Northeastern University
Human Resources Management

Off-Boarding Toolkit

PURPOSE

An effective and consistent off-boarding process plays an important role in protecting the interests of both the university and exiting employees. In addition 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 clarify existing best practices and provide guidelines for those assisting in the off boarding process.

Use of off-boarding procedures:
- Protects physical property and maintains an operating knowledge base
- Ensures compliance and security regarding systems and physical access
- Assists in the transfer of knowledge
- Collects valuable feedback
- Helps maintain and promote our reputation as an employer of choice
- Provides employees with an organized way to wrap up and transfer projects

INCLUDED OFF-BOARDING TOOLS

If an employee separation occurs (resignation, termination, retirement, transfer, etc), certain steps should be taken to successfully exit the employee. Enclosed, you will find a number of checklists, templates, and other resources which have been developed to assist managers through the off-boarding process. Tools include:

1. **Guidelines for the off-boarding process**
2. **Checklists**
   a. *Manager & Key Contact Off-Boarding Checklist*
   b. *Separation Checklist for asset collection to be signed by exiting employee and supervisor*
   c. *Separation information regarding students*
3. **Knowledge transfer template**
4. **Exit Interviewing**
   a. Guidelines and Best Practices
   b. Sample Questions
5. **Frequently Asked Questions**

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 University.

UNIVERSITY ASSETS

- **Employees** are required to turn in all University property to their supervisors, including identification, keys, tools, computers, mobile devices or other equipment on or before their last day of work.
- The **direct supervisor** is required to ensure that all University property from the employee is collected or returned to the appropriate area. A Separation Checklist (University template or departmental version) should be completed before or on the last day of employment. When employees transfer between departments at the university, the guidelines must also be followed to promote consistency and compliance.

ENTERPRISE SERVICES / NETWORK ACCESS

Access to services that utilize enterprise electronic credentials (myNEU and/or NUNet credentials) are automatically removed on the first day following the termination date at Northeastern. This deactivation takes place within 24 hours of the termination date listed on the HR/Payroll Action Form.

If there is a need to terminate enterprise system access in a more expedited fashion, a request can be made to either the Information Technology Services Customer Services (617-373-4357) or directly to ITS's Security at itsSecurity@neu.edu. Individuals who meet the criteria for *University Retiree* status may work with HRM to coordinate continued access to those services available to retirees.

When an individual in good standing (resignation, retirement) terminates, access to HRM Benefit services including W2 Tax information and payroll information, will be removed the following calendar year, on April 30th. For example if an employee terminated on any of the following dates – 2/15/2013, 7/31/2013 or 12/22/2013, access would not be removed for any of those departed employees until 4/30/2014.

If continued access to network services is required for a departed employee, the Northeastern Sponsored Account Service may be utilized. Additional information regarding the removal of access to services and the Sponsored Account Service can be found the Information Technology Services web site at www.northeastern.edu/infoservices/

OTHER SYSTEMS

The **direct supervisor** is responsible to ensure that technology access to departmental and services not utilizing enterprise credentials (myNEU and/or NUNet credentials) are disabled in a timely manner. It is advised that individual access to these systems is documented via the new hire checklist or other consistent method within the department.

TERMINATION PAPERWORK

The division/department **key contact** is responsible for ensuring the termination action form and supporting paperwork is completed and submitted to HRM in a timely manner. This includes confirmation of accrued paid time off and a copy of the letter of resignation for the employee's file in HRM. Completed checklists should be filed and stored in **respective departments/divisions**.

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MANAGER & KEY CONTACT
OFFBOARDING CHECKLIST

Employee: _____   Signature:_____

Last date worked: _____   Date Completed: _____

Title: _____   Manager Signature: _____

This is a university template for the off-boarding process. The direct supervisor and key contact should use this document as a guide when off-boarding an employee.

TO BE COMPLETED BY DIRECT SUPERVISOR

☐ Email notifying division of employee's departure
☐ Confirm remaining vacation time with employee
   (also confirm remaining sick time for eligible non-exempt retirees. Please see the sick time policy for clarification: http://www.northeastern.edu/hrm/pdfs/benefits/SickTimePolicy2011.pdf)
☐ Provide balance of remaining vacation time to key contact
☐ Complete Manager Offboarding Checklist

TO BE COMPLETED BY KEY CONTACT

Processing the Resignation/Termination
☐ Letter of resignation
☐ Confirmation of accrued unpaid vacation days
☐ HR/Payroll Action Form (make sure to select the appropriate reason code, i.e. *retiree*)

Cancellation of Memberships, Licenses & Contracts

☐ Procard—Request for Action Form (AP)   ☐ Other: _____
☐ AT&T / Verizon   ☐ Other: _____
☐ Other: _____   ☐ Other: _____

Action Items upon Employee's Departure

☐ Reset / dispose of cell phone   ☐ Remove employee from telephone list
☐ Reimage / dispose of computer   ☐ Remove employee mailbox
☐ Remove nameplate   ☐ Remove employee from organizational charts

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FACULTY & STAFF
OFF-BOARDING CHECKLIST
(Including temporary employees and contractors)

Employee: _____ Last day worked: _____

Title: _____ Date Completed: _____

Department: _____

Prior to an employee's last day of employment at the university, please review the following checklist to ensure that all applicable university 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
☐ Confirm balance of remaining vacation days with key contact if applicable
☐ Employee/NU ID
☐ Keys (i.e., suite, office, automobile)
☐ Access cards
☐ Return Procard and completed Request for Action form
☐ Original signed Procard statements from last 3 years with original receipts
☐ Reconcile outstanding expense reimbursements
☐ Equipment (i.e., cell phone, laptop)
    o _____
    o _____
    o _____
☐ Files, documents, emails have been provided to supervisor / colleague
☐ University property (i.e., books, Procard purchases, tools, uniforms, etc.)
☐ Exit interview: contact department head, key contact, or HR Consultant
    (*this is optional; at the request of the individual leaving*)
☐ Refer Benefits Questions to HRM (university retiree, health insurance, etc)
☐ Forward voicemail and telephone password to supervisor
☐ Other _____
☐ Other _____
☐ Other _____

I, _____, have returned all items belonging to Northeastern University.
    (Faculty/Staff member's printed name)

_____ _____
Faculty / Staff member 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 for outside vendors, and other institutional knowledge 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. 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 voluntary. The interviews may provide insight into reasons for separation, as well as thoughts and recommendations for improving policies and practices. Employees who leave the University are given the opportunity to provide valuable perspectives on their overall working experiences at the University.

PROCEDURE

An exit interview may be offered by the manager or requested by the exiting employee. Exit interviews should be conducted by either the key contact, designated personnel administrator, and/or an HRM consultant. 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 to the extent permitted by University policy and applicable law. 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 University policies. Such policies may include but are not limited to:

- Ethical Conduct Ethical Conduct
- Equal Opportunity Equal Opportunity
- Sexual Harassment Sexual Harassment
- Professional Standards in Business Conduct
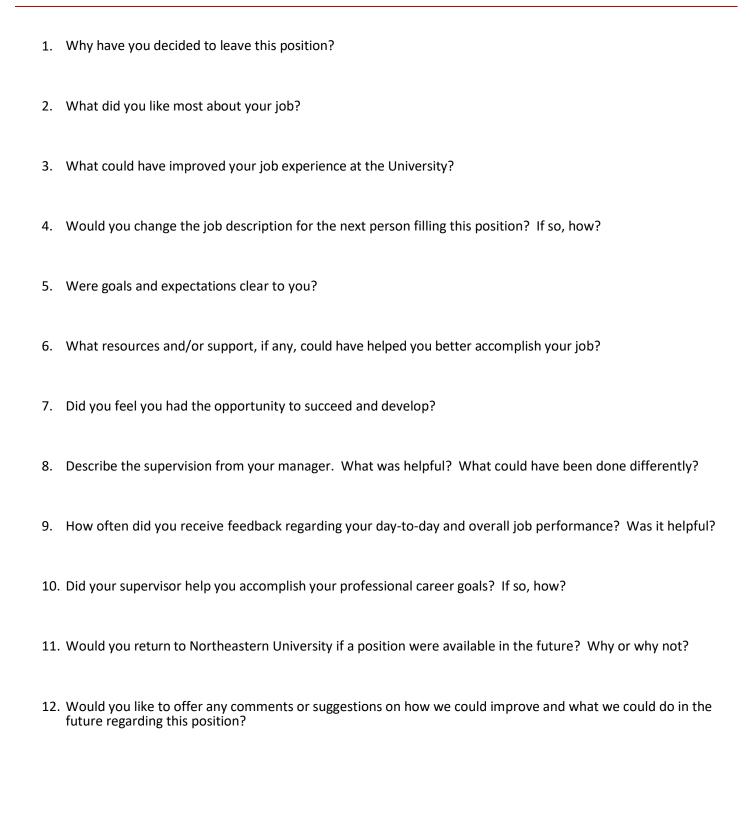- Conflict of Interest/Commitment Conflict of Interest/Commitment

Please contact your HR consultant 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 Interview Questions

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 at the University?

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 Northeastern University 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?

Why is this important?

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Do the off-boarding checklists need to be completed for all employees?

Yes. Checklists serve as a reminder to collect all university assets and terminate access to systems. Signing the form confirms documentation for the university as well as the exiting employee.

What about Student employees, SGAs, Temp-non-students, and agency help?

Students, SGAs, and Temps have varied access to systems, office space, university assets, and sensitive information depending upon the business needs of the office / department in which they are providing services. It is important to complete the off boarding process with these individuals as well.

Does a check list need to be completed if an employee does not have system access?

Yes- all employees have access to *something*. Completing the form confirms that all "t"s are crossed and all "i"s are dotted.

If an employee transfers to a different department, should the checklist be completed?

Yes – university assets and access levels can change with job responsibilities.

I have questions about vacation payout. Where do I go?

Information and the complete paid time off policy can be found in the Benefits section of the Human Resources Management webpage http://www.northeastern.edu/hrm/benefits. For specific questions not answered by this policy, please contact HRM at x2230.

I have questions about COBRA health insurance coverage. Where do I go?

If you are participating in the health and dental insurance, your coverage will end at the end of the month in which you leave the University. As of the first of the month following the date of coverage termination, you will have the option of continuing your coverage through COBRA paying 102% of the full cost of the insurance. COBRA enrollment information will be sent from EBPA, Northeastern's third party administrator. To arrange for this, please contact a member of the Benefits Team in HRM.