

California Department of Public Health

Reassignment Offboarding Guide

Issued on June 4, 2021



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Background & Purpose

During any statewide emergency and in accordance with Government Code Section 3100, all public employees are considered Disaster Service Workers (DSW) and can be reassigned to assist with response and recovery efforts. The State of California is mobilizing every level of government to protect public health and safety as we respond to 2019 novel coronavirus (COVID-19).

Offboarding is a process to ensure employees make a seamless transition back to their department or program area. This resource will guide those involved through effectively offboarding employees assigned to COVID-19 related work. The process is also useful for gathering feedback for continuous improvement in preparation for future emergency efforts.

This guide is for reassignment team leads/supervisors and supervisors/managers with reassigned employees. We all played a part, directly or indirectly, to the state's COVID-19 response. Thank you for your hard work, support, and continued commitment to serve your fellow Californians.

Reassignment Team Leads/Supervisors

A redirection team lead or supervisor is an employee leading an emergency response team or section of a team in a lead or supervisory role over other team members for redirected employees.

Communicating Departure

Notify the employees and their home supervisors of the employees' last day at least 5 business days before the end date formally through an email.

Additional communication to consider:

- Notifying internal and external contacts
- Providing instructions on returning equipment

Transition or Ending of Assignments

Identify a replacement, if necessary. (If a replacement is needed, determine if the work is transitioning to a CDPH program or if the work will continue to be necessary. If a replacement is not available through the existing team, see the *Redirection Administration Guide* on working with HRD to identify an available employee.)

Coordinate time and resources to transfer knowledge to the selected replacement.

While transferring knowledge depends on the role, a few details to consider that the departing employee should share are:

- An overview of their daily routine (considering tasks by priority)
- Outstanding or upcoming assignments/projects
- Location and access to all the folders on the network drives
- Necessary internal/external contact information

- Required training(s)
- Sharing calendar invites for important meetings

If the assignment is not transitioning, discuss with the employee the expectation of how current duties should be concluded and the expectations of what a finished work product or wrap-up of activities should look like. This may include notifications to teammates or clients about the ending of support or transition to other resources.

Recognition

The reassigned employees have put in a lot of time and effort in these assignments and they deserve to be recognized for their service. Below are some ways to show your appreciation, provide positive feedback, or identify areas for improvement.

Performance Appraisal

A performance appraisal ([STD.638](#)) can be used to provide positive feedback as well as identifying areas for improvement. This tool allows you to formalize and document their hard work and/or development of new skills during their reassignment.

Please see the *Redirection Administrative Guide* for further guidance on this topic.

Overall Performance/New Skills and/or Experience

Whether formal or informal, some ways to provide feedback or appreciation to an employee or their supervisors could be:

- Reference letter
- Emailed summary of the employee's responsibilities, skills, and/or experience gained in the reassignment
- Recommendation added to the employee's LinkedIn profile
- Verbally express appreciation or feedback at an one-on-one meeting
- A certificate given personally to an employee

Suggestions

- Consider asking the employees which recognition option they prefer
- If possible, have your recognition plan prepared ahead of time, especially if you manage a large team.

Offboarding/Exit Meeting

Continuous improvement is critical in ensuring success. Take the opportunity to learn about the departing employee's experience.

Offboarding Survey

Provide the employee the link to the CDPH Reassignment Off Boarding Survey:

[Contact Tracing Program Staff will send the link to employees](#)

Offer an Exit Meeting

Inform the employee that an exit meeting is optional to gather feedback.

Departing Reassignment as a Team Lead/Supervisor or Manager

If you are departing a reassignment, you may also wish to:

- Write a summary of the reassignment work and organizational structure of employees that report to you
- Review the program area, the size of your team, and their responsibilities
- Share the team's and each individual's strengths
- Provide the team's schedules (if transitioning to another supervisor/manager)
- Review current, ongoing, outstanding, or upcoming workload of staff
- Complete personnel timesheets for team members or transition information to team lead/supervisor responsible for the current month's timesheets for timely processing at the end of the month

Transitioning to Home Program Area/Department

Here are some additional items to consider when returning to your home supervisor/manager role.

- Communicate your return date with your home team
- Schedule a time to share your reassignment experience, in a group and individually, and have your home team share theirs during the period you were reassigned
 - Recognize your home team for maintaining continuity of their program work
 - Engage in what worked well or areas of opportunity for the home team
 - Assess skills gained or improved for your home team
 - Discuss updates to their career goals
 - Ask about any assistance they may need (i.e. mental health or etc.)
- Schedule time to meet with your home team's temporally assigned supervisor/manager to share experiences and obtain feedback about your home team's performance

Supervisors/Managers of Reassigned Employees

Notifications

After being notified that your employee will be returning from their reassignment, here are some things to consider:

- Contacting your employee to discuss teleworking or in-office schedule, reminding them of their previous schedule, and scheduling a re-onboarding meeting
- Communicating your employee's return to the rest of your team and Center/Division/Office

- Contacting your employee's reassignment supervisor to request feedback about their performance and anticipated needs

Re-Onboarding Meeting

While the length of each assignment can vary, some things to consider reviewing or discussing with a returning employee to re-onboard for their home role are:

- Duty Statement
- Expectations
- Telework options and expectations
- Updates/Changes to be aware of that pertain to their role, team, or department
- Their reassignment experience and any feedback on their performance
- Status of their workload and transitioning steps
- Support resources, if needed

Workload Meetings / Transition Plan

Transitioning work to the returning employees will require thoughtful planning. The following are recommended:

- Document a transition plan outlining key duties
- Schedule meetings with the returning employee and employee(s) that have been performing their duties to conduct a knowledge transfer
- Ensure access is active to systems
- Communicate to appropriate staff about the employee's return and transition plan
- Provide training on changes to processes or systems

Acknowledgement

Your employee may have gained new or improved skills or knowledge during their reassignment experience. Dedicate time to acknowledge their hard work and efforts by discussing how to utilize their skills in their career development/path. Professional development resources are provided in the Resources section of this document to assist with these discussions.

Support

Recognize that the reassigned employee may have had to make several adjustments such as adapting to a new team or new management, taking on a different type of work, and/or learning and applying new skills. In addition, they may have faced personal impacts due to COVID-19. Dedicate time to ask how you can support their transition back, including a check on their mental health and wellness. Mental health resources are provided in the Resources section.

Resources

General Resources

[COVID-19 Updates for State Workers](#)

[CDPH Healthier U](#)

[Diversity, Equity and Inclusion](#)

[Wellness, Resiliency, and Employee Resources Provided by 34 Strong](#)

[34 Strong CDPH](#)

Mental Health Resources

California Resources

www.calhope.org – Includes links to tips to manage stress and resources for emotional support and well-being

www.calhopeconnect.org – Live chat and support groups

CalHOPE Warm Line: (833) 317-HOPE (4673)

[Directing Change](#)

[Know The Signs](#)

Employee Assistance Program (EAP)

As a State of California Employee, you and your eligible dependents have access to an EAP. It is offered free of charge and provides a valuable resource for support and information during difficult times. EAP is an assessment, short-term counseling, and referral service designed to provide you and your family with assistance in managing everyday concerns. If you need help, call the toll-free number at 866-327-4762 (TDD 800-424-6117). Customer service representatives are available 24 hours a day, 7 days a week, to discuss your concerns and ensure that you receive the assistance you need.

Website: www.eap.calhr.ca.gov

Better Help Virtual Therapy

BetterHelp is an online counseling service providing an alternative form of traditional, in-person counseling. BetterHelp enables you to meet with a counselor by text message, phone, chat or video conference. Therapists are licensed, trained, experienced, and accredited psychologists (PhD / PsyD), marriage and family therapists (LMFT), clinical social workers (LCSW / LMSW), and board licensed professional counselors (LPC).

Call (866) 327-4762 or visit BetterHelp.com/Magellan.

National and other State Resources

[HelpGuide.org](https://www.helpguide.org)

[Mental Health America](https://www.mentalhealthamerica.net)

[National Alliance on Mental Illness](https://www.namh.org)

[Substance Abuse and Mental Health Services Administration](https://www.samhsa.gov)

[FamilyAware.org](https://www.familyaware.org)

[Wellness Minnesota](https://www.wellnessmn.org)

[Minnesota Department of Health](https://www.health.state.mn.us) – Includes several types of resources related to disaster mental and behavioral health and COVID-19.

Children's Resources

[Child Mind Institute](https://www.childmindinstitute.org)

[National Institute on Mental Health](https://www.nimh.nih.gov)

[Centers for Disease Control](https://www.cdc.gov)

[American Academy of Child and Adolescent Psychiatry](https://www.aacap.org)

[American Psychiatric Association](https://www.psychiatry.org)

Professional Development Resources

[CDPH Career Opportunities](https://www.cdpn.com)

[Advancing Your State Career](https://www.advancingyourstatecareer.com)

[Microsoft Resumes and Cover Letter Templates](https://www.microsoft.com)

[SHRM Employee Career Development Plan](https://www.shrm.org)