
Care and Control:
A Better Approach to Terminations

T r a i n i n g L e a d e r ' s G u i d e

About the Author

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Richard S. Deems, Ph.D., is the founder and CEO of Deems Associates Inc., a career-management consulting firm with offices in Scottsdale, Arizona; Des Moines, Iowa; Moline, Illinois; and Atlanta, Georgia.

The American Media Inc. video *Care and Control: A Better Approach to Terminations* is based on Deems' work in termination planning.

Deems is the author of three books on the termination process: *How to Fire Your Friends—A Win-Win Approach to Termination*, which was a finalist for SHRM's (Society for Human Resource Management) 1990 Book of the Year Award; *Termination: Beyond Legalities*; and *I Have to Fire Someone!* from American Media's How-To Book Series.

The AMI How-To Series book *I Have to Fire Someone!* takes people through the termination process with an emphasis on the termination discussion. As an additional resource to your training session, the book gives guidelines for a **CARE and CONTROL** approach to termination and provides interactive exercises, chapter reviews, and a Termination Planning Guide/Checklist. This book can also be used for self-paced learning and just-in-time training.

Deems received his bachelor's degree from Nebraska Wesleyan University, his master's degree from Northwestern University, and his doctorate degree from the University of Nebraska at Lincoln with an emphasis in adult learning and adult development. He has served on the graduate faculties of Northern Illinois University and Iowa State University.

In *Care and Control: A Better Approach to Terminations*, Deems turns his insights on the termination process to the frontline people—the supervisors and managers who must make and implement termination decisions.

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Care and Control:
A Better Approach to Terminations

P r e p a r a t i o n M a t e r i a l s

Introduction

Nobody really likes to fire someone. But it happens—and part of a manager’s job is to conduct terminations.

There’s a right way and a wrong way to terminate employees. Do it the right way, and there’s no lasting negative effect on the organization or the person being terminated. Do it the wrong way, and the fired employee may have a very difficult time finding a new job, and you and your organization may end up in court.

This session can help your managers develop the CARE and CONTROL approach to terminations. Upon completing this training session, your participants should be able to:

- Conduct the termination interview with the CARE and CONTROL approach.
- Allow employees time to react.
- Avoid arguments.
- Keep the meeting moving forward by reinforcing that the decision has been made.
- Help terminations become more positive situations for everyone.

Icon Key



Flipchart



Read or
Paraphrase



Overhead



Worksheet



Video



Ask and Discuss

Training Session Checklist

Use this checklist to help you gather all necessary materials for the training session.

Meeting Preparation

- Determine your training objectives.
- Measure the current status of your participants using the Pretraining Survey.
- Choose different ways to train to ensure transfer of information.

Location

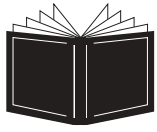
- Create a relaxed environment.
- Make sure all seats have a good view of the visuals.
- Make sure there is enough light to take notes when participants view the video *Care and Control: A Better Approach to Terminations*.
- Provide an adequate writing surface for participants.
- Check for good acoustics.
- Verify that your room is accessible and equipped for participants with disabilities.

Video Equipment

- Make sure the VCR is properly connected to the monitor.
- Test the VCR, and check the monitor for proper picture, color, and volume.
- Make sure the tape is rewound and ready to play before beginning your session.
- Check all other equipment for proper operation.

Materials

- Training Leader's Guide
- Videotape—*Care and Control: A Better Approach to Terminations*
- Book—*I Have to Fire Someone!*
- Overheads
- Paper and Pencils
- Additional Equipment
- Participant Handouts



I Have to Fire Someone!
by Richard S. Deems, Ph.D.

Trainer's Instructions for Using the Book **I Have to Fire Someone!**

Group Training Sessions

I Have to Fire Someone!, part of AMI's How-To Book Series, is an excellent complement to your group training session. Throughout this guide, we have included several exercises from *I Have to Fire Someone!* To use the book effectively, you may:

- Use the exercises we have developed for this course, incorporate other exercises from the book that you feel better meet the needs of your organization, or use a combination of both.
- Assign reading of an entire chapter of the book that covers an area you wish to emphasize in your session.
- Assign reading of the entire book and completing of assigned exercises.

Self-Study

No time to call everyone together for training? No problem—American Media has made training even easier with its self-study programs. By combining the effectiveness of the video *Care and Control: A Better Approach to Terminations* and AMI's How-To Book *I Have to Fire Someone!*, your employees can improve their skills through self-guided study.

Written in a user-friendly, easy-to-understand style, the book includes interactive exercises in each chapter to help the reader process the information and put it into action—ensuring that the information makes an impact.

On-the-Job Reference Tool

Providing copies of the book to each training participant allows you to continue instilling the importance of improving workplace performance after your session is completed. The book is an excellent tool for continued learning and provides an easy, hands-on reference for use on the job.

Order discounted copies for all your session participants today by calling American Media at 1-800-262-2557.

Tips for Transferred Learning

Keep in mind the following tips when conducting any adult training. You may wish to review these tips and incorporate them into your session planning.

1. Adults learn when they feel they need to learn.

Discuss ways your training will help participants improve job performance by learning how to motivate employees.

2. Adults learn through practical application.

Use the exercises found in this Training Leader's Guide or create your own to give participants an opportunity to practice skills they can take back to their jobs. Also, provide reinforcement tools, such as copies of the How-To Book *I Have to Fire Someone!*, for your participants to take back to their jobs for continued and reinforced learning.

3. Adults learn by solving realistic problems.

Discuss and analyze actual on-the-job situations. Allow the trainees to solve these real-life problems by using what they have learned.

4. Adults learn in an informal environment.

Design your training room to be as informal as possible. Avoid classroom-style seating. If appropriate, encourage training participants to wear casual clothing. Encourage discussion and interaction to make participants feel more comfortable.

5. Adults learn by different training methods.

Vary your training methods. Combine discussions, role plays, case studies, self-evaluations, and action planning in your training session. Using a variety of methods reinforces your message and promotes audience involvement.

6. Trainers learn through follow-up methods.

Follow-up methods are crucial when determining the success of transferred training. Feedback from your participants' managers; follow-up surveys or training sessions; three-, six-, and nine-month skill-testing sessions; etc., can help you evaluate the information being used on the job site.

Possible Session Agendas

Two session agendas have been provided to help guide you through your *Care and Control: A Better Approach to Terminations* training session. You can modify these agendas to meet the needs of your participants. A blank agenda sheet is also provided on page 13 if you wish to create your own agenda.

1 1/2-Hour Session

Activity	Time	Page
Introducing the Session to Participants	15 minutes	18
Show Video and Review	30 minutes	19
Preparation Discussion	15 minutes	22
Conducting the Termination Discussion	15 minutes	25
Ten Tips for Putting the CARE and CONTROL Approach into Action	5 minutes	28
Posttraining Survey	10 minutes	29

3-Hour Session

Activity	Time	Page
Introducing the Session to Participants	15 minutes	18
Show Video and Review	30 minutes	19
Review the Reasons for Termination Discussion	15 minutes	20
Break	10 minutes	
Others Affected by Termination Discussion and Exercise	15 minutes	21
Preparation Discussion	15 minutes	22
Preparation Exercise	20 minutes	24
Break	10 minutes	
Conducting the Termination Discussion	15 minutes	25
Conducting the Termination Role-Play Exercise	20 minutes	27
Ten Tips for Putting the CARE and CONTROL Approach into Action	5 minutes	28
Posttraining Survey	10 minutes	29

Trainer's Personalized Session Agenda

You may want to plan a session that is different from the agendas provided on page 12. Below is a blank agenda to assist you in outlining your session.

Activity	Time	Page
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Invitation Memo to Participants

This memo can be sent to your participants approximately one to two weeks prior to your training session. Modify the memo to fit your specific needs.

(Today's Date)

TO: (Participant's Name)
FROM: (Trainer's Name)
RE: ***Care and Control: A Better Approach to Terminations*** Training Session

Terminating employees is one of the hardest parts of a manager's job. In a perfect world, all of your employees would be wonderful. But in reality, not everyone works out, and letting these people go must be done in a controlled and caring manner.

On **(insert date)**, we will hold a training session on how to make terminations as positive as possible. The session will be held at **(insert location)**. During the session you'll learn how to:

- Conduct the termination interview with the CARE and CONTROL approach.
- Allow employees time to react.
- Avoid arguments.
- Keep the meeting moving forward by reinforcing that the decision has been made.
- Help terminations become more positive situations for everyone.

To help us get the most out of our training session, please complete the enclosed Pretraining Survey and return it to me by **(insert date)**. Your honest responses to the questions will help us to place emphasis on critical areas.

Please mark your calendar so you can attend this very important training session.

Trainer's Instructions for the Pretraining Survey



1. Complete the Invitation Memo to Participants (page 14), and send it along with a copy of the Pretraining Survey (included with Participant Materials) to each participant. Ask participants to complete the survey and return it to you at least five days before the training session.
2. Use the Pretraining Survey to evaluate the needs of your participants. This survey will allow you to design the training session to emphasize areas or topics of importance.
3. A Posttraining Survey is also provided for use at the end of the training session. It will help you determine if your training goals have been met or if further education and training are necessary.

Care and Control:
A Better Approach to Terminations

T r a i n i n g M a t e r i a l s

Introducing the Session to Participants

Trainer's Instructions



Time Required:

- 15 minutes

Materials Needed:

- Flipchart (optional)
- Overhead 1

Objective:

- To introduce participants to the subject of termination.
-

1. Read or paraphrase the following:

Nobody really likes to fire someone, but it does have to happen from time to time. Do it right, and you have a win-win situation. Do it wrong, and you've opened yourself up to litigation.

You must be completely prepared when terminating an employee. Today's session can help you prepare for the various aspects of termination. Use the guidelines you'll learn in today's session if you are ever faced with a termination.

2. Have each participant introduce him or herself and explain what department he or she is from. Then have each participant describe one thing that he or she wants to gain from the session.
3. You may wish to write these responses on a flipchart and refer to them throughout the session to determine if their needs are being met.
4. Explain that the goal of the training session is to learn how to conduct terminations by using the CARE and CONTROL approach and that the training session will cover the following areas:
 - Conduct the termination interview with the CARE and CONTROL approach.
 - Allow employees time to react.
 - Avoid arguments.
 - Keep the meeting moving forward by reinforcing that the decision has been made.
 - Help terminations become more positive situations for everyone.

Show Video and Review

Time Required:

- 30 minutes

Materials Needed:

- Video—*Care and Control: A Better Approach to Terminations*

Objective:

- To view and discuss the video.

Trainer's Instructions



-
1. View the video *Care and Control: A Better Approach to Terminations*.
 2. Encourage participants to take notes on the ideas presented.
 3. After viewing the video, discuss the following ideas as a large group:
 - What are the three steps to terminations?
 - What is the most important point you learned from the video? Why?
 - How would you define *showing care*?
 - How would you define *staying in control*?
 - Do the steps differ in layoff situations vs. for cause?
 - What are the five steps of the termination meeting?

Review the Reasons for Termination Discussion

Time Required:

- 15 minutes

Materials Needed:

- How-To Book—*I Have to Fire Someone!*

Objective:

- To review reasons for terminating an employee.
-

Trainer's Instructions



1. Read or paraphrase the following:
Now that we've viewed the video, let's go back to the beginning—the reasons for terminating a problem employee in the first place.
2. Have participants turn to page 35 in the book *I Have to Fire Someone!*
3. Give participants 10 minutes to read Step 1—**Review the Reasons for the Termination** and to complete the Take a Moment exercise on page 37.
4. After 10 minutes, discuss the answers found on page 99 in the book.
5. Read or paraphrase the following:
Before terminating an employee, you should be as prepared and have as much documentation as the supervisor in this exercise. Having the right paper trail to support your decision can keep you out of the courtroom and can help illustrate your reasoning to the terminated employee.

Others Affected by Termination Discussion and Exercise

Trainer's Instructions



Time Required:

- 15 minutes

Materials Needed:

- How-To Book—*I Have to Fire Someone!*

Objective:

- To discuss the effects of termination on remaining employees.
-

1. Read or paraphrase the following:
Termination will be difficult on you, the employee, and also those people the terminated employee worked with. The following reading will help shed some light on how the termination process affects those employees who remain with the organization.
2. Have participants turn to page 9 in the book, *I Have to Fire Someone!*
3. Give participants 10 minutes to read **For Every Action, There Is a Reaction** and to complete the Take a Moment exercise on page 11.
4. Remind participants to keep the termination information confidential or change the names of the people involved.
5. Once the Take a Moment exercise is completed, ask each participant to simply state the number of people affected by their hypothetical termination.
6. Read or paraphrase the following:
During the preparation stage, you need to determine who and how many will be affected by the termination. This is an important step to take prior to the termination meeting.

Here's something you can do to remind yourself that for every action, there is a reaction. The next time you have to conduct a termination, take time during the planning stage to fill in these numbers. You may be surprised. This exercise provides compelling reasons to plan and conduct the termination with as much CARE and CONTROL as possible.

Preparation Discussion

Trainer's Instructions



Time Required:

- 15 minutes

Materials Needed:

- Overhead 2

Objective:

- To discuss how to prepare for a termination.
-

1. Read or paraphrase the following:
Terminating an employee involves many complicated factors. This discussion is designed to help bring those factors to our attention.
2. Prepare Overhead 2, and conduct this discussion by uncovering one point at a time, asking the questions provided, and facilitating discussion. Possible answers are provided.

KEY POINTS TO COVER WHEN VIEWING OVERHEAD 2:

Preparation/Decision Making

1. Review documentation to determine if termination is called for.
What questions should you ask yourself to determine if a termination is called for?
 - Was the employee made aware of expectations?
 - Was the employee made aware of consequences if expectations were not met?
 - Was the employee given an opportunity to improve?
 - Were incidents documented in writing?
 - Are there any alternatives to termination?
What might some alternatives to terminations be?
 - Demotion
 - In-house transfer
 - Early retirement
2. Contact key individuals to review written documentation.
Who are the key individuals we need to notify in our departments?
 - (Personalize this answer for your organization.)
3. Schedule the termination meeting.
When should the termination meeting be scheduled?
 - Early in the week.
 - Schedule with the person if he or she travels or is gone a lot.

Where should the meeting be held?

- In private, and not always in the same place or office so that other employees won't feel uncomfortable to come to that office or place at a later date.

4. Determine who will be in the meeting.

Who should be in the meeting?

- At least two people, preferably an HR person and an individual who has directly managed the employee.

5. Rehearse for the termination.

How should you rehearse?

- Rehearse (with those who are going to be in the meeting) what is going to be said and who is going to say it.
- Write an outline to be used in the actual meeting.

6. Coordinate logistical items.

What items do you need for the meeting?

- Termination letter
- Final pay
- Benefits continuation
- Access to grounds and company property
- Plan for notification of affected company employees and customers

Preparation Exercise

Time Required:

- 20 minutes

Materials Needed:

- Preparation Case-Study Worksheet
- Condensed Version of the Termination Planning Guide

Objective:

- To practice preparing for a termination.
-

Trainer's Instructions



1. Read or paraphrase the following:
We've had a chance to discuss the issues involved with terminating an employee. Now let's put that knowledge into practice.
2. Have participants break into groups of four.
3. Provide participants with the Preparation Case-Study Worksheet, or have them prepare for an actual termination. (If the group decides to use an actual termination, ask them to keep all names confidential.)
4. Allow 10 minutes for preparation, and then ask each group to explain how they have prepared for the termination.
 - **Was there any information you must still collect?**
 - **Did you follow all the steps in preparation? Why or why not?**
 - **Do you feel confident about conducting the termination you prepared for? Why or why not?**
 - **Did anyone decide not to terminate the employee? Explain.**
5. Pass out the condensed Termination Planning Guide to each group. The complete version of the guide is located on page 101 of the ***I Have to Fire Someone!*** book. You may wish to have your participants read through the complete guide.
6. Have participants take a few minutes to scan the information on the guide so that they can become familiar with how it is used.
7. Explain that this guide has been designed to help your participants with every aspect of terminations. Remind them to use this planning guide every time they are faced with terminating an employee due to cause or downsizing.

Conducting the Termination Discussion

Trainer's Instructions



Time Required:

- 15 minutes

Materials Needed:

- Overhead 3

Objective:

- To discuss how to conduct a termination.
-

1. Read or paraphrase the following:

Deciding the reasons why to terminate an employee may be easier than actually confronting the employee. It's important to be prepared—that's what this discussion is designed to help us do.

2. Prepare Overhead 3, and conduct this discussion by uncovering one point at a time, asking the questions provided, and facilitating discussion. Possible answers are provided.

KEY POINTS TO COVER WHEN VIEWING OVERHEAD 3:

Conducting The Termination Meeting

1. Greet the employee being terminated, and state the purpose of the meeting.

What is the best way to handle greeting the person?

- Introduce the parties that are present.
- Don't socialize—get to the point.

What are some things to remember when stating the purpose of the meeting?

- Be direct and to the point.
- Communicate the statement of termination and why.
- Stick to your outline.

2. Allow the employee time to react.

What if the employee argues?

- Don't take it personally.
- Don't argue with the employee.
- Allow the employee to vent his or her emotions.

What if the employee gets angry?

- Don't take it personally.
- Allow the employee to vent his or her emotions.

What if the employee cries?

- Sit quietly and allow him or her to cry.
- After a short period of time, ask if he or she is ready to continue with the meeting.

What should you do if the employee is silent?

- Allow for silence.
- Give the employee an opportunity to react.
- If the employee remains silent, continue with your planned agenda.

3. Discuss the benefits provided to the employee.

What benefits should you discuss?

- What will be done for the employee in the future—outplacement services, references, etc.
- Present written information—letter of termination, benefits continuation, etc.

4. Assist the employee in leaving the premises.

What are the guidelines for employees to exit?

- Offer the employee a chance to leave and come back when fewer people are around to pick up personal property.

What company property should you ask for?

- (Personalize for your organization.)

5. Thoroughly document the termination interview.

What should you document?

- Who was there.
- What was said.

6. Follow up.

Who should be notified of the termination, and how?

- Upper management. You should also have a plan for dealing with the press in large downsizing efforts.
- Employees directly affected—face to face.
- Other employees—posted notice, nothing degrading, short and to the point.
- Customers—directly (phone or face to face)—explain who will now be providing service.
- Determine who will take over the employee's responsibility and communicate directly with them.
- Review policy on reference checks and determine how you will handle them.

Trainer's Note: For additional discussion material, see pages 49 to 58 in *I Have to Fire Someone!* This information covers in detail these critical termination areas.

Conducting the Termination Role-Play Exercise

Time Required:

- 20 minutes

Materials Needed:

- One copy of the Role-Play Worksheet for each participant
- One copy of the Role-Play Observer's Worksheet Guide for each participant

Objective:

- To practice conducting a termination.
-

Trainer's Instructions



1. Read or paraphrase the following:
This exercise is designed to help us practice a termination and to learn from a role-play situation.
2. Have participants break into groups of three.
3. Have each person label themselves as either A, B, or C.
4. Give each person a copy of the Role-Play Worksheet and the Role-Play Observer's Guide Worksheet, which have individual instructions for persons A, B, and C.
5. Ask person A to be the employer and to conduct the termination. Ask person B to be the employee. A and B should use the Role-Play Worksheet. Person C should use the Role-Play Observer's Guide Worksheet to document how the role play goes.
6. Have employees rotate positions until all have conducted a termination.
 - What did you learn from this role play exercise?
 - What went wrong with the role plays?
 - What went right with the role plays?
 - How will these role plays help you when you conduct actual terminations back on your job?

Ten Tips for Putting the CARE and CONTROL Approach into Action

Time Required:

- 5 minutes

Materials Needed:

- Overhead 4
- Overhead 5

Objective:

- To review the Ten Tips for Putting the CARE and CONTROL Approach into Action when conducting a termination.
-

Trainer's Instructions



1. For review of the CARE and CONTROL approach to termination, display Overhead 4, and discuss the following points.

2. Read or paraphrase the following:

Before conducting any termination, remember these important tips.

KEY POINTS TO COVER WHEN VIEWING OVERHEADS 4 & 5:

Ten Tips for Putting the CARE and CONTROL Approach into Action

1. Take time to review the termination situation to ensure that all company policies are being followed.
2. Take time to prepare your script—your outline of what you plan to say.
3. Anticipate how the employee might react to the termination, and plan how you will respond.
4. Always include at least one other supervisor or manager to assist you during the termination meeting.
5. Conduct the termination discussion at a time and in a place where both the employee and the remaining employees will not be unduly embarrassed.
6. Identify a way to exit the building that will cause the least embarrassment to the employee and the remaining employees.
7. Always prepare a brief summary report of the termination meeting and file it appropriately.
8. Take time to notify remaining employees and, when appropriate, affected company customers.
9. Use the Termination Planning Guide to review your entire planning process.
10. Remember to always think CARE and CONTROL.

Posttraining Survey

Time Required:

- 10 minutes

Materials Needed:

- Posttraining Survey

Objective:

- To evaluate the effectiveness of this training session.
-

1. Read or paraphrase the following:

This worksheet is designed to evaluate the effectiveness of this training session. In no way will it be used to penalize you.

2. Distribute the Posttraining Survey, and give participants time to complete it. Discuss the questions below. Possible answers are provided.



What type of preparation is needed before conducting a termination interview?

- Review documentation to determine if termination is necessary.
- Contact key individuals to review.
- Schedule the termination meeting.
- Determine who will be in the meeting, rehearse.
- Coordinate logistical items.

Who in your organization must be notified before you terminate an employee?

- (Personalize this for your organization)

Why is the CARE and CONTROL approach critical when terminating an employee?

- It can reduce negative disruption and possible lawsuits and help build the reputation of your organization as being one that cares about its employees.

What is the most effective way to deal with emotions during a termination interview?

- Stay in control and stick to the point. Allow time for the employee to gather him or herself and continue in a calm, caring manner.

What are the six steps of the termination meeting?

- Greet the employee and get right to the point.
- Allow the employee time to react.
- Discuss the benefits provided to the employee.
- Assist the employee in leaving the premises.
- Thoroughly document the interview.
- Follow up.

What follow-up steps should be taken after a termination?

- Contact upper management and other employees and customers directly affected, and determine who will take over responsibilities. Review your policy on reference checks and determine how you'll handle them.

Who should be notified of the termination?

- Upper management
- Employees directly affected
- Customers
- Other employees

Follow-Up Letter

The letter below should be personalized and sent to each participant one to two weeks after your training session. By following up in this manner, your participants will have the opportunity to review and utilize what they learned in their work environment.

(Today's Date)

TO: (Participant's Name)
FROM: (Trainer's Name)
RE: ***Care and Control: A Better Approach to Terminations*** Training Session

Earlier this month, you attended a training session in which we talked about terminating employees in a controlled and caring manner. During the training session you learned how to:

- Conduct the termination interview with the CARE and CONTROL approach.
- Allow employees time to react.
- Avoid arguments.
- Keep the meeting moving forward by reinforcing that the decision has been made.
- Help terminations become more positive situations for everyone.

If you would like to continue your own self-study on terminating employees, you are welcome to contact me or (name/department) for use of the ***Care and Control: A Better Approach to Terminations*** video, the ***I Have to Fire Someone!*** self-study book, and other materials we have on the termination process.

Our hope is that you have been able to put the ideas you learned to work within your area. If you have any questions, please contact me at extension (###).

Care and Control:
A Better Approach to Terminations

P a r t i c i p a n t M a t e r i a l s

Pretraining Survey

1. What type of preparation do you feel is needed before conducting a termination interview?
2. Who should be notified before you terminate an employee?
3. When is the best time to conduct a termination interview? Why?
4. What is the most effective way to deal with emotions during a termination interview?
5. What follow-up steps should be taken after a termination?
6. What do you think coworkers and customers should be told about the terminated employee?

Preparation Case-Study Worksheet

Performance Review for Past Two Years

Two Years Ago

Rating—Satisfactory

Performance consistently meets the expected level of job requirements, standards, and goals.

One Year Ago

Rating—Minimum

Performance needs some improvement but meets minimum requirements, standards, and goals.

Incident Diary for Randy Weber

1/15 Randy... 20 minutes late.

3/10 Randy... 15 minutes late returning from lunch.

3/22 Randy... missed deadline on Wilson Report. Lost account.

3/23 Randy... accused Marissa of not providing data for Wilson report. Marissa proved she had provided data.

3/24 Oral warning was given. Promised improvement on tardiness. Did not agree the missed deadline was his responsibility.

4/1 Randy was negative and argumentative in team meeting.

5/12 Randy... 30 minutes late from lunch.

Termination Planning Guide

This guide has been designed to help you think through the issues and logistics for termination or downsizing. Though each item may not apply to every situation, it is important that you respond to each line. When you have provided the information called for, check the box for each section so that you know it has been considered and the appropriate planning is done. Your planning is not completed until all items have been checked.

C O N F I D E N T I A L

For use by

Supervisor/Manager

Termination Checklist

This guide has been designed to help you think through the issues and areas of concern for both single terminations and downsizings. Respond to each question. As you complete the planning for each item, place a check mark or your initials in each box.

TERMINATION PLANNING GUIDE

1. EMPLOYEE INFORMATION

Name: _____ Age: _____

Title: _____ Years with company: _____ Salary: _____

Division/Department: _____ Supervisor: _____

Member of protected class: Yes _____ No _____ If yes, how: _____

Names/Titles of relatives working for the company: _____

Days/Hours of Unused Accrued Vacation: _____

Vested: Yes _____ No _____

Other: _____

2. THE TERMINATION DECISION

Reason for termination: _____

Employee to be told: _____

If performance-related termination:

Documentation reviewed by: _____ Date: _____

Notes on documentation and possible risks: _____

If job elimination (downsizing, reorganization, etc.):

Criteria established and approved by: _____ Date: _____

Others within the employee's work unit whose jobs also are being eliminated: _____

3. ASSISTANCE TO BE PROVIDED

Length of salary continuance (severance): _____ Total amount: _____

Benefits to be extended during severance period: _____

Other special severance items (be specific): _____

How will the employee be notified of COBRA options? _____

Will unemployment compensation be allowed or contested? _____

Person to notify state job service office: _____

Outplacement services length/type: _____ Company: _____

Objectives of outplacement: _____

4. THE TERMINATION MEETING

Date/time: _____ Location: _____

To be conducted by (names/titles of both people): _____

Letter summarizing benefits will be prepared by whom: _____

On: _____

Outline of what employee will be told: _____

How exiting employee will be told about outplacement service: _____

Room has been scheduled for outplacement specialists: _____

Yes/Where? _____

How exiting employee will remove personal belongings: _____

Supervised by: _____ When? _____

Other special considerations: _____

Role-Play Worksheet

A

When role playing person A, pick one of the following situations:

Manufacturing Example

Layoff:

The company has an employee who just lost a big sales contract, causing a product line to shut down. You need to lay off the employee. The benefits, getting the employee to leave the premises, and follow up are up to your discretion.

Performance:

The employee is not meeting his or her production quota. He or she has been warned over the past two months—both verbally and in writing. Improvement plans were agreed on, but performance did not improve. The benefits, getting the employee to leave the premises, and follow up are up to your discretion.

Office Example

Layoff:

Employees must be laid off because of automation. A new computer system is replacing the manpower once needed to do the job. The benefits, getting the employee to leave the premises, and follow up are up to your discretion.

Performance:

The employee's customer contact is poor. The employee is argumentative, and he or she is not building strong relationships with the customers. The benefits, getting the employee to leave the premises, and follow up are up to your discretion.

B

When role playing person B, pick one of the following actions to portray:

- Anger
- Sadness
- Silence
- Demanding to see the boss

Role-Play Observer's Guide Worksheet

C

When observing the role play, answer the following questions:

1. Did the manager:
 - Speak directly and to the point when greeting and talking with the employee?
 - Stick to the outline?
 - Improvise?
 - Communicate the statement to terminate and why?

2. Did the manager allow time to react?

3. How did the manager handle the reaction?

4. Did the manager discuss benefits?

5. Was assistance offered in leaving the premises?

6. Was the manager asked what documentation and follow up he or she plans after the termination?

Posttraining Survey

1. What type of preparation is needed before conducting a termination interview?

2. Who in your organization must be notified before you terminate an employee?

3. Why is the CARE and CONTROL approach critical when terminating an employee?

4. What is the most effective way to deal with emotions during a termination interview?

5. What are the six steps of the termination meeting?

6. What follow-up steps should be taken after a termination?

7. Who should be notified of the termination? (Circle those that apply.)
 - Upper management
 - Employees directly affected
 - Customers
 - Friends and family
 - Other employees
 - Candidates for the open position

Session Evaluation Form

Care and Control: A Better Approach to Terminations

Instructions: Please circle the number that best describes your evaluation of the training session.

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This training program concentrates on the guidelines for conducting terminations with the CARE and CONTROL approach.	5	4	3	2	1
This training program helped me realize the importance of using the CARE and CONTROL approach when terminating employees.	5	4	3	2	1
As a result of this program, I am more confident in my ability to conduct terminations.	5	4	3	2	1
The objectives of the program were clearly presented.	5	4	3	2	1
Opportunities to ask questions and discuss issues were sufficient.	5	4	3	2	1
The session was well organized.	5	4	3	2	1

The best part of this program was: _____

This program could be improved by: _____

Additional comments: _____

I would recommend this session to others. (circle one) **Yes** **No**

Care and Control:
A Better Approach to Terminations

O v e r h e a d s

Session Objectives

- **Conduct the termination interview with the CARE and CONTROL approach.**
- **Allow employees time to react.**
- **Avoid arguments.**
- **Keep the meeting moving forward by reinforcing that the decision has been made.**
- **Help terminations become more positive situations for everyone.**

Preparation/Decision Making

- 1. Review documentation to determine if termination is called for.**
- 2. Contact key individuals to review written documentation.**
- 3. Schedule the termination meeting.**
- 4. Determine who will be in the meeting.**
- 5. Rehearse for the termination.**
- 6. Coordinate logistical items.**

Conducting the Termination Meeting

- 1. Greet the employee being terminated, and state the purpose of the meeting.**
- 2. Allow the employee time to react.**
- 3. Discuss the benefits provided to the employee.**
- 4. Assist the employee in leaving the premises.**
- 5. Thoroughly document the termination interview.**
- 6. Follow up.**

Ten Tips for Putting the CARE and CONTROL Approach into Action

- **Take time to review the termination situation to ensure that all company policies are being followed.**
- **Take time to prepare your script—your outline of what you plan to say.**
- **Anticipate how the employee might react to the termination, and plan how you will respond.**
- **Always include at least one other supervisor or manager to assist you during the termination meeting.**
- **Conduct the termination discussion at a time and in a place where both the employee and the remaining employees will not be unduly embarrassed.**

Ten Tips for Putting the CARE and CONTROL Approach Into Action (continued)

- **Identify a way to exit the building that will cause the least embarrassment to the employee and the remaining employees.**
- **Always prepare a brief summary report of the termination meeting and file it appropriately.**
- **Take time to notify remaining employees and, when appropriate, affected company customers.**
- **Use the Termination Planning Guide to review your entire planning process.**
- **Remember to always think CARE and CONTROL.**