Policy 4.65
Separations from Employment

Overview

Separations from employment with Emory are based upon the availability of work and/or funds, work performance criteria, and established policies and procedures. In no event shall such decisions be based upon reasons of race, color, religion, creed, sexual orientation, national origin, age, sex, disability or veteran/reserve/National Guard status.

Policy Details

AUTHORITY & ACCOUNTABILITY

Department management shall have the authority, responsibility and accountability for separations occurring within their departments. Human Resources should be consulted when any dismissal occurs, to ensure appropriate process and documentation.

TYPES OF SEPARATIONS

Emory recognizes the following types of separations from employment: resignation with notice, end of temporary employment, end leave of absence status, reduction in force, job abandonment (includes resignation without notice), dismissal, inability, retirement, and death.

Resignation

Resignation is a separation from employment by a voluntary action of the employee with advance notice.

To resign in good standing, an employee must give at least two-weeks prior notice in writing and, in certain key positions, additional advance notice may be expected.

Resignation without sufficient notice is considered job abandonment.

Job Abandonment

Job Abandonment occurs when an employee does not report to work over a three-day period and does not communicate with the department as to his/her whereabouts or intentions regarding the job. This is a voluntary separation.

The department must attempt to contact by telephone or in person the employee who does not show or call to work for three-days. The department must determine the employee’s intentions regarding the job and the department’s position with respect to the situation. If unsuccessful, the department should then send a registered letter (return receipt requested) to the employee with notification of pending job status. A copy of all documentation...
must be forwarded with the appropriate paperwork to Human Resources.

In addition, employees who resign without sufficient notice are considered to have abandoned their jobs and are not eligible for rehire. Departments must provide supporting documentation of the resignation without notice.

**End Temporary Employment**
End Temporary Employment is a separation from employment due to the end of the temporary assignment.

**End Leave of Absence Status**
End Leave of Absence Status is a separation from employment for employees who do not return from an authorized leave of absence. It includes situations in which an employee does not request an extension of the leave or where the department did not grant an extension of the leave.

**Reduction in Force**
Reduction in Force is a separation from employment due to:

- lack of funds
- lack of work
- redesign of department or job
- elimination of position
- reorganization

**Inability**
Inability is a no-fault separation from employment because an employee is unable to perform the duties of the job. Inability includes:

- The employee lacks the necessary skills and abilities to perform the job.
- The employee is not able to perform the essential functions of the job on a regular basis and reasonable or further accommodations cannot be made.
- The employee fails to obtain and/or maintain, within a designated time, licensure or certification credentials required to authorize continuation in the job.

Inability may include other factors or considerations perhaps beyond the control of the employee which have an adverse effect on accomplishing the work.

**Dismissal**
Prior to dismissal, department management should review the situation, supporting documentation of progressive discipline, and related information with Human Resources.

A dismissal should be verbally communicated to the employee, followed by a formal letter of dismissal, as quickly as possible. This letter should indicate the effective date of dismissal based on the facts and applicable information regarding final pay. Human Resources is available to assist departmental leadership with the letter.

Employees dismissed for **unsatisfactory performance, attendance, or behavior** are not eligible for rehire at Emory University or Emory Healthcare. Emory reserves the right to designate other terminated employees as ineligible for rehire depending upon the circumstances. For more information, reference the Corrective Discipline policy.

**Retirement**
Retirement is a separation from employment in accordance with Emory’s retirement policy.

**Death**
Upon notification of the death of an employee, the department must contact Human Resources, who will advise the department of the required administrative procedures and other departmental responsibilities.

Any monies due the deceased employee will be payable to the estate of the deceased under existing state laws. Any checks payable to the deceased should be submitted to Human Resources for distribution to the estate.

**HRAF**
The department must submit supporting documentation and a Human Resources Action Form (HRAF) to Human Resources as soon as the effective date of separation is known.

**EXIT INTERVIEW**
The supervisor should schedule an exit interview for the employee with Human Resources prior to the effective date of separation.

**FINAL PAYMENTS**
 Upon separation from employment, the employee shall receive appropriate pay for all hours worked through the effective date of separation and for unused leave hours as follows:

- Vacation hours up to the maximum hours allowed provided the employee has completed at least 6 consecutive months of employment in a leave eligible status.
- Holiday hours, provided the one-year period for taking unused holidays has not expired.

No payment will be made for unused sick leave and/or floating holiday(s) hours at the time of separation.

The department should submit a request to the Payroll Department for the appropriate leave hours to be paid.

**Related Links**

- Current Version of This Policy: [http://policies.emory.edu/4.65](http://policies.emory.edu/4.65)

**Revision History**

*Emory University policies are subject to change at any time. If you are reading this policy in paper or PDF format, you are strongly encouraged to visit policies.emory.edu to ensure that you are relying on the current version.*