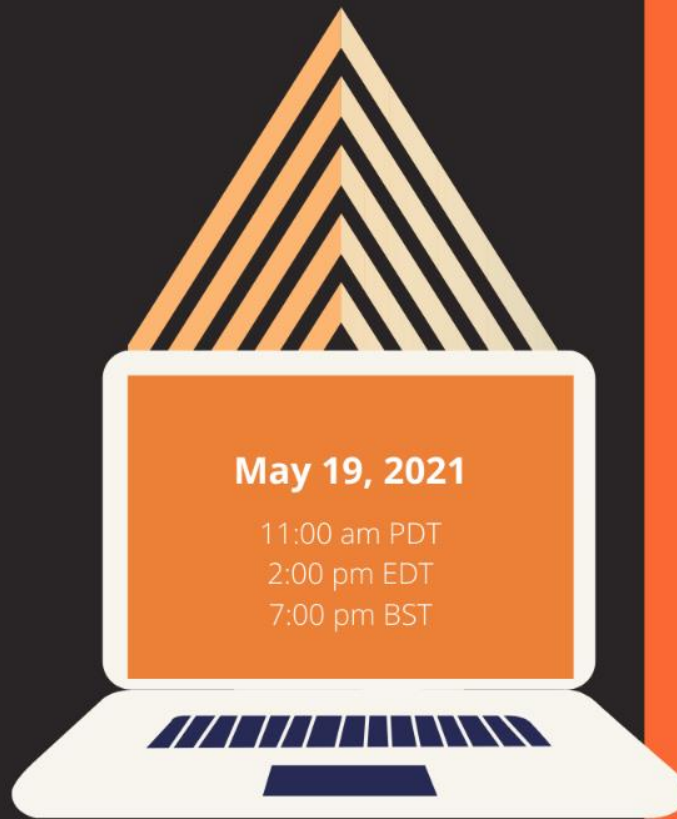


Putting the **Human** Back in HR: How to Create a Positive **Offboarding** **Experience**



Human Resources Today
Exclusive Webinar



With



Tracie Sponenberg
Chief People Officer, The
Granite Group

&



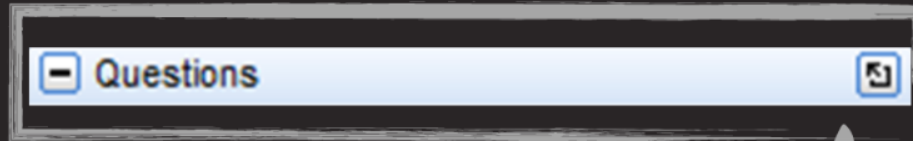
Rebecca Komathy
Webinar Coordinator,
Human Resources Today



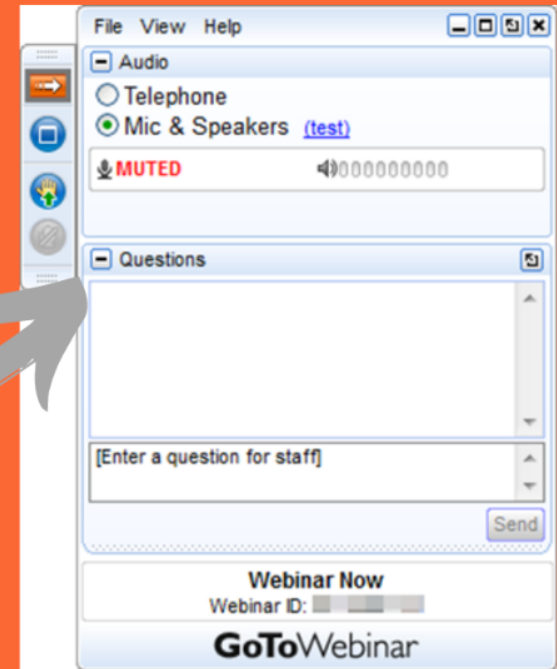
Our mission at GoCo is to help small businesses spend less time on manual, painful, and complex HR tasks, so they can focus on growing happier, more productive teams. We hope by doing so, we can empower companies to focus on their own employees and mission.

Backed by notable investors such as Salesforce Ventures and featured as the #1 HR platform in Forbes, Huffington Post, and Entrepreneur Magazine, GoCo is delivering a more delightful workplace to thousands of businesses and their employees.

Learn more about what separates us from the pack at [**goco.com**](https://goco.com)



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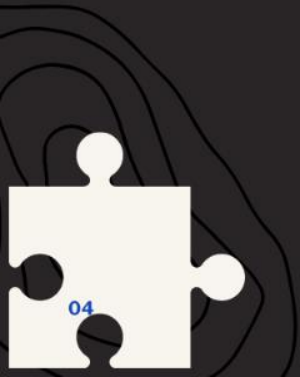
Human Resources Today
Exclusive Webinar

Putting the Human Back in HR: How to Create a Positive Offboarding Experience



Tracie Sponenberg

*Chief People Officer,
The Granite Group*



Putting the Human Back in HR: How to Create a Positive Offboarding Experience

What we will cover today:

- A little HR history
- Some termination language – what's the difference?
- Remote Offboarding techniques
- How to implement a termination protocol that will align with company culture and values
- And more!

Understanding History









NOW.....

The HR Professional is
coach, mentor, guide.....We
help our people grow

We are developing an
Individualized, personalized
experience for our people

We start with our people.

Always.

But Before We Talk About Offboarding.....

Think about the kind of organizational culture you have

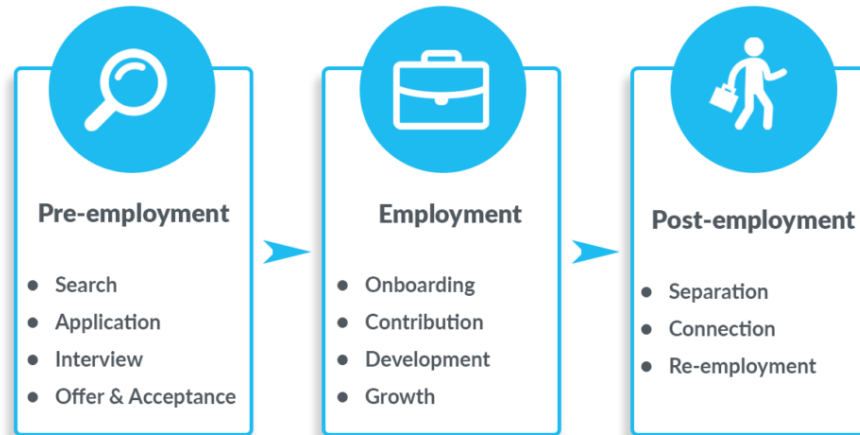
Think about the kind of organizational culture you want to have

How do you currently treat your people?

Do you lead with empathy, compassion, honesty, trust and love?

Let's Talk About The Employee Experience

THE EMPLOYEE JOURNEY



The Employee Experience According to Josh Bersin



More EX from Josh Bersin

The Irresistible Organization: A Complete Employee Experience

					
Meaningful Work	Hands-On Management	Productive Environment	Growth Opportunity	Trust in Leadership	Health & Wellbeing
Autonomy	Clear goal setting	Flexible work environment	Facilitated talent mobility	Mission and purpose	Safety and Security
Selection to fit	Coaching and feedback	Recognition rich culture	Career growth in many paths	Investment in people, trust	Fitness and Health
Small teams	Leadership development	Open flexible work spaces	Self and formal development	Transparency & communication	Financial wellbeing
Time for slack	Modern performance management	Inclusive, diverse culture	High impact learning culture	Inspiration	Psychological wellness and support

derived from Simply Irresistible, © Deloitte Consulting LLP

Terminology



Types of Exits

Terminations

Resignations

Retirements

End of contract

Layoffs

Furloughs

What's a Termination?



ter·mi·na·tion

/ˌtɜrməˈnāSH(ə)n/

noun

the action of bringing something or coming to an end.
"the termination of a contract"

Fire: Dismiss an employee from a job

Furlough vs. Layoff

Furlough: An unpaid leave of absence.

Layoff: A temporary (or permanent) suspension of employment of one or more than one employee

Whenever someone leaves your company....

Treat them as well as you did when they started.

Terminations must be done with compassion and empathy.

DON'T do this.....



DO this.....



Vision.org.au

About Terminations in general

**46% of employees fail
within 18 months of
being hired.** (leadership IQ)

Four Lies Managers Tell Themselves to Avoid Firing

Kim Scott, “Radical Candor”

- (1) The person's performance will get better
- (2) Having somebody in the role is better than having nobody while we look to fill it
- (3) It's smarter to transfer the person to another department than to fire them
- (4) Firing the person will be bad for morale

How to Create a Positive Offboarding Experience



How to Fire With Compassion

HBR article, Joel Peterson

1. Don't Wait for a "Firing Offense"
2. Do Be Willing to Fire Friends or Family
3. Don't Surprise People
4. Do Prepare and Practice
5. Don't Hand Off the Dirty Work
6. Do Deliver the Message Clearly and Immediately
7. Don't Overexplain the Decision
8. Do Be Human
9. Don't Shift the Blame
10. Do Be Generous

When to Terminate

“Terminate on Tuesdays” (SHRM)

Let's Talk Furloughs

Furloughs are often a much better alternative to layoffs for both companies and employees. However, until Covid-19, they were infrequently used in the U.S.

During the Great Recession only 0.5% of the U.S. workforce participated in furloughs, while one in five workers experienced a layoff (HBR)

More about furloughs...

- No work, or reduced schedule
- If furloughed, no “working on the side”
- Usually benefits are maintained
- You need to communicate with employees on furlough

Before you consider furlough (or layoff)...

US Chamber of Commerce

- Come up with a plan
- Be honest and transparent
- Explain benefits (or lack thereof)
- No work
- Stay in touch – provide emotional support

Termination Protocol

Values-based firing - [Gokul Rajaram, medium.com](#)

3 types involuntary terminations:

- ☐ Performance

- ☐ Policy

- ☐ Values

Live your values in hiring, throughout the process and in terminations!

Termination Protocol

Here's a good place to start:

<https://www.lucidchart.com/blog/create-an-employee-termination-process>

And make sure:

- ✓ Document
- ✓ Clearly Communicate Expectations
- ✓ Coach
- ✓ Performance Improvement Plan
- ✓ Written counseling

Hubspot's Offboarding Checklist

- ☐ Communicate
- ☐ Transition the work
- ☐ Conduct Exit interview
- ☐ Manage logistics

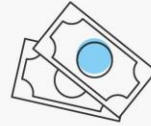
<https://cdn2.hubspot.net/hubfs/438036/Whitepaper-Offboarding-Employees.pdf>

Termination Protocol

STEPS TO FOLLOW WHEN AN EMPLOYEE IS TERMINATED



Issue the last paycheck



Give severance pay



Retrieve business property



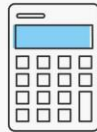
Explain COBRA



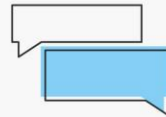
End child support withholding



Conduct an exit interview



Update your payroll



Talk to remaining employees



Handle unemployment benefits

Remote Offboarding Techniques

- Face to face is best, so if you can't be in person, choose video if possible (phone call if not)
- Don't terminate over email or text
- The termination should come from the direct manager, not HR (though HR can be there for questions)
- Don't mass terminate. One on one is best
- Then, follow your normal protocol

Why Do All This?????

- Rehiring
- Help during the transition
- Referral source
- Creating an alumni network
- A positive offboarding makes the transition easier for the departing employee, and those left behind
- IT IS JUST THE RIGHT THING TO DO!!!

How to Offboard Better (HBR)

- Listen. REALLY listen (if voluntary, listen to the why)
- Show appreciation
- Stay in touch

Don't Forget to:

**“Strangle the
Grapevine”**

(PeopleHum)

Get Ahead of Terminations – What can help (PeopleHum)

Engagement Initiatives

Employee Appreciation

Company Culture

Performance Upliftment (upskill, train and promote a culture of learning & unlearning)

The Best Thing You Can Do

COACH YOUR MANAGERS!

So they can coach their team members toward reaching
their goals - inside the company or out

Remember....

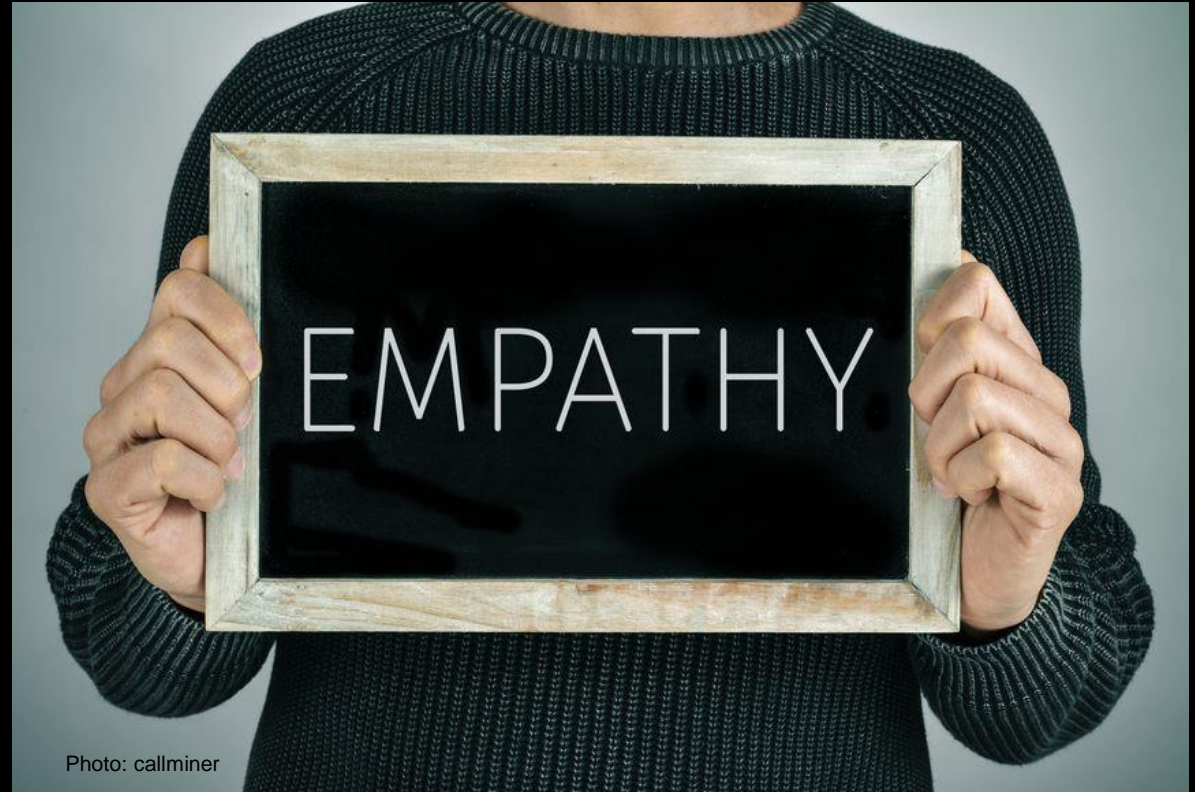


Photo: callminer

Resources for You

<https://hbr.org/2020/04/how-to-make-furloughs-more-humane>

<https://www.ballardspahr.com/-/media/files/alerts/covid-19-layoff-and-furlough-checklist---03-20.pdf>

<https://www.inc.com/suzanne-lucas/how-to-lay-off-employees-when-everyone-is-remote.html>

<https://www.wsj.com/articles/first-people-were-sent-home-to-work-now-theyre-getting-laid-off-remotely-11585860836>

<https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/terminate-tuesdays.aspx>

<https://blog.infeedo.com/6-key-components-of-ethical-termination>

<https://hbr.org/2020/03/firing-with-compassion>

<https://www.uschamber.com/co/run/human-resources/handling-coronavirus-layoffs>

<https://www.onedigital.com/wp-content/uploads/2020/04/Keeping-in-Touch-With-Furloughed-Employees-1.pdf>

<https://www.gallup.com/workplace/246203/ways-create-positive-exit-experience-employees.aspx>

<https://blog.shrm.org/blog/9-tips-for-terminating-an-employee-with-dignity-and-compassion>

<https://www.businessnewsdaily.com/15753-remote-employee-termination.html>

<https://hbr.org/2019/05/your-company-needs-a-process-for-offboarding-employees-gracefully>

<https://www.theatlantic.com/business/archive/2020/05/fired-zoom-layoffs-coronavirus/611509/>

<https://medium.com/@gokulrajaram/values-based-firing-5a6646617530>

<https://www.heflo.com/blog/hr/employee-termination-process-flow-chart/>

<https://www.insperity.com/blog/6-steps-you-need-to-take-before-terminating-an-employee-for-poor-performance/>

Terminating with Grace:

<https://www.youtube.com/watch?v=yPjzbz0GuXw>

Employee terminations:

<https://www.youtube.com/watch?v=dWI7Of4fDgY>

DisruptHR Terminations: <https://disrupthr.co/vimeo-video/gone-in-300-seconds-keys-to-a-successful-termination-colin-calvert-disrupthr-talks/>

Empathy - Simon Sinek:

<https://www.youtube.com/watch?v=IJyNoJCAuZA>

<https://www.softwareadvice.com/resources/employee-offboarding-checklist/>

<https://www.peoplehum.com/blog/employee-termination>

<https://cdn2.hubspot.net/hubfs/438036/Whitepaper-Offboarding-Employees.pdf>

**THANK
YOU!!**

Q&A



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