



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
US ARMY INSTALLATION MANAGEMENT COMMAND  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT HOOD  
FORT HOOD, TEXAS 76544-5000

GARRISON POLICY  
CMD GP - 03

28 MAY 2019

IMHD-ZA

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Fort Hood Garrison Onboarding Program (FHGOP)

1. References:

a. IMCOM OPERATIONS ORDER 18-107: Service Culture Initiative Campaign, dated 1 August 2018.

b. Fragmentary Order (FRAGO) 1 to OPERATIONS ORDER 17-061: Service Culture Initiative Campaign, dated 28 August 2017.

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 new employees are acclimated, welcomed, oriented, and integrated into the garrison and appropriately out-processed to fulfill departing obligations..

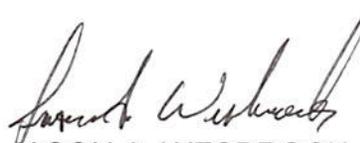
3. Applicability. This policy applies to all USAG Fort Hood AF & NAF civilian employees.

4. Policy: On-boarding begins with pre-arrival sponsorship and continues through a full series of activities over an employee's first year. Directors/Chiefs, supervisors, and managers will establish internal procedures to ensure on-boarding starts before the new employee arrives. Directors/Chiefs will certify completion of policy requirements by endorsing the onboarding checklist at the end of the onboarding period and placing the checklist in the employee's file.

5. Proponent. The proponent is each garrison director and office chief.

6. Expiration. This policy memorandum remains in effect until superseded or rescinded.

2 Encls  
1. FHGOP  
2. FHGOP Checklist

  
JASON A. WESBROCK  
COL, IN  
Commanding

## Enclosure 1 Fort Hood Garrison Onboarding Program (FHGOP)

### Introduction – Purpose

The purpose of the Fort Hood Garrison On-boarding Program (FHGOP) is to provide guidance and a framework for the welcome and integration of all newly assigned civilians to Installation Management Command (IMCOM). It applies to all directorates and offices within the Fort Hood Garrison.

The FHGOP is intended to help us retain our civilian employees, get them ready to become a productive member of our organization as quickly as possible, and provide all with a sense of community and belonging to IMCOM. As stated in our IMCOM Leadership Pledge, we are committed to providing our civilian employees a robust orientation and on-boarding to welcome them to the IMCOM Team.

To that end, the FHGOP will help us begin, enhance, or expand onboarding programs within the command. The program is intended to start a comprehensive onboarding program from scratch, or find new ideas, best practices, or additional resources to enhance current programs.

### Five Phased Approach

The FHGOP outlines a methodology and process designed to fully orient and integrate new employees into IMCOM and the garrison. The program consists of five (5) phases— Phase 1: Pre-arrival and Sponsorship; Phase 2: Arrival and Welcome; Phase 3: In-processing – First 30 Days; Phase 4: Orientation – First 30 – 180 Days; Phase 5: Integration – Completion First Year.

**Phase 1:** Pre-arrival and Sponsorship. This phase focuses on setting the conditions for the arrival and successful on-boarding of the new IMCOM employee. It includes initial contact with the new civilian employee, assignment of a sponsor, leader and sponsor welcome letters or e-mail, preparing for the civilian employee's arrival, administrative coordination, and ensuring that all coordination and preparation made supports a warm and welcoming arrival.

**Phase 2:** Arrival and Welcome. The goal of this phase is to personalize the welcome of new employees to the IMCOM Team. It includes an initial link-up with the new civilian employee once he/she arrives, leader welcome, introduction to co-workers and staff, tour of the work area, organization and installation, and review of the on-boarding

requirements (that is, letting the new civilian employee know what to expect and what the plan is for his/her first few weeks in the organization). The sponsor and civilian employee's first line leader are responsible for this phase of the on-boarding program.

**Phase 3:** In-process – First 30 Days. This phase focuses on providing new IMCOM employees the necessary tools to accomplish their duties and responsibilities. It includes the organization (sponsor and first line leader) ensuring that new civilian employees perform all administrative requirements and obtain the physical tools (CAC Card, IT requirements, work station, etc.) required to perform their assigned duties. Additionally, during this phase, first line leaders will perform initial performance counselling, reviewing their position description, job standards, expectations, and discussing and developing an initial IDP.

**Phase 4:** Orientation – First 30-180 Days. This phase focuses on orienting the new IMCOM employee to the specific nuances of the Army, IMCOM, Garrison, and their parent organization. This includes ensuring the civilian employee understands the culture, mission, values and expectations of their organization. This phase also includes providing the new IMCOM employee specific job related training to perform their duties. New civilian employees also receive customer service (Operation Excellence (OPEX)) training as part of this phase.

**Phase 5:** Integration – through the first year of employment. This phase focuses on completing all on-boarding requirements, with the goal of having a fully integrated and productive IMCOM employee. This phase consists of new personnel completing all required annual training. Supervisors will allot new civilian employees the appropriate necessary time to complete required training during duty hours. This phase also seeks feedback from the civilian employee on his/her on-boarding experience. At the conclusion of this phase, the IMCOM employee receives their annual counseling and performance evaluation.

**Fort Hood Garrison On-boarding Program – Phase Requirements:** The following identifies guidance, a recommended model, and leader, supervisor and employee actions, by phase, in order to achieve desired outcomes of the IMCOM On-boarding Program.

### **Phase 1: Pre-arrival – Assignment of Sponsor**

#### **Organizational Welcome Activities**

Command Welcome Letter or Email. Garrison Commander will welcome all new directors and office chiefs. The Deputy to the Garrison Commander will identify the sponsor. Directorate/Office Welcome Letter or Email.

- Includes notification/identification of sponsor and contact information.
- Assignment of sponsor.
- Sponsor contacts new IMCOM civilian employee.
- Sponsor sends new employee a welcome letter or e-mail. Includes contact information and basic information the new employee might need

supporting his/her arrival.

- Conduct pre-arrival coordination for administrative support requirements.
- IT (computer access, e-mail account, computer, CAC card, etc.).
- Work space.
- Equipment.
- Work place access badge (where required)

#### Sponsorship – Sponsor Responsibilities

Sponsor contacts new IMCOM employee.

- Sponsor provides information, assistance, inquires' about employee/Family needs and requirements.
- Sponsor ensures all pre-arrival administrative coordination is complete.
- Sponsor coordinates with first-line leader (if separate from sponsor), identifies and communicates to new employee arrival date/time and link-up location.

#### Phase 2: Arrival – Welcome

##### **First Line Leader (may also be the sponsor) Link-up and Greeting**

Greet new IMCOM employee at CPAC or designated link-up point upon first arrival.

\* Goal: warm hand-off – personal welcome to the organization.

First line leader welcomes new IMCOM employee.

- Personalized welcome.
- Introduces new civilian employee to key personnel— co-workers, branch chief, division chief, etc.
- Provides tour of organization work area.
- Provides new employee an office handbook (if existing).

#### Sponsor and Sponsorship

Facilitate on-boarding and in-processing process.

- The sponsor should be actively involved in the on-boarding process.
- Accompany/stay with new civilian employee as much as possible throughout the on-boarding process.
- Provide reach-back support to civilian employee (that is, if they have questions or need assistance/support).
- Coordinate on-boarding – in-processing requirements.
- Assign civilian employee work area.
  - Ensure work area – desk set-up with supplies.
  - Ensure telephone, computer, and other office equipment are in working order.
- Assign workplace “Buddy” where work conditions allow – **note:** workplace Buddy may be different than the sponsor. The workplace Buddy should be a co-worker, easily accessible, and someone who the new civilian employee can go to ask questions, seek assistance, etc.

### **Phase 3: In-process (First 30 Days)**

In-processing and administrative requirements (provide civilian employee necessary tools to accomplish job).

- Complete leader checklist for new employees.
- IT support requirements.
- Security requirements.
- CAC card.
- Work place access badge (if required).
- Government travel card (if required).
- Identification of annual training requirements.

Initial counselling with first line leader.

- Within first week of arrival.
- Establishment of performance standards – expectations.
- Provide position description.
- Development of IDP – within first 30 days of assignment.
- Discuss employee individual goals.

Key leader welcome meetings/office call.

- Schedule within 30 days of assignment.
- Meet with director, division chief, branch chief.

### **Phase 4: Orientation (30-180 Days)**

- Fort Hood Garrison Orientation Program (FHGOP).
  - Goal: conduct initial orientation within 90 days of arrival
  - IMCOM & Garrison culture – Army values – IMCOM principles – civilian employee and organizational expectations. IMCOM Leadership Pledge & IMCOM Employee Pledge
  - Army, IMCOM HQ, IMCOM Directorate, Garrison overview.
  - Organizational overview.
  - Culture.
  - Organizational structure.
  - Organizational relationships.
  - Key people
  - Who the IMCOM Directorate/Garrison supports – supporting commands.
  - Community relationships.
- Key organizational focus areas/priorities.
- Garrison policies and procedures
- Organizational recognition program.
- Employee resources - who should employees contact when employee or personal issues and conflicts arise?
- Employee assistance program.
- Standards of conduct.
- Workplace safety.
- Equal opportunity employment.
- Sexual harassment.

Civilian employee – first line leader meeting.

- Following IMCOM Civilian employee Orientation.
- Purpose: obtain feedback on on-boarding process, answer civilian employee questions, discuss civilian employee role in supporting the Army readiness and the IMCOM Directorate/Garrison mission, review Leadership Pledge and Pledge to our Customer.

Identify-discuss annual training and functional training requirements/priorities.

Provide essential job training.

Monitor performance – provide feedback.

- Conduct periodic performance counselling.
- Conduct initial, mid-point, annual end of year evaluation.

Attend customer service (Operation Excellence (OPEX)) training.

### **Phase 5: Integration – through completion of the civilian employee's first year**

Conduct periodic counselling.

- Review of initial IDP (mid-year counselling).
- Monitor performance and provide feedback.
- Encourage quarterly performance reviews/counselling.
- Encourage participation in training, learning, employee development opportunities.

Attend customer service training (Goal = All IMCOM employees).

- Goal: accomplished within first 90 days of assignment.
- Annual refresher training (if available-offered).
- Garrison's should prioritize civilian employee attendance to OPEX, given available resources and time, to front line service providers.

Regular leader communication with civilian employee.

- Supports components of the Leadership Pledge, leader engagement, open communication.
- Provide formal and informal feedback on civilian employee performance.
- Recognize positive civilian employee contributions and achievements.

Obtain feedback on the on-boarding process.

- Conducted twice (minimum).
- Can be conducted during performance counseling.

Provided end of year counselling.

- Finalized annual evaluation.
- Review – refine IDP.
  - Includes: career focus – goals, employee training and leader development opportunities (CES, DAP, mentoring program, College of Installation Management, etc.).
- Complete annual training requirements.

## Fort Hood Garrison On-Boarding Checklist

EMPLOYEE'S NAME (LAST, FIRST, MI)	ORGANIZATION OR ACTIVITY
POSITION (TITLE, SERIES, GRADE)	IMMEDIATE SUPERVISOR (NAME/TELEPHONE)
DATE OF ENTRY (DD/MMM/YY)	FORWARDING ADDRESS/EMAIL

**Phase 1:** Pre-arrival and Sponsorship. This phase focuses on setting the conditions for the arrival and successful on-boarding of the new Garrison employee. It includes initial contact with the new team member, assignment of a sponsor, leader and sponsor welcome letters or e-mail, preparing for the team member's arrival, administrative coordination, and ensuring that all coordination and preparation made supports a warm and welcoming arrival.

- Contact new team member to welcome him/her to the team and send a welcome letter and/or email.
- Ensure welcome letter is sent (In addition to supervisor welcome letter) (template below).
- Established and documented rating chain
- Assign sponsor for new team member and explain sponsor responsibilities.
- Ensure sponsor contacts new team member.
- Coordinate with G1 HR Office for in-processing and onboarding schedules.
- Announce pending arrival of new team member to staff and stakeholders.
- Confirm availability of workstation, chair, IT capabilities (network & computer access, computer, email and CAC Card) telephone, office supplies, nametag.
- Assign "buddy" or "partner" co-worker(s) in addition to sponsor to answer general questions (can be military or civilian).
- Try to personalize experience with something unique for the new team member – welcome note, name plate, flowers, etc.
- Ensure sponsor meets new team member at designated location and escorts new team member upon arrival.
- First Line Leader Welcome - meet with new team member to discuss first day topics below; introductions to the team.

**Phase 2:** Arrival and Welcome (Week 1). The goal of this phase is to personalize the welcome of new employees to the Garrison. It includes an initial link-up with the new team member once he/she arrives, leader welcome, introduction to co-workers and staff, tour of the work area, organization and installation, and review of the on-boarding. Make appointment for ID card and give a DPMAP overview.

**Phase 3:** In-process – First 30 Days. This phase focuses on providing new Garrison professionals the necessary tools to accomplish their duties and responsibilities. It includes the organization (sponsor and first line leader) ensuring that new team members perform all administrative requirements and obtain the physical tools (CAC Card, IT requirements, work station, etc.) required to perform their assigned duties. Additionally, during this phase, first line leaders will perform initial performance counselling, reviewing their position description, job standards, expectations, and discussing and developing an initial IDP. Discuss mandatory training requirements.

**Phase 4:** Orientation – First 30-180 Days. This phase focuses on orienting the new Garrison professional to the specific nuances of the Army, Garrison and their organization. This includes ensuring the team member understands the culture, mission, values and expectations of their organization. As this phase progresses, leaders regularly engage with and dialogue, providing performance feedback to the new team member, answering questions, and continuing to build a positive relationship.

- Make CAC card appointment (if needed) look at below quick links
- ATAAPS (Time & Attendance) & Civilian Pay: Provide Civ HR/Manpower team with your DoD ID number (located on the back of your CAC) within four business days of arrival. <https://ataaps.csd.disa.mil/> Provided with training slides/training by Timekeeper/Super User.
- OPEX Customer Service Training. (Schedule with Dale Cowan 288-6260)
- Compensatory Time/Overtime: Provided with Comp Time/Overtime Policy. Submit all approved comp time/overtime to RM. Use DA5172-R. CC: Civ HR/Manpower team)
- Perform initial counselling with clear expectation management/review PD  
Review job description and performance standards. Review job schedule, hours, payroll timing, time cards (if applicable), and policies and procedures.
- Accept request in Army Career Tracker (ACT) as supervisor for new team member.
- Assist new team member with understanding DoD, Army, and organizational culture.
- Provide meaningful work — either training or substantive work related to the new job. Create IDP <https://actnow.army.mil>
- Arrange for new team member to meet director, division chief and branch chief.  
Ensure that a senior leader (including senior rater) welcomes new team member. Make yourself available by phone, email, or for in-person meeting.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.
- Check with new team member regularly to ensure he/she continues to assimilate and expand knowledge and capabilities.
- Provide training, as needed, to help new team member understand internal systems, general operating practices and obtain other information or skills required in the

performance of his/ her job.

- Give performance feedback early and often to new team member.
- Encourage new team member to participate in training, webinar conferences, “lunch and learn” activities and other outreach/developmental activities.
- Arrange for new team member to attend customer service training.
- Continue to talk with new team member about expectations, culture, and practices.
- Meet with new team member for formal performance feedback.
- Continue to provide and/or arrange coaching, counseling, and mentoring.
- Quarterly performance reviews/counseling.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

**Phase 5:** Integration – through the first year of employment. This phase focuses on completing all on-boarding requirements, with the goal of having a fully integrated and productive Garrison professional. This phase consists of new personnel completing all required annual training. Supervisors will allot new team members the appropriate necessary time to complete required training during duty hours. This phase also seeks feedback from the team member on his/her on-boarding experience. At the conclusion of this phase, the Garrison professional receives their annual counseling and performance evaluation.

- Encourage new team member to participate in training, webinar conferences, “lunch and learn” activities and other outreach/developmental activities.
- Meet regularly with new team member to complete mid-point performance review (at a minimum) and review of IDP to revalidate performance and developmental goals.
- Finalize annual evaluation and review – refine IDP.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

#### Quick Links:

ID Cards T.J. Mills Blvd & Battalion Ave, Rm 115 (Copeland Center). 553-4444 <https://rapids-appointments.dmdc.osd.mil/appointment/building.aspx?BuildingId=218> (must have SF%) visible in CPOL (Civilian Personnel on line) <http://www.cpol.army.mil/>

- myBiz <https://compo.dcpds.cpms.osd.mil/>
- eOPF <https://eopf1.nbc.gov/army/>
- Employee Benefits Information Systems (EBIS) <https://www.ebis.army.mil/>
- BENEFEDES <https://www.benefeds.com/>
- myPay <https://mypay.dfas.mil/mypay.aspx>
- ABC-C <https://www.abc.army.mil>
- PERMISS <http://cpol.army.mil/library/permis/>
- New Beginnings <http://cpol.army.mil/library/general/ACNB/>
- DoD Performance Management and Appraisal Program (DPMAP) <http://www.cpol.army.mil/library/general/ACNB/docs/DCPAS-DPMAP-ParticipantGuide.pdf>

- Supervisor access to employee personnel file: myBiz <https://compo.dcpds.cpms.osd.mil/>

**DIRECTORATE / OFFICE SPECIFIC:**



**United States Army Garrison Fort Hood**  
**ONBOARDING CHECKLIST**  
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DATE: \_\_\_\_\_

NAME ( LAST, FIRST, MI):		DOB:	
SECTION ASSIGNED:		DUTY PHONE:	
TITLE OF POSITION: Perm ,Term, Temp		GRADE/RANK:	
ARRIVAL DATE:			
<b>FAMILY DATA</b>			
ADDRESS:			
SPOUSE:			
CHILD(REN):			
EMERGENCY CONTACT ADDRESS:			
RELATIONSHIP:			
HOME PHONE:		CELL PHONE:	
<b>POV</b>			
LICENSE PLATE:		MAKE:	
MODEL:		COLOR:	
MOTORCYCLE:		TYPE:	
MAKE:		MODEL:	
SAFETY COURSE:		SAFETY CARD:	

ACTIVITY	POC/LOCATION	AGENCY STAMP INITIAL / DATE
<b>MILITARY</b>		
<b>Installation Onboarding:</b> Bring 5 copies of orders, Medical and Dental Records, Emergency Data Card, POV and proof of liability insurance information for obtaining decals. <b>Takes approx. 3 days.</b>	Copeland Center, Bldg 18010 (Corner of Battalion/T.J. Mills Blvd)	
<b>Household Goods:</b> Arrange movement from last duty station to living quarters in the Fort Hood area. <b>Take two copies of your orders.</b> POC: <i>Walk-ins Mondays, Tuesdays, and Thursdays beginning at 0730hrs.</i>	Inbound Section, Installation Transportation Office (288-9832), Copeland Center, Bldg 18010, Rm A104 (Corner of Battalion/T.J. Mills Blvd)	
<b>Garrison HHC (Bldg 16008):</b> Obtain and complete HHC checklist.	Garrison HHC (Bldg 16008)	
<b>Garrison HHC Inbrief:</b> <input type="checkbox"/> HHC CDR                      Date/Time _____ <input type="checkbox"/> HHC 1SG                      Date/Time _____		
<b>Company Supply Room (Bldg 16008):</b> Supply items issue.		
<b>Company Arms Room (Bldg 16008):</b> Weapons issue.		
<b>Central Issue Facility (CIF):</b> Clothing/equipment issue.		
<b>NBC Room (Bldg 16011):</b> Chemical defense equipment issue.		

**PURPOSE:** This checklist is to make the onboarding experience as thorough and complete as possible for all concerned personnel.  
**APPLICATION:** This checklist will be used by Soldiers & DA Civilians assigned and/or attached to USAG Fort Hood, to include Temporary and Term Hires. This does not apply to Contracted employees. Contracted employees in-process with their respective organizations (companies).

ACTIVITY	POC/LOCATION	AGENCY STAMP INITIAL / DATE
Legal Assistance (JAG): Obtain Will, Power of Attorney, etc., if required.		
<b>ALL EMPLOYEES</b>		
III Corps HQ Access/Security Badge (if applicable)	ISD / ISO Executive Officer	
MANDATORY TRAINING:	ISD / ISO Administrative Officer	
ATAAPS: Assigned Timekeeper: _____	ISD / ISO Administrative Officer	
Government Travel Card (if applicable): Complete Training Modules, Print Certificates	ISD / ISO Administrative Officer	
Defense Travel System (DTS), if applicable: Complete Training Modules, Print Certificates	ISD / ISO Administrative Officer	
Set-up Computer Workstation / Confirm CAC Login <input type="checkbox"/> Information Assurance Training and Certification Exam <input type="checkbox"/> USER AKO email: _____ <input type="checkbox"/> USER DISA email: _____ <input type="checkbox"/> USER Assigned Computer Name/Serial: _____ <input type="checkbox"/> USER Request Access to Shared Folders: _____ <input type="checkbox"/> USER has signed User Agreement within 1 yr? YES/NO <input type="checkbox"/> USER has registered ATCTS? YES/NO <input type="checkbox"/> USER Completed SIPR access request? YES/N/A	Division IASO	
Security Clearance (Circle one) Top Secret / Secret / None	Security Officer, 553-2221, Room C203	
ISD / ISO Phone Roster / Emergency Contact Roster	Division Admin Assistant	
Office Supplies ISD / ISO Overview Brief <input type="checkbox"/> Army Values Card (Military) <input type="checkbox"/> Civilian Creed Card (Civilian) <input type="checkbox"/> IMCOM One-Pager (IMCOM Vision/Mission/Principles) <input type="checkbox"/> Garrison Leadership and Employee Pledges <input type="checkbox"/> ISD / ISO SOP (GS-09 and above, ADMIN personnel) <input type="checkbox"/> ISD / ISO Safety SOP (All employees) <input type="checkbox"/> Organization, Mission, Capabilities, Key Personnel <input type="checkbox"/> Conduct Onboarding Survey Within First 30 Days <input type="checkbox"/> Conduct Onboarding Survey Within First 90 Days	ISD / ISO Executive Officer	
ISD / ISO Tour (Check all applicable): <input type="checkbox"/> III Corps Headquarters Building _____ Division <input type="checkbox"/> _____ Division	Supervisor	
Office Call(s) (Check all applicable): <input type="checkbox"/> Section Chief Date/Time _____ <input type="checkbox"/> ISD / ISO Director* Date/Time _____ <input type="checkbox"/> ISD / ISO Deputy Director* Date/Time _____ <input type="checkbox"/> Garrison Commander (GC)* Date/Time _____ (CPT/GS-13 and above) <input type="checkbox"/> Deputy GC Date/Time _____		
Performance Evaluation Requirements (Check one): Type report required: _____ Initial Counseling Completed: _____ <input type="checkbox"/> TAPES (DA 7222-1/DA 7223-1) Date: _____ <input type="checkbox"/> DPMAP Date: _____ <input type="checkbox"/> OER (DA 67-9-1) Date: _____ <input type="checkbox"/> NCOER (DA 2166-8) Date: _____	Rater: _____ Senior Rater: _____	

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_

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