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Personnel – General

U.S. Army Training and Doctrine Command
Army Civilian Professional Onboarding Program

FOR THE COMMANDER:

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History. This publication is a new TRADOC Circular.

Summary. This circular prescribes responsibilities, policies, and procedures for implementing the Army Civilian Professional Onboarding Program within the U.S. Army Training and Doctrine Command.

Applicability. This circular applies to all Military and Army Civilian Professionals within the U.S. Army Training and Doctrine Command.

Proponent and exception authority. The proponent of this circular is the Deputy Chief of Staff, G-1/4/9. The proponent has the authority to approve exceptions or waivers to this circular consistent with controlling laws and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating activity in the grade of colonel or the civilian equivalent. Organizations may request a waiver to this circular by providing justification that includes a complete analysis of the expected benefits and must include a formal review by the activity's senior legal officer. The commander or senior leader will endorse waiver requests and forward them to the policy proponent through higher headquarters.

Army management control process. This circular does not contain management control provisions.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) via email to usarmy.jble.tradoc.mbx.hq-tradoc-g-1-4-civilian-leader-development@army.mil.

Distribution. This publication is available in electronic media only and is published at the U.S. Army Training and Doctrine Command Administrative Publications website, https://adminpubs.tradoc.army.mil/.

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**Chapter 1
Introduction**

1-1. Purpose
This circular prescribes responsibilities, policies, and procedures for the U.S. Army Training and Doctrine Command (TRADOC) Army Civilian Professional Onboarding Program. The program prepares new Army Civilian Professionals to become fully engaged and productive members of the Army Civilian Professional Corps. It provides a welcoming experience for newly employed Army Civilian Professionals and Army Civilian Transfers - to ease the onboarding process. It helps new Army Civilian Professionals feel immediately connected to the Army and TRADOC culture and mission.

1-2. References
See appendix A.

1-3. Explanation of abbreviations and terms
See the glossary.

1-4. Records Management (Recordkeeping) Requirements
The records management requirement for all records, associated forms, and reports required by this publication are addressed in the Records Retention Schedule–Army (RRS–A). Detailed information for all related record numbers, forms, and reports is in the Army Records Information Management System (ARIMS) RRS–A at https://www.arims.army.mil. If any record numbers, forms, and reports are not current, addressed, or published correctly in ARIMS RRS–A, see DA Pamphlet 25-403 for guidance.

1-5. Responsibilities

a. Deputy Chief of Staff (DCS) G-1/4/9, Headquarters (HQ) TRADOC will:

(1) Ensure proper implementation of the Army Civilian Professional Onboarding Program.

(2) Designate an Army Civilian Professional Onboarding Program Coordinator.

(3) Provide Army Civilian Professional Onboarding Program oversight.

b. Office of the Chief Knowledge Officer, HQ TRADOC will, upon request, provide Heads of TRADOC Staff Offices, Centers of Excellence (CoE), or Major Subordinate Organizations (MSO) guidance and support to produce and maintain a public-facing Army Civilian Professional Onboarding Program webpage or to link to an existing Heads of TRADOC Staff Offices, CoE, or MSO onboarding webpage as a subpage of the main TRADOC Civilian Professional Onboarding website.

c. TRADOC Army Civilian Onboarding Program Manager, HQ TRADOC will:

(1) Provide guidance, updates, and assistance to subordinate activities.

(2) Provide updates to the TRADOC Army Civilian Professional Onboarding Program website, documents, checklist, and best practices as required throughout the program.

(3) Review the Army Civilian Professional Onboarding Program Plan every six months or as applicable; update when needed.

(4) Design and implement a feedback loop to obtain information from new Army Civilian Professionals, Supervisors, and Sponsors.

d. Heads of TRADOC Staff Offices, CoEs, and Major Subordinate Organizations MSO will:

(1) Designate an Army Civilian Professional Onboarding Program Coordinator.

(2) Provide a public-facing website for incoming new Army Civilian Professionals, Sponsors, and Supervisors to access information. The Heads of TRADOC Staff Offices, CoE, or MSO Army Civilian Professional Onboarding Program website will be a subpage of the main TRADOC Army Civilian Professional Onboarding Program website. The website should contain a Commander's or Leader's welcome video, a description of the organization, its history and mission, and an organizational chart.

(3) Require Supervisors to contact the new Army Civilian Professional after acceptance of the tentative job offer and begin the Army Civilian Professional engagement process.

(4) Ensure checklists and supplemental materials are provided to welcome new Army Civilian Professionals. These checklists will be available via the HQ TRADOC, CoE, or MSO Army Civilian Professional Onboarding Program website.

(5) Review the Army Civilian Professional Onboarding Program Plan every six months or as applicable; update when needed.

(6) Incorporate the feedback template designed by the TRADOC Onboarding Program Manager to obtain information from new Army Civilian Professionals, Supervisors, and Sponsors. Onboarding Program Coordinators are encouraged to document and share best practices with the TRADOC Army Civilian Onboarding Program Manager.

Chapter 2
Army Civilian Professional Onboarding Overview

2-1. Overview

a. Onboarding integrates new Army Civilian Professionals into the organization and provides them with the tools, resources, and knowledge to quickly become successful and productive. The program ensures that new Army Civilian Professionals feel welcomed and informed upon joining the Army team. The onboarding process is intended to last one year. Onboarding increases new Army Civilian Professionals' knowledge of how their roles help accomplish the Army's mission, facilitates their entry into a new position, and enables them to contribute fully from the beginning. A strong onboarding program drives engagement, productivity, and retention. An essential part of TRADOC's Army Civilian Professional Onboarding Program is a publicly available onboarding website containing handbooks, checklists, and other information critical to the onboarding process. Providing a resource before an Army Civilian Professional's first day and beyond onboarding will enable newly hired Army Civilian Professionals to access information on the Army, TRADOC, benefits, policies, Army Civilian Professional careers, and their roles.

b. Effective Army Civilian Professional Onboarding starts with the Civilian Human Resources Agency. The process is initiated as the Human Resources (HR) Specialist makes the Tentative Job Offer (TJO) and continues as the selectee goes through the vetting processes, such as the security clearance review and physicals.

2-2. The Onboarding Team Members
Many Army team members share responsibility for executing TRADOC's Army Civilian Professional Onboarding Program—Leaders, Supervisors, HR Specialists, Peers, Human Resources Offices/Staff, Career Field Command Representatives, and even the new Army Civilian Professional themselves. The Supervisor or Sponsor will connect with the new Army Civilian Professionals before the established Entrance on Duty (EOD) date and ask for feedback along the way. During the first year, the Supervisor will introduce the new Army Civilian Professionals to the Army Mission, Culture, and Values, as well as the mission and culture of their respective organizational units. For consistency, Heads of TRADOC Staff Offices, CoEs, and MSOs will use the standard framework below to onboard every newly hired Army Civilian Professional.

Chapter 3
Army Civilian Onboarding Program

3-1. Program Execution
Specific functions when onboarding a new Army Civilian Professional are outlined in paragraphs 3-1a through 3-1c.

a. The Supervisor, Sponsor, and the new Army Civilian Professional have responsibilities throughout the onboarding process and beyond. This overview explains the main steps (not all-inclusive) and the timelines of how each new Army Civilian Professional should be brought on as a significant member of the team.

b. The Supervisor is responsible for coordinating and overseeing the Army Civilian Professional Onboarding Process for each new Army Civilian Professional, including planning the onboarding experience, and coordinating with necessary parties. The Supervisor's role in getting the new Army Civilian Professional off to a good start cannot be overemphasized; the most important relationship within any organization is the one between the Army Civilian Professional and their immediate Supervisor. You may have heard the saying, "People don't leave organizations; they leave leaders." Supervisors are encouraged to document and share best practices with their HQ TRADOC, CoE, or MSO Army Civilian Onboarding Program Coordinator. While checklists will be available on the TRADOC Army Civilian Professional Onboarding Program website, Heads of TRADOC Staff Offices, CoEs, or MSOs may tailor checklists to their respective organizations as appropriate.

c. Assigned by the Supervisor, the Sponsor's role is to help new Army Civilian Professional understand how they fit into the organization, what is expected of them, and the best practices to ensure that they will succeed. The Sponsor knows the ropes, and, more importantly, they know what actions to take to achieve the mission successfully. Sponsors are a source of advice and encouragement who can succeed in steering new Army Civilian Professional in the right direction and help create and maintain a positive and productive culture of excellence. While Sponsors play a crucial role, they are not to replace the Army Civilian Professional's Supervisor. They should facilitate conversations and direct the new Army Civilian Professional toward their Supervisor for discussions about conditions of employment, work assignments, performance evaluations, time and attendance, leave, career opportunities, training, and conduct. Sponsors need to coordinate with the Supervisor to avoid overlapping responsibilities and effectively tailor their approach to the local environment. Sponsors may be either Military or Civilian personnel; contractor personnel are ineligible to serve as Sponsors.

3-2. Program Timeline
Specific timelines that must be followed to successfully onboard a new Army Civilian Professional are outlined in paragraphs 3-2a through 3-2g.

a. Between the TJO and EOD Date:

(1) The Supervisor will:

(a) Establish contact with the new Army Civilian Professional after acceptance of the tentative job offer and begin the Army Civilian Professional engagement process.

(b) Send a welcome letter to the new Army Civilian Professional, including a description of the organization, its history, mission, organization chart, and a link to the TRADOC Onboarding Program Portal.

(c) Provide the new Army Civilian Professional reporting instructions for their first day, including reporting location and points of contact.

(d) Assign a Sponsor to the new Army Civilian Professional and plan for the arrival. Encourage the new Army Civilian Professional to ask questions throughout the onboarding process; if appropriate, prepare a team meet-and-greet and encourage individual virtual meet-and-greets.

(2) The Sponsor will:

(a) Contact the new Army Civilian Professional to establish communication and introduce themselves. They will answer questions on facility access, parking, and appropriate workplace attire, explain what will occur on the first day, and set up a time to meet on the first day.

(b) Assist the new Army Civilian Professional with getting a Common Access Card (CAC), including direction to the Real-Time Automated Personnel Identification System (RAPIDS) site, if needed: https://idco.dmdc.osd.mil/idco/.

  b. First Day

(1) The Supervisor and Sponsor will meet with the new Army Civilian Professional.

(2) If applicable, The Supervisor or Sponsor will escort the new Army Civilian Professional onto the military installation until the Department of Defense (DoD) Common Access Card (CAC) is issued.

(3) The Supervisor or Sponsor will assist the new Army Civilian Professional with securing their SF 50 (Notification of Personnel Actions).

(4) The Supervisor will:

(a) Discuss the structure of the work element, the organization's mission, and vision to the new Army Civilian Professional.

(b) Provide the Army Civilian Professional with an onboarding checklist.

(c) Introduce the Army Civilian Professional to coworkers and the supervisory chain.

(d) Issue the organization's Point of Contact Roster with phone numbers.

(e) Escort new Army Civilian Professional to their workstation for review of their workspace and tools needed for the job.

c. First Week

(1) The new Army Civilian Professional will:

(a) Obtain the DoD CAC and office equipment (e.g., computer).

(b) Complete mandatory Department of Defense (DoD) Cyber Awareness Training.

(2) The Supervisor will:

(a) Establish regular communication with the new Army Civilian Professional.

(b) Introduce the new Army Civilian Professional to additional team members.

(c) Convey expectations, culture, practices, and the organizational unit mission within TRADOC.

(d) Email the new Army Civilian Professional's Functional Chief or Career Field Director, notifying them of the new Army Civilian Professional's EOD into the functional community. The contact information of the Functional Chief or Career Field Director is located in the [Army Civilian Onboarding Community](#) in Army Career Tracker (after CAC login, select Communities > Civilian > Army Civilian Onboarding page > ACCMA Career Field Organization Box Email Contact Info).

(e) Coordinate with timecard point of contact to enter new Army Civilian Professional information into ATAAPS and instruct new Army Civilian on relevant ATAAPS matters, such as concurring timecard, requesting leave, etc.

d. First 30 Days

(1) The Supervisor and new Army Civilian Professional together will:

(a) Establish, approve, and acknowledge a Defense Performance Management and Appraisal Program (DPMAP) Performance plan within 30 calendar days from the beginning of the rating cycle or no later than 30 calendar days after assignment to the position.

(b) Discuss the position description to ensure the new Army Civilian Professional understands their role and how their efforts contribute to the organization and the Army Mission.

(c) Discuss individual development and create an Individual Development Plan (IDP) together; they will review and approve the IDP within 30 days of the EOD (AR 350-1, para 4-25a).

(d) Review the TRADOC Campaign Plan, which is located on the TRADOC Army Civilian Professional Onboarding website.

(2) The Supervisor will ensure the new Army Civilian Professional:

(a) Completes all required training courses within 30 days of reporting, as indicated in the onboarding checklist.

(b) Reads the TRADOC Commanding General's Policy Letters, which are located on the TRADOC Army Civilian Professional Onboarding website.

(c) Is given 40 hours (a work week) to complete the Army Civilian Education System (CES) Foundation Course. This training should occur immediately after the individual has gained an DoD CAC and Non-Secure Internet Protocol Router Network access.

(3) The Supervisor will help the new Army Civilian Professional:

(a) Access Army Career Tracker: https://actnow.army.mil/

(b) Log in and update account in MyBiz: https://compo.dcpds.cpms.osd.mil/

(c) Log in and update account in MyPay: https://mypay.dfas.mil/mypay.aspx

e. First 90 Days

(1) Both the Supervisor and new Army Civilian Professional will participate in recurrent discussions to review expectations, culture, practices, the organization's telework policy, and the organization's mission.

(2) Both the Supervisor and new Army Civilian Professional will provide the organizational Army Civilian Professional Onboarding Program point of contact feedback on the onboarding process.

f. Within 180 Days

(1) The Supervisor and the new Army Civilian Professional will conduct mid-point performance counseling sessions.

(2) The Supervisor and the new Army Civilian Professional will review the IDP for progress and updates as needed.

g. End of First Year

(1) The Supervisor and the new Army Civilian Professional will complete the performance appraisal process at the end of the rating period and update the IDP.

(2) The Supervisor will award the new Army Civilian Professional the Department of the Army Civilian Service recognition pin (if applicable). The bronze civilian service recognition pin will be bestowed on any Army Civilian Professional after one year of service with the Department of the Army whose rating of record is fully successful or above. This service can include a combination of different types of creditable civilian service within various Army organizations.

(3) Army Civilian Professionals who are placed in a supervisory position must complete the CES Supervisory Development Course within the first year of placement into the supervisory position and must complete the CES Supervisory Development Course as a refresher training every three years, per AR 350-1.

Appendix A
References
Unless otherwise indicated, TRADOC publications and forms are available on the TRADOC Administrative Publications website at https://adminpubs.tradoc.army.mil/. DA publications and forms are available on the Army Publishing Directorate website at https://armypubs.army.mil/. DOD issuances and forms are available on the Executive Services Division website at https://www.esd.whs.mil/DD/.

Section I
Required Publications

AR 600-8-8
The Total Army Sponsorship Program

AR 690-950
Career Program Management

DA Pamphlet 25-403
Army Guide to Recordkeeping

DoDI 1400.25, Vol 410
DoD Civilian Personnel Management System: Training, Education, and Professional Development

DoDI 1400.25, Vol 431
DoD Civilian Personnel Management System: Performance Management and Appraisal Program

Section 1, Part 610, Title 5, Code of Federal Regulations
https://www.ecfr.gov

TRADOC Army Civilian Professional Onboarding Portal,
https://www.tradoc.army.mil/tradoc-onboarding/.

The following may be found on the Army Civilian Onboarding Portal under their applicable Toolkit at https://civilianonboarding.chra.army.mil/onboarding/:

U.S. Army Civilian Onboarding Program: New Army Civilian Professional Onboarding Handbook
U.S. Army Civilian Onboarding Program: Sponsor's Guide to Onboarding
U.S. Army Civilian Onboarding Program: Supervisor's Guide to Onboarding

Section II
Related Publications
A related publication is a source of additional information. The user does not have to read a related reference to understand this publication.

This section contains no entries.

**Section III
Prescribed Forms**
This section contains no entries.

**Section IV
Referenced Forms**

DA Form 2028
Recommended Changes to Publications and Blank Forms

SF 50
Notification of Personnel Action (available at https://www.opm.gov)

Glossary

ACT	Army Career Tracker
AR	Army Regulation
ARIMS	Army Records Information Management System
ATAAPS	Automated Time Attendance and Production System
CAC	Common Access Card
CES	Civilian Education System
CHRSC	Civilian Human Resources Service Centers
CoE	Center of Excellence
DA	Department of the Army
DCS	Deputy Chief of Staff
DoD	Department of Defense
DoDI	Department of Defense Instruction
EEO	Equal Employment Opportunity
EOD	Entrance on Duty
FCR	Career Field Functional Community Representative
HQ	Headquarters
HR	Human Resources
IDP	Individual Development Plan
MSO	Major Subordinate Organization
OPM	U.S. Office of Personnel Management
RAPIDS	Real-Time Automated Personnel Identification System
RRS-A	Records Retention Schedule- Army
SF	Standard Form
SHARP	Sexual Harassment/Assault Response and Prevention
TJO	Tentative Job Offer
TRADOC	U.S. Army Training and Doctrine Command