



**DEPARTMENT OF THE ARMY**  
**US ARMY INSTALLATION MANAGEMENT COMMAND**  
**HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT DRUM**  
**10000 10TH MOUNTAIN DIVISION DRIVE**  
**FORT DRUM, NEW YORK 13602-5046**

IMDR-ZA

26 July 2019

**MEMORANDUM FOR SEE DISTRIBUTION**

**SUBJECT: Garrison Policy 19-08, Civilian Onboarding Program**

**1. References:**

- a. Army Civilian Acculturation Handbook, 7 June 2014.
- b. Installation Management Command (IMCOM) 350-1, IMCOM Training and Leader Development, 1 June 2010.
- c. IMCOM Operations Order (OPORD) 13-209: IMCOM Onboarding Program, 27 September 2013.
- d. IMCOM OPORD 17-061: Service Culture Initiative Campaign.
- e. IMCOM Policy Memorandum 5-2, IMCOM Service Culture Campaign.

**2. Supersession:** This memorandum supersedes Garrison Policy 17-08, Civilian Onboarding Program, 21 August 2017.

**3. Purpose:**

a. Establish the USAG Fort Drum's Onboarding Program to welcome and integrate all newly assigned Appropriated Fund (AF) and Non-Appropriated Fund (NAF) Civilian employees.

b. To ensure DA Civilians are properly welcomed to the installation, IMCOM, and USAG Fort Drum.

c. To establish a standardized process to successfully integrate all new employees, or maximize employee engagement and retention; foster an environment of inspired leadership; and deliver world-class customer service.

**4. Applicability:** This policy applies to all AF and NAF employees, assigned or attached to the USAG-Fort Drum.

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5. General: USAG - Fort Drum Onboarding Program consists of five (5) phases: Phase 1: Pre-arrival and Sponsorship (prior to arrival); Phase 2: Arrival and Welcome (Day 1); Phase 3: In-processing (first 30 days); Phase 4: Orientation (Days 30-180); Phase 5: Integration (NLT 1 year). Team Member Orientation (TMO) is required for all new garrison employees. TMO is conducted on the first Wednesday of each month, 0800-1600 in the Workforce Development Training and Development Center, P-219 Nash Blvd. See Enclosure 7, TMO Schedule.

a. Phase 1: Pre-arrival and Sponsorship Phase: This phase focuses on setting the conditions for the arrival and successful onboarding of all new garrison employees. All new employees will be sent, at a minimum, three Welcome Letters (Garrison Commander, Directorate, Division or Section, and Sponsor). Prior to arrival, new personnel will be assigned a sponsor, if different from the first line supervisor, to begin administrative coordination to ensure a smooth transition. At a minimum, the Sponsor will provide a Welcome Letter, information on the local area and Fort Drum, new position information, and any administrative requirements. The sponsor is responsible for completing the Sponsorship Checklist, and returning it to Workforce Development Division (WDD) upon completion.

b. Phase 2: Arrival and Welcome Phase (Day 1): The goal of this phase is to properly welcome all new personnel to the USAG - Fort Drum team. The sponsor or supervisor is responsible for meeting and welcoming the employee on day 1 and addressing/resolving any immediate issues or concerns the employee may have. During this phase, new team members also receive a leader welcome, an introduction to co-workers and staff, a tour of the work area, an organization overview, a work schedule, and a TMO date. Both the sponsor and first line supervisor are responsible for this phase. Employees are given the New Employee Checklist.

c. Phase 3: In-processing phase (first 30 days): This phase provides all new personnel with necessary tools to accomplish their duties. The gaining organization ensures all new employees are acquainted with their work environment, completes any additional administrative requirements, and provides necessary equipment and permissions to perform their duties. Additionally, first line leaders will perform initial performance counseling, review the new employee's position description, performance standards, and expectations, develop an initial Individual Development Plan (IDP), and finalize the training plan. New team members will also attend their scheduled one-day onboarding TMO consisting of Operation Excellence (OPEX) customer service training and orientation briefings. After the first 30 days, the new employee must complete and submit the Arrival and In-Processing Survey. At the conclusion of Phase 3, supervisors complete and submit part 1 of the Supervisor Checklist.

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d. Phase 4: Orientation Phase (Days 30-180): This phase completes in-processing and allows new personnel to become familiar with their job and organization. This includes ensuring the team member understands the culture, mission, values and expectations of the organization. Employees are provided professional specific job-related training to perform their duties and provide performance feedback. Leaders will regularly engage in dialogue with new team members, answer questions and continue to build a positive relationship. Performance discussions must be conducted, documented, and reported, at a minimum, on a quarterly basis. Employees should also complete their mandatory training and enroll in Civilian Education System (CES). At the conclusion of Phase 4, supervisors complete and submit part 2 of the Leader Checklist. Employees complete and submit the Orientation and Integration Survey.

e. Phase 5: Completion Phase (NLT 1 year): This phase focuses on completing all onboarding requirements, with the goal of having a fully- integrated and productive team member. Leaders will continue ongoing performance discussions and provide meaningful feedback while encouraging continuous dialogue. Employees are encouraged to participate in training and professional development and refine their IDP, as needed. Supervisors will continue to conduct and document quarterly performance discussions, to include the employee's annual performance appraisal. At the conclusion of Phase 4 supervisors complete and submit Part 3 of the Leader Checklist.

## 6. Responsibilities:

### a. Garrison Executive Officer (GXO):

(1) Prepare and provide a Command Welcome Letter to all new Garrison employees.

(2) Maintain and update the Garrison Commander's TMO briefing slides.

(3) Synchronize leadership schedules for command availability at the TMO.

### b. Directorate of Human Resources (DHR):

(1) Workforce Development Division (WDD):

(a) Implement, execute, and monitor the USAG Onboarding Program.

(b) Coordinate and facilitate the OPEX training and TMO briefings.

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(c) Monitor and track new employees progress throughout the entire onboarding process and report compliance.

(d) Provide Civilian training and development briefing during TMO.

(e) Assemble, track, and maintain all onboarding checklists and surveys.

(2) Army Substance Abuse Program (ASAP): Provide an instructor to present an Employees Assistance Program and ASAP overview at TMO.

(3) Administrative Services Division (ASD): Provide an instructor to present an overview of Personally Identifiable Information at TMO.

c. Directorate of Family and Morale, Welfare and Recreation (DFMWR):

(1) Provide an instructor to present an overview of DFMWR products and services.

(2) Provide sponsorship training and welcome packets, as requested, by gaining organizations.

d. Equal Employment Office (EEO): Provide an instructor to present an overview on employment rights and EEO services at TMO.

e. Directorate of Emergency Services (DES): Provide an instructor to present an overview of fire and workplace safety at TMO.

f. Army Wellness Center (AWC): Provide an instructor to present an overview on the AWC and resilience programs at TMO.

g. All Garrison Organizations:

(1) Welcome/integrate all new team members into the organization and provide them with the tools, resources, and knowledge to become successful and productive.

(2) Implement and adhere to the onboarding procedures and responsibilities for all new employees.

(3) Prepare and provide a directorate, division or section Welcome Letter to each new team members.

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(4) Ensure supervisors and sponsors complete the tasks delineated on the associated checklists in a timely manner and submit to WDD.

(5) Ensure new team members attend their scheduled one day onboarding TMO training, and complete the onboarding surveys.

7. Point of contact for this memorandum is the Work Force Development Office at (315) 772-5635.

Enclosures

Enclosure 1 - Sponsor Checklist

Enclosure 2 – Supervisor Checklist

Enclosure 3 – New Employee Checklist

Enclosure 4 – Arrival and In-Processing Survey

Enclosure 5 – Orientation and Integration Survey

Enclosure 6 – Example Welcome Letter

Enclosure 7 – Team Member Orientation Schedule

JEFFERY P. LUCAS

Colonel, AG

Garrison Commander

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Enclosure  
1\_Sponsor Checklist



Enclosure  
2\_Supervisor Checkl



Enclosure 3\_New  
Employee Checklist.



Enclosure 4\_Arrival  
and In-Processing S



Enclosure  
5\_Orientation and I



Enclosure  
6\_Example Welcome



Enclosure 7\_TMO  
Schedule.pdf