

DEPARTMENT OF THE ARMY
Headquarters, United States Army
Training Center and Fort Jackson
Fort Jackson, South Carolina 29207-5015

USATC Memorandum 29

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**CIVILIAN PERSONNEL
U.S. ARMY TRAINING CENTER
ONBOARDING AND OUT-PROCESSING PROGRAM**

OFFICIAL



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Major General, U.S. Army
Commanding

Summary. This memorandum establishes policies and procedures for employee onboarding and out-processing U.S. Army Training Center (USATC), Fort Jackson.

Applicability. This memorandum applies to all units reporting directly to this headquarters, to include directors, chiefs, and staff offices.

References.

- a. Army Regulation 690-900 (Civilian Personnel General and Miscellaneous)
- b. Department of the Army memorandum, (Army Civilian Onboarding Program)

Suggested Improvements. Proponent of this memorandum is the G-8, Civilian Human Resources Division. Send comments and suggested improvements on a DA Form 2028 (Recommended Changes to Publications and Blank Forms).

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Chapter 1
USATC Onboarding Program

1.1. Objective.

a. To provide guidance and a framework for the welcome and integration of all newly assigned civilians to the USATC. Onboarding ensures that new team members feel welcomed, informed, and supported. This increases team member success, satisfaction, and retention, by allowing the new team member to become a productive member of the organization as quickly as possible.

b. Appropriately out-process departing employees to fulfill departing obligations.

1.2. Policy.

a. Onboarding begins with pre-arrival sponsorship and continues through a full series of activities over a new employee's first year. Supervisors will send a welcome letter and/or email to the new employee. It is mandatory for departing employees to out-process prior to their departure from Fort Jackson.

b. The USATC G-8, Civilian Human Resource Division (CHRD) is responsible for the implementation and monitoring of the on-boarding program. Each respective unit civilian liaison is responsible to put in place a means or process to measure and track supervisor/sponsor and employee execution/compliance of this onboarding process. G-8, CHRD will coordinate with each unit respective civilian liaison prior to the arrival of a new employee to ensure the above-mentioned program is executed.

1.3. USATC Employee Onboarding Program Goals. The program aims to:

a. Welcome and successfully orient new team members – create an initial positive impression that Team USATC is a professional organization comprised of engaged, caring and supportive leaders.

b. Increase new team members' initial productivity; educate them on Fort Jackson's mission, culture, goals, and principles through a comprehensive team member and leader centric onboarding process.

c. Increase new team member's chance to succeed while reducing the level of apprehension and frustration often experienced in starting a new position.

d. Provide new USATC professionals specific job-related training, ensuring they have a clear understanding of their roles and responsibilities, the requisite knowledge and tools to perform their duties, and a clear understanding of organizational expectations.

e. Increase team member engagement within the organization. Offer the opportunity to meet other new and long-standing team members, to include leaders within the organization at a variety of forums and times, thereby involving them in the organization's culture and Army values from an early date.

f. Develop trust between leaders and employees. An important factor impacting an employee's trust in an organization is the relationship with their leaders. Onboarding is an effective way to get that relationship off to a good start and to maintain it throughout the professional's tenure. It is a leader's job to channel that energy toward success by helping them become readily acclimated and integrated within your organization.

1.4. Guiding Principles. The USATC onboarding program is built on four pillars: Leader engagement/involvement, orientation to organizational culture, principles, expectations, and Army values, career support and professional development, and building beneficial relationships.

a. **Leader engagement/Involvement.** An effective onboarding program requires leader commitment, involvement and engagement at all levels. Leaders must take an active role in ensuring that new team members are properly welcomed. Leaders set the tone and create the initial first impression of the organization.

b. **Orientation to organizational culture, principles, expectations, and Army values.** Ensuring that all new employees gain an understanding of our basic combat training mission (what we do and why), our unique culture, values, and organizational expectations.

c. **Career support and professional development.** This includes ensuring our employees are provided clear measurable performance standards and elements and are assisted in developing an individual development plan (IDP); then refining as the year progresses. Provide performance feedback – both formal and informal as well as the necessary job specific training to accomplish his/her responsibilities.

d. **Building beneficial relationships.** New team members will perform at much higher levels when they have strong interpersonal networks. The USATC Onboarding Program will introduce newly arrived employees to people, resources, and organizations, thus building relationships as early as possible.

Chapter 2

Five Stage Process

2.1. Overview.

The USATC Onboarding Program outlines a methodology and process designated to fully orient and integrate new professionals into the organization. The program consists of five (5) areas:

- a. Pre-arrival and Sponsorship.
- b. Phase I, Arrival and Welcome.
- c. Phase II, In-processing (First 30 days).
- d. Orientation (First 31 – 90 days).
- e. Integration (180 days).

The civilian unit liaison is responsible for assisting supervisors and creating a tracking method throughout all five areas of the onboarding process.

2.2. Pre-arrival and Sponsorship. Immediately upon notification by the Civilian Human Resource Servicing Center (CHRSC) the final job offer has been accepted, the supervisor will send a welcome letter and/or email to the new employee. The G-8, CHRD will coordinate with the respective unit civilian liaison prior to the new employee's entry on duty (EOD) date (commonly referred to as arrival date) to identify a sponsor. This coordination is used to address and resolve any issues or concerns. G-8, CHRD will send an email to the in-bound employee on physical reporting instructions.

2.3. Phase I: Arrival and Welcome. The goal of this phase is to personalize the welcome of the new team members to USATC. New employees will in process the CHRSC virtually via MS Teams link provided on the EOD (entrance on duty) date starting at 0900-UTC.

NOTE* If the inbound employee is a transfer within Army, the employee does not virtually in process CHRSC but reports directly to G-8 CHRD. Upon completion of CHRSC virtual in processing all new employees will report to Headquarters, USATC, 2400 Jackson Boulevard, room 114, G-8, CHRD. The G-8, CHRD will provide an on-boarding checklist (Appendix A), a welcome packet, and follow on instructions. The designated unit sponsor will escort the new employee to their worksite.

2.4. Phase II: In-process (First 30 Days). This phase focuses on providing the necessary tools to accomplish the new employee's duties and responsibilities. Key events during this phase are:

a. All new employees will report back to USATC, 2400 Jackson Boulevard, room 114, G-8, CHRD the next Tuesday at 0830 for the second phase of USATC onboarding in-processing. This allows time for the new employee to obtain a common access card (CAC), which is required for phase II of the onboarding process. The G-8, CHRD provides hands on training by walking each employee through registering for mandatory training, establishing their draft Defense Performance Management Appraisal Program (DPMAP) elements and standards, individual development plans (IDPs), and the civilian pay system.

b. Providing the new employee specific job-related training to perform their duties.

c. Meet and Greet with the USATC Deputy Chief of Staff (DCofS). Once a month, all new employees meet with the Deputy Chief of Staff. This gives the command the opportunity to welcome the new employee and get to personally know our entire workforce. Normally this meet and greet is conducted the last Tuesday of the month, but the date and time are contingent on the DCofS schedule. Employees are informed of this requirement and notified of the date/time.

d. Brigades and battalions assigned to the USATC will determine if office calls are required within their respective command.

e. GS13s and above will schedule an office call with the Chief of Staff at 803-751-7414.

f. Rating Official and Higher-Level Reviewer approved DPMAP performance plan within 30 days upon arrival.

g. Attend the Post Newcomer's Orientation held the 1st Thursday of each month. All new arrivals to Fort Jackson are required to attend this briefing from 0900-1200.

2.5. Orientation (31 - 90 Days). This phase focuses on orienting the new employee to the specific nuances of the Army, USATC, and their parent organization. This includes ensuring the team member understands the culture, mission, values and expectations of their organization. Key tasks during this phase are:

a. Positions eligible for reoccurring or situational telework.

(1) Successfully complete the Telework Fundamentals employee or supervisor training located at <https://www.telework.gov/training-resources/telework-training/>. Submit a copy of the training certificate along with a telework agreement to the supervisor for review.

(2) Complete a DD Form 2946, DoD Telework Agreement, dated Dec 11 and submit to the supervisor for approval.

b. Continue to provide specific job-related training to perform required duties.

c. Development and supervisor's approval of an IDP within 90 days of arrival; refine goals throughout the year.

2.6. Integration (180 days). This phase focuses on completing all on-boarding requirements. Key tasks during this phase are:

a. Attend a basic combat training graduation; creates an understanding of end results of Fort Jackson's primary mission.

b. Engage employee in the performance management process.

c. Mid-year performance counseling.

d. Continue to coach, teach, and mentor employee(s).

Chapter 3

Out-processing

3.1. Departing Civilian Personnel. Contact the respective unit civilian liaison to obtain the out-processing checklist (Appendix B). Employees will clear all applicable areas using the out-processing checklist prior to their departure. The unit civilian liaison is responsible for issuing the out-processing checklist to departing employees. Upon completion, the employee will turn in a copy of the out-processing checklist to their supervisor and to the unit civilian liaison. The unit civilian liaison will retain the out-processing checklist for a period not to exceed one year after the employee departs the organization.

3.2. Exit Interview. Understanding why employees leave the organization is an important element in improving the onboarding process and assessing the organization's climate. Supervisors will request the departing employee to participate in an exit interview with applicable leadership listed below. An employee may request an exit interview with another official outside of their chain of command. Contact G-8, CHRD for assistance.

(1) 165th/193d Infantry Brigade Headquarters - Brigade Commander or designated representative.

(2) 120th Reception Battalion - Battalion Commander or designated representative.

(3) Headquarters and Headquarters Battalion (HHBn) – Battalion Commander or designated representative.

(4) G-Staff/Personal Staff – Deputy Chief of Staff.

APPENDIX A ON-BOARDING CHECKLIST

U.S. Army Training Center On-Boarding Itinerary

PRE-BOARDING: To be completed prior to Day 1

- ☐ Review the Army Civilian Creed Video
<https://www.youtube.com/watch?v=WC4vSK2QPCU>

PHASE I: Pre-CAC (Common Access Card)

- ☐ First Day: Virtually in-process with the Civilian Human Resource Servicing Center (CHRSC) at 0900 until complete (approx. 2 hours)
- ☐ Arrive at the U.S. Army Training Center (USATC) Headquarters, 2400 Jackson Boulevard, Ft. Jackson, South Carolina 29207. Upon arrival report to the G-8, Civilian Human Resource/Manpower Division, 1st Floor, Room 114 for USATC in-processing.
- ☐ Escorted to your worksite.
- ☐ Organization Check-In Process (additional steps will be conducted by your unit)
 - ☐ Meet with Supervisor and key personnel
 - ☐ Admin Discussions: welcome, desk and computer set-up, work schedule, Unit Point of Contact (POC) roster with phone numbers, facilities tour, etc.
 - ☐ Safety Brief for building (tomado shelter, bomb threat, evacuation procedures, fire, Active Shooter, inclement weather, etc.)
 - ☐ Discuss Standards of Conduct and Supervisory Expectations with supervisor
 - ☐ Discuss Position Description (PD) and Individual Development Plan (IDP) expectations with supervisor
 - ☐ Discuss Defense Performance Management and Appraisal Program (DPMAP) with supervisor
- ☐ Complete the following Mandatory Training Courses (Pre-CAC)
 - ☐ [Controlled Unclassified Information \(CUI\)](#)
 - ☐ [Operation Security \(OPSEC\) Level I](#)
 - ☐ [Foreign Disclosure Training](#) (located on SharePoint; ask your supervisor to provide a copy of the memo)
 - ☐ [Telework Training](#) *if applicable* (Employee Training / Manager Training)

APPENDIX A ONBOARDING CHECKLIST (CON'T)

- ☐ Review Benefits and set-up
 - ☐ [Health benefits plans comparison tool and enrollment](#)
 - ☐ [Vision/Dental Plans Comparison Tool](#)
 - ☐ [Thrift Savings Plan Information](#)
- ☐ Obtain your Common Access Card (CAC).
Instructions:
 - Report to 5450 Strom Thurmond Blvd, 1st Floor, Rm 109, I.D. Card Section
Walk-ins from 0800-1500 (closed 1st & 3rd Thurs of each month at 1230)
 - Bring two forms of identification
 - Bring a copy of your SF-50, Notification Personnel Action
- ☐ Read the [New Army Civilian Professional Handbook](#)
- ☐ Review the Army Benefits Center's New Employee Benefits Tool Kit
<https://portal.chra.army.mil/abc>

PHASE II: Post-CAC (Common Access Card)

- ☐ Return Tuesday, second week at 0830 to the U.S. Army Training Center (USATC) Headquarters, 2400 Jackson Boulevard, Ft. Jackson, South Carolina 29207, G-8, Civilian Human Resource/ Manpower Division, 1st Floor, Room 114 at 0830-UTC for PHASE II of USATC in-processing.
- ☐ Fill out/turn-in the following forms (*provided during PHASE I in processing*)
 - ☐ DD Form 93, Record of Emergency Data.
 - ☐ Tour of Duty signed by supervisor
 - ☐ SF 312-13, Non-Disclosure Agreement Form **required for new government hires only who require access to classified information; have witness by HR professional.*
- ☐ Receive briefing from G-8, Custom Service Representative (CSR) on the time and attendance, pay calendar, military leave, LES, etc.
 - ☐ Turn-in time and attendance sheet signed by supervisor (form given during Phase I).
- ☐ Log into [CHRTAS](#) verifying profile information and register for mandatory Civilian Education System (CES) Foundation Course.

APPENDX A ONBOARDING CHECKLIST (CON'T)

U.S. Army Training Center Onboarding Itinerary

- ☐ Register for mandatory the DoD Performance Management and Appraisal Program (DPMAP) training course in ATIS.
- ☐ Log into DPMAP system; develop draft performance plan (elements and standards).
- ☐ Log into Army Career Tracker (ACT) and build draft Individual Development Plan (IDP).
- ☐ Discuss Ft Jackson Civilian Human Resource Policies, highlight the Civilian Wellness and Health Program.
- ☐ Review ALERT! Mass Warning Notification System Quick Reference Guide and [self-register](#)
- ☐ Update [Army Disaster Personnel Accountability and Assessment System \(ADPAAS\)](#)
- ☐ Emphasize mandatory Army training listed in AR 350-1

PHASE III: Post-CAC (30-60 Days at worksite)

- ☐ Contact unit G-6/S-6 to establish government email account.
- ☐ Update work contact information in GAL. Go to [ID Card Office Online](#).
- ☐ Complete the following Mandatory Training Courses
 - ☐ Anti-Terrorism/Force Protection (AT Level I)
 - ☐ Ethics
 - ☐ DoD Cyber Awareness and complete DoD Acceptable Use Policy form
 - ☐ Information Security (InfoSec)
 - ☐ Threat Awareness & Reporting Program (TARP)
 - ☐ Substance Abuse
 - ☐ Suicide Prevention
 - ☐ Sexual Harassment/Assault Response & Prevention (SHARP)
 - ☐ CES Foundation Course – completed within first 30 days and provide certificate of completion to respective civilian liaison
 - ☐ DPMAP Training Course - completed within first 30 days and provide certificate of completion to respective civilian liaison
 - ☐ EEO, Anti-Harassment & No Fear

APPENDIX A ONBOARDING CHECKLIST (CON'T)

☐ **SUPERVISORS ONLY:**

- ☐ Supervisor 101 – completed within first 30 days
 - ☐ Supervisor Human Resources Orientation Course (SHROC): – completed within first 3-6 months of supervisor designation
 - ☐ Supervisor Development Course (SDC): Completed within 90 days of arrival
 - ☐ CES Basic, Intermediate or Advance Course – Phase 1 completed within first year of supervisor designation and Phase 2 completed within three (3) years of supervisor designation or Equivalency
- ☐ Complete a Travel Card Application and [Government Travel Card](#) training if your new position requires you to travel and you are not currently a Travel Card Holder. Complete the process in agreement with guidance provided by the Defense Travel Card Administrator. For current GTC holders, contact your unit POC or the G-8, Accounting office to transfer your account.
- ☐ Explore and verify/update your information on [MyPay](#) and [MyBiz](#).

CHECKLIST COMPLETE. PLEASE SIGN BELOW AND RETURN TO YOUR SUPERVISOR:



New Employee:



Date:

APPENDIX B OUT-PROCESSING CHECKLIST

U.S. ARMY TRAINING CENTER CIVILIAN OUTPROCESSING CHECKLIST			
CLEARING IS MANDATORY FOR ALL CIVILIAN EMPLOYEES LEAVING FORT JACKSON			
Privacy Act Statement			
Authority:	10 USC 3013.		
Principle Purpose:	To verify that the departing employee obtained clearance from the Army Staff agency or installation's facilities and has accomplished his/her personal and official obligations.		
Routine Uses:	Information is used to verify departing personnel have properly out processed.		
Disclosure:	Mandatory. Failure to provide this information could result in an employee incorrectly out-processing.		
This checklist is designated to assist Federal Civilian employees in clearing Fort Jackson when separating. Employees are in duty status when out processing. Employees should annotate any item that is not applicable as "NA". Turn in a copy of the completed checklist to your supervisor. Return the original out processing checklist to the unit/activity civilian liaison.			
NAME	PHONE NUMBER	ACTIVITY	
FORWARDING ADDRESS			LAST WORK DAY
TYPE OF SEPARATION: Retirement <input type="radio"/> Resignation <input type="radio"/> Transfer <input type="radio"/> Expiration of Appt <input type="radio"/> Other <input type="radio"/> LWOP <input type="radio"/>			
New Agency: <input style="width: 150px;" type="text"/>		PCSing to OCONUS: Yes <input type="checkbox"/> No <input type="checkbox"/>	
ORGANIZATION LEVEL		SIGNATURE/DATE	
Schedule exit interview with appropriate unit official; G-Staff (Deputy CofS) or Brigades (Executive Officer)		<input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>
Certify Time Card (ATAAPS) (resolve any issues with supervisor)		<input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>
Organization Supply/Hand Receipt		<input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>
Organization- IT (G6/5-6)		<input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>
Key Control (if applicable)		<input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>
Government Purchase Card, if applicable	GPC Program Coordinator A/OPC Contact: David R. Wirt	email: david.r.wirt.civ@army.mil Phone: 913-684-1619	
S-2 Security	BDE/BN - local S2 Office ATC - HMBN **Turn/Thurs ONLY 0930-1130 Bldg 4555, 8th Division Rd.	<input style="width: 100px;" type="text"/>	
Army Community Services (ACS) (PCS Overseas Only)	Bldg 9610, Lee Road, 751-5256	<input style="width: 100px;" type="text"/>	
Civilian Pay Customer Service Representative (CSR)	Bldg 2400, Jackson Blvd, 1st Floor, G-8, Accounting Division	<input style="width: 100px;" type="text"/>	
DTS, Government Travel Card	Bldg 2400, Jackson Blvd, 1st Floor, G-8, Accounting Division	<input style="width: 100px;" type="text"/>	
Directorate Human Resources (DHR) - Turn in Common Access Card (ID), if applicable. NOTE: Separating or Retires turn in ID card to DHR	5450 Strom Thurmond Blvd, Room 109, 751-7731	<input style="width: 100px;" type="text"/>	
Exit Interview with appropriate unit official as identified in paragraph 3.2(b) of USATC Policy #29 - On-Boarding and Out-processing Program		<input style="width: 100px;" type="text"/>	<input style="width: 100px;" type="text"/>
		Signature & Date	
<input style="width: 150px;" type="text"/>	<input style="width: 100px;" type="text"/>	<input style="width: 150px;" type="text"/>	<input style="width: 100px;" type="text"/>
EMPLOYEE SIGNATURE	DATE	Supervisor Signature	Date

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