



DURING THE SEPARATION –

TOUGH QUESTIONS AND HOW TO RESPOND

1. Why me?

We considered many factors in deciding which employees would be separated. We began by determining the skills that would be needed to perform the duties of the jobs that would exist after the restructure. Then we looked at each employee in our group and determined their skills and past performance. Based on this analysis, you were ranked below those that we retained.

Don't let the employee get you into a detailed discussion about this process. Take control of the conversation and say:

The purpose of this meeting is not to discuss how and why we reached our decision. It is to inform you of the decision and discuss how we intend to help you transition to new employment by providing outplacement and a good severance package.

2. Is there another job for me within the company?

We surveyed open positions within the company and did our best to transfer employees to open positions for which they were qualified. Unfortunately, we did not find anything for you.

3. Who made this decision?

Management made the initial decision, and it was reviewed by Human Resources, upper Management and outside legal counsel.

4. Did my age, sex, race, national origin or disability have anything to do with the decision?

Absolutely not! The selections were based on job elimination and performance. All decisions were reviewed by outside counsel to make sure that any illegal factors were not part of the decision.

5. How can you do this to me after all of my years with the company?

This reduction-in-force was necessary for business reasons. Your years with _____ were considered when we made this decision. The criteria factors, however, were skills that would be used after the restructure and past performance. The important thing now is for you to begin planning how you will move forward.

6. Who else is being terminated?

That information is confidential. I know you would expect the same courtesy.



7. When can I clean out my work area?

You don't need to do anything right now. I want you first to talk with the outplacement counselor. After you have done that, you may clean out your work area if you wish, or you can arrange anytime over the next couple of days, either during regular hours or after-hours. If you need something right now, such as your coat or a briefcase, you may go and get it or I shall send someone for it.

8. Do you consider these severance benefits to be adequate?

We recognize that employees in this situation want generous benefits. The severance package is similar to or better than the benefits other employers typically provide to employees in this situation.

9. Will you give me a good reference?

By policy, **company name** provides other employers with only your date of employment, job title and date of termination. Under present laws, it is difficult for an employer to do anything more.

10. I don't want to talk about this without having my lawyer present.

You, of course, are free to have a legal representative contact us. However, you really should be focusing on getting reestablished as quickly as possible.

11. You're not going to get away with this; I'm going to sue you.

I'm sorry you feel that way, but I want to reemphasize that we are committed to helping you find new employment as quickly as possible. Regardless of your current feeling, I strongly urge you to focus on your future and your need to transition to new employment.