

Policy: Ending Employment
Policy Number: PER 003

Department:	Human Resources	Bylaw #:	26-05 and 26-28
Effective Date:		Version:	
Approved by:	Counties' Council	Approval Date:	April 23, 2026
Legislative Authorities:	<i>Employment Standards Act, 2000 (ESA), Income Tax Act (Canada) and applicable CRA guidelines, Ontario Human Rights Code (OHRC), and all other applicable legislation.</i>		

Policy Statement/Purpose

The purpose of this policy is to provide clear procedures for handling employee terminations, ensuring that all processes are conducted fairly, consistently, in compliance with all applicable legislations and with careful attention. This policy is designed to define the types of employee termination, the responsibilities of terminated employees, and the subsequent actions required by the Counties.

Scope

This policy applies to all employees of the United Counties of Leeds and Grenville including but not limited to full-time, part-time, casual, students, volunteers, and interns. Where applicable, if there are any discrepancies between this Policy and the governing Collective Agreement for unionized employees, the Collective Agreement will prevail.

Policy

1. Upon notice of an employee’s resignation / termination, supervisors must immediately alert Human Resources regarding the change in personnel, along with all pertinent information (e.g. reason for leaving, last day of work, scheduling of an exit interview etc.).
2. An employee shall be considered to be terminated when the employment relationship with the Counties has ended. Termination of the employment relationship may be initiated by the:
 - a. Employee;
 - b. The Counties;
 - c. Terms and Agreements of Employment Contract; or
 - d. Terms and Agreements of applicable Collective Agreement.

3. Terminations initiated by the Counties will be in accordance with applicable legislation, including the ESA, and the terms and conditions of the employee's employment contract or applicable collective agreement.

Voluntary Resignation

1. Resignations are generally due to new employment, failure to return to work in a timely manner after an approved leave of absence, or the death of an employee.
2. The Counties also considers that an employee has resigned their position if they have abandoned their job. Job abandonment is defined as the failure to report back to work after three (3) consecutive business days missed without prior notification to their supervisor.
3. In the case of a voluntary resignation it should be confirmed by the employee, in writing. If the employee refuses to provide the resignation in writing, the department shall immediately confirm the verbal resignation in writing stating the date and if appropriate, the circumstances. Voluntary resignations are binding on the employee and the Counties and cannot be changed except by mutual agreement.
4. The Counties requests that those employees voluntarily resigning their positions give at least two (2) weeks written notice. Senior Leaders of the Counties at the Manager level and above are expected to provide at least thirty (30) days' notice. Failure to give adequate notice may result in an ineligible for rehire status.
5. All written resignations must be acknowledged immediately in writing by Human Resources.

Layoffs/Restructuring

1. The Counties may be required to layoff or terminate an employee due to changes in business operations or restructuring. The Counties will take an employee's service record into consideration prior to any such layoff or termination. The Counties, in consultation with the employee, may explore the possibility of a transfer within the Counties.

General Termination

1. The general termination of short-term temporary positions does not require notice if the defined term in the contract is worked. However, if the intended term outlined in the temporary employment contract is to be increased or decreased, the Department Head should first consult with Human Resources and provide to the employee(s) written confirmation of the revised term. Notice of

revisions to the term of a temporary contract will be in accordance with the employment contract, and the employer will endeavour to provide a minimum of two (2) weeks' notice if possible.

With Cause Termination

1. With Cause terminations are generally due to unsatisfactory performance, misconduct, failure to abide by policies (for example, Code of Conduct, Workplace Violence and Harassment Policy, etc.) or failure to meet the expectations of the Counties.
2. Whenever possible, supervisors of the Counties will give warnings pertaining to unwanted behaviour, in accordance with the Counties' Progressive Discipline Policy. If the employee fails to correct the behaviour, or violates policies of the Counties in other respects, they may incur disciplinary action, up to and including termination.
3. Depending on the severity of the offence, an employee may be terminated without warning. In all cases of With Cause Termination, the Department Head, Director or CAO, as applicable, will inform the employee of the rationale for their termination of employment. In accordance with the ESA, employees who are guilty of wilful misconduct, disobedience, or wilful neglect of duty that is not trivial and has not been condoned by the employer will be terminated with cause and are not entitled to notice of termination or termination pay under the ESA.
4. Before or at the termination meeting, the employee will be advised of their right to have a Support Person for Non-Union or a Steward/Alternate Steward present as a witness. If the employee declines union representation, the employee will be asked to sign a document acknowledging their decision to voluntarily decline representation.
5. Terminations require review and consultation with Human Resources. Human Resources will prepare the necessary documentation and support the termination process by being present in the meeting and taking notes.
6. Employees who are terminated with cause or for job abandonment are not eligible for rehire.

Without Cause Termination

1. Subject to any probationary period, the Counties may terminate employment without cause by providing appropriate notice of termination or pay in lieu of notice, in accordance with the ESA. All terminations will be handled in a fair and lawful manner.
2. Before or at the termination meeting, the employee will be advised of their right to have a Support Person for Non-Union or Steward/Alternate Steward present as a witness. If the employee declines union representation, the employee will be asked to sign a document acknowledging their decision.

Retirement

1. The Counties is committed to showing respect and recognition to any employee who decides to retire, with the understanding that there is no mandatory retirement age in Canada. The following is a guide for the retirement process, and the actions required on the part of both management and the employee to ensure a smooth transition.
2. Employees should provide at least two (2) weeks' written notice of their intent to retire, along with their departure date to their supervisor. However, employees considering retirement should discuss the matter with their supervisor at least three (3) months prior to the intended date to ensure sufficient time for workforce planning and preparation of the necessary paperwork.
3. Once the retirement date is established, a signed letter confirming retirement must be provided by the retiring employee to their supervisor who then forwards the letter to Human Resources for appropriate action.

Exit Interviews

1. Exit interviews are conducted to understand underlying trends that may be affecting morale and retention, to gather information about working for the Counties to identify any areas/issues that could be improved or addressed to retain high calibre employees, and to identify positively impactful practices to continue. Confidentiality must be assured to encourage open discussion.
2. When an exit interview is conducted it shall be documented. This documentation will ensure that the information is collected in a fair and consistent manner.

3. Employees are encouraged to take part in an exit interview, but such participation is optional. Exit interviews will only be afforded to employees who are resigning or retiring from their current position to leave the Counties, moving to another position in a different department/area of the Counties, or to temporary employees whose term is naturally concluding.
4. When an employee has expressed interest in an exit interview, the exit interview will take place in the employee's final week of employment though this timeframe may be adjusted to necessarily accommodate availability of both parties.
5. The employee's direct supervisor (or designated substitute) will carry out the exit interview with the employee who is leaving. However, if the employee indicates they do not want their supervisor to carry out the interview, then a representative from Human Resources will conduct the interview with the employee.
6. The interviewer will:
 - a. Explain the purpose of the interview to the employee;
 - b. Ensure it is conducted in an informal and relaxed manner;
 - c. Reassure the employee that any comments they make will have no bearing on future events, e.g. a request for a reference.
7. A copy of the documented exit interview should be given to Human Resources. All copies will be handled in strict confidence and maintained in accordance with the Counties' privacy policies, ensuring that the information is shared only with those who have a legitimate need to know. If the employee requests a copy, please provide one. The original will be retained in Human Resource's confidential records for organizational learning and improvement purposes.

Last Day of Employment

1. **Returning Property Belonging to the Counties.** All property belonging to the Counties, including (but not limited to) keys, parking passes, security badge, fobs, electronic devices, keys, and any information belonging to the Counties must be returned to the Counties. This includes confidential business information that may be on the employee's personal devices (laptop, iPad, tablet, cell/smart phone etc.). It is the responsibility of the employee's immediate supervisor to ensure that employees leaving the Counties return all items that are the property of the Counties.

2. **Termination of Employee Benefits.** The employee should be informed that all employee benefits will be stopped on the last day of employment (or last day of notice), or in accordance with the employee's minimum entitlements pursuant to the ESA unless otherwise agreed upon in a written separation agreement.
3. **Final Pay.** Employees will be paid all accrued, unused vacation pay through the last date of employment. The employee will receive their final pay deposit in accordance with applicable federal and provincial laws.
4. **Record of Employment.** A Record of Employment will be prepared for the departing employee, and the Counties will comply with all reporting duties. The Record of Employment may be filed electronically in which case a copy of the record can be obtained by the Employee from Service Canada.

Roles and Responsibilities

Directors, Managers or Supervisors are responsible to:

- Ensure employee terminations are handled fairly, consistently, and in accordance with the Counties' policy and all applicable legislation.
- Obtain and acknowledge written resignations from employees, or, if a written resignation is not provided, confirm the verbal resignation in writing, including the date and relevant circumstances.
- Ensure employees provide the appropriate notice period for resignations and acknowledge all written resignations immediately; notify Human Resources of any employee resignation.
- Communicate any changes to the terms of employment for short-term or part-time positions to affected employees in writing.
- Maintain compliance with the governing Collective Agreement for unionized employees, ensuring that its terms take precedence where applicable.
- Discuss retirement plans with employees at least two (2) weeks prior to anticipated retirement and forward letter with confirmed date of retirement to Human Resources.
- Ensure all property belonging to the Counties is collected from departing employees; verify the return of confidential information.

Employees are responsible to:

- Provide at least two (2) weeks' written notice of intent to resign, stating the intended last day of work and, if possible, the reason for departure.
- Submit all resignation documentation promptly and provide constructive feedback to the Counties through the exit interview process.

- Discuss anticipated retirement date at least three (3) months in advance of date or provide at least two (2) weeks' written notice of intent to retire to supervisor.
- Return all property belonging to the Counties by the final day of employment.

Human Resources Department is responsible to:

- Ensure ROE is prepared and filed as appropriate when an employee exits the Counties.
- Ensure compliance with federal and provincial laws regarding final pay for exiting employees.
- Maintain compliance with the governing Collective Agreement for unionized employees, ensuring that its terms take precedence where applicable.
- Process termination and/or retirement notices as received, and update benefits or pension contributions as required.
- Support management throughout the process of ending employment.

Approval and Review

This Policy is approved by Council and reviewed by the Directors and CAO annually, or as required.

Procedures and forms associated with this Policy are operational in nature and may be revised from time to time by Human Resources.

Inquiries

Questions, concerns or suggestions may be directed to the Departmental Manager or Supervisor, or Human Resources.