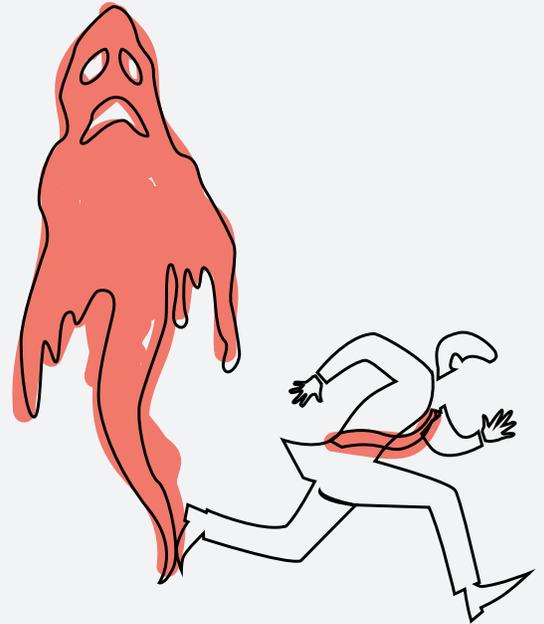


# DO YOU HAVE GHOSTS ON YOUR PRODUCTION LINE?

Stop your employees from vanishing into thin air! We know it seems counterintuitive, but hear us out: You need to put time (and, sometimes, money) into policies that are focused on creating a positive offboarding experience for departing employees. It never feels good to get rejected, and it's natural to want to pull back from an employee who quits. But it's important to remember that employee departures impact your remaining workforce, and a strong transition program is an investment in your company's future, not a worthless investment in the departing employee.

Departures and transitions will look different for every job and in every department, but you should craft companywide policies that encourage employees to give long lead times and discourage job abandonment so that you give your managers the best possible chances of having a smooth transition period between employees. Most gaining employers expect a new hire to work two additional weeks with their current employer, so often when employees abandon a job, it's because they have no incentive to stay.



- **USE YOUR PAID TIME OFF (PTO) POLICY TO ENCOURAGE APPROPRIATE NOTICE.** In states that do not require employers to pay out remaining PTO hours, craft your policy so that providing notice of at least two weeks (or your industry's standard) results in a full or prorated PTO payout, and so that failing to provide reasonable notice results in no payout.
- **OFFER LETTERS OF RECOMMENDATION.** Offer a future letter of recommendation to employees with good performance reviews who give appropriate notice, but only offer generic work verifications to employees who do not.
- **CONSIDER REDUCED WORKDAYS.** Departing employees can cause distractions. They're no longer worried about perception or performance, and they'll be shedding tasks quickly, leaving them with free time to wander the office and spread discontent. If an abrupt loss of their skill set or institutional knowledge prevents you from letting them go immediately, consider offering a reduced workday. It will give them time to offload information and complete tasks but keeps them from dragging others down.
- **WRITE CLEAR RESIGNATION POLICIES.** If you have a formal resignation process (especially if following it is the only way to receive PTO payouts or other post-termination benefits), make it easy to access in a handbook or on your intranet. Otherwise, you run the risk of employees getting frustrated, giving up, and just walking out.

The bottom line is this: Your employees are always watching, listening, and making decisions based on the environment they're immersed in. If your company treats people poorly on their way out the door, expect your remaining workers to treat you poorly when they depart.

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