



**DEPARTMENT OF THE ARMY**  
**HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT CAMPBELL**  
**39 NORMANDY BOULEVARD**  
**FORT CAMPBELL, KENTUCKY 42223-5617**

**JUL 12 2017**

IMCB-HR

MEMORANDUM FOR Directors & Chiefs, Staff Offices/Activities, This Headquarters

SUBJECT: Policy 1 – United States Army Garrison (USAG) Fort Campbell Civilian Onboarding and Out-Processing Procedures

1. References:

- a. AR 690-900, Civilian Personnel – General and Miscellaneous, 15 Dec 79.
- b. IMCOM Operations Order 17-061, Service Culture Initiative Campaign, 28 Apr 17.
- c. FC Form 4278, Fort Campbell Civilian Out-Processing Checklist, Jan 17.
- d. Fort Campbell – Intranet, Civilian Employee One-Stop-Shop,  
<http://www.campbell.army.mil/Installation/Employee/Pages/default.aspx>

2. Purpose: To establish on-boarding and out processing procedures for Appropriated Fund (AF) and Non-Appropriated Fund (NAF) civilian team members to ensure all team members are acclimated, welcomed, oriented, and integrated into the garrison and appropriately out-processed to fulfill departing obligations.

3. Applicability. This policy applies to all USAG Fort Campbell AF & NAF team members.

4. Policy: On-boarding begins with pre-arrival sponsorship and continues through a full series of activities over a team member's first year. Directors/Chiefs, supervisors, and managers will establish internal procedures to ensure on-boarding starts before the new team member arrives. Directors/Chiefs will certify completion of policy requirements by endorsing the onboarding checklist (Enclosure 1) at the end of the onboarding period and placing the checklist in the team member's file. Directors/Chiefs will ensure departing team members out-process required agencies and participate in an exit interview.

5. Procedures: On-boarding ensures that new team members feel welcomed, informed, prepared, and supported. This increases team member success, satisfaction, and retention, allowing the organization to meet its goals and fulfill its mission. Supporting information is contained in the on-boarding section of the Civilian Employee One Stop Shop, Reference 1d above.

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a. Incoming Team Members. Directors/Chiefs, first-line supervisors, and/or assigned sponsors will ensure new team members meet requirements of a five (5) phase orientation and integration process. Success is determined by having a new team member fully integrated into his or her team and providing world-class customer service during their first year of accepting the new position. Supervisor and/or Sponsor will ensure requirements are met by endorsing the onboarding checklist at the end of each phase. Phases are to be completed as time allows and not restricted by specified time frames.

(1) Pre-arrival and Sponsorship. This phase focuses on setting the conditions for the arrival and successful on-boarding of new team members. Immediately upon notification by the Civilian Personnel Advisory Center (CPAC) that a job offer has been accepted, a sponsor will be designated and initial contact made with the new hire. (Enclosure 1, On-Boarding Checklist, Phase 1)

(2) Arrival and Welcome. The goal is to personalize the welcome of new team members. Supervisor and/or Sponsor will meet the new team member on their Entry on Duty (EOD) Date at CPAC in-processing to ensure any issues or concerns are addressed and resolved. New team member will be escorted to the Directorate/Agency work site. (Enclosure 1, On-Boarding Checklist, Phase 2)

(3) In-Processing – First 30 Days. This phase focuses on providing new team members the necessary tools to accomplish their duties and responsibilities. Supervisors will refer to Enclosure 1, On-Boarding Checklist, Phase 3.

(4) Orientation – 31 to 180 Days. This phase focuses on orienting the new team member to the specific nuances of the organization (i.e., culture, mission, values, expectations and familiarization with their job and the command). An onboarding survey (enclosure 2) will be completed by the new team member 90 days after EOD. Completed surveys will be provided to Directors/Chiefs and a copy placed in the team member's file; Directors/Chiefs will forward any issues or concerns requiring the attention of the Garrison leadership to the Deputy to the Garrison Commander. Supervisors will refer to Enclosure 1, On-Boarding Checklist, Phase 4.

(5) Integration-Completion – First Year. This phase focuses on completing all on-boarding requirements. Supervisors will provide adequate time for the team member to complete required training during duty hours. At the conclusion of this phase, the team member normally receives his/her annual counseling and performance evaluation. Supervisors will refer to Enclosure 1, On-Boarding Checklist, Phase 5.

(6) Directors/Chiefs will certify completion of policy requirements by endorsing the onboarding checklist (Enclosure 1) at the end of the onboarding period and placing the checklist in the team member's file.

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b. Departing team members will clear all applicable activities using FC Form 4278, Fort Campbell Civilian Out-Processing Checklist (Enclosure 3), prior to permanent change of station, local reassignment, separation, or retirement. Completed FC Form 4278 will be provided to CPAC with a copy retained by the departing team member and in the team member's file. Organizations will retain completed FC Form 4278 in the team member's retired file for a period of one year after the team member departs the organization.

c. Departing team members will complete an exit interview with their Director/Chief prior to departure. Any Installation or Garrison level issues, concerns, and/or positive comments will be provided to the Deputy to the Garrison Commander.

6. The proponent and point of contact for this policy is the Directorate of Human Resources, ATTN: IMCB-HR, (270) 956-4661.

Encls

1. On-boarding Checklist
2. In-processing Survey
3. FC Form 4278



JOSEPH P. KUCHAN  
COL, IN  
Commanding

DISTRIBUTION:  
INTRANET

**Enclosure 1, Onboarding Checklist**

**Onboarding Checklist**

1. The Onboarding checklist is designed to assist Sponsor, Supervisor, and new team members with requirements to effectively welcome new team members to the Installation. The Onboarding Program consists of five phases: Phase 1: Pre-arrival and Sponsorship; Phase 2: Arrival and Welcome; Phase 3: In-processing – First 30 Days; Phase 4: Orientation – First 31-180 Days; Phase 5: Integration – Completion of First Year. Supervisor and/or Sponsor will annotate completion dates of each specified item within this checklist until all requirements are met. The Director/Chief will then endorse the checklist certifying completion of all requirements. The checklist will be retained in the team member’s file upon completion.

2. Onboarding Program Guiding Principles: 4 Pillars

- (1) Leader Engagement/Involvement
- (2) Orientation to Organizational Culture, Values, and Expectations
- (3) Career Support and Professional Development
- (4) Building Beneficial Relationships

**Sponsor:**

\_\_\_\_\_  
(Last, First, MI) Directorate/Agency/Division/Section

Date Assigned: \_\_\_\_\_ Completion Date:  
\_\_\_\_\_

**Team Member Information:**

\_\_\_\_\_  
(Last, First, MI) Duty Position

**Assigned Team Mate [co-worker(s)]**

\_\_\_\_\_  
(Last, First, MI)

**Rater:**

\_\_\_\_\_  
(Last, First, MI) Directorate/Agency/Division/Section

**Senior Rater:**

\_\_\_\_\_  
(Last, First, MI) Directorate/Agency/Division/Section

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**Enclosure 1**

<b>PHASE 1: PRE-ARRIVAL &amp; ASSIGNMENT OF SPONSOR</b>	
1. Notification Received that the Applicant Accepted the Job Offer	Date:
2. Applicant Initial Contact Completed	Date:
3. Means of Contact	
3a. Email:	Date:
3b. Telephonic Contact#:	Date:
3c. Mail (Address):	Date:
3d. Other: (Describe)	Date:
4. Welcome Packet Provided to the Applicant consisting of the following items (Minimum Requirements)	Date:
4a. Local Area Listings (Housing, Business, Entertainment)	
4b. Fort Campbell Installation Information (Map, Staff Directory)	
4c. GC/GCSM Welcome Letter and Directorate/Agency Welcome Letter	
4d. Computer Access Request	
4e. Other Information (Specify):	
5. Applicant Requested Additional Information (Specify):	Date Provided:
6. Applicant's Projected Arrival Date [Entry on Duty (EOD)]	Date:
6a. Applicants Mode of Travel (Circle One: Car Bus Plane)	
6b. Supervisor/Sponsor meets applicant prior to CPAC In-processing? (Circle)	YES NO
6c. Supervisor/Sponsor identifies new team member's arrival date/time	Date/Time:
<b>SUPERVISOR/SPONSOR SIGNATURE ENDORSEMENT: COMPLETION OF PHASE 1:</b>	Date:
<b>PHASE 2: ARRIVAL - WELCOME</b>	
1. Confirm the Civilian Personal Advisory Center (CPAC) in-processing/briefing date (Day 1 EOD). Team member is met at CPAC In-processing by Supervisor, Sponsor, or Senior Leader	Date:
2. CPAC In-processing requirements were completed on Day 1 (Circle)	YES NO
2a. If No, Follow up date scheduled to complete requirements	Date:
3. Team member was escorted to Directorate/Agency Work Site/Area	YES NO
3a. If No, Did team member arrive at the area on Day 1? (Circle)	YES NO
4. Team member issues or concerns were addressed and resolved to the satisfaction of the team member by the supervisor/sponsor prior to release? (Circle)	YES NO
4a. If No, Date resolved	Date:
5. Team member received a welcome from the supervisor/sponsor?	YES NO
5a. If No, Date Welcome occurred	Date:
6. Team member was introduced to co-workers	YES NO
<b>PHASE 2: ARRIVAL - WELCOME (Continued)</b>	
6a. If No, Date introduction occurred	Date:
7. Team member was shown office location	YES NO

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7a. If No, Date that office tour occurred	Date:
8. Team member was provided Emergency Contact Information	YES NO
8a. If No, Date a contact plan was established	Date:
9. Team member received a copy of the Onboarding Checklist	Date:
10. Supervisor/Sponsor scheduled team member for receipt of Common Access Card <a href="https://rapids-appointments.dmdc.osd.mil/appointment/building.aspx?BuildingId=353">https://rapids-appointments.dmdc.osd.mil/appointment/building.aspx?BuildingId=353</a>	Appointment Date & Time:
<b>SUPERVISOR/SPONSOR SIGNATURE ENDORSEMENT: COMPLETION OF PHASE 2:</b>	Date:
<b>PHASE 3: IN-PROCESSING (FIRST 30 DAYS)</b>	
1. Position Description, terms of employment, job duties, and performance expectations. Provide copy of Notification of Personnel Action (SF50) to team member.	Date:
1a. Complete a written performance plan (support form).	Date:
1b. Complete an Individual Development Plan (IDP) using an automated form produced on Army Career Tracker (ACT) or approved Career Program form. <a href="https://actnow.army.mil/">https://actnow.army.mil/</a>	Date:
2. Office space assigned (if applicable); Location of Copiers, FAX, etc.	Date:
3. Supervisor Introduction of: Work area, rules, procedures, organization vision, mission and goals, Function of Department, Organization Chart, Policy Letters, Interrelationships in and outside of organization, Union Representative and Union Bulletin Board.	Date:
4. <b>Supervisor Discussion of:</b>	
4a. Chain of Command, Probationary Period, Management Employee Relations (Union & Weingarten Rights), Local Policies and Procedures for grievance, complaint and appeal procedures (AFGE 2022 & EEO)	Date:
4b. Work Schedules, accountability, breaks, lunch, overtime and compensatory time, reporting of time (Automated Time Attendance and Production System - ATAAPS), Leave Policies, leave accrual rate, Salary	Date:
4c. Telephone use and protocols, etiquette and voicemail, computer use and internet access rules, email etiquette, customer service philosophy	Date:
<b>PHASE 3: IN-PROCESSING (FIRST 30 DAYS) (Continued)</b>	
4d. Inclement weather procedures/policies, emergency notification procedures, At-Hoc Registration ( <a href="https://intranet.campbell.army.mil/SitePages/Home.aspx">https://intranet.campbell.army.mil/SitePages/Home.aspx</a> ), safety plan (Job Hazard Analysis, Workplace Hazard Analysis, reporting work injuries, reporting work hazards); Army Disaster Personnel Accountability and Assessment System (ADPAAS) registration <a href="https://adpaas.army.mil/">https://adpaas.army.mil/</a>	Date:
4e. Network sharing, FOIA and confidentiality/protection of sensitive information.	Date:
4f. Review Civilian Education System (CES) Requirements	Date:
5. <b>Assistance to Obtain:</b>	

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5a. Computer and/or required Work Equipment (Supply)	Date:
5b. Common Access Card (CAC)	Date:
5c. Building Access and issuance of keys (Key Control Officer)	Date:
5d. Email network account (IMO) & usage policies.	Date:
6. Attend the first available Team Member Orientation – Garrison within 30 days of arrival.	Date:
7. Attend First Line Leader Meeting to address and obtain feedback on on-boarding process, answer questions, review Leadership and Customer Pledges. Identify & discuss Annual Training Requirements/Priorities	Date:
8. <b>Complete Mandatory Training Requirements.</b> Refer to Civilian One-Stop-Shop; Training Section: <a href="http://www.campbell.army.mil/Installation/Employee/Pages/Training.aspx">http://www.campbell.army.mil/Installation/Employee/Pages/Training.aspx</a> x	
8a. <b>Information Assurance Training/DoD Cyber Awareness Training</b> <a href="https://ia.signal.army.mil/DoDIAA/default.asp">https://ia.signal.army.mil/DoDIAA/default.asp</a>	Date:
8b. <b>Information Security Program Training</b>	Date:
8c. <b>(Managers &amp; Supervisors Only) Security Training – Annual Awareness: Managing Personnel with Clearances/Access to Classified Information.</b>	Date:
IF APPLICABLE	
8d. <b>Government Credit Card Required Training</b> (Defense Travel Administrator) <a href="http://www.defensetravel.osd.mil/dts/site/index.jsp">http://www.defensetravel.osd.mil/dts/site/index.jsp</a>	Date:
8e. Use of Government vehicle/training/licensing. <b>Army Accident Avoidance Course (AAAC)</b> is required for team members who drive or operate AMV/GSA Vehicles. Required initially and then every 4 years. <a href="https://safety.army.mil/TRAININGCOURSES/OnlineTraining.aspx">https://safety.army.mil/TRAININGCOURSES/OnlineTraining.aspx</a>	Date:
8f. <b>Random Drug Testing Procedures</b>	Date:
8g. <b>Security Clearance and training requirements</b>	Date:
9. Schedule and complete a first quarter performance counseling session; review Individual Development Plan (IDP)	Date:
<b>SUPERVISOR/SPONSOR SIGNATURE ENDORSEMENT: COMPLETION OF PHASE 3:</b>	Date:
<b>PHASE 4: ORIENTATION (31 to 180 DAYS)</b>	
1. Review Garrison Commander's Policies	Date:
2. Provide Essential Job Training	Scheduled Date:
3. Schedule and complete a mid-point performance counseling session; Update Individual Development Plan (IDP)	Completed Date:
4. Complete the onboarding survey (enclosure 2) 90 days after EOD and provide to Director/Chief.	
5. <b>Complete Mandatory Training Requirements</b> (Refer to Civilian One Stop Shop for up to date links and Face-to-Face Training schedules <a href="http://www.campbell.army.mil/Installation/Employee/Pages/Training.aspx">http://www.campbell.army.mil/Installation/Employee/Pages/Training.aspx</a> x)	

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5a. Antiterrorism (AT) Training AT Level 1 <a href="https://atlevel1.dtic.mil/at/">https://atlevel1.dtic.mil/at/</a>	Date:
5b. Combating Trafficking in Persons Awareness <a href="http://www.combat-trafficking.army.mil/">http://www.combat-trafficking.army.mil/</a>	
5c. Composite Risk Management Civilian Basic Training <a href="https://safety.army.mil/training/ONLINETRAINING/tabid/1210/Default.aspx">https://safety.army.mil/training/ONLINETRAINING/tabid/1210/Default.aspx</a>	Date:
5d. Constitution Day & Citizenship Day Training <a href="http://constitutionday.cpms.osd.mil/">http://constitutionday.cpms.osd.mil/</a>	
5e. Operations Security (OPSEC) <a href="http://cdsetrain.dtic.mil/opsec/index.htm">http://cdsetrain.dtic.mil/opsec/index.htm</a>	Date:
5f. Employee or Supervisor Safety Course <a href="https://safety.army.mil/training/ONLINETRAINING/tabid/1210/default.aspx">https://safety.army.mil/training/ONLINETRAINING/tabid/1210/default.aspx</a>	Date:
5g. Attend Customer Service (Operation Excellence (OPEX) Training	
<b>SUPERVISOR/SPONSOR SIGNATURE ENDORSEMENT: COMPLETION OF PHASE 4:</b>	Date:
<b>PHASE 5: INTEGRATION – COMPLETION (FIRST YEAR)</b>	
1. Schedule and complete a 3d Qtr performance counseling session; Update Individual Development Plan (IDP)	Completed Date:
2. <b>Complete Mandatory Training Requirements</b> (Refer to Civilian One Stop Shop for current Face-to-face dates – Note: Refer to “Training Stand-up Day” for a combined Face-to-Face schedule) <a href="http://www.campbell.army.mil/Installation/Employee/Pages/Training.aspx">http://www.campbell.army.mil/Installation/Employee/Pages/Training.aspx</a> )	Completed Date:
2a. <b>Substance Abuse Prevention and Awareness Training (ASAP)</b> Face-to-Face Requirement.	
2b. <b>Threat Awareness and Reporting Program (TARP)</b> Face-to-Face Requirement.	Date:
2c. <b>Sexual Harassment/Assault Response &amp; Prevention (SHARP)</b> Phase 1: Online at <a href="http://www.lms.army.mil">www.lms.army.mil</a> Phase 2: Face-to-Face Requirement.	Date:
2d. <b>ETHICS.</b> Initial entry into Civilian Service and/or assignment to a new unit and annually. Also Required for Government Purchase Card Holders when applying for a GPC at MICC, Bldg 6923 38th & Desert Storm Ave.	Date:
<b>PHASE 5: INTEGRATION – COMPLETION (FIRST YEAR) (Continued)</b>	
2e. <b>Army Suicide Prevention Program.</b> Face-to-Face Requirement. Coordinate through your Training Coordinator or contact the Suicide Prevention Coordinators @ (270) 412-6825 or 412-0078	Date:
2f. <b>Supervisory Development Course and Local Resident Supervisor Development Course (RSDC)(Supervisors)</b> Must be completed within 1 year of appointment to a supervisory position. Enrollment should occur during the Orientation phase. Once enrolled, the on-line course must be completed within 120 days. The Local RSDC can be scheduled with DPTMS. <b>On-line training at</b>	Date:



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<a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a>	
<b>2g. Equal Opportunity, Anti-Harassment, No Fear.</b> Non-supervisors register for: EEO-203A; Supervisors: EEO-203B, <a href="http://www.lms.army.mil">www.lms.army.mil</a>	Date:
<b>2h. Civilian Education System Requirements</b>	
<b>2h1. Foundation Course</b> The FC is required for all Army civilians, interns, team leaders, supervisors, and managers hired after 30 September 2006. FC must be completed within first year of employment. <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a>	
<b>2h2. Basic Course dL (Ph 1) &amp; Residency (PH2) (Grades GS01 - GS09 or Equivalent)</b> <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a>	Start/Completion Dates:
<b>2h3. Intermediate Course dl (PH1) &amp; Residency (PH2) (Grades GS10-GS-12 or Equivalent)</b> <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a>	Start/Completion Dates:
<b>2h4. Advanced Course dl (PH1) &amp; Residency (PH2) (Grades GS13-GS15 or Equivalent)</b> <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a>	Start/Completion Dates:
<b>2h5. Continued Education for Senior Leaders (CESL) (Grades GS14-GS15 or Equivalent)</b> <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a>	Start/Completion Dates:
<b>3. Obtain any Final Feedback</b> regarding the On-Boarding Process	Date:
<b>4. Provide End of Year Counseling</b>	Date:
<b>5. Finalize Annual Evaluation</b> , if required	Date:
<b>6. Review and Refine Individual Development Plan (IDP)</b>	Date:
<b>7. Submit Copy of completed checklist and endorsements</b> (Enclosure 1 to Policy 1) to Director/Chief for further endorsement.	Date:
<b>SUPERVISOR/SPONSOR SIGNATURE ENDORSEMENT:</b>	Date:
<b>COMPLETION OF PHASE 5:</b>	
<b>DIRECTOR'S/CHIEF'S ENDORSEMENT OF ONBOARDING COMPLETION</b>	
I have met with the team member and responsible leaders and affirm that the onboarding process has been completed. Issues, concerns, and additional remarks have been addressed. Those requiring the attention of the Garrison Command will be forwarded to the Deputy to the Garrison Commander.	
<b>SIGNATURE/DATE:</b>	

Enclosure 2



**IMCOM USAG Fort Campbell Onboarding & In-processing Survey**

Conducted 90 Days Following EOD

Please indicate the date you began working: \_\_\_\_\_  
(MMDDYYYY)

Directorate: \_\_\_\_\_

Please answer/rate the following statements:

1      2      3      4      5  
Unsatisfied      Satisfied      Very Satisfied

1. Please rate your overall onboarding experience.      1      2      3      4      5  
              

2. Did it assist you in integrating into your organization?      1      2      3      4      5  
              

3. Did it prepare you to perform your duties and responsibilities?      1      2      3      4      5  
              

4. Were you assigned a Sponsor?      Yes       No

(A sponsor is a fellow employee that assisted in your onboarding and in-processing)

4a. Was he/she helpful?      1      2      3      4      5  
              

5. Were you provided a Welcome Packet upon employment?      Yes       No

5a. Was the Welcome Packet provided easy to follow?      1      2      3      4      5  
              

5b. Was it useful?      1      2      3      4      5  
              

6. Were you assigned a "Team Mate"?      Yes       No

(A Team Mate is a fellow employee that assists in training you for your position)

6a. Was he/she helpful?      1      2      3      4      5

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7. Were you provided the proper equipment in a timely manner in order to perform your duties?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer/rate the following statements:

1	2	3	4	5
Unsatisfied		Satisfied		Very Satisfied

8. Have you received a job description & performance standards?

Yes  No

9. Did your first line leader/supervisor review your job description & performance standards with you?

Yes  No

10. Do you understand what is expected of you in your position?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Do you understand how your job supports the organization's mission?

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Have you established an Individual Development Plan with your supervisor?

Yes  No

13. Please rate your experience at New Team Member Orientation.

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the date of attendance: \_\_\_\_\_

14. Please rate your experience at Customer Service Training.

Please indicate the date of training: \_\_\_\_\_

15. Have you had the opportunity to meet leadership?

Please indicate which leaders you have had the opportunity to meet.

\_\_\_\_\_

(Director, Deputy to the Garrison Commander, Garrison Commander, etc.)

Please provide any additional comments on your onboarding and in-processing experience and suggestions for improvement:

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