications concerning the reason for the employee's departure. The reasons for an employee's termination are personal information which must not be shared.
- Consider preparing a script to guide the termination conversation, ensuring it is clear to the employee that the decision is firm and irrevocable. The content of your message and how you phrase it depends on the reason for termination.
- Determine whether you are prepared to provide a reference for the employee's potential future employers.
- You may choose to provide a letter of reference which only sets out the employee's position, duties, and dates of employment and restricts reference requests to the information contained in the letter.

### 2. Conducting the termination

- Be prepared with the following:
  - Two (2) copies of the termination letter confirming the decision and the details of additional severance pay and release (as applicable); one (1) copy in an envelope is for the employee being terminated.
  - Self-addressed and stamped envelope for return of signed release (as applicable).
  - Paycheque or direct deposit information for final pay.
  - Termination conversation script.
  - [Internal Ending Employment Checklist](#) and [Ending Employment Checklist](#).
- Conduct the termination in the employee's office or a neutral site.
- Have at least one other person present for the termination.
- Keep the termination meeting as short as possible and refrain from engaging in any detailed discussion about the reasons for the termination with the employee.

- Request that all company belongings be returned immediately or by a specified date if not readily available. Pre-arrange a time and place to meet as appropriate.
  - Consider having a list of items that are required to be returned for the employee to use as a reference.
- Provide the employee with a box and request the employee gather their belongings immediately or offer to do it for them and return to them via courier.
- Ensure they leave the building without the appearance that they are being forcibly escorted out.
- Ensure the employee has a way to get home safely.

Note: This termination process applies to a termination without working notice. If someone is given working notice, they would not be asked to leave immediately, pack up their items, etc.

Consider the following:

- Meet at the start/end of the day, when fewer employees are around.
- Meet at the beginning of the week as this provides the employee with the opportunity to seek counsel (lawyer, financial advisor, etc.).
- If you are providing a release, do not ask the employee to sign it immediately. Encourage them to take time to consider the release and seek independent legal advice prior to signing it.

### 3. After the termination

- Immediately make notes about the termination meeting for future reference in case any litigation ensues.
- Meet with remaining team members to answer any questions they may have about the future of the team. Share any new reporting structure information and provide reassurance while maintaining confidentiality of the terminated employee and the process.
- Send communications and/or set up meetings as appropriate to notify any other team members, the board, and/or key stakeholders.
- Confirm all final paperwork is prepared and submitted (e.g., Record of Employment (ROE)).
- If providing a reference, ensure that the person assigned to give the reference is aware of what they may share with potential employers.