

HANDOVERS

What is it

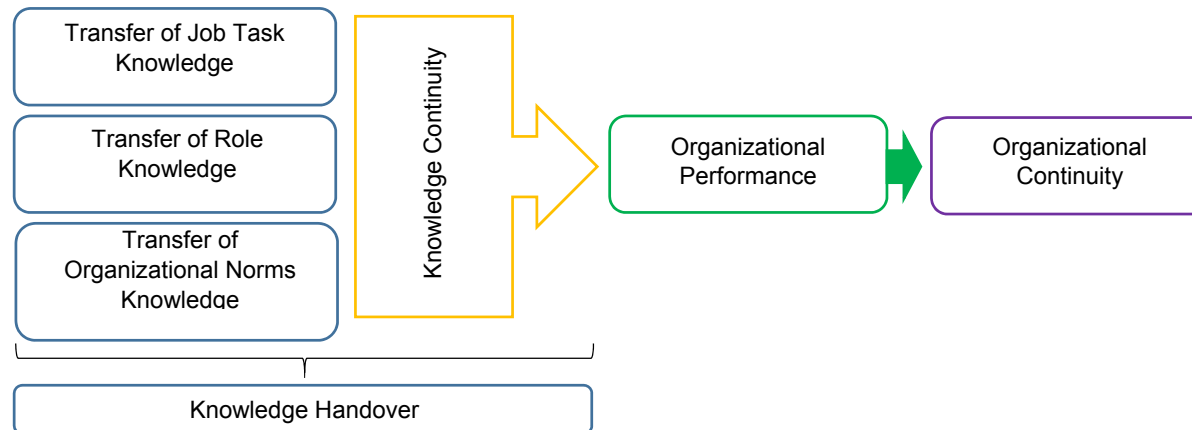
Handovers are a knowledge management process critical to organizational continuity. The handover process specifically emphasizes the transfer of job-specific operational and institutional knowledge from incumbent to successor employee using a handover note. A handover note is a factual note created by a staff member who is leaving his/her position, either temporarily or permanently, to assist their successor to carry out his/her duties. It provides a successor with key knowledge and information regarding the role’s objectives, core responsibilities/tasks, organizational norms, including people, processes, and systems key to successful performance of the role. The note aims to facilitate a smooth transition of responsibilities and may also be used for cross-functional training.

Knowledge captured in handover note may include status of current projects, work processes, procedures & systems, critical lessons learned on the job, organizational norms, internal/external networks, and other critical considerations to serve as a roadmap to completing job responsibilities according to standards or department specifications. The note should also summarize the role’s intended impact and influence areas internal and external to the organization. The incumbent staff should tailor the handover note content to fit the particular needs of the area of work and position, with supervisor agreement.

Benefits

As a critical part to knowledge continuity management, handovers transfers job-specific operational and institutional knowledge and information, leading to enhanced organizational performance, with the end goal of improved organizational continuity. When job task knowledge, role knowledge, and organizational norms are transferred from incumbent to successor, an organization can sustain competitive advantages and/or create avenues to realize and utilize existing opportunities.

Figure 1. Conceptual Model of Knowledge Continuity



When to Use It

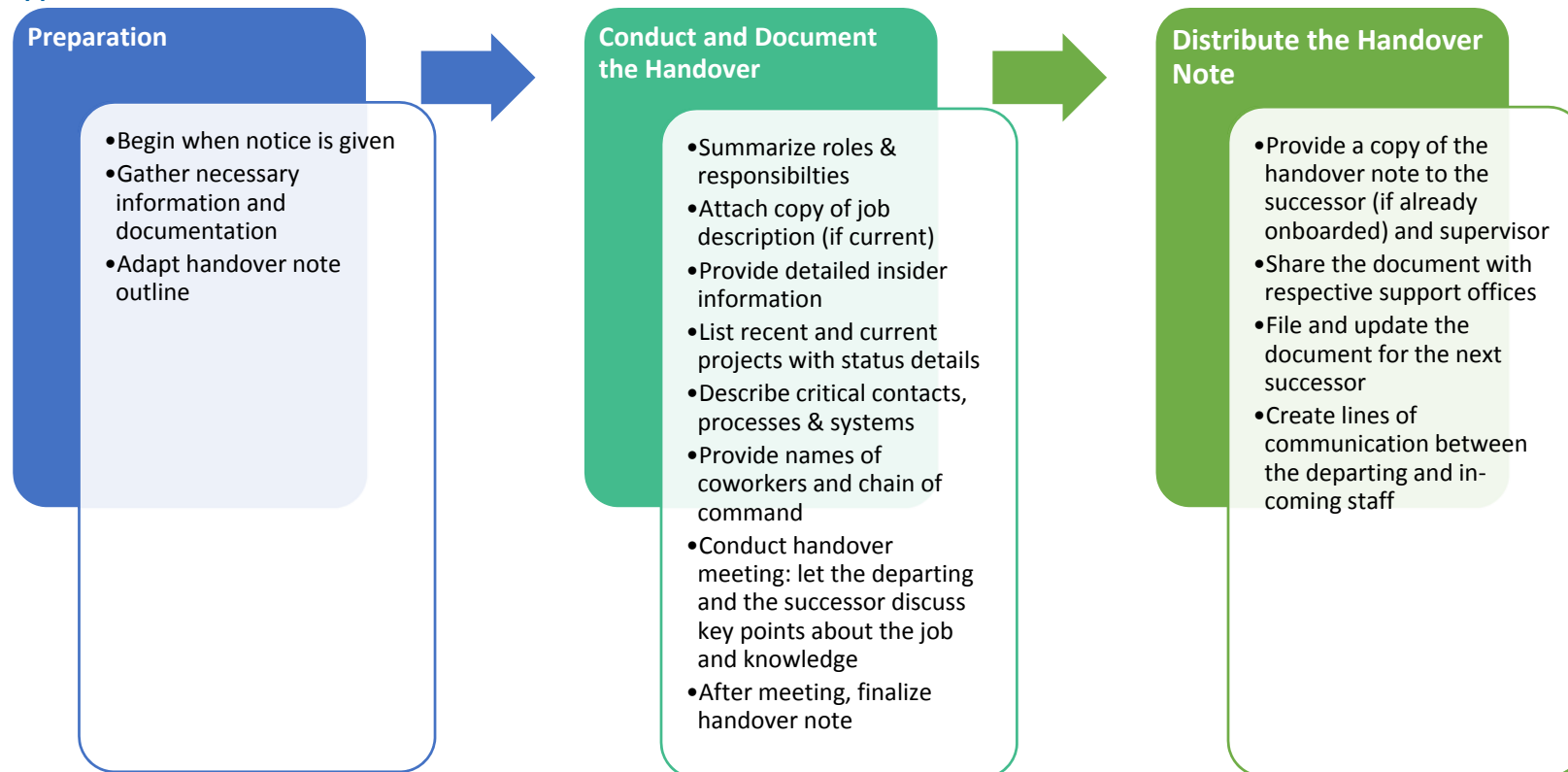
The handover process should begin when separation notice is given. A handover note should be initialized two weeks prior to departure, finalized at departure, and shared with supervisor in advance. Prior to staff departure the note should be sent to the successor, and if circumstances permit, a handover meeting between the outgoing staff and successor should be held. If the successor has not transitioned into the new role, the handover should take place with the supervisor, and the handover note should be given to the successor upon arrival.

Getting Started

Roles and Responsibilities

| Role | Responsibility | Skills/Competency Needed |
|---------------------------|---|---|
| Outgoing Incumbent | <ul style="list-style-type: none"> Responsible for the job handover Prepares and schedules meetings with people the newcomer has to meet (if employment overlaps) Completes handover note and handover meeting with supervisor Manages information exchange of relevant files and other resources | <ul style="list-style-type: none"> Ability and time to document handover note |
| Incoming Successor | <ul style="list-style-type: none"> Reads and digests handover notes and relevant files Attends meetings scheduled with stakeholders Creates partnerships with team members and frequent contacts outside the team Requests clarification from supervisor and other team members if something is unclear | <ul style="list-style-type: none"> Ability to take over previous scope of work Ability to quickly take over responsibilities and tasks of new position Ability to learn from peers |
| Supervisor | <ul style="list-style-type: none"> Ensures handover process is implemented With outgoing incumbent, disseminates handover notes and relevant files Acts as a coach to incoming successor during handover process | <ul style="list-style-type: none"> Leadership skills Knowledge of the subject matter |

Application



Checklist

1. Prepare the Handover

- Gather all necessary information and documentation needed to fill out the handover note
- Prepare the handover note two weeks prior to departure

2. Conduct and Document the Handover

- Let the departing and the successor discuss key points about the job and other knowledge in an exit interview (see Departing Staff Debriefs)
- Summarize the role & responsibilities, duties & tasks
- Attach a copy of your job description, if appropriate
- Write notes on observations to give insider information to the next person
- List Regular/Re-occurring meetings, with summary of TOR or Objective, Members, Frequency and Commitments

- List recent & current projects being worked on with start date, the goal, intent, outcome, employees involved, cost and budgeting information (if relevant) and anticipated completion date
- Describe major tasks that require certain processes with steps required to complete each major job function
- Provide the names and positions of coworkers and the chain of command
- Detail insider information about opportunities, partnerships and other advice, as applicable
- Fill out all other relevant information, add a section, if necessary for the role, and complete the handover note

3. Distribute the Handover Note

- Provide a copy of the document to successor or the supervisor
- Share the document with relevant cross departmental contacts, as defined in handover note
- File and update the document for the next successor, if feasible and relevant
- Create lines of communication between the outgoing and incoming staff members to discuss any gaps

| <h1>HANDOVER NOTE</h1> | | | | |
|--|--|---------------------------------------|--|--|
| HANDOVER NOTE FROM: | | | | |
| Employee Name | | Employee Position | | |
| Department | | | | |
| Start Date | | End Date | | |
| Supervisor | | | | |
| Supervisees | | | | |
| Purpose of Handover | <input type="checkbox"/> Scheduled Leave | <input type="checkbox"/> Reassignment | <input type="checkbox"/> Resignation | <input type="checkbox"/> Other (specify) |
| Work Files Location | | | | |
| Contact Information After Departure | Email/Phone: | | <input type="checkbox"/> LinkedIn Profile: [Link] | |
| HANDOVER NOTE TO: | | | | |
| Employee Name | | Employee Position | | |
| Department | | | | |
| Supervisor | | | | |
| Supervisees | | | | |
| Date Beginning | | | | |
| Discussion Date of Handover Note | | | | |
| JOB ACTIVITIES | | | | |
| Link to Job Description: [Hyperlink Here] | | | | |

| Duties To Be Handed Over | | Action Taken | Documents Required | Status | | |
|--------------------------------------|---------------------|----------------------------------|--|--|---------------------|----------|
| 1. | | • • | • • Work Files Location: [Link] | <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> To Do Details: | | |
| 2. | | • • | • • Work Files Location: [Link] | <input type="checkbox"/> Complete <input type="checkbox"/> In Progress <input type="checkbox"/> To Do Details: | | |
| REGULAR MEETINGS | | | | | | |
| Name | Facilitated/Lead By | TOR or Objectives | Members | Frequency | Commitments | |
| | | | | | | |
| | | | | | | |
| REPORTING/INPUT TO REPORT | | | | | | |
| Name | Owner/Contact | Inputs Needed | Frequency | Link to Relevant Files | | |
| | | | | | | |
| | | | | | | |
| | | | | | | |
| KEY CONTACTS (Internal and External) | | | | | | |
| Name | Title | Department/Country /Organization | E-mail | Skype/Phone | Comments | |
| | | | | | | |
| | | | | | | |
| COUNTRY SPECIFIC DETAILS | | | | | | |
| Country | Overview | Key Strengths | | Key Challenges/Resource Gaps | Key Follow-Up Areas | |
| | • • | • • | | • • | • • | |
| | • • | • • | | • • | • • | |
| DONOR/GRANT TABLE | | | | | | |
| Title | Donor | Status | Start Date | End Date | Geographic Location | Comments |
| | | | | | | |

| ITEMS IN PROPOSAL DEVELOPMENT | | | | | |
|--|-------------|-----------------|----------------------------|---------------|--------------|
| Title | Donor | Status | Due Date | Decision Date | Comments |
| | | | | | |
| | | | | | |
| OPPORTUNITIES/PARTNERSHIPS/OTHER ADVICE | | | | | |
| Item | Description | Key Stakeholder | Suggested Next Steps | | |
| | | | | | |
| APPROVALS | | | | | |
| Departing Staff Approval: | | Date: | Successor Approval: | | Date: |
| Supervisor Approval: | | | Date: | | |

Resources Referenced

“Checklist for Job Handover.” USAID. http://usaidlearninglab.org/sites/default/files/resource/files/Shell_KM_Job%20Handover%20Checklist.pdf.

Mayhew, Ruth. “How to Write a Handover Report.” Chron. <http://work.chron.com/write-handover-report-3331.html>

“UNDG Guidance Note on Handover note and End of Assignment Report.” United Nations Development Group. 2013. https://undg.org/main/undg_document/undg-guidance-note-on-handover-note-and-end-of-assignment-report/

Knowledge Continuity Management Process in Organizations.” Journal of Business and Economic Research. March 2006. <http://cluteinstitute.com/ojs/index.php/JBER/article/viewFile/2729/2777>