



## **EMPLOYEE EXIT GUIDELINES** **(with immediate effect)**

In the recent past, irrespective of streamlining the recruitment process and exit process, a few aberrations have been observed, which needs to be given adequate focus. It shall be our endeavor to ensure that employees, who are good performers, do not leave the organization, and adequate efforts are taken to retain them before acceptance of any resignations. Notwithstanding the above, an employee may decide to leave the organization on various reasons.

The following guidelines are issued in the cases of non performers/ unexpected resignations/ unauthorized absence/ absconding cases etc:

### **NON PERFORMERS:**

1. All employees, whose performance is not up to the mark, for a continuous period of 2 months should be immediately brought to the notice of HR department **in writing** on areas of improvement and also to the immediate superior, without fail. *(many times, employees are not given adequate feedback at the right time). This will help to take corrective actions at the right time.*
2. The employee need to be told (in writing) in clear terms the expectations of the role, and review the same effectively (in appropriate language) – **with a basic purpose of helping him/her improve and add value to the role and to the team. This will go a long way in building relationship and retaining the employee.** *(Each organization is different in its style and approach. If we are looking for our employees to be innovative and independent, right type of hand-holding will only add value to the organization and the team).*
3. Quite often, it is learnt that the immediate senior's approach with the new comer is one of the major reasons for him/her taking a decision to leave the company. Insulting/ humiliating approach – in whatsoever form – need to be avoided. Please note that this is contrary to the basic Culture Pillars of the Company – **Valuing People.**
4. No commitment on increment/promotion/job roles etc. should be given to any employee, until and unless General Manager - HR clears such commitment in writing. Oral communication should be avoided to ensure that no ambiguity exists in such cases. Even if any senior makes any such commitment, it is important that such information is known to HR to take appropriate action. In the absence of any such written commitment or acknowledgement from General Manager - HR, no such comments shall be entertained, henceforth.

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### LONG LEAVE OR ABSENT CASES/ABSCONDING CASES

1. If an employee asks for long leave, his/her leave be approved only after he/she clears all pending bills (telephone, cash advance etc) or travel bills. This is more so in case of outstation employees (In recent past, there were a few cases wherein the employee has left behind lot of dues, which is giving bad image to the company). Collect his residential number/alternate number and address with pincode before he proceeds on leave. All such long leave to be informed to HR immediately.
2. The employee be asked to apply for leave through the net and the same be approved on line so that updated leave record is available with HR.
3. If he/she asks for extension of leave, only in case of extreme urgency – such as medical cases – this should be allowed. In such cases, take the guidance from HR, before making any unilateral decisions.
4. If the employee does not report on due date inform HR immediately in addition to contacting him and asking for the reasons.
5. HR shall issue a regd. letter to him asking him/her to report forthwith and if he/she fails then the termination letter will be issued immediately.
6. If the employee absconds and does not report for a continuous period of 3 days the same shall be informed to HR immediately for taking appropriate action. (Many a times, HR comes to know only after a month or so).

### Resignation cases

1. Intimate immediate Business Head, Head-Recruitment & GM (HR) for any indications / signs of distress leading to resignations so as to take remedial actions at all levels (Please send a sms or email immediately. The hard copies can follow).
2. ***Never accept any resignation without having a consultation with the Immediate senior, and cross functional head*** (For example, in case of a resignation of a welfare or APM, Head –IR to be consulted along with the Group Manager and Business Head, before accepting his resignation), and ensure that the reasons for resignation have been captured while interacting with the employee.

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4



3. Before accepting the resignation intimate, immediately, to the immediate Business Head and the HR Dept.
4. Arrange for a counseling session including HR for possible remedial actions.

**After accepting the resignation: Our efforts should be to ensure that all organizational priorities are taken care and the employee leaves the organization with the best wishes of seniors and the organization, and his/her exit should be a pleasant experience (within the rules of the organization).**

1. Fix a relieving date after consulting with the immediate superior and the employee (considering the criticality of the role, and also the appropriate handing over process- strictly ensuring the financial, operational and HR aspects are taken care without fail). – Many times, the employee is allowed to leave immediately. **This needs to be done within 24 hours of acceptance such resignations.**
2. Communicate – in writing – what needs to be completed in the stipulated period. It helps the employee to know what needs to be completed. However, while doing so, please ensure that the work to be completed is possible to be completed on time and effectively by the employee. Insist on preparation of Handing over Notes from the resignee and Taking over notes from the new incumbent without fail. Some of the major areas of handing /taking over note are given below for immediate reference (these are not exhaustive).
  - a. *Cash/Cheques and connected financial documents properly accounted for.*
  - b. *Assets/Property in writing if held in possession/responsible for.*
  - c. *Residential Bungalow/Quarters with furnishings duly accounted for. Returning of lease advance for housing or power of attorney or any other responsibilities such as signatories etc.*
  - d. *Company Car/Motorcycle along with accessories, RC Book, Insurance, Tax receipts, Log Books, Fuel Vouchers (Used/Unused) if any and any other connected documents .*
  - e. *Company issued SIM and Mob Handset (or pro rata deduction).*
  - f. *Company Laptop or any other assets.*
  - g. *Clearance from Banks, Clubs, Institutes, etc*
3. The employee needs to be communicated that only upon acceptance of resignation, the notice period shall apply. Therefore, it is important that there is no delay in processing his resignation, which may lead to unpleasantness. Also communicate (in cases where-in the employee leaves the organisation within one year of his/her service) that all expenses incurred on behalf of the employee for his/her joining the company shall be recovered. However, official expenditure cleared by the immediate senior shall not be recovered.

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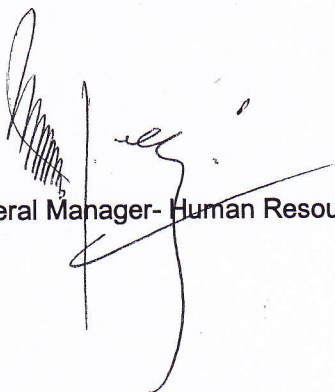


4. Communicate the fixed date to HR for initiating the process of exit *along with the hard copy of the resignation letter duly signed by the employee.*
5. Inform the employee that the salary of the last month he worked will be withheld and the same will be cleared along with full and final settlement. Also inform him/her that the excess telephone bill (if any) than the entitlement which has been credited to his personal account will be debited while clearing his final settlement
6. *Never antagonize or be vindictive to the resignee as it conveys organizational immaturity.*
7. *Don't agree to clear debts on behalf of the resignee.*
8. Don't compromise on investigative procedures if the resignee has been found to have indulged in activities detrimental to the company. However, immediate communication to HR on all such matters is very important.
9. Exit Interview shall be done by HR atleast 10 days before the exit of the employee.
10. The full and final settlement of all the employees to be done in a month's time after he/she leaves the organization. If there is any delay on account of the employee, the same needs to be communicated by Finance to HR, and HR will communicate the same with the employee.

The above guidelines need to be adhered to ensure a process oriented exit and to communicate the basic value, which each one of us upholds i.e. Giving respect to one another.

**The above guidelines need to be strictly adhered by all concerned. Any deviation on these guidelines will be viewed seriously by the Management.**

These guidelines are by no means comprehensive to include all situations and therefore to be applied meaningfully. Please make it a win-win situation; both to the resignee and the organisation.

  
General Manager- Human Resources

1<sup>st</sup> February, 2011