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Sep 06, 2024

Department of Defense  
OFFICE OF PREPUBLICATION AND SECURITY REVIEW

AUG 26 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Office of the Secretary of Defense Civilian Onboarding Modernization and Implementation Plan

A smooth and efficient employee onboarding experience is foundational for building a strong, resilient workforce. It allows Office of the Secretary of Defense (OSD) civilian employees to quickly acclimate to their jobs, fosters a sense of belonging and teamwork, boosts job satisfaction, and improves civilian integration to the culture and mission of the OSD.

A successful civilian onboarding experience requires teamwork across various organizations and supporting business systems. In my April 16, 2024 memorandum, "Improving the OSD Civilian Onboarding Process," I designated the Performance Improvement Officer/Director of Administration and Management (PIO/DA&M) as the civilian onboarding process owner and directed the PIO/DA&M to improve and accelerate the onboarding experience for OSD civilian employees. Accordingly, the Director, Washington Headquarters Services (WHS) and the Deputy OSD Chief Information Officer (CIO) established an OSD Onboarding Cell partnering with the Defense Human Resources Activity (DHRA), Defense Information Systems Agency (DISA) J6, and the Pentagon Force Protection Agency (PFPA) to identify areas for streamlining business processes and enabling technology to create a faster, easier, and improved onboarding process. The result of their work is the attached OSD Civilian Onboarding Modernization Implementation Plan, which details each recommendation and denotes corresponding organizational leads.

I am directing, effective immediately, the named organization leads to implement the attached plan, in coordination with the OSD onboarding stakeholders (WHS, OSD CIO, DHRA, DISA J6, and PFPA), with the exception of the recommendation for establishment of an OSD Onboarding Management Team. Within 30 days, the PIO/DA&M will provide a more detailed plan for establishing the Onboarding Management Team. Lastly, as the named organization leads implement the recommendations to improve the civilian onboarding process, they will explore opportunities to improve and refine the onboarding process for the broader OSD community, including contractors and military personnel, where applicable.

Attachment:  
As stated



OSD005616-24/CMD007898-24

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# Attachment



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# OSD CIVILIAN ONBOARDING MODERNIZATION IMPLEMENTATION PLAN



# FOREWORD

Adaptability and efficiency are paramount for Office of the Secretary of Defense (OSD) organizations navigating complex challenges, and one of our most valuable assets remains the workforce. New employee onboarding and seamless integration into our organizations is a strategic imperative especially as we aim to strengthen OSD as a Component<sup>1</sup>.

This OSD onboarding implementation plan is a pivotal step forward to transform how we integrate new talent into our ranks, ensuring employees are equipped to contribute meaningfully on Day 1 of employment and their onboarding experience represents the high-level professionalism, effectiveness, and customer service that Department of Defense (DoD) expects. This plan's focus on efficient, integrated, and automated workflows modernizes the framework for our onboarding process.

Informed by previous OSD onboarding studies and by best practices from both within and outside the defense sector, this plan is designed to streamline onboarding procedures, optimize resource allocation, and foster a culture of inclusivity and professionalism throughout onboarding and new hire orientation for OSD civilian employees<sup>2</sup>. The plan prioritizes clarity, transparency, and accessibility in our communications and processes and places a premium on employee experience, recognizing that the first impression we create sets the tone and builds their confidence and enthusiasm for our organization.

I extend my sincerest appreciation to all those who have contributed their expertise, insights, and unwavering dedication to the development of this plan. Your collective efforts have been instrumental in shaping a blueprint for onboarding excellence that will serve as a cornerstone of our organizational culture for years to come.

Together, let's embrace this opportunity to shape the future of onboarding within OSD and reaffirm our collective resolve to safeguarding the security and prosperity of our great nation.



Jennifer Walsh  
*Performance Improvement Officer/Director  
of Administration and Management*

<sup>1</sup> DoD Strategic Management Plan FY2022-2026

<sup>2</sup> DSD Memorandum "Improving the OSD Onboarding Process," dated April 16, 2024, limited the scope of this effort to OSD civilians. Future efforts to improve the onboarding landscape may drive opportunities for systemic changes to related business processes, offboarding, and contractor onboarding/offboarding.



# BACKGROUND

The current OSD civilian onboarding process is de-centralized, involves multiple organizations, and ~90 steps with major dependencies. The transition of information and data required to complete the onboarding process is inefficient or absent leading to non-standard accommodations, unclear process flows, delayed IT provisioning, and lost productivity<sup>3</sup>. Gaining organizations also approach the process differently resulting in a new employee feeling disjointed about the experience and frustrated with delays to obtain the basic requirements to start work.

OSD civilian onboarding begins when a new hire accepts a final job offer (FJO) and ends on the Entry on Duty (EOD) day when the new hire is equipped with capabilities required for performing basic job functions, including a common access card (CAC), building access, the basic IT requirements of a Non-classified Internet Protocol Router (NIPR) user account, a DoD365 account, and a NIPR laptop or desktop. Improving the OSD civilian employee onboarding experience was the focus of several studies and Deputy Secretary of Defense (DSD) memos over the past few years. A 2022 Washington Headquarters Services (WHS) Onboarding Study examined and documented the current process for provisioning basic information technology (IT) services to new hires, including non-IT related actions that are required prior to IT provisioning. The study also provided recommendations for optimizing this process. A June 23, 2023 DSD memo, "Operationalizing Improvements to the Management of OSD," tasked the Performance Improvement Officer (PIO)/Director of Administration and Management (DA&M) with providing a recommended plan of action for ensuring all OSD civilians receive and sustain Day 1 basic IT capabilities and Week 1 IT capabilities for any additional authorized IT devices. An October 17, 2023, OSD Business Process Tiger Team Report contained a recommendation to standardize OSD onboarding and clearly delineate organizational roles and responsibilities as they contribute to ensuring a new hire gets basic services on Day 1.

Most recently, an April 16, 2024, DSD memo, "Improving the OSD Onboarding Process," established the PIO/DA&M as the OSD onboarding process owner and directed the establishment of an integrated onboarding cell with representatives from all organizations involved in employee onboarding. This cell was directed to develop an implementation plan to deliver the improved onboarding experience on aggressive timelines.

<sup>3</sup> Director of Administration and Management Info Memo, "New Hire Onboarding and Information Technology Access" Dated March 2023.



# ORGANIZING FOR SUCCESS

## Purpose and Scope

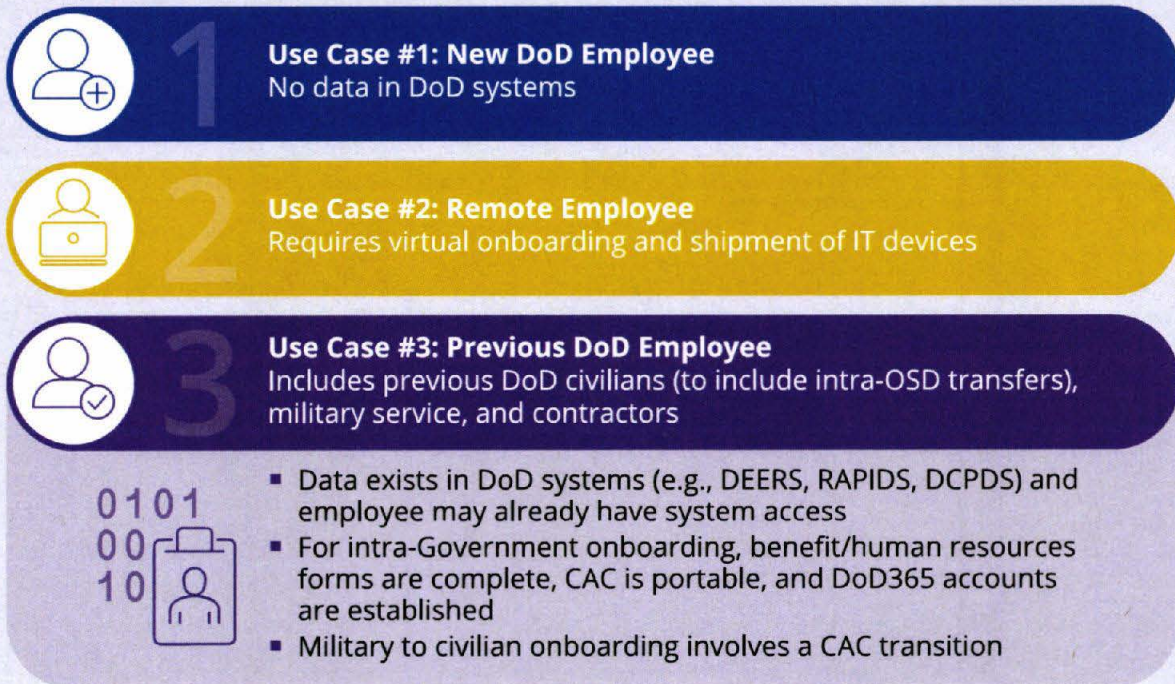
This implementation plan is designed to deliver a standardized, repeatable OSD civilian onboarding process with less unpredictability and inconsistency. The process begins with new hires' acceptance of the FJO and ends with their first day of employment, referred to as EOD. On EOD, a new hire must receive basic IT requirements.

OSD's end-to-end civilian onboarding is a six-phased process involving multiple organizations and supported by multiple systems<sup>4</sup>. Each phase of the process has a trigger activity and an end activity with activity and system touch points between the phases.

## Identified Use Cases

OSD civilian new hires can fall into three use cases, each with unique characteristics that affect how onboarding activities are conducted.

Figure 1: OSD Civilian Onboarding Use Cases



<sup>4</sup> Systems included in OSD civilian onboarding include Account Management and Provisioning System (AMPS), Defense Civilian Personnel Data System (DCPDS), Defense Enrollment Eligibility Reporting System (DEERS), Real-Time Automated Personnel Identification System (RAPIDS), ServiceNow, and USA Staffing



## Assumptions

The recommendations outlined within this implementation plan are based on several assumptions:

- The current onboarding process is inconsistent across OSD organizations. We lack a single, Component-wide standard onboarding process and gaining organizations follow their own onboarding processes which vary from organization to organization.
- Each gaining organization is responsible for acquiring basic IT requirements, as well as appropriate building access for new hires.
- Baseline EOD IT hardware equipment consists of an unclassified desktop and/or laptop (as determined by the gaining organization) and an unclassified DoD365 account.
- Some IT equipment is already in possession of the gaining organization (e.g., unclassified desktop computers).
- A CAC is a prerequisite for network access.
- OSD migration to DoDNET (planned) will result in changes to EOD basic IT requirements and assumptions.
- For employees transitioning from other Federal agencies, the employee was released from the previous organization and eligible for OSD onboarding, and required documents (i.e., Standard Form 75 and Thrift Savings Plan (TSP-19)) were received.

## Plan of Action

PIO/DA&M tasked the Director, WHS and the Deputy OSD Chief Information Officer (CIO) to co-chair a cross-functional OSD Onboarding Cell to validate the findings of the 2022 WHS Onboarding Study and formulate a plan for shortening the time for OSD civilian onboarding via a standardized and automated process. The OSD Onboarding Cell is comprised of action officers (AOs) from multiple organizations representing functional areas involved in the onboarding process, including Defense Human Resources Activity (DHRA), Defense Information Systems Agency (DISA) J6, DoD CIO, OSD CIO, Pentagon Force Protection Agency (PFPA), and WHS. Appendix A provides a full listing of OSD Onboarding Cell members.

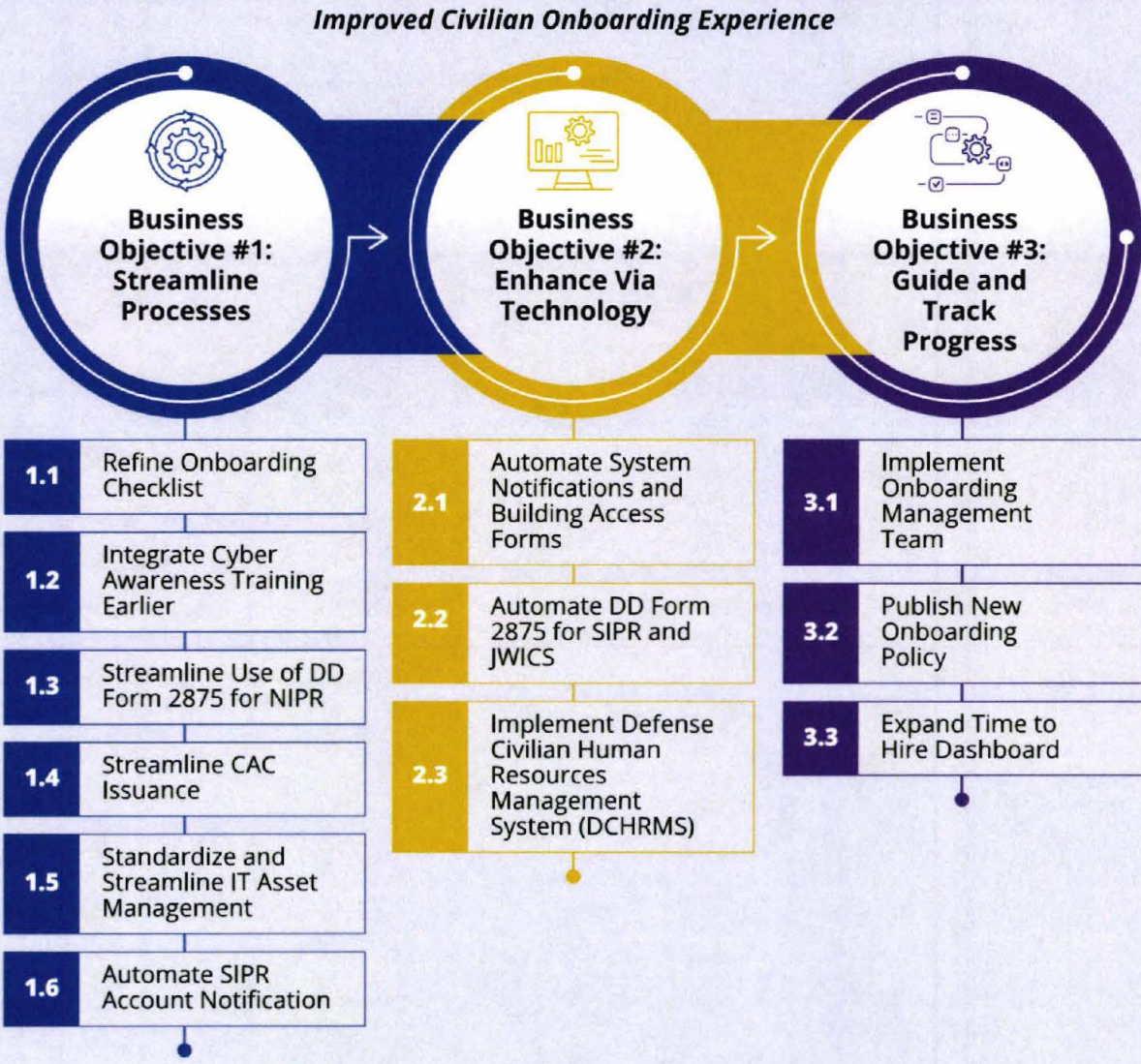
The OSD Onboarding Cell kicked off on April 29, 2024, with an aggressive schedule to develop and deliver this implementation plan by July 15, 2024, that identifies potential areas of automation across the end-to-end onboarding process, describes opportunities for rationalization of workflows across systems involved in the process, and examines the feasibility of expanding the Time to Hire (TTH) dashboard to include onboarding workflows and metrics.



# FINDINGS AND RECOMMENDATIONS

The OSD Onboarding Cell identified three business objectives for improving the civilian onboarding experience and validated prior findings and recommendations in the 2022 WHS Onboarding Study and an October 2023 OSD Business Process Tiger Team Report (details at Appendix B). All but one of the prior recommendations are incorporated into this implementation plan.

**Figure 2: Business Objectives and Recommendations to Achieve Desired Vision**





## Business Objective #1: Streamline Processes

Business processes form the foundation of civilian onboarding. There has been no centralized hub for the end-to-end process, with parts of the process owned by different organizations based on functional alignment. The following six recommendations will streamline the process and onboarding experience with expected time-saving results for functional owners and new OSD civilians.



### Recommendation 1.1: Refine Onboarding Checklist

The SD Form 819 is the onboarding checklist used by gaining organization representatives and new hires and is located on the WHS Enterprise Services Directorate (ESD) website. Presently, there is no mandate from leadership to utilize the form for tracking completion of onboarding activities. Therefore, use of the form is inconsistent across OSD organizations. Additionally, the form is organized by functional area rather than by timeframes within which activities should be completed. This structure makes it easier for one organization involved in onboarding to understand what that organization is responsible for but it does not provide the necessary clarity around when various activities must happen for overall onboarding to go smoothly. Missing or incomplete steps in the end-to-end onboarding flow create delays in the new hire receiving key capabilities (e.g., CAC, network account) in a timely manner.

**Recommendation:** Refine and mandate use of the WHS Onboarding Checklist (SD Form 819) across OSD to organize activities by onboarding phase (e.g., before job offer, between job offer and Day 1 of employment) rather than by functional groupings. Organizing the checklist by onboarding phase will clarify which activities are needed, when they are needed, and who needs to complete them to ensure the new hire's first day goes smoothly. The following tasks are aligned with this recommendation:

- WHS to organize activities by onboarding phase: Pre-FJO, FJO to EOD, and Week 1.
- WHS to determine which actions must be completed prior to EOD for the new hire to receive basic required capabilities on EOD.
- WHS to coordinate with process owners to revise current checklists.
- WHS in coordination with OSD CIO to institute an onboarding policy that directs/mandates compliance with the pre-EOD requirements and delays EOD if required tasks are not completed (aligned with Recommendation 3.2).
- WHS will determine which checklist items should be and can be incorporated into the TTH dashboard for transparency and accountability (aligned with Recommendation 3.3).



<b>1.1</b>	<b>Process Lead:</b> WHS	<b>Target Completion Timeframe:</b> 6 months	<b>Resource Needs:</b> No additional resources required; internal WHS coordination, training, and messaging
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### Recommendation 1.2: Integrate Cyber Awareness Training Earlier

Cyber Awareness Training is required for OSD new hires to gain access to the DISA network (e.g., email, DoD365, shared drives). Completing this training drives the process and timelines for obtaining a network account and IT equipment. Currently, some new hires are asked to complete this training prior to joining the new organization, but sometimes the training is requested after the new hire's EOD.

**Recommendation:** Centralize a requirement that all OSD civilian hires must complete the Cyber Awareness Training and notify the Onboarding Management Team (OMT) (aligned with Recommendation 3.1) no later than one week prior to EOD to enable network access and IT equipment by EOD. Add a link to the USA Staffing onboarding email to allow access to the DoD Cyber Awareness Training Challenge.

<b>1.2</b>	<b>Process Lead:</b> WHS	<b>Target Completion Timeframe:</b> Immediate	<b>Resource Needs:</b> No additional resources required
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### Recommendation 1.3: Streamline Use of DD Form 2875 for NIPR

A completed DD Form 2875 "System Authorization Access Request (SAAR)" is currently required for new hires requesting their initial DoD user accounts and NIPR network access. Currently, the new hire completes the DD Form 2875 after receiving a CAC. However, policy does not require a DD Form 2875 for basic account creation and NIPR access; therefore, this step is unnecessary in the new hire onboarding flow.

**Recommendation:** Eliminate the DD Form 2875 requirement for basic account creation and NIPR access\* to streamline provisioning of these basic capabilities that are important for Day 1 of employment. DISA J6 will now create the user accounts after the new hire has been added to the Defense Enrollment Eligibility Reporting System (DEERS). This change eliminates an unnecessary step in the onboarding flow without adding additional security risk; information required to ensure security needs are met is captured elsewhere within the onboarding process. After implementing this change, new hires will have the NIPR access they need after receiving the CAC, instead of waiting for account creation. The following tasks are aligned with this recommendation:

- WHS, in coordination with OSD CIO and DISA, will develop a revised process flow within the new standard onboarding process to incorporate the concept of creating a basic account for new hires that does not require a DD Form 2875 for email and NIPR access.
- DISA, in coordination with OSD CIO and WHS, will determine policy changes required to implement this process change.



<b>1.3</b>	<b>Process Lead:</b> DISA	<b>Target Completion Timeframe:</b> 6 months	<b>Resource Needs:</b> DISA will evaluate resources to eliminate the DD2875 for basic account creation and NIPR access based on detailed requirements
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\* NOTE: A DD Form 2875 will still be required for access to specific systems and/or access to networks with higher classification levels.

### Recommendation 1.4: Streamline CAC Issuance

Issuance of new hires' CACs is a critical enabler for creating their user accounts and network access. Currently, new hires are not entered into DEERS until the Friday before EOD, which does not leave time for ensuring all information required for a CAC is available prior to EOD on a Monday, the first workday following the start of a pay period. As a result, some new hires arrive at work on EOD and are unable to obtain their CAC, which then delays creating the new hires' user accounts and network access.

**Recommendation:** Streamline the CAC issuance process to request CAC issuance and building access immediately after the new employee accepts the FJO to allow for necessary approvals by EOD. As soon as the new hire has accepted the FJO and the WHS Human Resources Directorate team has released the Notification of Incoming Personnel, a WHS Security Manager will enter the new hire into the Account Management and Provisioning System for CAC issuance and building access, with the new hire's EOD date entered as the start date. The new hire's information will also be loaded into DEERS at least two business days prior to EOD, leaving time for the OMT (aligned with Recommendation 3.1) to ensure everything is ready for the new hire on EOD. The following tasks are associated with this recommendation:

- WHS will document the new process and draft language for new onboarding policy (aligned with Recommendation 3.2).
- WHS and PFFPA will communicate the change to all stakeholder organizations.
- WHS and PFFPA will ensure employees are aware of and educated about the process change.
- WHS will identify and make changes to TTH dashboard to account for CAC issuance (aligned with Recommendation 3.3).

<b>1.4</b>	<b>Process Lead:</b> PFFPA / WHS	<b>Target Completion Timeframe:</b> 6 months	<b>Resource Needs:</b> No resources required for WHS to draft language for the new onboarding policy and communicate changes to stakeholders. WHS will assess required resources to make changes to the TTH dashboard in alignment with Recommendation 3.2
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## Recommendation 1.5: Standardize and Streamline IT Asset Management

Issuance of IT assets (e.g., desktop, laptop, accessories) to new hires is currently handled inconsistently across OSD. Some organizations return all IT equipment to DISA upon an employee leaving the organization and need to request new IT devices from DISA for each new hire. Some organizations keep IT equipment for reallocation to new hires. When IT equipment is needed for a new hire, it is often requested after issuance of the CAC and establishment of the user account, which creates an unnecessary delay in acquiring the IT equipment the new hire needs to do their job on Day 1.

**Recommendation:** Institute an OSD-wide requirement to conduct IT asset planning before the onboarding process. OSD organizations will retain laptops when employees depart rather than having the departing employee return the IT asset to DISA. The gaining organization will identify IT equipment requirements for new hires prior to their EOD date. If the gaining organization needs to order IT equipment for the new hire, they will do so five business days before EOD to ensure IT equipment is ready for the new hire by the end of EOD. The gaining organization's IT Manager (ITM) will assign IT assets for inventory purposes. The following tasks are aligned with this recommendation:

- OSD CIO will :
  - Ensure this process change is incorporated into the OSD IT Enterprise Asset Management and Property Accountability Standard Operating Procedures (currently in development).
  - Utilize the OSD IT Enterprise Committee Working Group and monthly listening sessions with OSD Property Custodians (PCs) and ITMs to create awareness and provide support.
  - Provide training for PCs/ITMs to ensure they feel equipped to make decisions related to allocation of assets in alignment with this new process.
- OSD CIO will coordinate with DISA and WHS to ensure appropriate information is incorporated from the ServiceNow IT Asset Management (ITAM) module into the TTH dashboard, as necessary (see Recommendation 3.3).

<b>1.5</b>	<b>Process Lead:</b> OSD CIO	<b>Target Completion Timeframe:</b> 4 months	<b>Resource Needs:</b> OSD CIO will evaluate necessary resources to establish the ITAM module in ServiceNow based on detailed requirements to be determined. Requires gaining organization to provide primary and alternate POCs as liaisons to the OMT (aligned with Recommendation 3.1); ITMs/PCs should be included in the planning process for hiring actions
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## Recommendation 1.6: Automate SIPR Account Notification

Currently, when a Secret Internet Protocol Router (SIPR) account is created, an email is sent to new hires informing them to contact their Principal Staff Assistant's (PSA) Trusted Agent (TA) for their SIPR token and PIN. Often, the new hire does not know who to contact or does not contact the TA in a timely manner, creating a breakdown in communications and process.

**Recommendation:** Automate an email notification to the gaining organization's TA workflow email box from the accounts team (aligned with recommendation 2.1). This change will ensure the TA is aware of the account status and creates open lines of communication between the TA and the new hire. Using the workflow email box instead of directing the automated email to one individual ensures the notification is received and processed in a timely manner, as many organizations have multiple TAs. The following tasks are aligned with this recommendation:

- DISA, in coordination with OSD CIO, will document the new process.
- OSD CIO will collaborate with DISA to ensure process participants are aware of and trained on the new process.

<b>1.6</b>	<b>Process Lead:</b> DISA	<b>Target Completion Timeframe:</b> 6 months	<b>Resource Needs:</b> DISA will assess if resources are required to fully implement this recommendation
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## Business Objective #2: Enhance Via Technology

Onboarding business processes are supported by technology. The recommendations below describe automation and system changes will also streamline the onboarding process.

### Recommendation 2.1: Automate System Notifications and Building Access Forms

The current onboarding process is encumbered with the manual requirement to fill out and email PDF forms which often leads to delays. Automating the manual elements of the DD Form 2249 for Pentagon and Mark Center access and replacing manual emails with system notifications will reduce process delays.





**Recommendation:** Automate push email notifications from systems where feasible to enable the new hire and onboarding points of contact to take action and track progress. Reduce the use of the fillable DD Form 2249 PDFs for Pentagon and Mark Center building access and the need to email them as much as possible. PFPA created an automated DD Form 2249 workflow that will contribute to this recommendation and will be mandatory starting October 1, 2024.

This recommendation involves coordinating with system owners to accomplish the following tasks:

- DISA and DHRA to conduct system assessments to identify whether systems can be upgraded to provide push email notification, associated resources requirements, and timelines for implementation.
- DISA and DHRA to track to completion.

<b>2.1</b>	<b>Process Lead:</b> DISA, DHRA, PFPA	<b>Target Completion Timeframe:</b> TBD; dependent on ability of each system to be able to support email push notifications	<b>Resource Needs:</b> DISA and DHRA will evaluate resource requirements for push notifications based on system assessments and detailed requirements, to be determined. No resources required for PFPA to automate the DD Form 2249 (October 2024)
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### Recommendation 2.2: Automate DD Form 2875 for SIPR and JWICS

A completed DD Form 2875 is currently required to establish a new hire’s user account, network access, and access to any specific systems. The form is created via PDF and emailed back and forth for reviews and signatures between the new hire, the new hire’s supervisor, the security officer, and DISA. New hires could require many DD Form 2875s depending on how many mission systems they are required to access. Every time the DD Form 2875 is emailed, there is a risk of personally identifiable information (PII) data spillage and a delay in the onboarding process. As described in Recommendation 2.1, there is an opportunity to automate the completion and routing of the DD Form 2875 for a more streamlined and efficient workflow.

**Recommendation:** In addition to eliminating DD Form 2875 as a prerequisite for basic NIPR account creation and NIPR access (aligned with Recommendation 1.3), the DD Form 2875 process for OSD should be automated to reduce time and efforts, centralize the list of all SIPR and Joint Worldwide Intelligence Communications System (JWICS) network access requests and enable all onboarding stakeholders to see the status of DD Form 2875 processing. This recommendation involves collaborating with DISA to accomplish the following tasks:

- OSD CIO and DISA to identify impacted process owners and systems.
- DISA to develop requirements.
- DISA to include EOD date to DD Form 2875 to increase awareness of timing relevant for system and network access above and beyond the basic NIPR account.



- DISA to determine the path to automating the DD Form 2875 process.

<b>2.2</b>	<b>Process Lead:</b> DISA	<b>Target Completion Timeframe:</b> 12 months	<b>Resource Needs:</b> Technology already resourced through DISA Identity, Credential, and Access Management (ICAM); DISA J6 needs to coordinate with ICAM team to assess the feasibility of onboarding to ICAM. DISA will evaluate if there are any additional resource requirements to fully execute this recommendation
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### Recommendation 2.3: Implement Defense Civilian Human Resources Management System (DCHRMS)

Under current processes, new hire accounts are posted in DEERS the day before EOD, which always falls on a Monday (except in cases when Monday is a holiday). The current system architecture between DEERS and the Defense Civilian Personnel Data System (DCPDS) is outdated and causes a four- to eight-hour delay for DCPDS data updates. New hires often show up on Monday for EOD to find that their information has not populated in the systems the previous day and they are unable to get their CAC and other EOD capabilities.

**Recommendation:** New hire information should be posted in DEERS at least two business days prior to EOD, so that the OMT (see Recommendation 3.1) can verify the new hire is ready to in-process on the planned EOD or prepare mitigation strategies to ensure the new hire can fully onboard on EOD. To address the legacy system architecture between DEERS and DCPDS, DHRA is developing the DCHRMS to provide a cloud-based HR personnel system that integrates six different databases into one. When fully implemented, DCHRMS will eliminate the system delay in the onboarding process. These changes will help ensure the new hire is approved for CAC issuance on EOD. This recommendation involves coordinating with system owners to accomplish the following tasks:

- DHRA to identify the requirements and resource costs associated with the change.
- DHRA to coordinate with owners to implement the change.

<b>2.3</b>	<b>Process Lead:</b> Defense Manpower Data Center (DMDC)/ DHRA	<b>Target Completion Timeframe:</b> TBD; following completion of DCHRMS	<b>Resource Needs:</b> DHRA will evaluate resource requirements based on detailed requirements to be determined
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## Business Objective #3: Guide and Track Progress

Onboarding process accountability is essential. The following recommendations formalize, inculcate, and track process and technology changes to achieve desired outcomes.

### Recommendation 3.1: Implement Onboarding Management Team (OMT)

A new hire's EOD currently includes I-9 verification, Oath of Office, completion of certain security forms, and several briefs related to Equal Employment Opportunity, benefits, and DoD in general. From this point, the new hires are released to their gaining organizations. The gaining organization leads the new hire through the process of obtaining a CAC, NIPR network access, and any other initial requirements. Gaining organizations handle their part of this process differently, and the result is often a first day experience that feels disjointed and full of delays in getting new hires the capabilities they need to start work.

Currently, a new hire's CAC is issued on EOD if all required paperwork has been filled out and processed appropriately. However, if the gaining organization has not completed the DD Form 2249, or if other critical activities have not been completed prior to EOD, then the new hire must wait, sometimes for days after EOD, to receive a CAC.

**Recommendation:** Initiate/create a centralized OMT to shepherd new hires through the process from FJO through EOD. The OMT will be a dedicated, standalone team with representatives from WHS HRD, WHS Security, DISA, and PFPA to ensure all facets of onboarding are covered in a centralized and consistent manner. Gaining organizations will designate primary and alternate POCs to serve as liaisons to the OMT and incoming employees, and be available on EOD as needed to sign DD Form 2875s and assist with IT equipment issuance and onboarding. Implementation of the OMT concept includes establishing dedicated CAC office hours on EOD days for new hire CAC issuance.

The OMT will track the new hire's readiness for EOD and ensure all critical activities have taken place prior to EOD. If key activities have not been completed on time, then EOD could be rescheduled, or mitigation activities will be put into place to ensure the new hire is able to receive a CAC on EOD. In addition, the OMT will consider possible process changes to speed up CAC acquisition on EOD. For example, the OMT could start escorting new hire groups to the CAC office on EOD right after their swearing-in ceremony rather than handing the CAC process off to the gaining organization.





The following tasks are aligned with this recommendation:

- WHS to collaborate with PFFA, WHS Security Office, DISA J6, and OSD CIO to draft an OMT implementation plan to outline roles, responsibilities, and key tasks.
- WHS will determine optimal new hire cadre size and plans for managing large EOD groups to include breaking up large EOD groups into smaller cadres during orientation; agenda changes or rotational onboarding stations to accommodate large EOD groups; instituting morning and afternoon orientations.

The onboarding cell is currently developing a more detailed implementation strategy for this recommendation and will provide that information in the next 30 days to the DSD.

<b>3.1</b>	<b>Process Lead:</b> WHS	<b>Target Completion Timeframe:</b> 6 months	<b>Resource Needs:</b> 7 billets total: 5 HR/security/admin-focused full-time equivalents (FTEs), 1 IT-focused FTE, and 1 Security (access)-focused FTE. Potential surge support (contractors) for especially large EOD groups.
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### Recommendation 3.2: Publish New Onboarding Policy

As described above, the current onboarding process for OSD new hires is inconsistently implemented, in large part because there is no central policy or set of guidelines for how onboarding should be conducted. Onboarding issues have also been exacerbated by multiple stakeholders owning different phases of the process without a single organization responsible for the onboarding process holistically. The DSD memo “Improving the Onboarding Experience,” dated April 16, 2024, established the PIO/DA&M as the organization responsible for the onboarding process. The process and technology changes recommended in this document also represent a change in the way OSD organizations will handle onboarding, and formal policy is needed to inculcate these changes.

**Recommendation:** Develop a policy that details a standard OSD civilian onboarding process and clearly defines the roles and responsibilities for organizations that own parts of the process. This policy will document and formalize all process and technology enhancements described in the previous two sections. The following tasks are aligned with this recommendation:

- WHS, in coordination with OSD CIO, will identify which recommendations can be implemented immediately or in the short term and which are dependent on other tasks or require additional research.
- WHS, in coordination with OSD CIO, will document the new proposed standard process with roles and responsibilities.
- WHS, in coordination with OSD CIO, will develop an Administrative Instruction to capture the processes, roles, responsibilities, and supporting systems to capture the final desired state.



<b>3.2</b>	<b>Process Lead:</b> WHS, OSD CIO (supporting)	<b>Target Completion Timeframe:</b> 12 months	<b>Resource Needs:</b> WHS and OSD CIO resources to write and staff the document
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### Recommendation 3.3: Expand Time to Hire Dashboard

The DSD memorandum “Improving the OSD Onboarding Process” also directed the onboarding taskforce to examine the feasibility of expanding the TTH dashboard to include onboarding workflows and metrics. The original intent of the dashboard was to display a snapshot of data housed within DCPDS and clearly illuminate the workflows from posting a job announcement through extending FJO. Therefore, the dashboard does not currently track key onboarding tasks for obtaining a CAC, building access, or basic IT requirements.

**Recommendation:** Expand the TTH dashboard to reflect key data points that are important for tracking improvements to the OSD civilian onboarding process, as outlined above. Further assessment is necessary to determine the inclusion of onboarding data to the TTH dashboard. For example, a standalone interactive application would provide the ability for gaining organizations to input and edit data to track key onboarding tasks (e.g., obtaining a CAC, building access or basic IT requirements) that could then be viewed in the dashboard. The ability to track the status of critical activities such as CAC issuance, NIPR access, and IT equipment allocation will provide visibility and transparency to the onboarding process and give the OMT the ability to mitigate issues prior to EOD so that EOD runs smoothly. The result is a seamless and timely onboarding experience for new hires. The following tasks are aligned with this recommendation:

- WHS will analyze current TTH dashboard capabilities to inform requirements for dashboard changes.
- WHS will assess the feasibility of systems beyond DCPDS should report data to the TTH dashboard.
- WHS will define requirements for updating the TTH dashboard, including the sources from which the dashboard will pull data to provide an accurate onboarding picture.

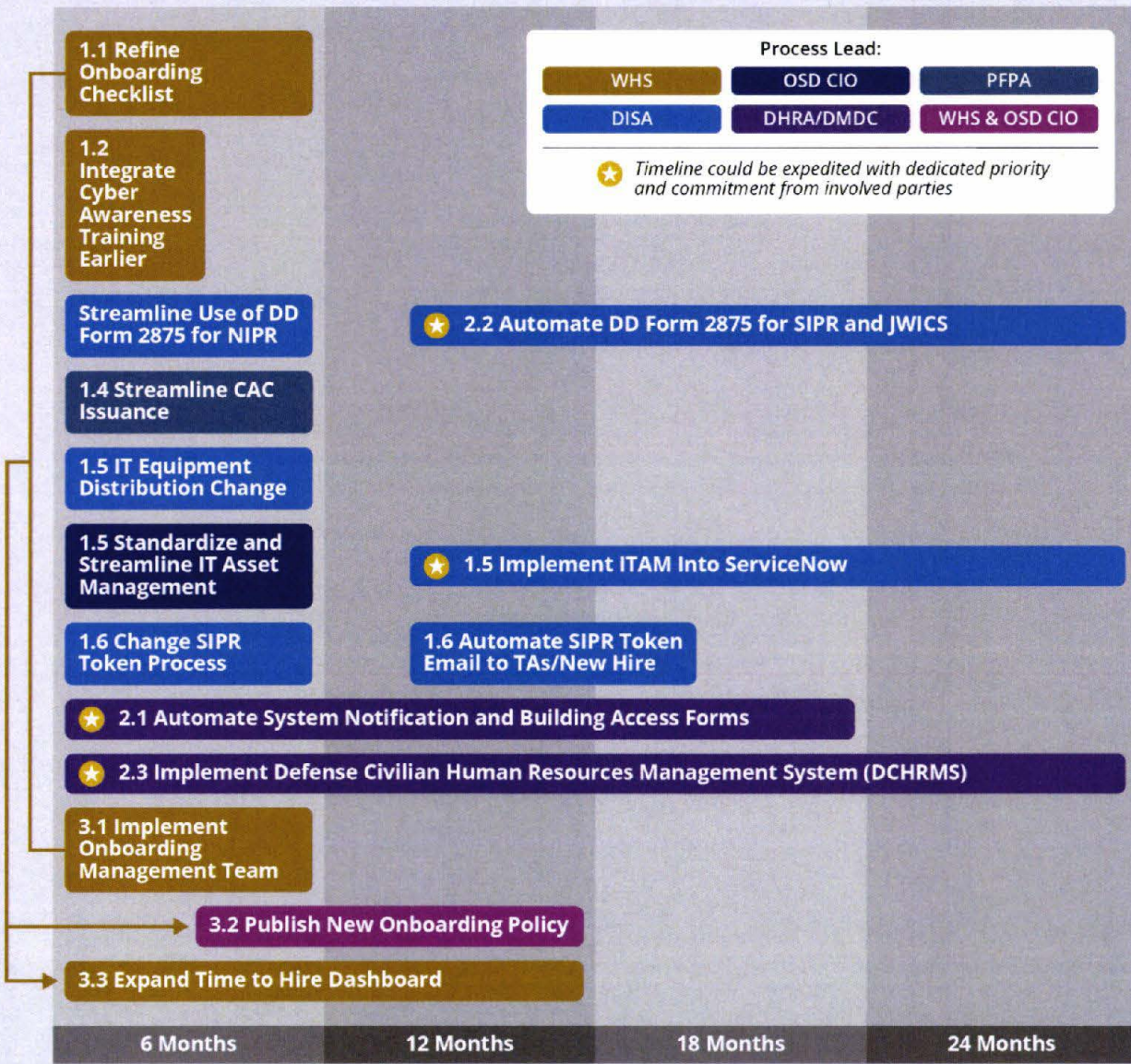
<b>3.3</b>	<b>Process Lead:</b> WHS	<b>Target Completion Timeframe:</b> 12 months is required to conduct a feasibility assessment of expanding the TTH dashboard and amend contract support requirements	<b>Resource Needs:</b> WHS will evaluate resource requirements based on a feasibility assessment on expanding the TTH dashboard
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# OVERALL TARGET IMPLEMENTATION TIMELINE

The recommendations outlined above are interrelated and build upon one another. The consolidated timeline view below illustrates target implementation timelines across all business objectives described above.

Figure 3: Consolidated Target Timeline and Dependencies





# LOOKING AHEAD

The recommendations outlined in this implementation plan are intended to provide a direct response to a specific DSD tasking to improve the OSD civilian onboarding process. These recommendations will ultimately achieve the desired outcome of reducing unpredictability. As onboarding activities transition from the planning phase to the implementation phase, the governance of onboarding activities will also transition. WHS, as the primary owner of onboarding, will stand up an AO-level body comprised of members with the subject matter expertise required to support execution, monitoring, and progress reporting for the recommendations outlined in this document. This AO-level body will report its progress to a Senior Executive Service (SES)-level governing body, which will report status to the Senior Administrative Officers Forum, and when appropriate, the OSD Management Forum.

Improving the civilian onboarding landscape may drive opportunities for systemic changes to related business processes, such as offboarding and contractor onboarding/offboarding. The Onboarding Cell is planning for the transition to an enduring governance structure and the implementation of the OMT and will provide transition details to the DSD in 30 days following submission of this report.

## Appendix A: OSD Onboarding Cell Members

The following table outlines the OSD Onboarding Cell members and roles.

Organization	Role	Title
<b>WHS</b>	SES	Director, WHS (Co-Chair)
<b>WHS HRD</b>	SES	Chief Human Resources Officer, Human Resources Directorate
	HQE	Director, Human Capital Strategy, Evaluation and Analysis
	Action Officers	Assistant Director, Human Capital and Business Operations Division Associate Director, WHS HRD Strategic Workforce Analyst
<b>WHS Security Office</b>	Action Officers	Director of Security Lead Senior Analyst for Security Program Analyst
<b>OSD CIO</b>	SES	Deputy OSD CIO and Director of Information Management and Technology
	Action Officer	Director of User Engagement
<b>DHRA</b>	SES	Director, DMDC
	Action Officer	Program Analyst

Organization	Role	Title
DISA J6	SESS	DISA J6
	Action Officers	Chief Desk Side Support Branch, DISA J6 Chief Network User Accounts Branch, DISA J6
DoD CIO	SES	Principal Director, Deputy CIO for Resources and Analysis
	Action Officer	Program Analyst, Deputy CIO for Resources and Analysis
PFPA	SES	Director, PFPA ADSIT
	Action Officer	Program Analyst

## Appendix B: Prior Onboarding Improvement Recommendations

The following table summarizes recommendations related to improving the onboarding experience that were outcomes of prior OSD onboarding improvement efforts and used as inputs for OSD Onboarding Cell discussions. The OSD Onboarding Cell validated the findings from the previous studies, and its recommendations included all the below with the exception of a single front-end HR system, which exceeded the scope of the onboarding cell.

Type	Recommendations	Source
<b>Process</b>	Establishment of an overarching onboarding end-to-end process owner to integrate, facilitate, and oversee the coherent, seamless, and timely execution of the process.	2022 WHS Onboarding Study
<b>Process</b>	Development of a Department-wide standardized repeatable onboarding process.	2022 WHS Onboarding Study
<b>Process</b>	Codified within a WHS Administrative Instruction, the standardized process can include identifying the roles and responsibilities of the new hire, gaining/owning organization, and four service providers.	2022 WHS Onboarding Study
<b>Process</b>	Develop standardized, structured, multi-day, onboarding cohorts that provides basic "Day 1" services.	OSD Business Process Tiger Team Report (October 2023)
<b>Process</b>	Clearly delineate WHS HRD, Defense Counterintelligence and Security Agency (for security clearances), PFPA, Joint Service Provider (JSP) (now DISA J6), and PSA responsibilities.	OSD Business Process Tiger Team Report (October 2023)
<b>System</b>	Move to a single front-end HR system.	OSD Business Process Tiger Team Report (October 2023)
<b>System</b>	Automation of all/some of the end-to-end process.	2022 WHS Onboarding Study



