

Republic of the Philippines

Department of Education

REGION VIII - EASTERN VISAYAS

June 21, 2024

REGIONAL MEMORANDUM

AD-2024- 7 1 2

DEVELOPMENT OF DEPED ONBOARDING POLICY

To: Schools Division Superintendent } Division of **Leyte** Chiefs of AD and HRDD

All Others Concerned

- 1. The Bureau of Human Resource and Organizational Development-Human Resource Development Division (BHROD-HRDD) shall be conducting a four (4)-phase workshop for the development of Onboarding Policy between **July 9, 2024** to **August 16, 2024** per attached Memorandum DM-OUHROD-2024-1186.
- 2. The identified participants per activity are as follows:

Title of the Activity	Date	Venue	Identified Participants
Focus Group Discussion and Consultation on Onboarding Policy with Incumbents and Implementers	July 9- 12, 2024	Within Metro Manila	Jose Mariano E. Barril ITO I, Division of Leyte RSPI NTWG Member Dina S. Superable EPS, HRDD-DepEd RO VIII
Writeshop on the Onboarding Policy with Recruitment, Selection, Placement, and Induction-National Technical Working Group (RSPI-NTWG)	July 23- 26, 2024	Within Iloilo City	Harvie D. Villamor Chief, HRDD-DepEd RO VIII RSPI NTWG Member Jose Mariano E. Barril ITO I, Division of Leyte RSPI NTWG Member
Validation Workshop of the draft Onboarding Policy with Incumbents and Implementers	August 7-9, 2024	Within Davao	Jose Mariano E. Barril ITO I, Division of Leyte RSPI NTWG Member Eva D. Rosales AO V (HRMO III), DepEd RO VIII





Address: Government Center, Candahug, Palo, Leyte

Telephone No.: (053) 832-5738 Email Address: region8@deped.gov.ph Website: region8.deped.gov.ph Page 1 of 2

Refinement Finalization Validated Onboarding Po	of olicy	and the Draft	August 13-16, 2024	Within Albay	Harvie D. Villamor Chief, HRDD-DepEd RO VIII RSPI NTWG Member
					Jose Mariano E. Barril ITO I, Division of Leyte RSPI NTWG Member

- 3. Travel and other necessary expenses of participants shall be charged against local funds, subject to existing budgeting, accounting, and auditing rules and regulations. The provision of first meal and last meal are indicated in the attached Memorandum DM-OUHROD-2024-1186. Other details and administrative arrangements, including the exact venue will be announced through a separate advisory.
- 4. For confirmation of attendance, kindly accomplish the form and register through the link: https://bit.ly/RegistrationOnboardingPolicy on or before July 3, 2024.
- 5. Immediate dissemination of and compliance with this Memorandum are desired.

EVELYN R. FETALVERO CESO IV

Regional Director

Enclosure: As stated Reference: As stated

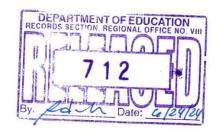
To be indicated in the Perpetual Index under the following subjects:

ONBOARDING

POLICY

WORKSHOP

AD-PS-EDR







Republika ng Pilipinas

Department of Education

OFFICE OF THE UNDERSECRETARY
HUMAN RESOURCE AND ORGANIZATIONAL DEVELOPMENT

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MEMORANDUM DM-OUHROD-2024-1186

TO

ATTY. RESTY C. OSIAS

Director IV, Bureau of Human Resource and Organizational Development

JENNIFER E. LOPEZ

Director IV, National Educators Academy of the Philippines

LEILA P. AREOLA

Director IV, Bureau of Learning Delivery

ROBERT M. AGUSTIN

Director IV, Administrative Service

ANA MARIE C. CALAPIT

Director IV, Finance Service

JASON V. MERCENE

OIC-Director IV, Public Affairs Service

ALL REGIONAL DIRECTORS

SELECTED SCHOOLS DIVISION SCPERINTENDENTS

ALL OTHERS CONCERNED

FROM

WILFREDOF CARRAI.

Regional Director

Officer-in-Charge, Office of the Undersecretary Human Resource and Organizational Development

SUBJECT

DEVELOPMENT OF DEPED ONBOARDING POLICY

DATE

18 June 2024

Since 2017, the Bureau of Human Resource and Organizational Development – Human Resource Development Division (BHROD-HRDD) has invested on its initiatives on competency-based Recruitment, Selection, Placement and Induction (RSPI) system by reviewing and revising several DepEd issuances on hiring and promotion to align with the Civil Service Commission (CSC) Memorandum Circular No. 14, series of 2018, or the Omnibus Rules on Appointment and Other Human



Resource Actions (ORA OHRA) as amended, which resulted to the issuance of the enhanced DepEd Agency Merit Selection Plan (MSP) and Recruitment, Selection, and Appointment (RSA) Guidelines.

After establishing the hiring and appointment guidelines, an Onboarding Policy shall be next in line to put in place a standardized procedure in the preparation, immersion, and engagement of the appointed personnel to the organization and into their respective offices and functions. This is also in adherence to the CSC's Program to Institutionalize Meritocracy and Excellence in Human Resource Management (PRIME-HRM) and a part of the Department's journey in attaining PRIME-HRM Maturity Level III.

The development of this policy shall improve the effectiveness of employee job entry and enhance the mobility of employees between offices, while developing employee professionalism. This shall result in employees feeling valued, informed, connected, and committed—the essential and critical factors for a lasting, successful relationship with DepEd.

As part of the work for these initiatives, a four (4)-phase workshop for the development of Onboarding Policy shall be conducted to consult, formulate, validate, and finalize the draft policy:

Title of the Acti v ity	Date	Venue
Focus Group Discussion and Consultation on Onboarding Policy with Incumbents and Implementers	July 9-12, 2024	Within Metro Manila
Writeshop on the Onboarding Policy with ROPI NTWC	July 23-26, 2024	Within Iloilo
Validation Workshop of the draft Onboarding Policy with Incumbents and Implementers	August 7-9, 2024	Within Davao
Refinement and Finalization of the Validated Draft Onboarding Policy	August 13-16, 2024	Within Albay

In this connection, your Office is requested to authorize and ensure the participation of the RSPI NTWG members and nominate the identified participants under your supervision in the abovementioned activities.

The list of participants and indicative program of activities are attached as Annex A and Annex B, respectively.

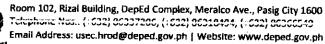
Travel expenses, except for the identified RSPI NTWG Members, will be charged against local funds, subject to existing budgeting, accounting, and auditing rules and regulations. The provision of first meal and last meal are indicated in Annex B. Other details and administrative arrangements, including the exact venue, will be announced through a separate advisory.

For confirmation of attendance, kindly accomplish the form and register through the link below (or scan the QR code) on or before July 3, 2024.

https://bit.ly/RegistrationOnboardingPolicy









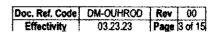




For more information and further clarification, you may reach Ms. Carla Gob or Ms. Ruby Chanda Crisostomo through the BHROD-HRDD email address at bhrod.hrdd@deped.gov.ph or telephone no. (02) 8470-6630.

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LIST OF PARTICIPANTS

Bureau of Human Resource and Organizational Development – Human Resource Development Division Recruitment, Selection, Placement, and Induction (RSPI) System

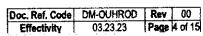
Focus Group Discussion and Consultation on Onboarding Policy with Incumbents and Implementers

July 9 –12, 2024 within Metro Manila

No.	MAME	POSITION	OFFICE CO/RO/SDO
кесги	nitment, Selection, and Placement – National	Technical Working Group (KSP-NTWG) Mel	mbers
1	Janice Gamalong	Supervising Admin. Officer	Region XI
2	Arniel Garque	Public Schools District Supervisor	Guimaras
3	Jose Mariano Barril	Information Technology Officer I	Leyte
4	Flsa Mariano	Administrative Officer V	NCR
5	Arvin Purisima	Administrative Officer V	Pangasinan II
6	Menchie Kubayashi	Administrative Officer V	Pasig City
5 Pro	gram Managers and Secretariat from BHROL	D-Human Resource Development Division -	RSP
2 pari	ticipants from BHROD – Human Resource D	Development Division (HRDD) RPMS, L&D	
2 pan	ticipants from BHROD - Personnel Division	ı (PD)	
ı parı	ticipant from BHROD – Employee Weffare D	Jivision (EWU)	
1 par	ticipant from BHROD - Organizational Effec	ctiveness Division (OED)	
1 par	ticipant from BHROD - School Effectivenes	ss Division (SED)	
1 par	ticipant from NEAD		
1 par 1 rep HRD	ticipant from NEAP	DO with an established onboarding process n/activities	, preferably ti







LIST OF PARTICIPANTS

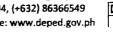
Bureau of Human Resource and Organizational Development – Human Resource Development Division Pocsultment, Selection, Placement, and Induction (DSDI) System

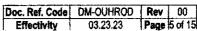
Onboarding Policy Writeshop with RSPI NTWG

July 23-26, 2024 within Iloilo

No.	NAME	POSITION	OFFICE CO/RO/SDO
Recru	itment, Selection, and Placement - N	lational Technical Working Group (RSP-NTWG) I	lembers
1	Susan Collano Schools Division Superintendent		Naga
2	Cherry Mac Limbaco	Schools Division Superintendent	Malaybalay
3	Harvie Villamor	Chief Education Supervisor	Region VIII
4	Anne Geralyn Pelias	Chief Administrative Officer	Region IV-A
5	Janice Gamalong	Supervising Admin. Officer	Region XI
6	Arniel Garque	Public Schools District Supervisor	Guimaras
7	Jose Mariano Barril	Information Technology Officer I	Leyte
ō	Elsa Mariano	Administrative Officer V	NOR
9	Menchie Kubayashi	Administrative Officer V	Pasig City
10	Arvin Purisima	Administrative Officer V	Pangasinan II
ři	isabeiiia Sampayan	Administrative Officer v	Paiawan
1 part	ricipant from Office of the Undersect	retary for HROD	
1 part	ticipant from BHROD - Office of the	Director	
5 Pro	gram Managers and Secretanat from	BHROD-Human Resource Development Division	ı - RSP
2 part	ticipants from BHROD - Human Reso	ource Development Division (HRDD) RPMS, L&D	
3 part	ticipants from BHROD – Personnel D	Division (PD)	
2 part	ticipants from NEAP		









LIST OF PARTICIPANTS

Bureau of Human Resource and Organizational Development – Human Resource Development Division Reconstruction, Placement, and Induction (RSPI) System

Onboarding Policy Validation Workshop with Incumbents and Implementers

August 7 – 9, 2024 within Davao

No.	NAME.	POSITION.	OFFICE CO/RO/SDO
6 Recn	uitment, Selection, and Placement - Nationa	l Technical Working Group (RSP-NTWG) Members
12 sele	octed incumbents (from CO, RO, and SDO)		
*	 Bureau of Learning Delivery Administrative Service 	ied strand; preferably hired within the last i	2 years)
	Finance ServicePublic Affairs Service		
>	Regional Office (1 representative per identi RO I RO VII RO X RO Caraga	tified RO-HRDD)	
>	Schools Division Office (1 representative p SDO Guimaras SDO Mandaluyong SDO Zamboanga SDO General Santos	er identified SDO SGOD-HRD)	
8 selec	ted HRMOs (from RO and SDO)		
>	Regional Office (1 representative per identi RO III RO VIII RO XI	tified RO)	
>	 Schools Division Office (1 representative p SDO Batangas SDO Dasmariñas City 	er identified SDO)	
	SDO RoxasSDO QuirinoSDO Oriental Mindoro		
1 partic	ipant from BHROD - Office of the Director		
2 partic	ipants from BHROD - Personnel Division (PD)	
1 partic	ipant from BHROD - Employee Welfare Div	rision (EWD)	





5 Program Managers and Secretariat from BHROD-Human Resource Development Division

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Effectivity	03.23.23	Page	6 of 15



Annex A.4

LIST OF PARTICIPANTS

Bureau of Human Resource and Organizational Development - Human Resource Development Division Pornultment, Selection, Placement, and Induction (PSPI) System

Refinement and Finalization of the Validated Draft Onboarding Policy

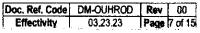
August 13 - 16, 2024 within Albay

No.	NAME	POSITION	OFFICE CO/RO/SDO
Reca	itment, Selection, and Placement - Nati	onal Technical Working Group (RSP-NTWG) Mem	hare
1	Susan Collano	Schoole Division Superintendent	Naga
2	Cherry Mac Limbaco	Schools Division Superintendent	Malaybalay
3	Harvie Villamor	Chief Education Supervisor	Region VIII
4	Anne Geralyn Pelias	Chief Administrative Officer	Region IV-A
5	Janice Gamalong	Supervising Admin. Officer	Region XI
6	Arniel Garque	Public Schools District Supervisor	Guimaras
7	Jose Mariano Barril	Information Technology Officer I	Leyte
õ	Eisa Mariano	Administrative Officer V	NCR
9	Menchie Kubayashi	Administrative Officer V	Pasig City
10	Arvin Purisima	Administrative Officer V	Pangasinan II
ΪÏ	isabelita Sampayan	Administrative Officer V	Palawan
1 part	icipant from Office of the Undersecreta	ry for HROD	***************************************
2 part	icipants from BHROD - Office of the Di	rector	
3 part	cipants from BHROD - Personnel Divi	sion (PU)	
1 part	icipant from BHROD – Employee Welfa	re Division (EWD)	
2 part	icipants from BHROD - Human Resour	ce Development Division (HRDD) RPMS, L&D	
5 Pro	gram Managers and Secretariat from BH	ROD-Human Resource Development Division	











Activity Title

Focus Group Discussion and Consultation on Onboarding Policy

with Incumbents and Implementers

Schedule

July 9 - 12, 2024

Inclusive Dates

8:00 AM to 12:00 PM & 1:00 PM to 5:00 PM daily

Time/s
Duration (in hours)

32 hours

Participants

Members of Recruitment, Selection, Placement, and Induction (RSPI) National Technical Working Group (RSPI-NTWG); BHROD Team, selected

representatives from CO/RO/SDO units

Venue

Within Metro Manila

Objectives

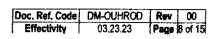
To gather insights and discuss the existing practices on onboarding which shall be used in the development of the Onboarding Policy. The specific objectives are as follow:

- Revisit current practices on onboarding of all governance levels CO, RO, and SDO,
- b. Review onboarding policies/program of other agencies as references; and
- c. Identify the scope, structure, and outline of the Onboarding policy.

ACTIVITY	EXPECTED OUTPUTS	IN-CHARGE
uly 9, Tuesday (First Meal: Lunch)		
Ingress and Check-in of Participants		
Openina Program		
Session 1: Preliminaries and House Rules		HRDD Organizing
Welcome Remarks		Committee, Facilitators Participants
Session 2: Priming presentation,		rarucipants
Updates on RSP System, Instructions for the		
next day		Ì
uly 10, Wednesday		
Session 3: Preliminaries, Energizer Session 4: Recapitulation from the priming session, Presentation of Workshop Design and Tasking Workshop 1: Revisiting the current practices on onboarding - break out groups (per governance	Program Objectives and Directions, RSF Updates; Tasking of pax	HNDD Facilitators Participants
	uly 9, Tuesday (First Meal: Lunch) Ingress and Check-in of Participants Opening Program Session 1: Preliminaries and House Rules Welcome Remarks Session 2: Priming presentation, Updates on RSP System, Instructions for the next day uly 10, Wednesday Session 3: Preliminaries, Energizer Session 4: Recapitulation from the priming session, Presentation of Workshop Design and Tasking Workshop 1: Revisiting the current practices on	ACTIVITY OUTPUTS uly 9, Tuesday (First Meal: Lunch) Ingress and Check-in of Particinants Opening Program Session 1: Preliminaries and House Rules Welcome Remarks Session 2: Priming presentation, Updates on RSP System, Instructions for the next day uly 10, Wednesday Session 3: Preliminaries, Energizer Session 4: Recapitulation from the priming session, Presentation of Workshop Design and Tasking Program Objectives and Directions, RSF Updates; Tasking of pax









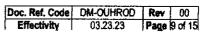
PM DAY 3: I	cont. Workshop 1: Revisiting the current practices on onboarding - break out groups (per governance level) Session 5: Presentation of Workshop 1 output uly 11, Thursday	Workshop 1 and 2 output/accomplished form	
AM	Session 6: Benchmarking from other agencies' onboarding policy/program (presentation of CSC) Session 7: Presentation of Workshop 2 output	Draft outline and scope of the onboarding policy	HKDD Facilitators Participants
РМ	Policy Agenda Setting: Main Objective/Goal of Onboarding (Entry to Exit) Role - Principles, Road Map (with guide questions) Workshop 2: Identifying the scope, structure, and outline of the policy and development of Onboarding Framework (what do you want to see on the onboarding policy)	Draft outline and scope of the onboarding policy, comments, recommendations, agreements	HRDD Facilitators Participants
DAY 4: J	uly 12, Friday (Last Meal: PM Snacks)		
AM	Come up with general provisions of the policy Workshop 3: Presentation of workshop 3 output (by group); discussion and noting of inputs, comments, recommendations and agreements	Draft outline Policy	HRDD Facilitators Farticipants
TDA-4.	Session 8: Presentation of Ways Forward and Next Steps Closing Program Egress of Participants		HRDD Facilitators Participants





Room 103, Pizal Ruilding, DepEd Complex, Meralco Ave., Pacig City 1500. Telephone Nos.: (+632) 86337206, (+632) 86318494, (+632) 86366549

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Activity Title

Onboarding Policy Writeshop with RSPI NTWG

Schedule

July 23.- 26, 2024

Inclusive Dates

Time/s

8:00 AM to 12:00 PM & 1:00 PM to 5:00 PM daily

Duration (in hours)

32 hours

Participants

Members of Recruitment, Selection, Placement, and Induction (RSPI) National Technical Working Group (RSPI-NTWG); BHROD Team, selected representatives from CO/RO/SDO units

Venue

within Iloilo

Objectives

To develop the draft Onboarding Policy

The specific objectives are as follow:

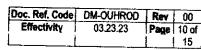
a. Integrate the Onboarding Framework and inputs from the focus group discussion and consultation activity to the draft onboarding policy;

b. Align the draft policy to CSC Onboarding program and PRIME-HRM Level III indicators

Supply specific provisions on the draft Onboarding Policy

TIME	ACTIVITY	EXPECTED	IN CHARGE
DAY 1: J	aly 23, Tuesday (First Meal: Lunch)	J	
	Ingress and Check-in of Participants		
	Opening Program		
	Session 1: Preliminaries and House Rules		HRDD Organizing
PM	Welcome Remarks		Committee, Facilitators Participants
	Session 2: Priming presentation, Updates on RSP		F
	System, instructions for the next day	į į	
)AY 2: Ju	ily 24, Wednesday		
ANG	Session 3: Preliminaries, Energizer Session 4: Recapitulation from the priming session, Presentation of Workshop Design and Tasking	Program Objectives and Directions, RSP Updates; Tasking	HRDD Organizing Committee Participants
	Session 5: Presentation of output from the consultation and FGD workshop	of pax	uncipants



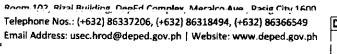




PM	Session 6: Presentation of Workshop Design, Tasking, and Instructions Workshop 1: Development of the Onboarding Policy (Breakout groups)	Tasking of pax Initial draft Onboarding policy	HRDD Facilitators Participants
DAY 3: 1	uly 25. Thursday		L
AM	cont. Workshop 1: Development of the Onboarding Policy (Breakout groups) Process Checking	Initial draft Onboarding policy	HRDD Organizing Committee Participants
PM	Session 7: Presentation of group outputs Presentation of the initial draft (by group); discussion and noting of inputs, comments, recommendations and agreements Workshop 2: Revision of the initial draft based on the comments and recommendations	Initial draft Onboarding policy, inputs, comments, and recommendations	HRDD Facilitators Participants
DAY 4: J	uly 26, Friday (Last Meal: PM Snacks)		
ANA	Session 8: Presentation of the revised parts, finalization of the initial draft policy	Draft Onboarding Policy	HRDD Facilitators Participants
PM	Session 9: Presentation of Ways Forward and Next Steps Closing Program; Egress of Participants		t.







Doc. Ref. Code	DM-OUHROD	Rev	00
Effectivity	03,23,23	Page	11 of
1			15



Activity Title

Onboarding Policy Validation Workshop with Incumbents and

Implementers

Schedule

August 7-9, 2024

Inclusive Dates

Time/s

8:00 AM to 12:00 PM & 1:00 PM to 5:00 PM daily

Duration (in hours)

24 hours

Participants

Members of Recruitment, Selection, Placement, and Induction (RSPI) National

Technical Working Group (RSPI-NTWG); BHROD Team, selected

representatives from CO/RO/SDO units

Venue

within Davao.

Objectives

To validate the draft Onboarding Policy to selected DepEd personnel.

The specific objectives are as follow:

a. Present the draft Onboarding Policy to the identified participants; and

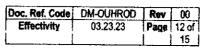
b. Gather feedback, comments and recommendations from the target

participants.

TIME	ACTIVITY	EXPECTED CULTIFICITYS	IN-CHARGE
DAY 1: A	ugust 7, Wednesday (First Meal: Lunch)		<u>. I </u>
АМ	Ingress and Check-in of Participants Opening Program Session 1: Preliminaries and House Bules	Program	HRDD Organizing
	Welcome Remarks	Objectives and Directions, RSP Updates	Committee Participants
	Session 2: Priming presentation, Updates on RSP System		
PM	Session 4: Presentation of the draft Onboarding Policy		
	Session 5: Presentation of Workshop Design, Tasking, and Instructions	Tasking of pax, Accomplished template for inputs, comments,	HRDD Facilitators Participants
	Workshop 1: Review and Critiquing of the draft Onboarding Policy (Breakout groups)	and recommendations	I articipants
<u> </u>	Tasking and instructions for next day session		
DAY 2: A	ugust 8, Thursday		······································



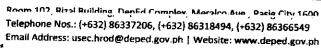






АМ	Workshop 1: Continuation of Critiquing; Accomplishing validation template	Comments, inputs, recommendation on the draft Onboarding Policy	HRDD Facilitators Participants
РМ	Session 6: Presentation and discussion (per breakout group) of the gathered inputs, comments, and recommendations Workshop 2: Revision of the initial draft based on the comments and recommendations	Refined and validated draft onboarding policy	Participants
DAY 3:	August 9, Friday (Last Meal: PM Snacks)		
AM	Session 7: Presentation of the revised draft of onboarding policy		HRDD Facilitators
PM	Section 8: Procentation of Ways Forward and Newt Steps		
	Closing Program Egress of Participants		





Doc. Ref. Code	DM-OUHROD	Rev	00
Effectivity	03.23.23	Page	13 of
		1 .	15



Activity Title

Refinement and Finalization of the Validated Draft Onboarding

Policy

Schedule

August 13 - 16, 2024

Inclusive Dates

Time/s

8:00 AM to 12:00 PM & 1:00 PM to 5:00 PM daily

Duration (in hours)

32 hours

Participants

Members of Recruitment, Selection, Placement, and Induction (RSPI) National

Technical Working Group (RSPI-NTWG); OUHROD and BHROD Team

Venue

Within Albay

Objectives

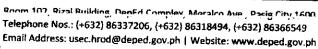
To finalize the Onboarding Policy

 Update and finalize the draft Onboarding Policy based on the gathered feedback and result from the validation workshops with incumbents and implementers

b. To wrap-up Onboarding activities, finalize the draft DepEd Order and identify ways forward

TIME	ACTIVITY	EXPECTED	INCHARGE	
DAY 1: A	ugust 13, Tuesday (First Meal: Lunch)	OUTFULS		
	Ingress and Check-in of Participants			
PM V	Opening Program			
	Session 1: Preliminaries and House Kules		HRDD Organizing	
	Welcome Remarks		Committee Participants	
	Session 2: Priming presentation, Updates on RSP		_	
	System, Instructions for the next day			
DAY 2: A	ugust 14, Wednesday	1,		
AM	Session 3: Preliminaries, Energizer,			
	Recapitulation from the priming session	Program. Objectives and	1	
	Session 4: Presentation of validation workshops	Directions, RSP	Participants	
	results (incumbents and implementers)	Updates,		





Doc. Ref. Code	DM-OUHROD	Rev	00
Effectivity	03.23.23	Page	14 of
1		1	15



PM	Session 5: Presentation of Planning Service – Policy Research and Development Division (PRDD) on Policy Writing Standards Session 6: Presentation of Workshop Design, Tasking, and Instructions Workshop 1: Updating and integration of validation workshop results to the draft Onboarding Policy (by group) Process Checking	Tasking of pax, updated draft Onboarding Policy	HRDD Facilitators Participants	
DAY 3: 4	august 15, Thursday			
DIEI U. A	ingust 15, Thursday			
A.R.A.	(Continuation) Workshop 2: Updating and integration of validation workshop results to the draft Onboarding Policy (by group)	Updated draft Onboarding Policy	HRDD Facilitators Participants	
PM	Workshop 3: Presentation of updated draft Onboarding Policy	Finalized OHRA	HRDD Facilitators Participants	
	Session 7: Discussion, finalization of agreements and integration to the final draft	Policy		
DAY 4: A	ngust 16, Friday (Last Meal: PM Spacks)	<u> </u>		
	Session 8: Presentation of final draft of onboarding policy			
AM	Session 9: Presentation of Ways Forward and Next Steps		HRDD Facilitators Participants	
	Closing Program			
PM	Egress of Participants			





