

An introduction to good offboarding_

Mastering your exit management strategy



Talmundo

Onboarding by Talentech



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WHAT TO EXPECT

WHAT AND WHY



How do we define good offboarding and what are the most important business outcomes?

THE 2020 EFFECT



How has COVID changed offboarding and what can be learned from the mistakes of 2020?

FUTURE-PROOF STRATEGY



How can HR start building a future-proof offboarding strategy that balances people, process, and profit?

The background features several stylized human silhouettes in various shades of blue and grey. One silhouette in the foreground is a dark blue outline, while others behind it are filled with lighter shades of blue and grey. The silhouettes are arranged in a way that suggests a group of people.

OFFBOARDING AND YOU_

**What do your offboarding
processes look like right now?**

OFFBOARDING AND YOU_



- A formalized, thorough process 21.57%
- **A basic process 60.78%**
- We have nothing in place 17.65%

1

PART 1: THE WHAT AND WHY

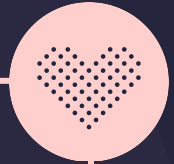
THE WHAT_

**How do we define good
offboarding?**



OFFBOARDING DEFINED

Offboarding, or 'employee exit management', is a process that comes before the formal separation of an employer and their employee, whether voluntarily or otherwise.



ONE STEP FURTHER_

A robust offboarding process should smoothly transition the employee out of the business and facilitate the transfer of knowledge to other employees - ticking compliance & privacy boxes along the way.

Offboarding can also help protect an organization's employer brand and give HR departments insight into their company's problem areas.

THE WHY_



**What are the business
outcomes of good
offboarding?**



Ellen Joris
Head of Customer Success



THE WHY

KNOWLEDGE MANAGEMENT

Departing employees
have knowledge to
share

Without a formal offboarding process, you can guarantee that much of your departing employee's knowledge will walk out the door with them.

A strong handover procedure, where leavers take the time to impart their organizational expertise, will safeguard the wealth of knowledge your leaver has accumulated during their tenure.

THE WHY

RECRUITMENT GAINS

Departing employees
can help drive future
recruitments

Employees who leave on a positive note are highly likely to act as referrers and recommend your organization to their friends, family, and wider network.

46 percent of referral hires stick around for at least one year following their recruitment.

THE WHY



EMPLOYER BRAND

Departing employees
are the best brand
ambassadors

By curating a positive leaving experience for your departing colleague, you can help to bolster your organization's reputation as a good employer that respects and appreciates its staff.

This is more important than ever in a world where consumers increasingly make purchasing decisions with ethics in mind.

THE WHY



FEEDBACK LOOP

Departing employees
have insights that HR
needs

The best time to gather feedback on your organization is during an employee's offboarding process.

HR can use these insights to improve upon future processes and to course-correct any employees who they think might harbor some of the same concerns.



OFFBOARDING AND YOU_

**What is your biggest
offboarding priority?**

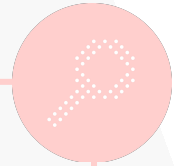
OFFBOARDING AND YOU_



- Knowledge management 14%
- Recruitment gains 4%
- Employer branding 16%
- **Feedback 58%**
- Something else 8%

2

PART 2: THE 2020 EFFECT



WHAT CHANGED

2020 made clear how important a good exit management strategy can be, not only for the wellbeing of your departing colleagues, but for your employer brand and wider organizational perception

WHO GOT IT WRONG

BAD

UBER

The rideshare platform laid off 3500 employees (approximately 14% of its workforce) midway through the pandemic via a group Zoom call.

Uber

WORSE

BIRD

The scooter-sharing startup took a similar, albeit much worse, approach inviting more than 400 employees to a one-way Zoom call where a disembodied voice informed them that they were no longer employed. Their company Slack and email accounts were deactivated soon after.



WHO GOT IT RIGHT

GOOD

AIRBNB

The crowd-source accommodation giant took heavy hits during the pandemic, laying off approximately 25% of its 7500 person workforce with a personal message from CEO Brian Chesky illustrating transparent communications around severance pay and a clear sense of empathy.

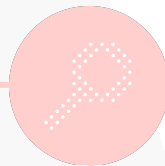


BETTER

SWIGGY

This indian-based food delivery service laid off more than 1500 employees during the pandemic. Impacted employees received generous severance benefits and received job placement services, skill development, and counseling.





WHAT WORKS

No-one wants to be let go, but if you can imbue the process with transparency, dignity and respect, your people can at least leave with their heads held high.

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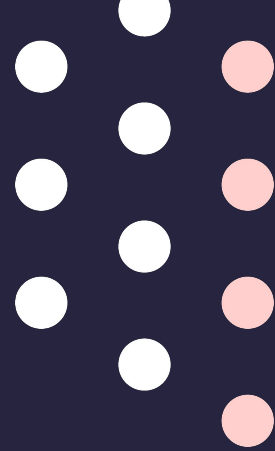
PART 3: FUTURE-PROOF STRATEGY

OFFBOARDING ABC's

You may have heard of the '4 C's of Onboarding' - essentially the 4 key aspects that need to be covered in an effective new hire process.

In offboarding, a similar concept is at play called the 'Offboarding ABC's'.

These 5 touchpoints outline the most important components of an effective offboarding program.



OFFBOARDING ABC's

Assessment

Has the departing employee given feedback on their time with the organization?

01

Brand

Has the departing employee been empowered to be a positive future brand ambassador?

02

05

Expertise

Has the departing employee's specialist knowledge been shared and/or documented?

04

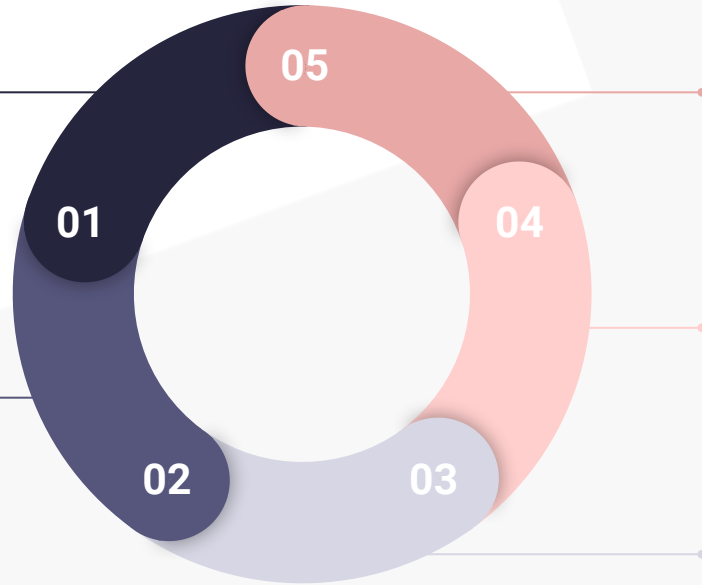
Dignity

Has the organization supported the departing employee to leave with dignity and respect?

03

Compliance

Is the departing employee legally prepared to leave the organization?



A

Create a formal, incentivized **feedback quiz**

B

Put together a **farewell gift pack** with some company swag

C

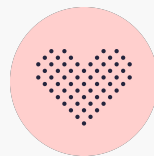
Design a **checklist with all legal checkpoints** such as returning company property

D

Organize a **goodbye party** and have someone of note make a speech or present a card

E

Book a series of **knowledge-sharing sessions** for relevant parties



A

Book a **formal exit-interview** with an external party

B

Ask your leaver to **write a testimonial** of their time with your organization

C

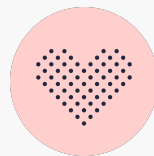
Schedule a **call to run through any special company policy** like non-compete clauses

D

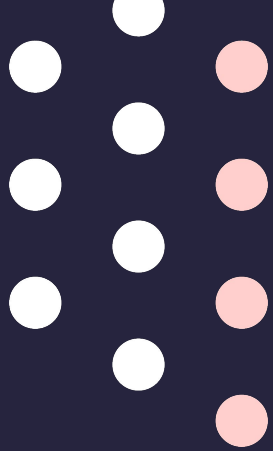
Draft a **LinkedIn post** from a direct manager to say thank-you to your departing colleague

E

Set a date for a **formal handover** with your leavers replacement (or other Relevant party)



ANY QUESTIONS?



THE TAKEAWAY

There is a difference between offboarding and good offboarding. The business outcomes of good offboarding are extensive and can have a big impact on the perception and health of your organization.

Learn from the hits (and misses) of 2020 and remember the offboarding ABC's.

 **Assessment**

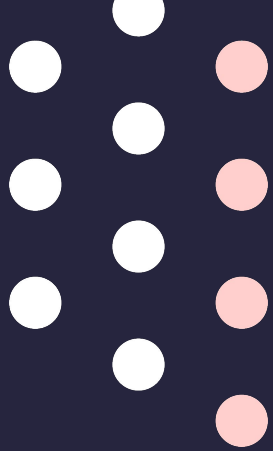
 **Brand**

 **Compliance**

 **Dignity**

 **Expertise**

THANK YOU_





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