



EMPLOYEE ONBOARDING AND OFFBOARDING POLICY AND PROCEDURE	
DHR-Policy ###. # To be assigned.	Authority: 29 Del. C. § 9003D
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Application: Executive Branch Agencies	Signature: <i>Claire M. DeMottesi</i>

1. POLICY PURPOSE STATEMENT

To establish a centralized, uniform, statewide, and comprehensive procedure for onboarding and offboarding employees in State agencies. The objective is to provide an introduction to candidates selected for hire for a position at a State Agency (onboarding) and to provide a uniform process for employees separating from employment at a State Agency (offboarding).

2. SCOPE

This policy applies to employees newly hired to or separating from a State Agency and from or to a promotion, a transfer, or a demotion from another State Agency. These terms cover full-time, part-time, and casual/seasonal employees. Unpaid interns, joint employees, and apprentices will be considered under casual/seasonal requirements for this policy only. A new hire moving from another State Agency, if not due for refresher training, only needs to complete any required pre-hire documents, policy review and acknowledgment, and training not previously completed.

Elected Offices and non-Executive Branch Agencies may elect to adopt and administer this policy within their organization and with their employees.

The terms of this policy supersede any related Executive Branch Agency policy and procedure.

3. DEFINITIONS AND ACRONYMS

- **Active Directory** – A database and set of services that connect employee users with the Information Technology (IT) network resources required for their position’s responsibilities. The database (or directory) contains critical information about the employee’s IT environment, including computer assignment and the employee user’s approved authority for access. It stores information about the Network User ID, password, and hierarchical organization of the user directory information.
- **Accessibility** – Providing an environment that allows people of all abilities to fully engage with every aspect of the organization. This includes, but is not limited to access to information, services, training, and agency functions without any barriers. The purpose of accessibility is to remove barriers and provide equal access to everyone, regardless of their disabilities.
- **Agency Onboarding** – Onboarding that occurs at an Agency where a new hire is provided the needed resources; roles and responsibilities are clarified; and agency personnel provide specific agency information.

- **Agency DHR/Benefits Representative (Agency DHR/Ben Rep)** – Department of Human Resources (DHR) employee assigned to an Agency who provides new hires with the State’s Onboarding process and assists employees with their Offboarding process.
- **Applicant** – Individual applying for a State Agency position. Candidate is synonymous with applicant and will be used interchangeably in this document.
- **Alternative Work Arrangement (AWA)** – Work arrangements that differ from the State’s regular work schedules and/or employee’s assigned on-site work location to accommodate the needs of employees while meeting the operational needs of agencies. The types of alternative work arrangements offered through the statewide policy include telework, alternative work locations, and alternative work schedule.
- **Benefits** – Examples of benefits for this policy include, but are not limited to, employer-sponsored healthcare, dental, life insurance, short-term and long-term disability program, pension, employee assistance programs (EAPs), and credit unions.
- **Benefit Eligible** – Generally, full-time employees (hired to work a standard 37.5-hour or 40.0-hour work week) and part-time employees (hired to regularly work 30 hours or more per week). Employees hired under Del. C. § 5903(17) a. are excluded from benefits, except for Deferred Compensation starting January 1, 2025.
- **Casual/Seasonal** – Employees hired under Del. C. § 5903(17) a.
- **Central** – Designation for DHR statewide functions managed and completed by DHR, generally not assigned to Agencies.
- **Conditions of Employment** – A condition that the employee must satisfy to be hired and/or continue employment, such as passing a criminal background check or demonstrating proof of a professional license or certification within required timeframes.
- **Conditional Offer/Appointment** – An offer of employment or appointment to a position that is contingent upon the employee satisfying specific conditions, such as passing a criminal background check or demonstrating proof of a professional license or certification.
- **Demotion** – The voluntary or involuntary movement of an employee from a position in a classification with a higher pay grade to a classification with a lower pay grade through a process other than reclassification.<sup>1</sup>
- **Duty to Reasonably Accommodate** – Upon request by a qualified individual with a disability or when a disability is known or obvious, agencies must engage in the interactive dialogue process toward providing reasonable accommodations to qualified individuals with a disability so that the person may have equal employment opportunities and the benefits and privileges of employment. Agencies are not required to remove an essential job function as a form of reasonable accommodation.
- **Full-time** – Employees that have been hired to work a standard 37.5-hour or 40.0-hour work week.
- **Identity Lifecycle Management (LCM)** – The State Department of Technology and Information’s process for managing IT onboarding, offboarding, and change in a state employee’s digital identity that governs access to the State’s computing networks, systems, and online services.
- **New Hire** – An applicant/candidate who has been offered employment with a State Agency.
- **New Employee Orientation** – An established process to introduce the new hire to the agency’s structure, vision, and mission. The new hire completes required employment documents;

<sup>1</sup> In PHRST, Promotion is to be used if the movement is within the same State Agency. If an employee is moving out of the State Agency but within the State to a different organization, but remains employed with the State, (another State Agency, a School District, a Charter School, or Higher Education), the Action of Transfer is to be used instead of Promotion.

reviews statewide and agency policies; learns about and enrolls in benefits (if applicable); reviews pertinent administrative procedures; and attends required training.

- **New Employee Orientation (NEO) Modules** – A portion of New Hire Onboarding that provides new hires who are benefit-eligible a review of State benefits such as healthcare, life, STD, etc.
- **New Hire Onboarding Website** – A website that Agencies must provide to all New Hires for review and introduction to the State and agency. NEO modules are found on this website for employees hired into benefit-eligible positions.
- **Offboarding** – The process of transitioning separating employees out of a State Agency.
- **OKTA** – The DTI-managed solution that delivers Delaware’s Identity Service (myDelaware and Delaware ID) that provides secure digital identities for State employees, residents, and visitors, enabling secure access to Delaware’s computing networks, systems, and online services. It is the current cloud-based platform (underlying operating system) upon which myDelaware and Delaware ID are built.
- **Onboarding: New Hire Onboarding (NHO)** – The process in which new hires are integrated into an organization in an accessible and inclusive manner. It includes preboarding, statewide onboarding with new employee orientation process, and agency onboarding.
- **Organization** – In this policy, the term refers to State Agencies, School Districts, Charter Schools, or Higher Education.
- **Preboarding** – The time prior to the new hire's start date when State Agency personnel make an employment offer, conditional or unconditional, for a position to a selected applicant and the candidate’s first official day of work. Many conditions of employment are completed during the Preboarding time frame.
- **Promotion** – The movement of an employee from a classification in a lower pay grade to a classification in a higher pay grade.
- **SBO** – Statewide Benefits Office.
- **Short-Term Disability (STD)** – A State program that provides employees enrolled in the Disability Insurance Program (DIP) with partial income replacement for a period of time should the employee become disabled due to a covered accident, sickness, or pregnancy.
- **Transfer** – Any movement of an employee between positions in state agencies or organizations within the same pay grade with no break in service unless aspects of this term are otherwise defined by a controlling collective bargaining agreement.<sup>2</sup>
- **Unconditional Offer** – An offer of employment by a State Agency without conditions of employment.

#### 4. POLICY

- a. State Agencies shall provide the Onboarding process to all new hires. Onboarding encompasses preboarding, statewide onboarding, and agency onboarding. Additionally, agencies shall provide an Offboarding process for employees who are separating from State Agency employment.
  - 1) Onboarding is managed by the Department of Human Resources (DHR) and involves the process in which new hires are integrated into the State Agency. This process includes activities where a new hire attends the onboarding process to learn about the State and the Agency structure, culture, vision, mission, and values, among other state requirements.

<sup>2</sup> In PHRST, Transfer is be used if the movement is within the same State Agency or if an employee is moving out of the State Agency but within the State to a different organization, (another State Agency, a School District, a Charter School, or Higher Education.) The Reason will depend on the type of transfer and if there is a benefit impact.

- i. Preboarding begins with the State Agency making an offer to a selected candidate and concludes with the employee's first day of work. At this phase, DHR documents the recruitment process and selected candidate information in the State's Recruitment/Hiring system. This action activates the DTI-managed automated Identity Lifecycle Management (LCM) process for online identity proofing and IT provisioning. Preboarding allows employees new to the Agency to finish satisfying the conditions of employment. Aspects of statewide onboarding may begin during the preboarding phase.
  - ii. Statewide Onboarding is the process in which new hires are integrated into a state organization and shall include a virtual or on-site New Employee Orientation meeting or group class, which can take place on the first day of or prior to the new hire's official start date and other requirements by DHR staff to add the new hire to the agency. At this stage, the automated LCM step moves the New Hire's Delaware ID (user identity) from provisional to active for IT purposes (if all processes have been completed). Aspects of agency onboarding may begin during the statewide phase.
  - iii. Agency Onboarding is where the employee is introduced to the agency and provided the needed resources, roles and responsibilities are clarified, and agency personnel continue onboarding with more specific agency information.
- 2) Offboarding consists of transitioning separating employees out of an Agency and assisting them with the process of resignation, transfer to another State agency or State organization, retirement, or other form of separation.
- b. Once all Talent Acquisition (TA) hiring requirements are met for the selected candidate, the Hiring Manager, Agency DHR/Ben Rep, or the designated agency staff member extends an unconditional or conditional offer of employment to the successful candidate, taking into consideration that the position offered may be union-represented.
- 1) For non-union positions, an offer can be made at 80% to 85% of the Pay Grade midpoint, or 75% to 80% for positions on a Selective Market Variation (SMV) pay scale, with notice to the candidate that a pay equity analysis will be conducted.
  - 2) For non-union positions, the pay equity analysis process for non-union employees involves evaluating the candidate's background (including education, training, and experience) in comparison to the relevant qualifications of other current employees in the classification or employees performing in comparable classifications for single incumbent class. Based on this evaluation, an appropriate and equitable pay offer is determined.
  - 3) For non-union positions, an approval must be received for a starting rate higher than 85% or, higher than 80% for those classes on SMV, from Central Classification and Compensation (CCC).
  - 4) If the position is covered by a Collective Bargaining Agreement (CBA) with negotiated compensation, the candidate is offered the amount specified in the CBA, which may include considering factors such as the number of relevant years to count towards service time or other criteria as outlined in the CBA.
- c. A Conditional Offer of employment is made when certain requirements need to be satisfied by an employee such as passing a criminal background check or providing proof of obtaining or maintaining a professional license or certification within a specific timeframe.
- 1) The Conditional Offer/Appointment of Employment shall include all conditions of employment to be satisfied, along with details regarding successful completion, due dates, and the consequences of non-completion.

- 2) Agencies may receive approval from their Agency leadership to allow the new hire to begin working before satisfying all conditions outlined in the Offer/Appointment of Employment.
  - 3) If any required conditions of employment yield an unsatisfactory result, the conditional offer of employment must be rescinded. If the offer is rescinded verbally, it must be followed by a written communication to the candidate and the onboarding process stops.
- d. Verbal Employment Offers, whether conditional or unconditional, **must** be followed up in writing and include all the required details as outlined in the Procedures for an Offer/Appointment of Employment. Along with the Employment Offer/Appointment correspondence, the Agency DHR/Ben Rep, Hiring Manager, or designated agency personnel are responsible for providing further information on the statewide onboarding to the new hire.
- The Onboarding starts with this preboarding step and must include providing instructions to view the New Hire Onboarding (NHO) website and scheduling a New Employee Orientation with the new hire. On the NHO website, new hires are to review pages depending on their benefit-eligible or casual/seasonal status.
- e. **Once a verbal offer is extended, the Agency DHR/Ben Rep, Hiring Manager or the designated Agency personnel enters the candidate's hiring information into the State's Recruitment/Hiring system within three (3) business days.**
- 1) If the Agency is IT-centralized and participating in the DTI LCM process, this step initiates the full DTI IT onboarding procedure. This process includes an automated state IT identity verification (online identity proofing through a third party) process and the provision of basic access (Model After request and assignment and the request and providing of equipment and software).
  - 2) If the Agency is IT-centralized and participating in the automated LCM process, the provisioning process initiates through the employee's my.delaware.gov account. The basic access includes creating a state user identity, providing a new user's email and access to basic IT computing networks, systems, and online services access.
  - 3) If the Agency is not yet IT Centralized, nor participating in the automated LCM process, it will continue its current process for assuring the New Hire has appropriate IT access until the Agency becomes part of this process.
- f. Prior to the employee's first day of work, the Hiring Manager/Supervisor/designated personnel reviews the Supervisor New Hire Checklist and assures that the employee receives access to all necessary worksites; IT equipment and credentials required to complete and perform their work.
- g. On the employee's official first day of work, the new hire reports to their assigned location and continues with the Onboarding process, including New Employee Orientation (NEO), if the NEO meeting did not occur before their first day of work.
- 1) The NEO must include but is not limited to providing the State and agency structure, vision, mission; completion of required employment documents; reviewing statewide and agency policies; learning about and enrolling in benefits (if applicable); reviewing pertinent administrative procedures; and attending required training.
  - 2) If a new hire is moving from another State Agency, the new hire only needs to complete any required pre-hire documents, required policy acknowledgments and training not completed or not due.
  - 3) If the New Employee Orientation meeting occurs before the employee's official start date, the new employee must be paid or provided an equal amount of time off during the first week of employment.

- 4) The New Hire Onboarding Survey is included in the Statewide Onboarding process.
- h. The Agency DHR/Ben Rep, Hiring Manager, or designated agency personnel must enter the new hire information into PHRST on the **same day it is received, and must be input before or by the new hire's first day of employment**. This includes selecting the appropriate benefit-eligible code, if applicable. <https://reps.dhr.delaware.gov/hrmrep/documents/okta-jobaps-instructions.pdf>
- i. Onboarding continues at the Agency and may span multiple days or weeks, depending on the agency and the position within the classification.
- Review and acknowledgment of certain policies and training requirements may be required for promotions within the agency.
- j. Steps outlined in this Policy may occur in a different order depending on the new hire, however, required time frames are to be followed.
- k. **Offboarding**
- 1) The designated Agency DHR Representative, Hiring Manager, or designated agency personnel shall be responsible for completing the required offboarding procedures for any employee separating from Agency employment.
  - 2) Agencies shall **confidentially** administer the Exit Surveys to all employees who are benefit-eligible or casual seasonal and are separating employment with the agency and who have worked for the agency for six months or more.
    - i. The surveys will be conducted by providing a link to each employee separating from their state Agency employment and requesting completion.
    - ii. Agencies will receive Exit Survey results twice a year (at the end of each Fiscal Year and Calendar Year).
    - iii. These Exit Survey results will be provided to agencies only if six (6) or more employees have been terminated from the agency and/or four (4) or more from a specific agency division.
    - iv. Agencies are prohibited from accessing individual Exit Survey responses from terminating employees or responses that can identify specific individuals during the reporting time frame.
  - 3) An employee who chooses to voluntarily terminate their employment with the state or with a state agency must submit a resignation letter to their supervisor or designated Agency DHR Representative.
  - 4) If an Offboarding employee is separating employment due to retirement, the Agency DHR Representative, Hiring Manager, or designated Agency personnel must complete any required procedures for offboarding.
    - i. The employee is encouraged to provide the notice four (4) months prior to their intended retirement date to their designated Agency DHR Representative to assure timely processing of the pension paperwork.
    - ii. Offboarding procedures may vary if the agency is centralized with the Pension office.
    - iii. DHR must communicate and provide information to the Pension office.
  - 5) Involuntary employee separations also initiate the offboarding separation processes.
  - 6) If the Offboarding employee is separating employment because they have not returned to work, in any capacity, prior to the end of their Short-Term Disability (STD) benefit period, the Agency DHR Representative, Hiring Manager or designated Agency personnel must

complete any additional required procedures and actions in coordination with the Statewide Benefits Office.

- 7) If the Offboarding employee is separating employment with an Agency to take a position with another State organization such as a State Agency, School District, Charter School, or Higher Education institution, the Agency DHR Representative, Hiring Manager, or designated Agency personnel must complete any additional required procedures to provide information to the employee's new State employer.

## **5. PROCEDURES**

- a. The onboarding and offboarding procedures are coordinated by a DHR representative assigned to the Agency, typically the Agency DHR/Ben Rep, or another designated DHR staff member at the Agency. Supervisors or other personnel may be designated and engaged at any phase of this process.
- b. Once all Talent Acquisition hiring requirements are met for the selected candidate, the Agency DHR/Ben Rep, Hiring Manager, or the designated agency staff member will coordinate to make an offer of employment to the successful candidate.
  - 1) If the position is non-union, Agency DHR/Ben Rep will initiate the Pay Equity Analysis and/or Advanced Starting Salary process. (Further details can be found in the Merit System Hiring User's Guide and the Advanced Starting Salary Operating Procedure links found near the end of this document.)
  - 2) If the position is union-covered, the Agency DHR/Ben Rep, the Hiring Manager, or the Agency designated staff member will calculate the offer of employment based on the approved terms outlined in the Collective Bargaining Agreement (CBA).
- c. An Offer/Appointment letter of Employment, whether conditional or unconditional, must be provided in writing and include all the following information:
  - 1) Agency Name, Class Specification, and the supervisor title to whom the new hire reports.
  - 2) The initial rate of pay, either in biweekly amounts if the position is FLSA-non-covered (exempt) or in an hourly rate for FLSA-covered (non-exempt).
  - 3) Indication of whether the position is full-time, part-time, casual/seasonal, or falls under another recognized State status, along with the standard number of work hours per week, if applicable.
  - 4) If the position is benefit and leave eligible.
  - 5) Whether the position has a probationary period, (including any negotiated probationary period), does not have a probationary period, and/or serves at the pleasure of the appointing authority, or any other employment conditions specific to employment statuses in the State.
  - 6) Any alternate working arrangements under the AWA policy that the State included in their offer of employment.
  - 7) Confirmation of whether the position is affected personnel under the Severe Weather Conditions and Emergencies (SWCE) Executive Order (Essential, etc.).
  - 8) Confirmation that if any condition of the Offer/Appointment is not completed satisfactorily by the New Hire within the required time frame, the conditional offer of employment will be rescinded.
  - 9) Details regarding the New Hire Onboarding process including steps, contact information, and dates for the New Employee Orientation meeting and the instructions to view the New Hire Onboarding website and the New Employee Orientation (NEO) modules, if applicable.

- i. A New Hire Checklist is included, along with instructions to complete the required pre-hire documents and their location, policies to acknowledge, and trainings to attend. Other required designated agency personnel shall be copied on this correspondence.
  - ii. If the offer is for casual/seasonal employment, the new hire is to complete the pre-hire documents for Casual/Seasonals including the Employment statement.
- d. If any conditions stated in the Offer/Appointment letter are not satisfied within the required timeframe, the Agency DHR/Ben Rep, Hiring Manager, or designated Agency personnel must formally rescind the employment offer in writing, (via correspondence or e-mail with specifics), following any verbal communication.
- e. Once a verbal offer is made and within three (3) business days, the Agency DHR/Ben Rep, Hiring Manager, or the designated Agency staff dispositions or documents the selected candidate and enters any required information into the State's Recruitment/Hiring system.
- 1) If the Agency is not yet participating in the DTI LCM (OKTA) process, the Agency Supervisor completes any IT requests for the new hire.
  - 2) If Agencies participate in ServiceNow, some functions below may be utilized.
  - 3) **For IT-centralized agencies participating in the LCM (OKTA) process, the responsible agency representative will notify the employee that myDelaware email instructions are forthcoming, which include the following:**
    - i. myDelaware sends an automated email to the New Hire's personal email instructing the New Hire to activate their myDelaware account.
      - A second myDelaware email instructs the New Hire to begin Identity Proofing, an online process of verifying their legal identity, assigned, and accessed via myDelaware.
      - The employee activates their my.delaware.gov. account, if not done previously, and completes the online identity proofing process.
      - If the selected candidate used the SAME personal email on the JobAps application as they used for a previous myDelaware registration, the system will skip the registration/activation email step and send only the invitation to do identity proofing on myDelaware.
    - ii. Once the New Hire's Identity proofing status is satisfactory, the system automatically grants the New Hire provisional access to id.delaware.gov account and creates an Active Directory user identity, along with network access and State email enablement. DHR staff can check the status of New Hire's Identity proofing by accessing the LCM Reporting tile on their Delaware ID dashboard.
    - iii. The Agency DHR Hiring mailbox and Hiring Manager will receive an email confirming the New Hire's user identity provisioning and instructs the Hiring Manager to initiate a ServiceNow IT Onboarding Order Guide request to select the appropriate equipment and any additional software needed, if necessary.
      - The Agency DHR/Ben Rep is responsible for monitoring their designated Agency mailbox for any messages throughout the onboarding process.
    - iv. The Hiring Manager submits the ServiceNow IT Onboarding Order Guide request for the New Hire which includes changing the "Requested For" at the end of the request, before submitting. The process creates related requests to assure the new hire has the necessary IT hardware (equipment) and software (programs) necessary for their position.



- v. DTI LCM (OKTA) notifies the Hiring Manager via email confirming New Hire's State network access credentials: username (state email address) and password for Delaware identification.
  - vi. The Hiring Manager or Supervisor may submit to the appropriate party separate requests for any additional equipment, software, or position-related special access (e.g., First State Financials or PHRST) the New Hire may need.
- f. The Supervisor reviews the Supervisor New Hire Checklist to assure that all necessary steps have been completed to enable the new hire to start their new position. Hiring managers, Agency DHR/Ben Rep, or designated Agency personnel are to:
- 1) Arrange for access to the worksite, such as providing keys or employee badges, etc., for the new hire on their first day of work.
  - 2) Provide the new hire with important first-day information, including office location, parking details, hours of work, dress code, etc.
  - 3) Inquire and arrange for any accessibility needs or reasonable accommodations that will facilitate the employee's success in their new role.
  - 4) Send colleagues an announcement regarding the new hire's starting of employment.
- g. As part of the NHO, the Agency DHR//Ben Rep meets with the employee in New Employee Orientation either before or on their first official day of employment to:
- 1) Review the New Hire Checklist.
  - 2) Instruct the employee to complete any remaining pre-hire documents and return any required documents as soon as possible and determine if any accommodations are needed to complete forms or training.
  - 3) Assure the employee has viewed the New Hire Onboarding website and, if benefit-eligible, completed New Employee Orientation modules and necessary benefit forms, and for all New Hires, completed the New Hire Onboarding Survey.
  - 4) Assure the employee reads and acknowledges required New Hire policies.
  - 5) Assist with the employee attending any required trainings.
  - 6) Assure the employee has created their my.delaware.gov account.
  - 7) Follow up with the employee regarding any missing onboarding requirements. If the employee is unresponsive, the matter is escalated to their supervisor.
- A new hire moving from another State Agency, if not due refresher training, need only complete any required pre-hire documents, policy review and acknowledgment, and training not previously completed.**
- h. The Agency DHR/Ben Rep, Hiring Manager, or designated agency personnel enters the new hire's information into PHRST on the same day it is received or by the first day of employment. (For those applicable agencies, this step activates the new employee to receive IT Onboarding access.<sup>3</sup>) This process includes selecting the appropriate benefit-eligible code for the employee in order for the new employee to receive timely the appropriate benefits selection(s) and affiliated contributions, which may or may not be by the first day of employment.

<sup>3</sup> The creation of a new hire's record in PHRST as an active employee is the last step in IT credentialing because PHRST is the authoritative source of the person's employment status with the state. Once an employee's data is entered (business and myDelaware emails, etc.) and they are in active status, the employee's PHRST data record is synchronized with their Delaware ID and their myDelaware records in OKTA. This permits the assignment of employee access on the Delaware ID dashboard to Delaware Learning Center, and the assignment of employee applications in myDelaware (such as Employee Self Service, for example) and any other applications that depend on an employee's active status in PHRST, such as eSTAR, if applicable. Once the PHRST record is created, it is synchronized to Delaware ID (OKTA). This synchronization serves as notification/approval that the employee should receive their network credentials.

- 1) Adding the New Hire's personal and state emails to PHRST, along with their employment status, prompts the final automated LCM step to move the New Hire's Delaware user identity from provisional to active for IT purposes, if an agency is IT-centralized and participating in the LCM process.
  - 2) The Empl ID (State Employee Number) is assigned when the New Hire transaction is saved in PHRST, and notifications are sent to the Agency DHR Hiring Mailbox, Agency DHR/Ben Rep, designated agency personnel, and Hiring Manager.
- i. Onboarding continues at the Agency with Agency DHR/Ben Rep and Agency management administering any agency requirements. The supervisor assures that the new employee has the necessary resources, clarifies roles and responsibilities, provides encouragement, assures the employee is familiar with accessibility and inclusion resources, and schedules brief, but formal meetings to assess the employee's progress.
- j. **Offboarding– Employees Separating from State Employment**
- 1) Offboarding begins when an employee submits a resignation letter to their supervisor, Agency DHR/Ben Rep, or other designated agency personnel. Parties must share the resignation letter with the supervisor and designated DHR Representative.
  - 2) Requests for retirement, involuntary employee separations, or if the employee is eligible for long-term disability (LTD) also initiate the offboarding separation processes in #3 and #4 of this subsection.
  - 3) For separations from State employment, the Agency DHR/Ben Rep, Hiring Manager, or designated personnel take the following, but not limited to, actions:
    - i. Send an employee Separation Letter to the employee's home address and home email address. The letter will include the following: date of separation, information about the employee's pension contributions and related forms, date/information related to the employee's benefits (if applicable), date of the last paycheck, and a request for any Change of Address information. They will also provide information for my my.delaware.gov which grants employees access to their paystubs and W-2s even after separation with the State, and a link to complete the Confidential Exit Survey for all benefit-eligible and casual/seasonal employees who have been employed for more than six (6) months.
    - ii. Sends Supervisor Separation Checklist to assure the collection of State property and completion of other tasks to complete including any hardware or software provided as reasonable accommodation.
    - iii. Sends Personnel Action Form (PAF) and/or Personnel Action Record (PAR) to Payroll Team via email.
    - iv. Sends Pension Compensation Calculation (PCC-1) form and Vested pension application when an employee is leaving state service and may be entitled to a pension in the future.
    - v. Calculates Leave Balances and sends to their agency's Payroll section.
    - vi. Terminates employment in PHRST.
    - vii. Schedules removal of employee from eSTAR or Time & Labor timekeeping.
    - viii. Files or scans all documents completed for termination into the Employee Personnel Records.

- 4) With respect to the **Confidential Exit Survey**, the link is to be given to employees who are benefit-eligible or casual seasonal and have worked for the agency for six months or more and are separating from their state Agency employment.
  - If an employee is unable to complete the Exit Survey electronically due to equipment or connection issues, the Agency DHR/Ben Rep will administer the Survey manually and enter the responses into the Survey system within one week of receiving the results from the employee.
- 5) If the offboarding employee is separating employment due to **retirement**, the responsible Agency personnel completes the following additional required, but not limited to, actions:
  - i. Meets with employee to determine years of creditable service and shares information about the retirement process.
  - ii. Provides employee the Pension Summary Plan Description for more detailed information about the retirement process.
  - iii. Submits service pension application with service verification records on behalf of the employee to Pension office, which the Pension office will confirm.
  - iv. Once service is confirmed, all necessary paperwork for pension offboarding (e.g., tax withholding elections, direct deposit, PCC-1 Form (Pension Creditable Compensation), CMS-L564 Form (Request for Employment Information) is completed with the employee, including the signed pension application.
  - v. Assists the employee with completion of the Deferral of Final Sick and Vacation Payouts form (The Office of the State Treasurer's VOYA form).
  - vi. Sends forms and documents to the pension office (the employee may submit some forms directly to the Pension office).
- 6) If the offboarding employee is separating employment due to **retirement and the agency is centralized with Pension**, of the tasks in 5) above, the Pension office will be responsible for the following:
  - i. Meets with employee to determine and confirm years of creditable service and share information about the retirement process.
  - ii. Creates the service pension application on behalf of the employee and confirms creditable service.
  - iii. Completes all necessary paperwork for pension onboarding (e.g., tax withholding elections, direct deposit) with the employee, including the signed pension application.
- 7) If the Offboarding employee is separating employment because they have not returned to work, in any capacity, prior to the end of their Short-Term Disability (STD) benefit period, meets the SBO criteria, and are eligible for **LTD**, the responsible designated Agency personnel completes the following required, but not limited to, actions:
  - Send completed PAF, PAR, Transfer Letter, and/or Vested pension application, when the employee is leaving state service and may be entitled to a pension in the future, to the Pension office.
- k. **Offboarding– Employees Not Separating from State Employment**
  - 1) If the offboarding employee is separating employment and taking a position with **another State Agency**, offboarding begins with the employee's notice of resignation.
  - 2) The responsible Agency personnel completes the following required offboarding actions and those required to provide information to the employee's new State Agency, but is not limited to the following:

- i. Sends an employee a Separation Letter to the employee's home address and home email address and a link to complete the Confidential Exit Survey for all benefit-eligible and casual/seasonal employees who have been employed for more than six (6) months.
  - ii. Sends Supervisor a Separation Checklist to assure the collection of State property and completion of other tasks to complete including any hardware or software provided as reasonable accommodation.
  - iii. Sends completed PAF, PAR, Transfer Letter, and/or Vested pension application, when an employee is leaving state service and may be entitled to a pension in the future, to the Pension office.
  - iv. Sends email to receiving Agency about Leave Balances once PHRST leave transfer is completed.
  - v. Adds a Transfer row in PHRST after receiving approval from payroll.
  - vi. Adds any additional documents to Employee Personnel Records. Appropriate Personnel Records will be sent to the receiving Agency within a reasonable time after the termination date.
- 3) If the Offboarding employee is separating employment and taking a position with **another State organization that is a School District, a Charter School, or Higher Education**, in addition to the steps above in #1 of this subsection the Agency DHR/Ben Rep, Hiring Manager, or designated Agency personnel must complete the following, but not limited to, actions:
- Place an employee file with terminated files.

## 6. EXCLUSIONS OR EXCEPTIONS

- a. Required policies and training will be distributed through the DLC effective September 11, 2023.
- b. The Department of Education (DOE) is responsible for the development of policies in compliance with the Federal Code, applicable State Code, and Title 14 of the Delaware Code and applicable regulations. The agency may substitute authorized policies, their acknowledgment, and training during their Onboarding process.
- c. The Delaware State Housing Authority (DSHA) is responsible for the development of policies in compliance with Federal Code, applicable State Code, and 29 Del. C. §86 and authority in 31 Del. C. § 4013. The agency may substitute authorized policies, their acknowledgement, and training during their Onboarding process.

## 7. DISSEMINATION AND TRAINING

- a. Agency DHR Representatives are to distribute this policy to their employees and review it with their supervisors within 30 days of the employee's or supervisor's position effective date.
- b. Employees must acknowledge their review of this Policy within 30 days of the request from the Delaware Learning Center.
- c. Employees are required to attend assigned trainings within time frames provided.
- d. Required policies and training will be distributed through the DLC effective September 11, 2023.

**8. DATA REPORTING**

None.

**9. ASSOCIATED POLICY/REGULATIONS/INFORMATION**

- [Merit System Hiring/Recruitment Policy & Procedure](#)
- [Okta and JobAps Instructions for Hiring](#)
- [Advanced Starting Salary Operating Procedure](#)
- [Americans with Disabilities Act \(ADA\) Policy & Procedure](#)
- [DPERS State Employees' Pension Plan SPD](#)

**10. APPENDICES AND FORMS ASSOCIATED WITH THIS POLICY**

- [DHR - New Hire Onboarding \(delaware.gov\)](#)

**11. POLICY OWNER**

- Division Name: Division of Talent Management
- Policy Administrator: Director of Talent Management
- Website: [DHR - Employee Engagement \(delaware.gov\)](#)

*This policy is not intended to create any individual right or cause of action not already existing and recognized under State and Federal law.*