



Republic of the Marshall Islands

Public Service Standard Operating Procedures – Off Boarding

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OFF-BOARDING TOOLKIT

PURPOSE

An effective and consistent off-boarding process plays an important role in protecting the interests of both the government and exiting employees. In addition to paying attention to safety, security, and protection of physical assets, it is important to remember that past employees will continue to act as ambassadors regarding the work environment and can serve as a terrific source for referrals. A streamlined off-boarding process provides benefits in a number of ways. This document is intended to provide guidance and instructions to managers and supervisors on actions and procedures required to ensure the successful exit of an employee from the public service.

Use of off-boarding procedures:

- Ensure managers and supervisors are informed of the process for off-boarding an employee
- Protects physical property and maintains an operating knowledge base
- Assists in the transfer of knowledge
- Provides employees with an organized way to wrap-up and transfer projects
- Collects valuable feedback
- Helps maintain and promote our reputation as a public service;
- and provide timely and accurate flow of processing personnel actions

INCLUDED OFF-BOARDING TOOLS

If an employee exit occurs (resignation, termination, or retirement), certain steps should be taken to successfully exit the employee. Enclosed, you will find checklists, templates, and other resources which have been developed to assist Ministries/Agencies through the off-boarding process. Tools include:

1. Guidelines for the off-boarding process

2. Checklists

- a. Supervisor & Employee Off-Boarding Checklist*
- b. Checklist for asset collection to be signed by exiting employee and supervisor*

3. Knowledge transfer

4. Exit Interviewing

- a. Guidelines and Best Practices*
- b. Questions*
- c. Debt collection form – for expatriates*

Off-Boarding Guidelines

The purpose of this section is to outline the expectations on collecting assets and removing access when an employee separates from the Public Service

GOVERNMENT ASSETS/PROPERTIES

- **Employees** are required to turn in all government property to their supervisors, including identification, keys, tools, computers, mobile devices or other equipment on or before their last day of work.
- The **Ministry/Agency** is required to ensure that all government property from the employee is collected or returned to the appropriate area. An Exit Checklist should be completed before or on the last day of employment. When employees transfer or are reassigned between Ministry/Agencies, the guidelines stipulated must also be followed to promote consistency and compliance.

ACCESS

Access (keys, computer) is automatically removed on the last day employment.

TERMINATION PAPERWORK

The Ministry/Agency is responsible for ensuring the termination paperwork and supporting documents are completed and submitted to PSC in a timely manner. This includes a copy of the **letter of resignation, cover letter from Ministry/Agency, Debt Clearance form** and other supporting documents regarding the employee's resignation or termination.

MANAGER/SUPERVISOR OFF-BOARDING CHECKLIST

Employee: _____

Title: _____

Ministry/Agency: _____

Last Date Worked: _____

This is a template for the off-boarding process. The direct supervisor or HR should use this document as a guide when off-boarding an employee

TO BE COMPLETED BY DIRECT SUPERVISOR

- Notify the division of employee's departure
- Confirm remaining annual leave balance with employee (lump sum)

TO BE COMPLETED BY HR

Resignation/Termination/Retirement

- Letter of resignation from employee (30 days notice before effective date; 60 days for contractual employees)
- Cover letter from Ministry/Agency to PSC
- Debt Clearance Sheet (for Expats – see attachment 1)

Announce Vacancy of Post

- Job Description
- Organizational Chart
- Confirm budget is available for post

Action Items Upon Employee's Departure

- Remove access (computer, building access keys)
- Remove employee from telephone list
- Remove employee from organizational charts
- Others

EMPLOYEE OFF-BOARDING CHECKLIST

Employee: _____	SSN: _____
Title: _____	Ministry/Agency: _____
Last Day of Work: _____	

Please check reason for leaving:

- Resignation
- Retirement
- Other(s)

Prior to an employee's last day of employment at his/her duty station, please review the following checklist to ensure that all applicable document and property has been collected. The employee as well as the Department Head must sign this document to verify that all property has been turned in.

- Letter of resignation (30 days notice before effective date; 60 days notice for contractual employees)
- Keys (i.e., suite, office, automobile)
- Equipment (i.e., computer, laptop, cell phone)
- Files, documents
- Other departmental property (i.e. tools, uniform, etc.)
- Refer Benefits Questions to PSC (life insurance, annual leave)
- Exit interview: contact HR/Personnel Office (*this is optional; at the request of the individual leaving*)

I, _____, have returned all items belonging to the Government.
(Employee printed name)

_____	_____	_____	_____
Employee signature	Date	Department Head signature	Date

Off-Boarding: Knowledge Transfer

To provide for an orderly transition of responsibilities, it is beneficial for managers to dedicate time to collaborate with a departing employee to document current/outstanding projects, upcoming deadlines, contact information, and other information that might be lost during transition. Below are some suggestions for documenting information for a smooth transition.

Consider asking the employee to provide:

1. A project status report which might include:
 - a. list of all current, outstanding, and important upcoming projects, deadlines and tasks
 - b. A list of ongoing regular tasks
 - c. Open items on which the employee is currently working
 - d. Contact information for those with whom an employee has been working on tasks, projects, committees, etc.
2. A list of key people (internal and external) to whom someone else should be introduced before the current employee leaves their position.
3. A list of external agencies or groups (including contact information) with whom the exiting employee interacts in fulfilling one's responsibilities
4. Compilation of specific files/records/emails related to current or past projects to be retained for a period of time

Exit Interviewing Guidelines

PURPOSE

Exit Interviews are considered optional. The interviews may provide insight into reasons for leaving the public service, as well as thoughts and recommendations for improving policies and practices. Employees who leave the Public Service are given the opportunity to provide valuable perspectives on their overall working experiences with the GRMI. However, it is required that each exiting employee filled out the Exit Questionnaire.

PROCEDURE

An exit interview should be conducted by the Ministry/Agency's HR or Personnel office or requested by the exiting employee. However, if the Personnel Officer is the immediate supervisor of the exiting employee, the interview process should be assigned to another HR or Administrative personnel that does not have direct supervision over the employee. Exit interview questions should not be given to the exiting employee to complete; rather, the interview should be a discussion and notes should be taken during or after the exit interview.

CONFIDENTIALITY

Information shared by the departing employee will be kept confidential. The individual conducting the interview may be responsible for reporting certain information shared during the exit interview, including but not limited to alleged violations of Public Service laws.

Please contact PSC with any questions.

INTERVIEW NOTES

Notes taken by the interviewer should be kept in an 'exit interview only' file, and not in the departing employees personnel file. Such notes should be stored in a locked file cabinet or other secure manner.

SAMPLE: Employee Exit Questionnaire

1. Why have you decided to leave this position?
2. What did you like most about your job?
3. What could have improved your job experience?
4. Would you change the job description for the next person filling this position? If so, how?
5. Were goals and expectations clear to you?
6. What resources and/or support, if any, could have helped you better accomplish your job?
7. Did you feel you had the opportunity to succeed and develop?
8. Describe the supervision from your manager. What was helpful? What could have been done differently?
9. How often did you receive feedback regarding your day-to-day and overall job performance? Was it helpful?
10. Did your supervisor help you accomplish your professional career goals? If so, how?
11. Would you return to the Public Service if a position were available in the future? Why or why not?
12. Would you like to offer any comments or suggestions on how we could improve and what we could do in the future regarding this position?

Attachment 1:

DEBT CLEARANCE SHEET

Name of Employee: _____ (MI) S.S. No. _____

Termination/Resignation Date: _____

It is required that the above name employee have his/her records cleared by the responsible officials for the activities listed below prior to departure from his/her duty station. Description and amount or indebtedness outstanding must be explained in the Remarks section.

<u>ACTIVITY</u>	INDEBTED		<u>SIGNATURE OF RESPONSIBLE OFFICIAL</u>
	<u>NO</u>	<u>YES</u>	
1. Government Equipment Furniture and/Supplies/ Shipments of excess goods & personal effects.	()	()	_____ Chief, Proc. & Supply
	()	()	_____ RMI Post Office
2. Accounts Receivable (Travel Advances, etc.)	()	()	_____ Secretary of Finance
3. Hospital & Dental Care	()	()	_____ Secretary of Health Services
4. Telephone Services	()	()	_____ National Telecomm. Auth.
5. Electric	()	()	_____ Marshall Energy Company
6. Water & Sewer Services	()	()	_____ Majuro Water & Sewer Comp
7. Rental Payments (Leased Housing)	()	()	_____ Commissioner of Admin

Remarks: To the best of my knowledge, there are no outstanding debts or obligations to the Government as of this date except _____ as marked above.

Employee Signature

Instructions:

1. This form is to be submitted to the Public Service Commission Office for further processing.
2. All the items on this form must be properly completed before final salary payments can be made by the Ministry of Finance.

Distribution:

Secretary of Finance (Payroll)

Chief of Treasury

Employee

PSC File