

# Human Resources for Health Management Toolkit

*Developed to assist managers in day-to-day HR management*

## Module 6: Employment Termination



Partnership for Reviving Routine  
Immunisation in Northern Nigeria;  
Maternal Newborn and Child Health Initiative

[www.prrinn-mnch.org](http://www.prrinn-mnch.org)



## **Acknowledgement**

Human resource management is key to providing quality health care services. The understanding of the dynamics and management of human resources is the bedrock around which service delivery revolves.

The PRRINN-MNCH programme has over the last 7 years been actively involved in several ways to solve the challenges of managing human resources in the 4 states of its operations (Jigawa, Katsina, Yobe and Zamfara). This manual is one of the modest efforts by the programme to support states to address the challenges of human resource management.

In the course of its work, the programme realised that human resource management, as a distinct work stream, has been lumped together with personnel management. This has led to the neglect of key human resources activities and its attendant effect of overall performance and management of human resources. This manual therefore provides key managers with the basic step-by-step process of managing human resources.

During the development of this manual, several individuals have contributed to this final document. I would like to acknowledge the contribution of the Consultants led by Michael Siebert; State Teams under the leadership of the STMs; State Stakeholders led by Permanent Secretaries and Office of the Head of Service in Jigawa, Katsina, Yobe and Zamfara States. The Directors of Personnel Management and members of the respective states Human Resources for Health Coordinating Committees have all played significant role in refining this document and its adoption by the states. Also worthy of mention is the Programme's HR LECs who have been responsible for the day-to-day follow up in the development of the manual.

It is my hope and prayers that Human Resources Units of the respective states SMOH and other agencies will utilise this document to improve the quality of their work.

I would also like to acknowledge the funding for this document by UK and Norwegian Government through DFID.

Dr Ahmad Abdulwahab

National Programme Manager

PRRINN-MNCH

# Human Resources for Health Management Toolkit

## Foreword

This *Human Resources for Health* Management Toolkit is a step-by-step guide for health planners and managers to improve planning and management of human resources (HR), for the health system as a whole and within health facilities. It aims to help address some of the acute problems from shortages of skilled, experienced health workers.

The HRH toolkit is partly the output of PRRINN-MNCH in northern Nigeria, the Partnership for Reviving Routine Immunisation in Northern Nigeria /Maternal Newborn and Child Health programme funded by the UK Government and State Department of the Norwegian Government for the benefit of the Nigerian people. Many staff and officials in the states where PRRINN-MNCH works and team members of PRRINN-MNCH have helped to develop and test this toolkit – their contributions are gratefully acknowledged. The output is also the result of ongoing collaboration in a number of countries between health professionals of Health Partners International and Health Partners Southern Africa.

PRRINN-MNCH works with federal, state and local governments and local communities to improve the quality and availability of maternal, newborn and child health care.

This management toolkit does not necessarily reflect the views or policies of the UK Government, the Nigerian Government or any of the state governments with which we work. However we hope it will provide useful, practical assistance and guidance for human resources managers in their work.

**Bryan Haddon**

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February 2014

## **Preface**

In any developing public health sector HR forms the foundation of health care service delivery. The key however is making sure that Ministries of Health have the right people with the right skills in the right positions in the right number at the right places. In Northern Nigeria the scenario is no different. In an effort to achieve this, PRRINN-MNCH embarked on a process of strengthening the HR function within the ministries through initiatives such as establishing HR Units with clearly defined objectives and responsibilities. These HR Units however needed basic step-by-step guidance as to not only to administrate HR but to comprehensively and effectively do HR Planning, HR Management and HR Development. Facing the shortage of qualified HR practitioners, the Human Resources for Health (HRH) Toolkit was developed from a wide range of sources to provide a reference document to assist HR officers and managers with HR related functions.

This toolkit is not all-inclusive and covers the key aspects around HR within the Northern Nigerian context and is aimed at addressing the basic elements of HR. Although Northern Nigeria is unique with specific challenges around HR management, planning and development, the basic principles of HR remains the same. The Toolkit therefore applies academic/theoretical HR methodologies and approaches into day-to-day actions.

The HRM Toolkit consists of 10 Modules as listed below.

### **Module 1: HR Planning**

Strategic HR planning predicts the future HR management needs of the health services after analyzing the current human resources, the external labour market and the future HR environment that the MoH will be operating in. The analysis of HR management issues external to the organization and developing scenarios about the future are what distinguishes strategic planning from operational planning. The basic questions to be answered for strategic planning are: Where are we going with health services and how does that impact HR? How will we develop HR strategies to successfully get there, given the circumstances? What skill sets do we need?

### **Module 2: HR Management & Risk Management**

Ministries with good governance practices clearly establish the division of authority and accountability among the senior management, HR director and line managers. The role of the senior management is governance and the role of the HR director is management. Sometimes the roles can get hazy. In clarifying whose job it is, the senior management and the HR director must always keep in mind the legal responsibilities and liabilities as the employer.

### **Module 3: Recruitment & Retention**

Making sure you recruit well is so important. Committed, motivated, qualified employees help your ministry achieve its purpose. Health service providers cannot afford to be short-staffed. Limited financial resources mean that hiring mistakes can be a huge financial burden. Hiring the wrong person is a poor use of resources for recruiting and orienting a new staff member. Having clearly defined recruitment process and procedures prevents costly recruiting mistakes. Repairing the damage can take a lot of time and effort.

### **Module 4: HR Performance Management**

Performance management is a process by which managers, supervisors and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the ministry. More than just an annual performance review, performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.

### **Module 5: HR Discipline**

Clear expectation, appropriate supervision and feedback on a day-to-day basis are the best ways to avoid the necessity of implementing a discipline process as outlined below. However, when problems with behaviour or performance occur, discipline is necessary. By implementing a discipline process, you provide employees with an opportunity to become a productive part of your Ministry and you make any termination more defensible.

### **Module 6: Employment Termination**

Termination is an action taken by the Ministry to end the employer/employee relationship. Ministries have a basic right to terminate the employment of an employee, but along with that right comes responsibilities. Employers must comply with the employment/labour standards and human rights legislation for their jurisdiction and beyond that, employers must treat employees fairly and in good faith.

### **Module 7: Diversity in the workplace**

Building and sustaining diversity in Ministries can only be achieved by planning and design. It is therefore increasingly important to address how to support diverse, inclusive workplaces. What does a diverse inclusive work environment look like? How do we tangibly encourage and support diversity so that all people feel welcome within our workplaces irrespective of their gender, disability or race? When people feel welcome and safe from discrimination and harassment they are more motivated and their performance will improve. Absenteeism and performance problems decrease while productivity, morale and employee retention increase.

## **Module 8: Effective HR Teams**

Despite the daily onslaughts of e-mails, phone calls and memos, meetings are still one of the most effective ways that people share and exchange information, get feedback, plan, collaborate and make important decisions for their ministries. So why do meetings have such a negative impact? Meetings seem to be getting longer, more frequent and generating fewer results. This can result in employees becoming frustrated as they feel that meetings are taking them away from, rather than adding value to their work. Ministries can increase the effectiveness of their team through effective communication, management of conflict and setting-up work teams.

## **Module 9: HR Training & Development**

The changes in the public sector has had an impact on workplace learning. Think of the current positions in your ministry and the need for increased competence in change management, financial management, service delivery management, and so forth. Change also puts the spotlight on training and education as a means of equipping health workers with the tools they need to adapt to changing health skill requirements, organizational change and increasing complexity in the external public health environment.

## **Module 10: HR Information System**

Computers have simplified the task of analysing vast amounts of data, and they can be invaluable aids in HR management, planning and development, from payroll processing to record retention. With computer hardware, software, and databases, Ministries can keep records and information better, as well as retrieve them easier and quicker. HRIS (Human Resources Information System) is an integrated system designed to provide information used in HR decision making. The HRAdmin software was developed and implemented in the four PRINN-MNCH states. This module provides end-users with the know-how of utilising the system to its full potential.

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# 1. Employment Termination

Most employers find dismissal of an employee to be a difficult process regardless of the reasons for the dismissal. However, when a dismissal is necessary, it is important for the employer to:

- ✓ Be informed about and comply with legislation
- ✓ Treat the employee fairly and act in good faith
- ✓ Handle the termination process in a professional way that preserves the employee's dignity
- ✓ Be careful about how much information is communicated to others about the facts and reasons for the termination

Termination is an action taken by the employer to end the employer/employee relationship. Employers have a basic right to terminate the employment of an employee, but along with that right comes responsibilities. Employers must comply with the employment/labour standards and human rights legislation for their jurisdiction and beyond that, employers must treat employees fairly and in good faith as defined by common law or civil law.

This section is for general information only. It is not legal advice. It is about the termination of employment of an individual employee who is not covered by a collective agreement. Review employment and labour standards and human rights legislation for your jurisdiction to ensure that your ministry complies with the legislation as it relates to employment termination.

If you must terminate the employment of an employee, consult your legal department or a lawyer for advice on the best way to proceed with the termination, given the specific circumstances.

This information is meant to be taken in its entirety. Reading and/or reproducing only parts of this section could result in misunderstanding of its contents. Please read and/or reproduce this section in its entirety.

## 1.1 Termination concepts

Key concepts about termination that are incorporated into all employment/labour standards:

### 1.1.1 'Termination with cause' or 'Termination with just cause'

At law, termination with cause or termination with just cause means that an action or omission by the employee has irreparably damaged the employment relationship between the employer and the employee. Usually, termination with cause occurs when an employee is dismissed for a serious reason related to the employee's conduct.

Not all employment/labour standards define 'termination with cause'. Those that do refer to: willful misconduct, disobedience, and deliberate neglect of duties as justifiable reasons for termination with cause

### 1.1.2 'Termination without cause'

Termination without cause means that the employee is being terminated for reasons that are not related to misconduct and notice of the termination and possibly severance pay is required as outlined in the employment/labour standards.

### 1.1.3 Notice

Notice is the amount of time between informing an employee in writing that s/he will be terminated and the date upon which the termination will take effect (i.e. the last day that the employee will be paid). An agreement, including an employment agreement, cannot be made with an employee for less than the minimum notice requirement as provided for in employment/labour standards.

### 1.1.4 Payment in Lieu of Notice

Payment in lieu of notice means that an employer may choose to have the termination take effect immediately, and pay the employee for the weeks of notice required by the legislation or, if greater than that required by legislation, as agreed to in the employment contract.

### 1.1.5 Severance Pay

Some jurisdictions require that an employee who is terminated without cause be provided with severance pay. This will depend on the size of the employer and the length of service of the employee.

## 1.2 Legislation

Employment/labour standards outline the basic rights and responsibilities of the employer when terminating the employment an employee. Human rights legislation must also be considered. An employer can terminate the employment an employee at any time for any reason, as long as it is not in violation of human rights or other employment legislation or the employment/labour standards.

- ✓ Leaves as defined by employment/labour standards
- ✓ Human rights
- ✓ Termination - when notice is not required
- ✓ Termination - when notice is required

### 1.2.1 Leaves as defined by employment/labour standards

The employment/labour standards in all states/territories give employees some protection from termination of employment while on maternity/pregnancy leave and parental leave and prior to, or after, taking the leave to which they are entitled. An employer cannot terminate the employment of an individual who is eligible for or on leave for reasons related to the leave. For example, the employment of a pregnant employee cannot be terminated because she is pregnant.

An employer can terminate the employment of an employee who is on a leave, as long as the pregnancy (or other reason a person is on leave) is not the reason for the termination. In other words, an employer can terminate the employment of an employee on leave if the employer has a legitimate or business reason for the termination. However, the employer will have to prove that the termination was completely unrelated to the leave.

### 1.2.2 Human rights

Human rights legislation protects individuals from a termination that is based on discrimination as defined in the code/act.

Check the Human Rights Code/Act for your jurisdiction for a complete list of the factors that are covered by this legislation.

### 1.2.3 Termination - when notice is not required

#### 1.2.3.1 At the beginning of employment

Each state/ministry should allow for termination without advance notice for a specific period at the beginning of employment.

#### 1.2.3.2 Termination during the probationary period

Most ministries have a probationary period at the beginning of the employment relationship. However, no state has specific employment standards for 'probationary' employees. As noted above, all jurisdictions do allow for an employer to terminate the employment of an employee at the beginning of his/her employment without notice or payment in lieu of notice, unless the reasons for termination are because of discrimination as prohibited by human rights codes/acts.

After the first month(s) of employment as stated in the employment/labour standard for your state, the minimum standards for notice or payment in lieu of notice will apply, regardless of whether or not the employee is classified as probationary by your ministry.

### 1.2.3.3 Specific term or task

In most states, the employment/labour standards also allow for no notice of termination for fixed term contracts where the employee has been hired for a specific term or task of 12 months or less, unless the employer is ending the contract before its fixed term.

The exemption from providing notice with a fixed term contract is contingent upon the employment ending at the exact date specified in the contract.

Notice will be required even when there is a fixed term contract if:

- ✓ The employee works past the date specified in the fixed term contract period (some legislation allows an employee to work for a short time past the termination date before notice is required)
- ✓ The fixed term contract is for longer than 12 months
- ✓ The employee is terminated before the date stated in the fixed term contract (in this case the employer might have to pay out the balance of the contract)
- ✓ The employee is employed on a succession of fixed term contracts

For most states, exemption from providing notice is contingent upon a fixed term contract of 12 months or less. This does not mean that an employer can enter into one 12-month contract after another to avoid the obligation of providing proper notice of termination. The employment/labour standards for most states include rules on how to determine if the fixed term is for longer than 12 months and will therefore require notice. In most states, back-to-back contracts, and contracts with little time in between, are added together to determine if the 12 month exemption has been exceeded.

### 1.2.3.4 'Termination with cause' or 'Termination with just cause'

If an employee is incompetent or the employee's conduct is so unacceptable that it seriously impacts on the organization and gives rise to a breakdown in the employment relationship, you can terminate the employment of the employee without notice or payment in lieu.

Some common grounds used in termination with cause are:

- ✓ Dishonesty - theft or fraud by the employee that is serious enough to warrant dismissal from employment
- ✓ Insubordination - an employee repeatedly breaks organizational policies and meaningful and progressive discipline has not resulted in a change in behaviour
- ✓ Incompetence - an employee is incompetent at his/her job and performance has not improved even though the employee has been given the tools, guidance, support, training, and sufficient time needed to improve and an opportunity to make the required improvement

Termination with cause is difficult to prove and the onus will be on the employer to show that the employee's actions were very serious or show a pattern of behaviour.

- ✓ For long term employees the organization will also have to show that the incompetence or misconduct has not been condoned by a lack of action on the part of the employer over a long period of time
- ✓ If termination with cause is the result of the progressive discipline process, thorough documentation of the process which shows that progressive discipline was fairly and consistently applied will be needed
- ✓ If termination with cause is the result of a serious event, the onus will be on the employer to show that a fair investigation of the event took place prior to the termination and that the event was indeed serious enough to warrant dismissal from employment
- ✓ If the employee had problems - such as alcohol or drug abuse - the employer attempted to accommodate the employee while he or she sought treatment, to no avail

#### 1.2.4 Termination - when notice is required

##### a. Termination without cause

In most circumstances, an employer must provide written notice of the intent to terminate employment and the termination date. If an employer wants the termination to take effect immediately, most employment/labour standards allow employers the option of payment in lieu of a working notice period (a written notice of termination and the date upon which employee ends is still required).

Payment in lieu of notice is based on the normal weekly salary of the employee and benefits must also be covered for the notice period. Some legislation also states the date by which payment in lieu must be made.

Check the employment/labour standards for your jurisdiction for the specific details on how payment in lieu is calculated and when the payment is due.

In the nonprofit sector, termination without cause is often the result of restructuring the organization or changes in funding. The termination is related to the position, not the individual's performance or conduct. For example:

- ✓ Ministry may decide to reorganize its operations and in doing so, a position becomes redundant therefore the employee who held the position is terminated
- ✓ Funding for a project is not renewed and the employee who worked on the project is terminated
- ✓ Two ministries decide to share space and share a receptionist. The employment of the receptionist from one ministry is terminated

In some cases, an employee through no fault of his or her own may not be a good fit with the needs of the organization. In other cases, the employee's performance may

be poor but it does not meet the legal standard for termination with cause. As long as the employer has -- in fairness and good faith -- made reasonable efforts to help the employee meet the expected standard and has given the employee time and support to improve, the employer may terminate the employment of the employee by giving notice or payment in lieu of notice as required by legislation.

In a termination without cause, there is no legal obligation for the employer to give a reason. However, when being terminated without cause, most employees want to know why. If you provide a reason, it is important for an employer to be fair and honest about the reason for such a termination. Under no circumstances should you allege that you have cause for termination when in fact you do not.

b. Length of notice required by legislation

After the first month(s) when no notice is required, the length of advance notice that is required by law for termination without cause is directly related to the length of time the employee has been with the organization.

**Key HR Principal**

Make sure that you have the most up-to-date information about legislation in your state.

c. Severance pay

Some jurisdictions require that an employee who is terminated without cause be provided with severance pay. This will depend on the size of the employer and the length of service of the employee.

### 1.3 Termination process

Preparation for the possibility that you will have to terminate the employment of an employee starts before the employee is hired by having a termination policy or an employment contract that states the ministry's responsibilities upon termination. The employee should be advised about the employer's disciplinary and termination policies before being hired.

When looking back, an employee should never be completely surprised by a termination. Once an employee starts work, expected conduct should be clearly explained and the termination policy should be restated. Throughout the employment relationship, the employee should be given appropriate supervision, feedback on performance, and time to improve. Problems with conduct or performance should be addressed promptly. In the nonprofit sector it is also important for the employer to provide employees with timely information of funding issues, in cases where employment is tied to funding.

When a termination is necessary, whether it is with or without cause, the employer must treat the employee with dignity. The employer should carefully consider how to conduct the termination meeting in a way that is respectful and compassionate.

### 1.3.1 Termination policy

Your ministry should have a policy on termination which complies with the employment/labour standards for your state/jurisdiction. Employment/labour standards legislate the minimum acceptable standards for notice or payment in lieu; your ministry may decide to provide more than the minimum notice or payment in lieu. The policy should address:

- ✓ Who will be responsible for the decision to terminate
- ✓ Types of actions/behaviour that could result in termination with cause (the policy should state that the list of examples is not exhaustive)
- ✓ How breaches of conduct will be investigated

### 1.3.2 Employment contract

- ✓ All new employees should sign a written employment contract that states how much notice the employee will be given if terminated without cause as it is outlined in your policy
- ✓ If there is a probationary period at the beginning of employment, the length of the period and the termination process during probation should be stated (termination process must comply with employment/labour standards)

### 1.3.3 Treat the person with dignity

Termination can be very difficult for the employee and requires confidentiality, respect, and compassion on the part of the employer. If an employee believes that s/he has been wrongfully dismissed, then the way that s/he was treated before, at, and after termination of employment will become part of the evidence that is considered when making a judgment in the case.

In the course of dismissal, employers ought to be candid, reasonable, honest, and forthright with their employees and should refrain from engaging in conduct that is unfair or is in bad faith by being, for example, untruthful, misleading or unduly insensitive.

It is important that an employee should never be completely surprised by a termination, which is usually the case when a manager has not communicated the next steps to an employee who is misbehaving or performing incompetently.

### 1.3.4 The termination meeting

Another aspect of the process that is important to consider is how an actual termination will take place. This is particularly important when the termination of employment takes effect immediately (terminated with cause or is terminated without cause but with payment in lieu of notice).

- a. Where: Choose the location for the termination meeting carefully
  - ✓ Select a location which provides privacy and allows the terminated employee to exit without the embarrassment of facing other staff
  - ✓ Choose a neutral site such as a meeting room rather than your office
- b. When: If possible, be sensitive to issues and important dates in the employee's life and choose a day that will minimize stress on the employee
  - ✓ Avoid holidays and vacations
  - ✓ Avoid Fridays - if an employee is terminated on a Friday, this prevents the employee from obtaining legal advice or counselling before the weekend and leaves him/her with the whole weekend to worry and build up anger about the situation
  - ✓ Terminate near the end of the day when other employees have left and therefore embarrassment to the employee is minimized
- c. Who: Two members of the management team should be present at the termination meeting
  - ✓ The second manager is there as a witness
- d. What: Collect/prepare the necessary documents in advance
  - ✓ Letter of termination which states the date upon which it takes affect and any payment you are offering
- e. How: Be brief and get to the point
  - ✓ Explain the situation
  - ✓ Avoid emotional, personal, and other inappropriate remarks
  - ✓ Explain how the termination will be communicated to other staff and clients
  - ✓ Acknowledge that the employee has the right to seek legal counsel
  - ✓ Review the termination letter with the employee and clarify any payment and benefits that will be provided
  - ✓ Let the employee know what you are willing to say in a reference (honesty is the best policy; however, if you terminating the employee for cause, you will want to provide a reference which indicates only dates of employment and type of position)
  - ✓ Ensure that the employee returns the organization's property

- ✓ Explain the next step - where the person should go after the meeting, how to gather his/her personal belongings, and so forth
- ✓ This is primarily an information-giving meeting; however, provide an opportunity for questions
- ✓ Ensure that the person can get home safely, for example, provide cab fare and see the person to the cab

## 1.4 Disputes about termination

When a dispute about termination occurs, an employee has some options for seeking resolution. If an employee believes that his or her employment has been terminated because of discrimination, s/he may pursue a claim through the Complaints Commission or the human rights commission, but generally not to both. If the employee proves that the termination of employment was unlawful because of discrimination, the complaints commission may reinstate the employee to his or her position.

If an employee believes that s/he has not receive sufficient notice, payment in lieu or notice, or severance pay when the termination of employment was without cause, s/he can choose to direct the complaint to the Human Rights Commission or issue a claim in Complaints Commission, but not both.

If the employee believes that there was no cause for termination, and yet the employer has asserted cause, s/he can choose to complain to the Human Rights Commission or issue a claim in Complaints Commission, but not both.

For a dispute directed to the Complaint Commission, State Legal Jurisdiction will be used in addition to statutes to resolve the dispute. If an employee's claim of wrongful dismissal directed to the Complaints Commission is successful, the employer will be required to pay financial compensation to the employee which is usually more than what the employee would receive by statute.

### 1.4.1 Constructive dismissal

Constructive dismissal is when there is a fundamental change in the employment relationship that amounts to a dismissal. A claim of constructive dismissal may occur when the employer, without the consent of the employee:

- ✓ Significantly reduces an employee's salary
- ✓ Significantly changes an employee's benefits
- ✓ Makes a significant change to an employee's work location
- ✓ Makes a significant change to the employee's hours of work
- ✓ Makes a significant change to the employee's authority or responsibilities

An employee must indicate to the employer that he/she is not accepting the change in order to later attempt to assert that he or she has been constructively dismissed.

An employee may make a claim for constructive dismissal to the complaints commission. In deciding the merits of the case the courts will determine if the change in the employment relationship was so fundamental that it amounted to a termination of employment and, if so, what compensation is appropriate.

#### 1.4.2 Wrongful dismissal

Wrongful dismissal is a legal claim made before the complaints commission about the cause (in the legal sense) or length of notice/payment in lieu of notice given to the employee when s/he was terminated from employment.

If the claim of wrongful dismissal is justified, then the complaints commission will look at the contract of employment, whether it is in writing or not, to determine 'reasonable notice' and the appropriate financial compensation in lieu of notice. 'Reasonable notice' has been determined by the complaints commission by looking at things such as: age, profession, experience, length of service, nature of the employment, and factors related to the ability of the employee to find similar employment. In cases of wrongful dismissal the complaints commission will also look at the way in which the employee was treated before, during, and after termination of employment. If the employer did not act in good faith, the amount of damages awarded to the employee may be even greater.

#### 1.4.3 Preventing legal actions after dismissal

Many employees in the public sector are very dedicated to the mission of the ministry, and the clients it serves, and the employees who serve the population. This can make the need to terminate the employment an employee even more difficult for the employer. If you must terminate the employment an employee:

- ✓ Consult a legal advisor for advice on the best way to proceed with the termination, given the specific circumstances
- ✓ Act fairly, consistently, and in good faith at all times
- ✓ Conduct the termination in such a way that the dignity of the employee is preserved

Even with appropriate legal advice and a thoughtful process, there is no guarantee that an employee will not take your ministry to the complaints commission as the result of a termination. However, to decrease the likelihood that an employee will sue because of a termination, and to increase the likelihood of a successful defense if sued, an employer should:

- ✓ Use a written contract of employment which states termination provisions
- ✓ Have clear policies that employees have read, understand, and agree to abide by
- ✓ Consistently and fairly apply the policies

- ✓ Implement an orientation process which clearly outlines your ministry's expectations for the behaviour and performance of your employees
- ✓ Provide employees with ongoing feedback about their performance which is documented in the employees' personnel files
- ✓ Establish a fair discipline process, clearly explain the process to employees, and consistently implement it
- ✓ Consult with the complaints commission prior to the termination
- ✓ Treat the employee in a respectful, impersonal and unemotional way during the termination process

## Human Resources for Health Toolkit

This toolkit helps you to get the most out of your investment in human resources for health. You need to plan and manage your human resources actively, ensuring optimal efficiency.

This toolkit shows you how.

People form the foundation of health care service delivery. Thus it makes financial sense to manage these valuable resources to ensure that:

- The right people with the right skills need to be available in the right number at the right place to do the right job
- Timely and accurate data on availability and distribution of health workers is accessible for informed decision making

### The Modules

1. **HR Planning**
2. **HR Management & Risk Management**
3. **Recruitment & Retention**
4. **HR Performance Management**
5. **HR Discipline**
6. **Employment Termination**
7. **Diversity in the workplace**
8. **Effective HR Teams**
9. **HR Training & Development**
10. **HR Information System**

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