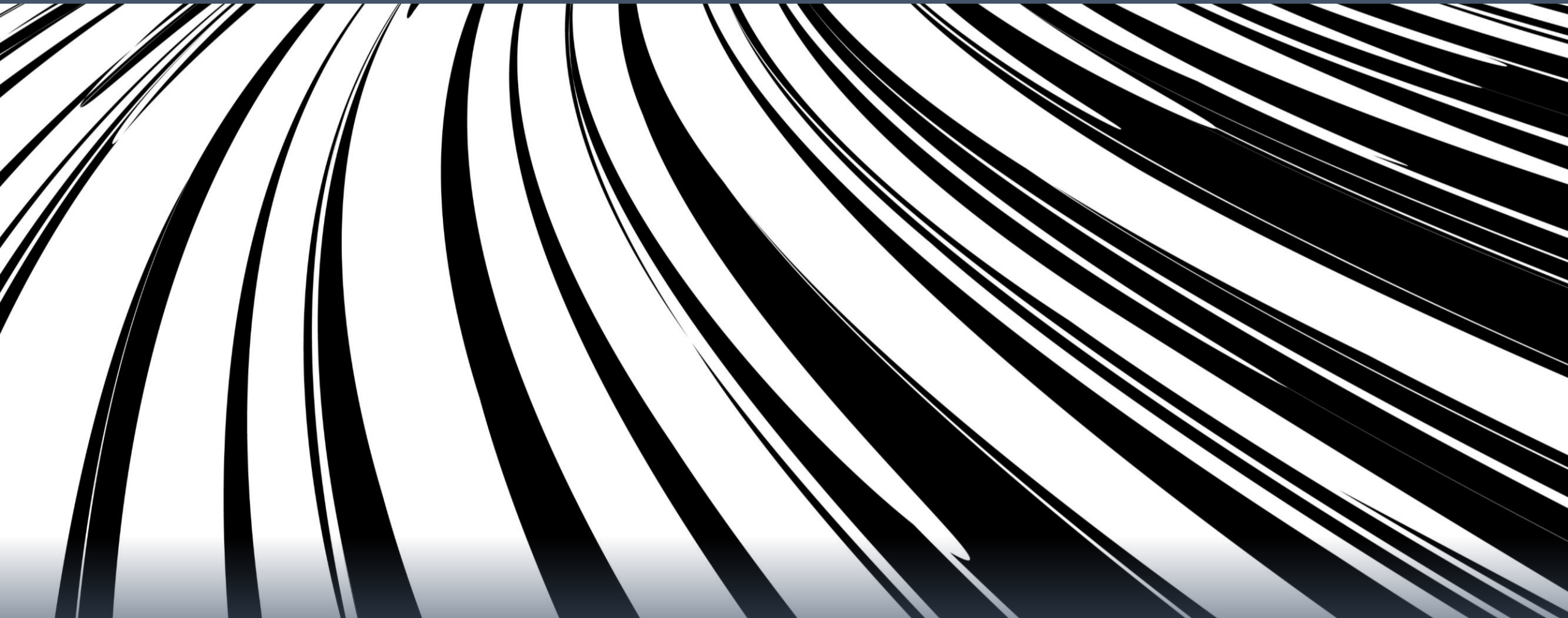


# Termination of the job

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# Dismissal of staff on grounds of redundancy

- Redundancy occurs in situations where the organisation as a whole reduces the number of employees (downsizing),
- Where the organisation undergoes structural changes related to mergers and acquisitions,
- And where the organisation no longer needs certain jobs.
- Situations in which redundancies may arise should be anticipated - procedures should be sought and implemented to prevent redundancies, conditions should be created for voluntary departures of redundant employees from the organisation and outplacement assistance should be offered to departing employees.



# Anticipating employee redundancy

- Should be part of human resources planning
  - Where measures should be developed to prevent or address redundancies.
    - This may mean suspending recruitment from external sources in order to fill vacant posts preferably from internal sources,
    - Discontinuing the provision of work by contractors,
    - Limiting cooperation on the basis of agreements on work outside the employment relationship,
    - Limiting overtime work,
    - Negotiating shorter working hours,
    - Introducing job sharing,
    - Reducing the fixed weekly working time, etc.
- 

# Voluntary departures of redundant employees

- Employees may be willing to leave the organisation, for example in return for appropriate severance pay.
- Quality employees can also leave
- In contrast, such employees would do well to be offered some reward for staying with the organisation.



# Outplacement

- Helping redundant workers to find other jobs and cope better with the problems they face. This help can be offered by specialised consultancy companies, recruiters or special teams.
- Specialist consultancies can advise redundant workers on how to make the most of what they can offer other employers.
  - For example, they can help them to identify their strengths and proven achievements, define the work for which they have the required qualifications and experience, or identify employers who might need people with their qualifications and experience.
- In the case of a large number of redundancies, it may be possible to set up a dedicated team of recruiters or specialised consultants to search for suitable job opportunities and prepare redundant employees for other employment.



# Dismissals for other reasons

- Employees should know the standards they are expected to meet as well as the rules they are expected to follow.
- Employees should be told clearly where their shortcomings lie or which rules they have broken.
- Except in cases of gross misconduct, employees should be given the opportunity to improve before disciplinary action is taken.
  - 1. Informal discussion of the problem,
  - 2. An initial written warning,
  - 3. Last written warning,
  - 4. Disciplinary action.
- When a formal warning is given, the line manager or team leader should have a colleague with them as a witness and everything should be recorded in the employee's personnel file.

# Retirement of employees

- Determining when employees are to retire;
- Defining the conditions under which employees could continue to work in the organisation beyond retirement age, possibly even as pensioners;
- Providing pre-retirement education in areas such as finance, insurance, pensions, health, business, employment, etc.;
- Providing counselling to employees of pre-retirement age



# Summary

- What have you learned today?





# Homework

- How did your organization approach employee departures?



# Thank you for your attention

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