

CHECKLIST for Job Handover

This handover framework has been developed based to ensure that a consistent and thorough handover process is undertaken by those who are entering a new job/area. By following the areas covered by the template, staff should gain rapid understanding of their new role's key objectives as well as the people, processes and systems important to the performance of the role. They should also gain understanding of their role's impact and influence areas internal and external to the company.

Is completion of this checklist mandatory?

Completion of the checklist is mandatory for all staff moving to new roles and for all roles that have significantly changed (more than 30%).

If I complete this checklist do I also need to do a mid year performance review?

Mid year performance reviews are recommended for all staff irrespective of whether their job is changing. However for staff whose roles are changing significantly or are going into new roles with or without a change of supervisor a mid year performance review should be conducted by the old supervisor against the previous roles objectives and a brief file note of the assessment sent to the incumbent and new supervisor.

Is the framework fixed for all roles?

No the framework can be customized as needed by the incumbents with supervisor agreement to fit the particular needs of their work area. Those managing others will need to focus more on the section covering People.

Roles and Responsibilities in the Handover process

Position	Role/Responsibility
Outgoing Incumbent	Has the role of Subject Matter Expert. Responsible for providing adequate time to meet the Newcomer Incumbent and helps complete the job aid and work through process areas for effective job knowledge transfer.
Newcomer Incumbent	Has the role of Knowledge Recipient. Responsible for completion of Knowledge Transfer Template and scheduling appropriate time with SME. The newcomer is responsible for helping to manage the transition from the old team and build the new one. The newcomer will have to address his/her own development needs.
Outgoing/Newcomer Incumbent	Co-create handover programme, map personal development needs and feedback observations. Ensure time is used well, with clear purpose and manage information exchange.
Newcomer's New Supervisor	Ensure that the handover process will be implemented across the organisation; action as a coach both during the handover process and, as required, after the handover process is complete.

If there is no Outgoing incumbent i.e. the job is new, then the new supervisor will need to act in place of the Outgoing incumbent.

Other Important Topics

The person leaving the position is responsible for the job handover. An essential part of this is the preparation of a schedule of meetings with the people that the newcomer has to see in order to establish his/her network. For each meeting there should be a clear definition of the insight/knowledge the newcomer should gain.

The tables below show the overall handover framework 'at a glance' and serve as a list of contents. In order to facilitate the process, the handover framework is divided into four (4) main topics:

- **People**
- **Process**
- **Technology**
- **Results**

HANDOVER PROCESS CHECKLIST

Job Title:		
Outgoing Incumbent		
Newcomer Incumbent:		
Handover Period:	From:	To:

Every effort should be made to ensure an adequate handover period between the incoming and the outgoing person. This will help to avoid disruption to the ongoing business.

People

Action	Person Responsible	When	Status
Organisational charts (who is who, etc.)			
Team competence: Know the current profile and gaps			
Building internal/external relationships and understanding (e.g. Staff, Peers, Key Contacts, Stakeholders, Clients) <ul style="list-style-type: none"> - Who, why, how do I work with them - Contact information - Effective engagement strategies - Plan face-to-face meetings, establish network, and formally inform all - Explain historical working relationships with individual stakeholders 			
Individual Development & Performance Management tools			
Training and Training Plan			
Final Performance Evaluation			

Processes

Action	Person Responsible	When	Status
Brief history of the area			
Review of Job Description <ul style="list-style-type: none"> - Key responsibilities - Performance expectations - Business Strategy/Plan 			
Other roles & responsibilities – (e.g. safety responsibilities, member of crisis team)			
HSE briefing			
Implicit Knowledge Transfer <ul style="list-style-type: none"> - Lessons learned - Insights, shortcuts, time well spent - “What I would have done differently” - How to troubleshoot common problems 			
Process Requirements and Workflows <ul style="list-style-type: none"> - Formal management systems - “What to do” and “how to do it” - Interdependencies - Recurring deadlines - Recurring meetings - SOx controls responsibility and status - Critical procedures and controls - Account reconciliations 			
Significant Risks / Critical Procedures & Controls (e.g. Maintaining Business Continuity)			
Cultural environment			
SWOT analysis of the area			
Current main challenges and issues			

Key success factors			
Safety Plan and Key Safety Issues			
Delegation of authority			
Recent audits reports of the area			
Letter of Representation – where applicable			
Main procedures related to the area including routine and seasonal tasks			
Files: Paper, electronic, e-mails			
Transition Timeline (recommended handover overlap is 2 weeks) <ul style="list-style-type: none"> - Schedule follow-up conversation (after 1 or 2 months) - Other job handover or commitment milestones 			

Technology

Action	Person Responsible	When	Status
Desk Manuals, Data Bases, Key Files <ul style="list-style-type: none"> - Location and access to critical information - Reference documents 			
Software (<i>Email Software Orders to request any necessary redeployment</i>) <ul style="list-style-type: none"> - Computer software that I (departing incumbent) will take with me to new department - Computer software to be reassigned to the new incumbent - Computer software which is currently sitting idle and thus should be redeployed to the new incumbent - Computer software that should be reassigned to another user, so that it remains with the department 			
Access <ul style="list-style-type: none"> - Badge access to all relevant areas - M: and N: Department Drives - S: Project Drives - Job-specific applications from Corporate Software Installer - JDE - BOSS - Remote Access, i.e.: VPN, Dial-in, Policy Director 			
Additional computers and printers that will be used			
Tools and processes for sharing information among team members and external stakeholders			

Results

Action	Person Responsible	When	Status
T&R: current & next year's (if already available)			
Year to date results			
Budget: actual x planned			
Newcomer incumbent has agreed performance contract			

Knowledge/Activities to be handed over to someone other than the new incumbent

Item	Person Responsible	To whom	Status

Please sign off upon completion of the process -	
Signature Outgoing Incumbent	
Signature Newcomer Incumbent	
Signature Supervisor	