Termination of Employment Meetings/Process—For Cause and At Will
(For Managerial and Office/Service Employees)

In either type of termination of employment meeting, the following steps occur:

• **The supervisor reviews all documentation** with his or her immediate supervisor and obtains approval. Then the supervisor **contacts Human Resources (HR) for approval** before continuing with terminating an employee’s employment.

• **In an emergency** (such as significantly disruptive behavior), the supervisor sends the employee home without dismissing and consults with the immediate supervisor and HR before taking further action. If necessary, the supervisor calls Campus Security for assistance in escorting the employee from campus.

• After the employee leaves the premises, the supervisor takes into consideration what the employee said and then begins an investigation if necessary.

• When the supervisor completes the review of all facts, the supervisor calls the employee and communicates the decision to dismiss or to return to work.

• The supervisor follows up with a letter confirming the decision given over the phone and sends it by regular mail and registered mail to obtain a signature of receipt.

If the decision follows traditional disciplinary process:

• **The supervisor calls the employee in for a private meeting, typically near the end of the day when fewer people may be present. A witness is advisable**—usually a representative from HR to provide information and give the employee deposits for keys, parking permits. (The supervisor may elect to have a Campus Security representative nearby.)

• **The supervisor LISTENS** to what the employee may say and responds calmly. **The supervisor treats the employee respectfully at all times**—even if the employee acts disrespectfully. Arguing accomplishes nothing.

• **The employee retains the right** to file a claim of discrimination under either process.

**For Cause Dismissal:** May require a pre-termination meeting, in which the supervisor tells the employee that he or she is considering terminating the employee’s employment because of _______ and that the employee now has an opportunity to explain his or her actions.

• UNO may give an employee the **option of resigning/retiring** (if applicable) **under either type of dismissal**. The supervisor may have a letter ready for the employee’s signature or the employee provides one no later than the next business day. Resignation under these circumstances is regarded as a “forced resignation” or “constructive discharge.” **Allowing the employee to resign lessens the chance of a grievance; however, the employee may still file a grievance.**
• The HR representative or supervisor takes the keys, ID, purchase card, parking permits, etc. before the employee leaves the premises and instructs the employee not to return to campus until further notice.

• **Sample letters** of dismissal for cause are available on the UNO Human Resources Library website under **Disciplinary Action, Termination of Employment Letter Template**. The letter stipulates the effective date of the dismissal and that the last pay check will include the balance of vacation leave and floating holiday pay. **Disciplinary Action, Termination of Employment Letter Template**

• The supervisor arranges to meet the employee to remove personal belongings from the work space (usually outside of business hours). The supervisor is present to confirm what is removed. The supervisor may arrange for a Campus Security Officer to be nearby as well.

**At-Will dismissal:**

The supervisor meets with the employee in private with a witness and tells the employee that his or her employment is being terminated under the at-will policy of the University.

The supervisor explains that the employee will receive appropriate notice (pay) through ______ date (90 calendar-day notice for Managerial; 2 week notice for Office/Service) plus the leave balance for vacation and floating holidays. After reviewing with Human Resources the supervisor may explain verbally what behaviors or policy violations led to the decision, but that information is not included in the letter.

UNO may give an employee the option of resigning/retiring (if applicable) under either type of dismissal. The supervisor will have a letter ready for the employee’s signature or the employee provides one no later than the next business day. Resignation under these circumstances is regarded as a “forced resignation” or “constructive discharge.” The notice period remains in effect whether the employee resigns or not. **At-Will Dismissal in the UNO HR Library**

The HR representative or supervisor takes the keys, purchase card, parking permits, etc. and provides relevant deposits at the meeting.

The supervisor arranges to meet the employee to remove personal belongings from the work place (usually outside of business hours). The supervisor is present to confirm what is removed. The supervisor may arrange for a Campus Security Officer to be nearby as well.

The supervisor is present as the employee clears his/her desk or locker.

The employee is not allowed to finish computer work.

If necessary, a Campus Security Officer may escort the employee to his or her vehicle.

HR removes access to SAP if relevant, contacts ITS to remove access to email, and Student Affairs to remove SIS access. Departmental files are the responsibility of the department’s network technologist.

The supervisor limits what he or she tells remaining staff members to “the person will no longer work at UNO.”

*Updated: March 7, 2014*
• Should prospective employers call for references, the supervisor confirms dates of employment and job title only. The supervisor may refer the caller to HR.