

Layoffs: Example Script

<i>Greeting:</i>	
PI/Manager:	Hi, _____. Thank you for coming.
<i>Deliver Your Message:</i> (speak slowly and try to deliver the message calmly and firmly)	
PI/Manager:	I asked you to meet with me because I have some important, but difficult news that I need to tell you. I'm sorry to have to tell you that your position has been eliminated. We do not currently have another position for you, so this means that you are being laid off. Here is the official notice of your layoff.
<i>Hand the notice to the employee</i> and wait for him or her to read it and take in the content.	
PI/Manager:	<p>You may be aware that we are currently experiencing (funding issues / budget cutbacks / lab closures / a rightsizing of the organization / reorganization). We have to implement some difficult decisions.</p> <p>I'd like you to know that this is not something that we decided in a hurry. We spent many hours carefully reviewing all the options. The decision is final.</p>
<i>Pause for a bit.</i>	
PI/Manager:	This is difficult news, so I'd like to give you a chance to ask any questions that you might have. Did I make the situation clear to you?
<i>Answer any questions.</i> Be honest and forthright, and be prepared for a range of possible emotional reactions. You need to take the time to deal with an emotional response before you go on to discuss further practical matters.	

Possible responses to an emotional reaction:		
Choose one:	PI/Manager:	Would you like to take a short break before we continue?
	PI/Manager:	Do you need some time to yourself? You may take the rest of the day off and we can continue tomorrow morning, if you like.
	PI/Manager:	Would you like me to call someone for you?
<i>Continue:</i> Once the employee has composed him/herself, continue with the practical matters below:		
PI/Manager:	I'd like to discuss how soon you will leave and what you need to do. There are also some resources that TSRI makes available to you that I'd like you to know about.	
<i>Discuss arrangements for exiting the organization – be sure to talk calmly and look at the employee as you mention these things:</i>		
	<ul style="list-style-type: none">• Handing back equipment• Keys• ID Badge• Packing up personal items – if possible, during a time when it is not too disruptive to the lab or office.	
<i>End the meeting</i>		
PI/Manager:	Thank you for your contribution to TSRI. I'm sorry that we have to ask you to leave. If you have any questions after this meeting, I will be available to talk to you about your concerns.	
You may also offer to make appointments with Human Resources and/or Counseling and Psychological Services. Making suggestions and offering your support is also something you can do under the circumstances.		