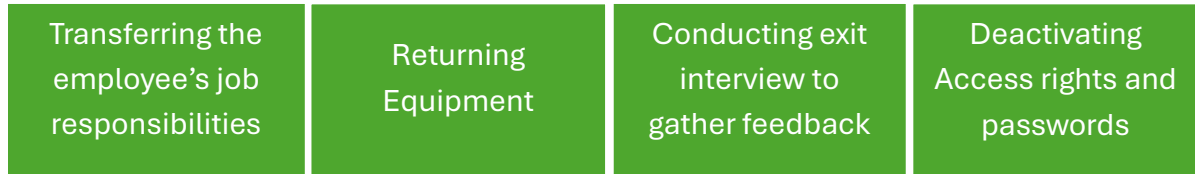


# Offboarding

## 1. What is offboarding?

Offboarding an employee consist of all the decisions and processes that take place when an employee leaves their employment. It is the process that leads to the formal separation between an employee and a company through resignation, termination, or retirement. It encompasses all the decisions and processes that take place when an employee leaves such as:

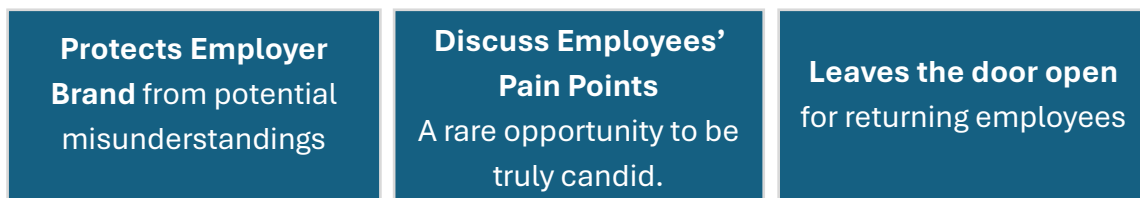


### 1.1. Why it is important?

When an employee leaves, they become either an advocate or an antagonist to your company. Advocates will speak highly of you and can send potential new employees your way. Antagonists will not recommend your business to anyone, and that can hurt you in the long run.

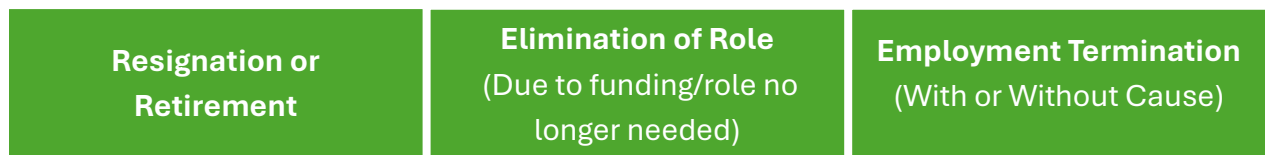
An effective offboarding process helps reduce the chance that misunderstandings will persist after the employee moves on.

### 1.2. Benefits



## 2. Reasons for Ending Employment

While there are multiple reasons for ending employment, here are some common examples:



## 2.1. Resignation of Employment

Resignation

Retirement

Resignation is an act of retiring or giving up a position. It is best practice that the employee submits a Resignation letter to the employer. A resignation letter is an official document that holds legal and practical significance for employers and protects them from unemployment claims and other future disputes.

An employer does not need to issue a notice of termination or severance when the employee voluntarily resigns, retires, was employed on a contract and the term has expired, or if the employee is in their probationary period.

## 2.2. Acknowledge the Resignation

Upon receiving an employee's resignation, promptly acknowledge it in writing and confirm their last workday. This will help establish clear communication and ensure both parties are on the same page regarding the employee's departure.

An employee is not legally required to provide notice to his employer when quitting a job in New Brunswick; however, employers typically refer to the notice period in their employment agreement or relevant policies to define their expectations. In general, offering a 2-weeks' notice is a professional way to leave the company on good terms.

## 2.3. Counteroffer

In some cases, you may want to present an employee with a counteroffer in hopes of keeping them. Evaluate the situation. If you want to move forward with a counteroffer, present it to the employee. If they decline, continue with the resignation process.

## 2.4. Termination of Employment

Without Cause

In Canada, a **termination without cause** occurs when an employer ends an employee's job without specific reasons related to serious workplace misconduct or insubordination (being laid off or let go without being at fault). Minimum notice requirements are stated in the Employment Standards Act

along with any applicable contractual notice or severance entitlement articulated in your company policy or the employee's employment contract.

**It is crucial to consult an employment lawyer** to ensure you are providing fair treatment and a proper severance package.

### With "Due" Cause

Alternatively, **termination with due cause** occurs when an employer ends an employee's job with enough legal reason to end their employment immediately because of a significant wrongdoing. The burden of proof for just cause rests with the employer.

It is extremely difficult to terminate an employee "with due cause", or without severance pay; therefore, **it is crucial to consult an employment lawyer before taking any action.**

## 2.5. Layoff

As an employer, you may decide to lay off an employee from work for a short term with the intention to recall the employee back to work. This is called a temporary lay-off and it can happen for reasons such as lack of work.

A lay-off becomes a termination of employment when the conditions of temporary lay-off no longer apply. A lay-off can also become a termination if an employee does not return to work when recalled. If this occurs, the employee is considered to have terminated their employment.

## 2.6. Determining Severance

It is highly recommended to refer to the Employment Standards Act and consult an employment lawyer for further information as this may be influenced by multiple factors.

## 2.7. Termination Letter

Below, you will find a template for a Release and Severance Letter that can be customized.

- Please refer to [Release and Severance Letter Template](#).

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- Refer to [Indeed Career Guide](#) for important information to take in consideration.

### 3. Creating an Effective Offboarding Process

#### 3.1. Process Flow

Understanding the administrative and operational requirements when ending employment is critical. Here is an example of an overall process flow when it comes to Offboarding.

- Please refer to [Offboarding Process Flow Example](#).

#### 3.2. Offboarding Information for the Employee

Communication is very important during offboarding. An employer may want to clearly and proactively communicate specific information to the employee prior to their departure such as:

- Specific Continuity Information (E.g. Cross training, updates on projects/tasks, update documentation, transition plan)
- Benefits Information (E.g. Health & Life Insurance end date)
- Payroll Information (E.g. Last pay date, Record of Employment (ROE), T4)
- Return of Company Property (By when and to whom)
- Exit Interview (Inform the employee of the scheduled date and time)
- Name & Contact Information for the Human Resources Representative (If applicable)

#### 3.3. Offboarding Checklist for the Employer

Having a standardized offboarding checklist can ensure that you have covered all aspects of your Offboarding process to ensure nothing has been forgotten.

- Please refer to [Termination Check List Template](#).

#### 3.4. Payroll Requirements

[What should you do if an employee leaves?](#)

### 3.5. Successful Knowledge Transfer

In advance of the employee's departure, it is important for you to understand and outline the key information that will support the next person in the role. Reviewing process flow documentation with the employee or cross training prior to their departure allows an opportunity to ask questions and seek further clarification.

Note: When possible, it is always best practice to **proactively identify tasks** where **cross training is crucial** for clinic operation continuity.

### 3.6. Conducting an Exit Interview

The purpose of an exit interview is to assess the overall employee experience within your clinic and identify opportunities to improve retention and engagement. This can help the employer identify their strengths and weaknesses and will give you insight into how to improve.

All exit interviews should be conducted with honesty, maturity, and open-mindedness. Resigning from a job takes a lot of strength and it can be a difficult decision that was made with a lot of thought and reflection. Employers can use this opportunity perhaps to understand if there was anything internally that pushed them in that direction.

There are many benefits which could include:

- **Insight into drivers of employee turnover and the reasons why employees are leaving the company.** Understanding the reason(s) why can help the employer make the necessary changes to improve employee retention and satisfaction.
- **Identify areas of improvement in the clinic's policies, procedures, and culture,** such feedback can help the employer make the necessary changes to help retain employees and improve overall performance.
- **Address issues that could affect employers' reputation, negative experiences could be shared as negative feedback about their employment experience.** Conducting an exit interview can provide employers with an opportunity to identify and address any issues before they become widespread.

- **Enhance employee morale and engagement as the employer is demonstrating that they are committed to understand and addressing employee concerns.** This can enhance employee morale and engagement, even amongst those who are staying with the company.

If you are experiencing turnover, placing the blame on employees alone is not only naïve, but also has the potential to negatively impact your current team and culture. While feedback is not always enjoyable, always **provides an opportunity for growth.**

**Most departing employees are skeptical of exit interviews. You can set expectations from the start:**

- 1) **Explain the “Why”.** The purpose is not malicious, and you simply want to understand their motivations for seeking alternative employment. You aim to make positive changes to improve the company culture on behalf based on their honesty and constructive feedback.
- 2) **Schedule at the right time.** Consider scheduling the exit interview during their last week. At this point, they should be open to sharing their thoughts.
- 3) **Select the right person.** “Most employees don’t quit their job; they leave their manager”. Having their manager lead the exit interview could be problematic; therefore, it is recommended to have an HR presentative, or another manager lead the interview.
- 4) **Listen Carefully.** This makes the employee feel that their feedback is important. To avoid making any assumptions, don’t hesitate to ask them further questions based on their feedback they provide.
- 5) **Ask the right questions.** Asking the right questions can help you uncover useful insights about your business that will enable you to improve the employee experience and retain top talent.

- Please refer to [Exit Interview](#) Template.

#### 4. Helpful Resources

<b>Employment Standards Act</b>	<a href="#">Link</a>
<b>Rules of Payment &amp; Payroll Records NB</b>	<a href="#">Link</a>
<b>Employment Standards NB</b>	<a href="#">Link</a>

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<b>Canada Labour Standards Regulations</b>	<a href="#">Link</a>
<b>Termination of Employment (Federal Labour Standards)</b>	<a href="#">Link</a>

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