



Defense Health Agency

ADMINISTRATIVE INSTRUCTION

NUMBER 5010.02

September 19, 2023

Director, J-1

SUBJECT: Comprehensive Onboarding and Offboarding Program

References: See Enclosure 1.

1. **PURPOSE.** This Defense Health Agency-Administrative Instruction (DHA-AI), based on the authority of References (a) and (b), and in accordance with the guidance of References (c) through (f), establishes the DHA procedures to:

a. Establish and outline the responsibilities and procedures for ensuring effective arrival, integration, and departure (onboarding and offboarding) of Agency employees and uniformed Service members assigned to, hired by, working at, or working for the DHA, herein collectively referred to as “employee(s).”

b. Assist leaders, program managers (PM), and stakeholders with effectively managing incoming and outgoing personnel by location to ensure the orderly transfer of employees into and out of the DHA. Provide a feedback mechanism to continually assess and improve program effectiveness.

(1) Reference (d) requires Department of Defense (DoD) components to implement and practice internal controls which are defined as “organization, policies, and procedures [to] help program and financial managers achieve results and safeguard the integrity of their programs by reducing the risk of adverse activities.”

(2) Onboarding is a comprehensive process relevant to the employee’s work location and needs that fosters positive working relationships to:

(a) Help new employees rapidly gain confidence and achieve productivity; reduce turnover; enhance organizational commitment; promote awareness of requirements, tools, and resources for career progression; and support of work-related duties.

(b) Provide supervisors with the opportunity to set goals and expectations, conduct training and development, and identify resources and stakeholders for better and faster assimilation of a new employee into the organization.

(c) Ensure necessary stakeholders are involved as essential points of contact (POC) for productivity, employee engagement, organizational culture, and a positive experience.

(3) Comprehensive offboarding preserves Agency knowledge and information for the continuity of operations and an orderly transition. A comprehensive offboarding enables process improvement by capturing observations and lessons-learned, ensures accountability of government resources, and promotes goodwill.

2. APPLICABILITY. This DHA-AI applies to the entirety of the DHA enterprise (Components and Activities under the authority, direction, and control of the DHA) to include all assigned, attached, allotted, or detailed personnel. This includes federal civilians and uniformed Service members.

3. POLICY IMPLEMENTATION. It is DHA's intent, pursuant to References (c) through (f), to implement an effective Comprehensive Onboarding and Offboarding Program. Specific elements of the program include governance of the following:

a. Portal. A system providing comprehensive checklists that are tailored to personnel type and location with metrics for process improvement, feedback loops for resolution of issues, and reports for accountability and effectiveness. The onboarding and offboarding Portal provides a framework for the orderly, efficient integration of new employees into the DHA workplace and accountability for matters involving departing employees. The Portal is a fully electronic workflow for remote/virtual processing, replacing legacy paper-based systems, and standardizes DHA-wide requirements (established by stakeholders) while also displaying local POCs for support and assistance. The Portal supports internal DHA reassignments, transfers, promotions, and other actions, where employees change position while remaining within the same supported geographic location.

b. New Employee Orientation (NEO) and Sponsorship. Provides for the assignment of an active sponsor prior to arrival to assist the new employee in navigating the new work environment and local living areas. Provides in-briefs addressing organizational structure, missions, and certain key programs to acculturate employees efficiently and effectively to DHA's mission, vision, core values, and additional items deemed appropriate by leaders or other support staff involved in ensuring a positive welcome to the organization.

c. Orientation Packets. Informational documents provided to new employees identified to join the DHA used to promote Agency awareness before the employee's arrival and for later use as a reference. The Orientation Packets are tailored to the specific employee type (uniformed Service member, federal civilian employee, Commissioned Corps (CC) Officers), and geographical location of the employee.

d. The DHA Comprehensive On/Offboarding Survey Program. Gathers observations from employees onboarding and offboarding, measures program effectiveness, identifies trends, and enables the development of interventions to address issues while preserving confidentiality (the

fullest extent possible) and to leverage feedback for improved organizational processes and actions.

4. RESPONSIBILITIES. See Enclosure 2.

5. PROCEDURES. See Enclosure 3.

6. PROPONENT AND WAIVERS. The proponent of this publication is the Director, Administration and Management (J-1). When Components and Activities are unable to comply with this publication, the Component/Activity may request a waiver that must include a justification, including an analysis of the risk associated with not granting the waiver. The Component/Activity director or senior leader will submit the waiver request through their supervisory chain to the Director, J-1, or their designee, for determination on whether the waiver may be granted.

7. RELEASABILITY. **Cleared for public release.** This DHA-AI is available on the Internet from the Health.mil site at: <https://health.mil/Reference-Center/Policies>. This DHA-AI is also available to authorized users from the DHA SharePoint site at: [https://info.health.mil/cos/admin/pubs/SitePages/DHA%20Publications%20System%20Office%20\(PSO\).aspx](https://info.health.mil/cos/admin/pubs/SitePages/DHA%20Publications%20System%20Office%20(PSO).aspx).

8. EFFECTIVE DATE. This DHA-AI is effective upon signature and will expire 10 years from the date of signature if it has not been reissued or cancelled before this date in accordance with Reference (c).

9. FORMS. All forms for this DHA-AI can be found in Enclosure 4 and are available from the following location:

https://info.health.mil/cos/admin/DHA_Forms_Management/Lists/DHA%20Forms%20Management/AllItems.aspx

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Enclosures

1. References
2. Responsibilities

3. Procedures
4. Comprehensive On-Boarding, Offboarding, and Realignment Components
5. Comprehensive On-Boarding, Off-Boarding and Realignment Checklist Requirements
Glossary with acronyms and definitions

TABLE OF CONTENTS

ENCLOSURE 1: REFERENCES7

ENCLOSURE 2: RESPONSIBILITIES8

 DIRECTOR, DEFENSE HEALTH AGENCY8

 SENIOR ENLISTED ADVISOR, DEFENSE HEALTH AGENCY8

 ASSISTANT DIRECTORS, DIRECTOR OF STAFF, DEPUTY ASSISTANT DIRECTORS,
 DIRECT REPORTING ORGANIZATION DIRECTORS, DHA CHIEF OF SPECIAL
 STAFF, AND J-STAFF DIRECTORS8

 DEPUTY ASSISTANT DIRECTOR, ADMINISTRATION AND MANAGEMENT9

 CHIEF, HUMAN CAPITAL DIVISION9

 CHIEF, HEADQUARTERS SUPPORT DIVISION9

 DIRECTORS9

 DIRECT REPORTING MARKET10

 DEFENSE HEALTH AGENCY REGION10

 SMALL MARKET AND STAND-ALONE ORGANIZATION10

 DEFENSE HEALTH AGENCY, PROGRAM MANAGER FOR COMPREHENSIVE
 ON AND OFFBOARDING10

 OTHER PROGRAM MANAGERS FOR COMPREHENSIVE ON/OFFBOARDING11

 DEFENSE HEALTH HEADQUARTERS11

 DIRECT REPORTING MARKET11

 DEFENSE HEALTH AGENCY REGION11

 SMALL MARKET AND STAND-ALONE ORGANIZATION11

 DIRECTOR, DEFENSE HEALTH AGENCY CONTRACTING ACTIVITY12

 PROGRAM EXECUTIVE OFFICE MEDICAL SYSTEMS/CHIEF INFORMATION
 OFFICER, INFORMATION OPERATIONS12

 SUPERVISORS/MANAGERS12

 SPONSORS14

 STAKEHOLDER14

 BUSINESS SUPPORT OFFICE14

 EMPLOYEE14

 CHIEF, COMMUNICATIONS15

COMMANDER/OFFICER IN CHARGE ARMY, AIR FORCE, COAST GUARD AND
NAVY18

CHIEF, COMMISSIONED CORPS PROGRAM BRANCH15

ENCLOSURE 3: PROCEDURES16

 ON-BOARDING16

 PROCEDURES16

 PHASES17

 OFF-BOARDING18

PROCEDURES
PHASES.....19
PROCEDURES OF OFFBOARDING.....19
REALIGNMENTS
DEFENSE HEALTH AGENCY COMPONENT PROCEDURAL MODIFICATIONS24

ENCLOSURE 4: COMPREHENSIVE ON AND OFFBOARDING COMPONENTS21

CHECKLIST.....21
MEASURES OF EFFECTIVENESS22

ENCLOSURE 5: LIST OF REQUIRED TASKS23

ON-BOARDING23
OFF-BOARDING.....23
REALIGNMENT.....23

ENCLOSURE 6: SURVEYS

POST 30-DAY ARRIVAL SURVEY STANDARD QUESTIONS25
EXIT SURVEY STANDARD FACTORS26

GLOSSARY28

PART I: ABBREVIATIONS AND ACRONYMS.....28
PART II: DEFINITIONS.....29

ENCLOSURE 1

REFERENCES

- a) United States Code (U.S.C), Title 10, Subtitle A, Part II, Chapter 53, Section 1056
- b) OSD Records Disposition Schedules, Series 102-05.2
- c) DoD Instruction 5010.40, “Managers’ Internal Control Program Procedures,” May 30, 2013, Incorporating Change 1, June 30, 2020
- d) DoD Directive 5136.01, “Assistant Secretary of Defense for Health Affairs (ASD (HA))”, September 30, 2013, Incorporating Change 1, August 10, 2017
- e) DoD Directive 5136.13, “Defense Health Agency”, September 30, 2013, Incorporating Change 1, March 2, 2022
- f) DHA-Procedural Instruction 5025.01, “Publication System,” April 1, 2022
- g) Government Accountability Office, “Standards for Internal Control in the Federal Government,” September 10, 2014
- h) DHA Administrative Instruction (DHA-AI) 1432.01, “Civilian Awards and Recognition Program”, February 15, 2023
- i) DHA-AI 5015.01, “Records Management Program”, February 6, 2023
- j) Supervisor Tips and Toolkit, accessible at:
https://info.health.mil/cos/admin/hr/_layouts/15/DocIdRedir.aspx?ID=K75DWSHUVDYD-556313399-250
- k) Sponsor Tip and Toolkit, accessible at:
https://info.health.mil/cos/admin/hr/_layouts/15/DocIdRedir.aspx?ID=K75DWSHUVDYD-556313399-251

ENCLOSURE 2
RESPONSIBILITIES

1. DIRECTOR, DHA. The DHA Director will:
 - a. Endorse compliance with and implementation of this DHA publication.
 - b. Make a DHA welcome letter and reading material available for supervisors and sponsors to use in welcoming new workforce employees prior to arrival.
 - c. Assign Market, Region, and SSO Directors' responsibility to implement appropriate record-keeping measures for compliance with the processes outlined in this publication to the Director, Administration & Management (J-1).
 - d. Support the DHA Components/Activities by ensuring adequate resources are in place to provide human resources (HR) advisory services across the Agency.
 - e. Support DHA Components/Activities as they work with the appropriate offices to prevent breaches in on-boarding and off-boarding requirements and execute timely reporting to the appropriate officials if such a breach is identified.
 - f. Enable DHA Components/Activities implement to internal controls to adhere to the processes and procedures in this publication.

2. SENIOR ENLISTED ADVISOR, DHA. The DHA Senior Enlisted Advisor may advise on the in/out (I/O)-Portal, Orientation Packets, and processes as applicable to sustain the viability of and improvements to the Comprehensive On/Offboarding Program.

3. ASSISTANT DIRECTORS (ADs), DIRECTOR OF STAFF, (DoS) DEPUTY ASSISTANT DIRECTORS (DAD), DIRECT REPORTING ORGANIZATION (DRO) DIRECTORS, DHA CHIEF OF STAFF, AND J-STAFF DIRECTORS. The ADs, DoS, DADs, DRO Directors, DHA Chief of Staff, and J-Staff Directors of the DHA Headquarters will:
 - a. Promote the DHA Onboarding and Offboarding Program and give eligible employees the opportunity to participate in sponsoring new employees and ensuring offboarding is a positive experience for those individuals departing the Agency.
 - b. Identify appropriate employee supervisors and determine the suitability of identifying a sponsor if the supervisor needs assistance in supporting employee on and offboarding efforts.
 - c. Support supervisors and sponsors with implementing their respective Comprehensive On/Offboarding Program efforts, to include meeting prescribed timeframes for completion of checklists in accordance with this issuance.

4. DEPUTY ASSISTANT DIRECTOR, ADMINISTRATION AND MANAGEMENT (DAD-A&M). DAD-A&M will be responsible for setting the standards for comprehensive on and offboarding requirements and oversees the Comprehensive On/Offboarding Program

5. CHIEF, HUMAN CAPITAL DIVISION (HCD). Chief, HCD will:

a. Serve as the DHA proponent for this issuance.

b. Appoint an Agency program manager (PM) within the division responsible for maintaining comprehensive on and offboarding requirements; coordinating with subordinate level program managers, Agency level stakeholders, and Agency level task owners; and establishing survey requirements for the program, to include coordinating required updates with appropriate leaders, stakeholders, and business support offices.

c. Support the DHA Comprehensive On/Offboarding PM in carrying out duties and responsibilities for the program outside of the DHA Headquarters (DHA HQ).

6. CHIEF, HQs SUPPORT DIVISION (HSD). Chief, HSD, will:

a. Oversee the Comprehensive On/Offboarding Program for the DHA HQ locations including all assigned, attached, or detailed U.S. military members, federal employees, Public Health Service, Commissioned Corps Officers, and other personnel assigned temporary or permanent duties at DHA HQ locations. Locations are listed below.

- (1) DHHQ HQ
- (2) Aurora, CO.
- (3) Aberdeen, MD.
- (4) Augusta, GA.
- (5) Colorado Springs, CO.
- (6) Dover AFB, DE. (AFMES)
- (7) Fort Detrick, MD.
- (8) Great Lakes, IL.
- (9) Pentagon, VA.
- (10) Rosslyn, VA.

- (11) San Antonio, TX.
- (12) Fort. Sam Houston, TX.
- (13) San Diego, CA.
- (14) Silver Spring, MD. (AFHSB)
- (15) Silver Spring, MD. (Museum)
- (16) Silver Spring, MD. (SSMC1)
- (17) Skyline-Gatehouse
- (18) Tacoma, WA.

b. Appoint an Agency PM within the HSD as a single POC or entity responsible for entering and managing the DHA HQ's electronic checklists used to on-board, offboard or realign employees of the DHA HQ's workforce. The PM is responsible for centrally managing and maintaining comprehensive on and offboarding requirements, coordinating support with key HQ stakeholders to maintain the effectiveness of the program.

c. Conduct and provide orientation through the following initiatives, ensuring there are no duplicate functions between briefings:

- (1) DHA HQ New Employee Orientation.
- (2) Federal employee-specific Entrance on Duty (EOD) briefings to new DHA employees.
- (3) Meet survey requirements for measuring program effectiveness, to include coordinating reports and updates as required with appropriate leaders, stakeholders, and business support offices.
- (4) Coordination with DHA HQ stakeholders, business support offices, supporting staff, and task owners, to ensure the effective functioning of the automated, comprehensive on and offboarding process.
- (5) Support the HCD Comprehensive On/Offboarding PM in carrying out duties and responsibilities for the program outside of the DHA HQ.
- (6) Establish a centralized process for developing electronic checklists for DHA HQ elements in coordination with liaisons managing the arrival and departure of DHA employees.

(7) Provide the DHA HQ New Employee Orientation. Ensure orientation sessions are readily available and timely, maximizing impact of useful information while minimizing requisite time commitments. Coordinates with directorates and subject matter experts (SME) for pertinent presentations. Improves accessibility through electronic mediums and updates content.

(8) Review and approve the DHA HQ Orientation Packet, for distribution to all new DHA members, to facilitate the awareness of DHA organization and acculturation of new members for the DHA HQ locations.

(9) Prepare, distribute, and analyze On/Offboarding Program surveys to measure effectiveness of the DHA HQs' program and report findings to DHA HQ leaders.

(10) Prepare a quarterly report to brief the J-1 Director and DHA senior leadership. The reports, at a minimum, will list the checklist status by directorates for, overdue, active, and completed metrics. Reviews On/Offboarding Program information posted on SharePoint to ensure it is current or removed as necessary.

7. DIRECTORS, DIRECT REPORTING MARKETS (DRM), DEFENSE HEALTH AGENCY REGIONS (DHAR), AND SMALL MARKET AND STAND-ALONE ORGANIZATION (SSO). These Directors will:

- a. Promote the DHA Comprehensive Onboarding and Offboarding Program and give eligible employees the opportunity to participate in sponsoring new employees and ensuring offboarding is a positive experience for those individuals departing the Agency.
- b. Identify Supervisors and determine the suitability of identifying a sponsor if the supervisor needs assistance in supporting on and offboarding efforts.
- c. Support supervisors and sponsors with implementing their respective Comprehensive Onboarding and Offboarding Program efforts, to include meeting prescribed timeframes for completion of checklists in accordance with this issuance.
- d. Make available a DRM, DHAR, or SSO welcome letter and reading material for supervisors and sponsors to use in welcoming new workforce employees prior to arrival.
- e. Appoint a Central DRM, DHAR, or SSO POC to coordinate comprehensive on and offboarding actions.
- f. Ensure the effective execution of the DHA Comprehensive the On and Offboarding Program that meets the requirements established in this administrative instruction.
- g. Delegate program responsibilities as needed to the MTF/DTF Directors without further delegation.
- h. Establish any necessary local processes to ensure the program runs effectively.

8. DHA, PROGRAM MANAGER, COMPREHENSIVE ON AND OFF-BOARDING. The PM will:

a. Coordinate, develop, publish, and update a DHA AI, for the Comprehensive Onboarding and Offboarding Program with input from stakeholders which addresses the responsibilities for members, Supervisors, Sponsors, and Agency Components/Activities to follow and comply with, Information Operations and task owners to ensure Portal functions supports the minimum program requirements.

b. Oversee general matters of the DHA Comprehensive Onboarding and Offboarding Program, including but not limited to the tasks, functions, and instructions necessary for effective onboarding, offboarding, and reassignment as determined by appropriate stakeholders.

c. Manage the DHA Comprehensive Onboarding and Offboarding Survey Program requirements. Develop the surveys and instructions in conjunction with appropriate stakeholders and survey SME(s). Provide a mechanism to compile actionable quantitative and qualitative data for DHA leadership. Refer applicable matters to the DHA Inspector General (IG), Equal Opportunity and Diversity Management Office (EODM), Office of General Counsel (OGC), and/or the appropriate Labor and Management Employee Relations (LMER) Specialist/Section for appropriate action and/or resolution as necessary.

d. Ensure compliance with the DHA Records Management Program as outlined in Reference (h).

e. Coordinates efforts as needed with the DHA LMER Branch Chief to ensure Agency compliance with any necessary labor union notification.

f. Provides guidance and information to DRM, DHAR, and SSO Comprehensive On and Offboarding PMs as needed or requested.

9. PROGRAM MANAGERS, COMPREHENSIVE ON AND OFF-BOARDING FOR THE DHA SSOs, DRMs, DHARs. The PMs will:

a. Centrally manage the development of onboarding, offboarding and realignment checklists, create the checklists, and make them available to supervisors and sponsors in a timely manner.

b. Coordinate, develop, and publish any necessary additional guidance to augment this publication Components/Activities and/or or MTFs within their purview with input from stakeholders addressing the responsibilities for employees, Supervisors, Sponsors, and subordinate organizations to follow and comply with.

c. Oversee general matters of their program, including but not limited to the tasks, functions, and task owner instructions necessary for effective onboarding, offboarding and reassignment

checklist matters as determined by appropriate stakeholders for the locations within their respective area of responsibility.

d. Coordinate with appropriate organizational POCs and supervisors to identify and document Supervisors and Sponsors prior to arrival of onboarding individuals.

e. Manage the DHA Comprehensive On and Offboarding Survey requirements for their respective organizations. Use or modify the DHA surveys and instructions in conjunction with appropriate stakeholders and survey SMEs.

f. Provide the mechanism to compile actionable quantitative and qualitative report data on a quarterly basis for SSOs, DRMs, or DHAR leadership. At a minimum, the reports will list the checklist status by directorates for overdue, active, and completed metrics. Refer applicable matters to the designated POCs for IG, EODM, servicing OGC Branch and/or attorney, and/or LMER Branch, HCD, for appropriate action and/or resolution.

g. Ensure compliance with the DHA Records Management Program as outlined in Reference (h).

h. Coordinate efforts as needed with the DHA LMER Branch Chief to ensure all necessary coordination with labor unions is accomplished in a timely manner.

i. Provide guidance and information to Business Support Office, MTFs and DTFs regarding the Comprehensive on and Offboarding PMs as needed or requested.

j. Establish criteria, prepare content and present orientation materials through the following initiatives ensuring they not duplicate functions between briefings:

(1) DHA SSOs/DRMs/DHARs New Employee Orientation.

(2) Federal employee-specific EOD briefings to new employees, as a cohort for their respective organizations.

k. Maintain currency of orientation requirements; provide instructions on how to register for orientation. Provide statistical data on orientation completion rates. Ensure the coordination of the DHA-level information for facilitating the awareness of DHA organization and acculturation of new member, establish programs in accordance with this issuance, and identify PMs to address requirements through the establishment of electronic portals. Centrally manage the distribution of onboarding checklists for subordinate organizations to include monitoring completion within 30 days of arrival for onboarding and reassignments or completion prior to departure for offboarding individuals.

l. Approve Orientation Packet content, for distribution to new DHA members, to facilitate organizational awareness of the organization and acculturation of new members into the respective organization (DHA HQs/DRM/DHAR/SSO).

m. Delegation of responsibilities below the DRMs/DHARs/SSOs level at the discretion of the respective Directors.

10. DIRECTOR, DHACA. The DHACA Director will oversee general matters of contractor policy at DHA, including providing content and instructions to the Chief, HCD, for onboarding and offboarding checklists. The respective Contracting Divisions are responsible for administration of the contracts for which the contractor employees are assigned. The Division Chief, for the respective Contracting Division, will oversee the programs and deliver instruction to the Market, Region, and SSO Directors for the onboarding and offboarding checklist for general matters of contractor policy.

11. PROGRAM EXECUTIVE OFFICE MEDICAL SYSTEMS/CHIEF INFORMATION OFFICER, J-6. The Program Executive Office Medical Systems/Chief Information Officer, J-6 will

a. Establish a Central Portal that will be tailored to personnel type, organization, and location for all DHA employees attached, detailed, temporary assign or permanent duties.

b. Program Management will appoint PMs to establish and manage programs addressing established requirements. Identify the Chief, Information & Operations and ensure the Chief, Information & Operations Division provides required systems development and maintenance of the onboarding and offboarding Portal in coordination with the DHA Chief, Information and Operations. Establish programs and identify PMs to address requirements through the establishment of electronic Portal tailored to the PMs location and address on and offboarding requirements in this DHA-AI. Manage computer issuance/de-issuance and associated peripherals. Manage Network Access-Depictioned of the process and requirements for gaining/removing employee email accounts and network access.

12. SUPERVISORS/MANAGERS. The Supervisors and Manager will:

a. Familiarize themselves with support aid of the Supervisor's Tip and Toolkit per Reference I.

b. Manage individual checklists once generated by the PM's team and ensure timely completion within 30 days of arrival or reassignment.

c. Provide welcome packages and assign a Sponsor (if applicable) to engage with the new employee prior to arrival to provide information and prepare any necessary recognition documentation for departing individuals IAW Reference G or applicable awards guidance for uniformed Service members.

d. Ensure timely completion of checklists for departing employees not later than the day of departure.

e. As needed, communicate with supervisors, stakeholders, and/or the Business Support Office (or comparable organizations at the DHA HQ/DRM/DHAR/SSO), to address unique issues applicable to the employee.

f. Strive for a positive employee experience in the Comprehensive On and Offboarding process to make sure arriving members understand their value to the organization and accelerate acculturation into the organization or foster a positive image of the organization for those departing IAW Reference I.

g. In the absence of an assigned Sponsor, serve as the sponsor for each arriving, departing or reassigned employee. Identify an appropriate Sponsor if necessary. Note that the Sponsor selected should be in the same location, and a standing member of the organization familiar with its processes, POCs, and mission, if possible.

h. Ensure completion of checklists in accordance with this issuance and any additional local procedures, including:

(1) Provide updates to contact information in the checklist header to ensure items such as name; email address; telephone number; directorate; office; rank/grade; series/occupational code; Organizational Unique Identifier (OUID) number; Fourth-Estate Manpower Tracking System (FMST) number; and Supervisor and Sponsor name, phone, and emails are correct.

(2) Assist in the resolution of concerns and issues encountered with stakeholders and refer remaining obstacles to PMs for resolution as required to complete the new employee's checklist.

(3) Complete a final sign-off of the checklist, as verification of completeness, applicability of task owner signatures, and as verification of accountability of government property and resources.

(4) Ensure applicable office calls and introductions with organizational leaders and key stakeholders, both internal and external to the duty location, are conducted for the employee.

(5) Assist employees with issuance of the Common Access Card (CAC) by the Real-Time Automated Personnel Identification System (RAPIDS) site, following the employee's completion of the application process.

(6) Complete organization-specific responsibilities, and final attestation/verification of completion for new employees' checklists.

(7) Provide insight, feedback, and information that supports the new employee's involvement in the organization, its culture, its processes, and mission. Provide insight, feedback, and information to foster a departing employee's positive perception of the Agency IAW Reference I.

13. SPONSORS. (If identified by the supervisor.) Sponsors will assist the Supervisor with Onboarding new employees and address the responsibilities mentioned for the supervisor IAW Reference J.

14. STAKEHOLDER. The Stakeholder's role is to address concerns related to any task within their areas of responsibility on a checklist with the PM as they arise. Circumstances may be addressed in routine meetings or by email to provide continuous optimum viability of the comprehensive on and offboarding process.

15. BUSINESS SUPPORT OFFICE. The Business Support Office will:
 - a. Facilitate support necessary to ensure the viability and sustainability of the Comprehensive On and Off-boarding process. This broad responsibility resides at the AD, DRM, DHAR, and SSO level of the organization unless further delegated by the leadership of the respective organizations mentioned.

 - b. Serves as a liaison to assist the PM as required.

 - c. Disseminates information to subordinate organizations on best practices, changes, or items of interest as it pertains to the management of the Comprehensive On and Offboarding Program.

 - d. Provide updated information to the PM necessary to keep onboarding and offboarding checklists current.

16. EMPLOYEES. Employees will comply with checklist completion requirements.

17. CHIEF, DHA COMMUNICATIONS. The DHA Chief, Communications will coordinate with DHA HQs/DRM/DHAR/SSO PMs to post, maintain, or remove information from the DHA Portal Welcome Center.

18. CHIEF, CCPB. Also titled Chief, DoD/Department of Health and Human Services Liaison Program Office, the Chief, CCPB will:
 - a. Oversee general matters of CC officer policy at DHA, including providing content and instructions to the Chief, HCD, for On and Offboarding checklist.

 - b. Advise and assist directorates and supervisors regarding the assignment of sponsors to CC officers.

- c. Receive DHA-wide information from DHA Communications Division, combine with CC specific information and publish/disseminate the DHA Orientation Packet for CC officers.
- d. Publish reports at least monthly, of inbound and outbound CC officers, for directorate awareness and planning.
- e. Eliminate duplicative efforts; incorporate CC unique requirements into the Portal.
- f. Initiate On and Offboarding checklists.
- g. Serve as the final reviewer of complete On and Offboarding Portal for processing checklists.
- h. Coordinate with Chief, HSD and Directors, DHA Components on the Comprehensive On and Offboarding program, as applicable.

ENCLOSURE 3

PROCEDURES

1. COMPREHENSIVE ONBOARDING (TO INCLUDE REALIGNMENTS)

a. Overview

(1) Prior to arrival or entry on duty (EOD), also referred to herein to as “arrival:”

(a) Identify the Supervisor and provide to the onboarding PM. The supervisor is the sponsor unless otherwise specified and identified on the checklist. These individuals must be documented at the top of the Onboarding checklist to assist the individual, and other key individuals for program success identified in this issuance.

(b) Contact the new workforce employee prior to arrival to provide information such as a DHA welcome letter and Orientation Packet and respond to questions.

(c) Onboarding checklist development should be centrally managed, and checklists prepared prior to the arrival of a new employee by the local HR department.

(d) Supervisors and Sponsors address workspace requirements, equipment, and administrative requirements to facilitate the start of a positive on-boarding experience prior to the arrival of a new employee.

(2) Arrival

(a) Supervisors and Contracting Officer Representatives (COR) ensure timely completion of checklist requirements within 30 days of an employee’s EOD. The goal is to ensure the employee is prepared to be a productive member of the team within 30 days of arrival.

(b) New employees shall complete the checklist within 30 days.

(3) 30 days after arrival

(a) Portal will send out an automatic email, when an employee has past 30 calendar-days from their EOD date. This is an opportunity to measure the effectiveness of the Comprehensive Onboarding Program. The surveys shall be collected, and results reported quarterly by the PM to DHA HQ, DRM, SSO, and DHAR Directors.

(b) Supervisors/Sponsors review the completed checklist with the arriving employee and signs off on the checklist to confirm all onboarding processing items are completed.

b. Onboarding Detailed Information

(1) On and Offboarding Portal (Portal)

(a) The Portal provides a comprehensive checklist tailored to personnel type and location, with metrics for process improvement, feedback loops for resolution of issues, and reports for accountability. Those organizations pending completion of Portal builds for their locations will develop alternate on-boarding processes that meet the standard requirements as established in Enclosure 5.

(b) The Portal contains a fully electronic workflow for remote/virtual processing, replacing multiple legacy paper-based systems, and standardizes DHA-wide requirements while also displaying local POCs for support. The Portal also supports internal DHA reassignments, transfers, promotions, and other actions, where employees change locations, supervisors, and/or duty assignments requiring the review of, and completion of those items identified but not limited to functions identified in Enclosure 5.

(2) In-Processing Timeliness Standards

(a) In-Processing planning and coordination may be initiated up to a month prior to the employee's arrival date. This time is given to prepare and conduct pre-arrival coordination between the supervisor/sponsor, the On and Offboarding PM, and key program individuals.

(b) In-Processing must be completed no later than 30 consecutive days after arrival at any DHA location, unless delayed due to personnel security investigations. Completion includes final supervisor review and signature to complete the checklist.

(3) Realignment Timeliness Standards

(a) The PM or employee will initiate a realignment checklist upon notification of the effective date of a realignment, typically no later than two (2) weeks prior to the effective date of realignment.

(b) Realignment checklists must be completed, to include final signature by the new/gaining supervisor, no later than two (2) weeks after the effective date of the reassignment.

(4) New Employee Orientation (NEO). The DHA HQ, each DRM, each DHAR, and the SSO develops and presents information presented in a group forum on dates scheduled to support employee arrivals. The presentation will consist of the following:

(a) Agenda.

(b) Timeline.

(c) Topics covered.

(d) List of Presenters.

(e) Sponsorship Program.

(f) Welcome Packet Content (sample available at: https://info.health.mil/cos/admin/hr/_layouts/15/DocIdRedir.aspx?ID=K75DWSHUVDYD-556313399-254).

(g) Survey for new employees to take after the presentation. (Sample available at: https://info.health.mil/cos/admin/hr/_layouts/15/DocIdRedir.aspx?ID=K75DWSHUVDYD-556313399-256).

(h) Any Other Items of interest or information as deemed appropriate by DHA HQs, DRM, DHAR, or SSO leadership.

(5) Orientation Packet. To be prepared and disseminated by the local HR department to new employee (either printed or electronically) no later than the employee's EOD. The Orientation Packet must also be posted to appropriate DHA local HR LaunchPad pages for the corresponding locations and be referenced by employee type (i.e., by HSD, Army, Air Force, Coast Guard, Navy, CCPB, DRMs, SSO, and DHRs as applicable).

(6) Post-Arrival Survey. The minimum survey is included as Enclosure 6.

(a) Supervisors will conduct a final checklist review and validate all in-process items have been completed.

2. COMPREHENSIVE OFFBOARDING

a. Overview

(1) Identify the offboarding employee's supervisor and provide to the Offboarding PM. The Supervisor is the Sponsor unless otherwise specified and identified in the Offboarding checklist. Supervisors/Sponsors must be documented at the top of the Offboarding checklist to assist the employee and other key individuals for program success. The objective is that each departing employee leaves with a positive feeling about the organization and would encourage others to consider working for the DHA.

(2) The local HR department for Offboarding will contact the departing employee 30 to 45 days calendar days prior to departure to provide information and respond to questions. This timeframe may vary based on the status of the departing employee (i.e., retiring, expending accrued leave, terminal leave, etc.).

(3) Offboarding checklist development should be centrally managed at the local HR department responsible for the employee departure, and checklists prepared by the employee, prior to the departure of the employee with the local HR department.

(4) Supervisors and Sponsors address workspace, equipment, and administrative requirements to facilitate a smooth departure and prepare for the arrival of a replacement employee or alternate reuse of the position.

b. Departure

(1) Supervisors/Sponsors ensure timely completion of checklist requirements initiated within 30 calendar days of the employee's departure or as soon as possible if shorter if notified of departure in less than 30 days. The goal is to ensure the member fully prepared to depart on the scheduled departure date with all items completed on the out-processing checklist.

(2) Departing employees shall receive survey link in their Offboarding checklist, the completion of which is optional. A sample survey is available at:
https://info.health.mil/cos/admin/hr/_layouts/15/DocIdRedir.aspx?ID=K75DWSHUVDYD-556313399-140

(3) Departing employees must complete and return the checklist NLT the day of their departure.

c. Offboarding Detailed Information

(1) Offboarding-processing planning and coordination may be initiated up to a month prior to the departure date. This time is given to prepare and conduct coordination between the supervisor/sponsor, the On and Offboarding PM, and key individuals for program success.

(2) Exit Survey. The standard exit survey is included as Enclosure 6. While optional to complete, any completed surveys will be kept for analysis and reviewed, with results provided to organizational leadership no less than quarterly. Submitting an exit survey is voluntary, but encouraged, due to the opportunity it affords to leadership to learn from the employee's observations and experiences and take appropriate actions for process improvement. Employees should not utilize exit surveys in lieu of appropriate procedures for the DHA Equal Opportunity and Diversity Management Program or Inspector General complaint procedure programs; employees should note concerns to those offices through applicable and appropriate procedures.

(3) Organizational planning considerations for continuity of operations.

(a) Ensure an orderly turnover of responsibilities. Appoint or detail a remaining team member to cover duties of the departing employee.

(b) Preserve knowledge and records as required by law and needed by the organization and successor employees. Retention of DHA files requires approval from Records Management POCs and the OSD Records Disposition Schedules, Per reference b.

(c) Conduct changeover operations for electronic files, ongoing projects, and appointments.

- (d) Closeout or turnover of evaluations and awards information for subordinates.
- (e) Return government furnished equipment (GFE), revoke access to systems and facilities.
- (f) Plan for and write awards in sufficient time to ensure recognition(s) may be presented prior to the employee's departure.
- (g) Distribute DHA Exit Survey and collect completed survey prior to final departure. Turn in completed surveys to the local HR department SMB email account.

3. DHA COMPONENT PROCEDURAL MODIFICATIONS. The DRMs, DHARs and SSO may make procedural modifications, as deemed appropriate, such as the use of locally generated checklists instead of SharePoint checklists, to accommodate conditions specific to the portion of the workforce for which they are responsible.

ENCLOSURE 4

COMPREHENSIVE ON-BOARDING, OFFBOARDING AND REALIGNMENT
COMPONENTS

1. CHECKLIST. All Checklist Templates are electronic. Electronic checklist may be accessed at: <https://info.health.mil/cos/admin/hr/IO/SitePages/validate.aspx>.

a. Onboarding

- (1) DHA Form 273, Inprocessing Checklist Template (Air Force Service member).
- (2) DHA Form 274, Inprocessing Checklist Template (Army Service member).
- (3) DHA Form 276, Inprocessing Checklist Template (Federal Civilian).
- (4) DHA Form 277, Inprocessing Checklist Template (Foreign Liaison Officer) (FLO).
- (5) DHA Form 278, Inprocessing Checklist Template (Marine Service member).
- (6) DHA Form 279, Inprocessing Checklist Template (Navy Service member).
- (7) DHA Form 280, Inprocessing Checklist Template (PHS Service member).
- (8) DHA Form 282, Inprocessing Checklist Template (Transfer of Function (TOF), Management Directed Reassignment (MDR)).

b. Offboarding

- (1) DHA Form 283, Out-processing Checklist Template (Air Force Service member).
- (2) DHA Form 284, Out-processing Checklist Template (Army Service member).
- (3) DHA Form 286, Out-processing Checklist Template (Federal Civilian).
- (4) DHA Form 287, Out-processing Checklist Template (FLO).
- (5) DHA Form 288, Out-processing Checklist Template (Marine Service member).
- (6) DHA Form 289, Out-processing Checklist Template (Navy Service member).
- (7) DHA Form 290, Out-processing Checklist Template (PHS Service member).
- (8) DHA Form 292, Out-processing Checklist Template (TOF, MDR).

c. Directorate Realignment

- (1) DHA Form 263, Directorate Realignment Checklist Template (Air Force Service member).
- (2) DHA Form 264, Directorate Realignment Checklist Template (Army Service member).
- (3) DHA Form 266, Directorate Realignment Checklist Template (Federal Civilian).
- (4) DHA Form 267, Directorate Realignment Checklist Template (FLO).
- (5) DHA Form 268, Directorate Realignment Checklist Template (Marine Service member).
- (6) DHA Form 269, Directorate Realignment Checklist Template (Navy Service member).
- (7) DHA Form 270, Directorate Realignment Checklist Template (PHS Service member).
- (8) DHA Form 272, Directorate Realignment Checklist Template (TOF, MDR).

2. MEASURES OF EFFECTIVENESS

- a. Overall Onboarding Completion Rate
- b. Overall Offboarding Completion Rate
- c. Overdue Checklist Rate
- d. Newcomer Orientation Attendance Rate
- e. Survey Completion Rate
- f. Post 30 Days after Arrival Effectiveness
- g. Exit Survey Results and Analysis
- h. 7-14 day Departure Report

ENCLOSURE 5

COMPREHENSIVE ON-BOARDING, OFF-BOARDING AND REALIGNMENT
CHECKLIST REQUIREMENTS

Appendix 1 - DHA Onboarding, Offboarding and Realignment Matrix 				
	Task/Function	Onboarding	Offboarding	Realignment
1	Attend New Employee Orientation	●	●	●
2	Civilian Benefits Center	●	●	●
3	Pay Team	●	●	●
4	Personnel Security	●	●	●
5	Special Security Office	●	●	●
6	Physical Security	●	●	●
7	Common Access Card	●	●	●
8	Network Access	●	●	●
9	Foreign Travel and Foreign Visitor	●	●	●
10	Safety and Occupational Health	●	●	●
11	Parking Pass	●	●	●
12	Desk Phone	●	●	●
13	Fitness Center	●	●	●
14	Training	●	●	●
15	Defense Travel System	●	●	●

16	Travel Charge Card	●	●	●
17	Employee Mass Notification System	●	●	●
18	Records and Files	●	●	●
19	Individual Development Plan	●	●	●
20	Self Service	●	●	●
21	Supervisor	●	●	●
22		●	●	●
23		●	●	●
Legend				
	●	Needed		
	●	Not needed		
	●	Location Dependent		

ENCLOSURE 6

POST 30-DAY ARRIVAL SURVEY STANDARD QUESTIONS

Post 30 Day Arrival Survey standard questions Analysis

Question	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree	No Answer
1. Inprocessing and orientation helped me better understand the organization?						
2. Inprocessing and orientation helped me adjust to my organization within the first 30 days?						
3. EOD and orientation were a valued experience for my arrival.						
4. My sponsor was helpful in making sure my arrival and orientation were successful.						
5. My sponsor provided valuable information in preparation before my arrival to the organization.						
6. I feel I am prepared to contribute to the DHA mission.						
7. Are there any suggestions on what we can do to improve the "Orientation Experience" or were there any parts of the "Orientation Experience" which stood out?						



ENCLOSURE 6

EXIT SURVEY STANDARD FACTORS

Exit Survey for Civilian & Uniformed Personnel

Please complete form by marking "X". After completing your input, please:
"SAVE AS" .PDF, and EMAIL TO:
(Your HR department org email boxes for surveys)

Name (optional):	Date:
Directorate:	Division:

Fed Civ
 Army
 Navy
 Air Force
 PHS
 Coast Guard

<input type="checkbox"/> Retirement	<input type="checkbox"/> Transfer to another Federal Government Agency	<input type="checkbox"/> Resignation from Government	<input type="checkbox"/> End of Temp/Term or Active Service
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Reason for Separation (check all that apply)	
Retirement:	Transfer/Resignation:
<input type="checkbox"/> New, full-time job <input type="checkbox"/> Part-time work <input type="checkbox"/> Physical hardship <input type="checkbox"/> Family needs <input type="checkbox"/> Pursuit of personal interests <input type="checkbox"/> Other: (specify _____)	<input type="checkbox"/> Higher pay or promotion <input type="checkbox"/> Dissatisfaction with current job <input type="checkbox"/> Shorter commute <input type="checkbox"/> Return to school <input type="checkbox"/> Spousal transfer <input type="checkbox"/> Family needs <input type="checkbox"/> Permanent Change of Station <input type="checkbox"/> Other: (specify _____)

How much influence did each factor have on you decision **to leave** the Defense Health Agency?

Factor	None	Low	Med	High
Compensation		Choose Dropdown		
Work stress (workload/hours/work-related travel)		Choose Dropdown		
Work schedule inflexibility		Choose Dropdown		
Relationship with supervisor		Choose Dropdown		
Relationship with other team members		Choose Dropdown		
Relationship with customers		Choose Dropdown		
Desire for more professional development		Choose Dropdown		
Desire for more professional challenge		Choose Dropdown		
Promotion opportunity		Choose Dropdown		
Negative performance feedback		Choose Dropdown		
Fairness of performance evaluations		Choose Dropdown		
Fairness of promotions		Choose Dropdown		

Clarity of job duties		Choose Dropdown
Administrative support		Choose Dropdown
Instability of organization		Choose Dropdown
<i>Comments (please leave as many as applicable; form will expand):</i>		

If you were to return to Federal service, would you work for DHA again?

Yes No Maybe

If you were to return to DHA, would you work for your supervisor again?

Yes No Maybe

Would you have stayed if offered a monetary incentive? Yes No Maybe

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

AD	Assistant Director
CAC	Common Access Card
CC	Commissioned Corps
CCPB	Commissioned Corps Program Branch
COR	Contracting Officer Representative
DAD	Deputy Assistant Director
DHA	Defense Health Agency
DHA-AI	Defense Health Agency-Administrative Instruction
DHACA	Defense Health Agency Contracting Activity
DHAR	Defense Health Agency Region
DHA HQ	Defense Health Agency Headquarters
DoS	Director of Staff
DRM	Direct Reporting Market
DRO	Direct Reporting Organization
EOD	Entrance on Duty
FLO	Foreign Liaison Officer
FMTS	Fourth-Estate Manpower Tracking System
HCD	Human Capital Division
HR	Human Resources
HSD	Headquarters Support Division
I/O	in/out
J-1	Administration and Management
J-6	Information Operations
J-7	Education and Training
J-8	Financial Operations
MDR	Management Directed Reassignment
NEO	New Employee Orientation
OGC	Office of the General Counsel
OID	Organizational Unique Identifier
PHS	Public Health Service

PM	program manager
POC	point of contact
SME	subject matter expert
SOP	standard operating procedure
SSO	Small Market and Stand-Alone Military Medical Treatment Facility Organization
TOF	transfer of function

PART II. DEFINITIONS

These terms and their definitions are for the purposes of this DHA-AI.

acculturate. To assimilate the cultural traits of another group.

content. Instructions, websites, procedures, and requirements listed on the I/O checklists, as provided by the task owner.

DHA Components. Activities under the authority, direction, and control of DHA. (e.g., Markets, Regions, and SSOs)

FMTS. It is the single authoritative manpower information system for the DoD 4th estate components, including the Joint Staff, Chairman-controlled activities, and non-intelligence organizations. The information in the system will be used to inform the existing planning, programming, and budgeting processes and systems.

I/O Portal. The SharePoint-based system, producing tailored checklists are completed to document In/Out (I/O) process.

in-processing. Includes the procedures and actions to provide new members with the access and authorizations needed to perform their duties, and the checklist component of onboarding.

LaunchPad. The official DHA collaboration site, based on the Microsoft SharePoint framework.

member. Federal employees who are assigned to, hired by, working at, or working for the DHA.

Offboarding. The structured process through which members depart the DHA; includes preservation of knowledge and information, enacting succession plans, closeout or turnover of evaluations and awards information for subordinates, the recording of lessons-learned for process improvement, and out-processing, in ways are understood and promote the best possible good-will for all concerned. Offboarding includes personnel departures due to resignation, retirement, transfer, removal, or any other reason a member may leave the organization.

Onboarding. Also known as organizational socialization, refers to the structured process through which new members are introduced to, and integrated with, the DHA, and are familiarized with organizational practices, missions, procedures, values, and stakeholders, with necessary access to systems and facilities, to enable them to become effective, recognized contributors. Onboarding begins after selection, and extends through the first 90 days, with the intent as the successful integration of the member and process improvement.

organization. DHA element with supervisor responsibility (includes Directorates).

out-processing. Includes the procedures and actions ensuring accountability of government resources and statutory or regulatory compliance matters, and the checklist component of offboarding.

Realignments. A member moving from one department to another department or moving from one position to another in the same department. The movement of an employee and employee's position when (1) a transfer of function or an organization change occurs, and (2) the employee stay in the same agency, and (2) the employee stays in the same agency, and (3) there is no change in the employee's position, grade or pay (including locality pay).

sponsor. The individual, as appointed by the supervisor or directorate, who assists the individual with onboarding.

Supervisor. The individual with supervisory responsibilities for the member; for the purposes of I/O, in the case of contractors, "supervisor" includes the COR, or the designated representatives (whether formally or informally).

Task owner. Person/work section providing a function or service in the process of on-boarding, off-boarding, or realignment. A Task Owner is a responsible for an item on a checklist agency-wide or at a DHA component location.

Stakeholder. Person/work section providing update information to Human Resources representative to keep accurate information on department's section on the checklist. A meeting representative for any department to address any concerns to the local HR managers.