

Department of the Army
United States Army Garrison
Fort Huachuca, Arizona 85613

*USAG Pamphlet 690-300

CIVILIAN PERSONNEL

GARRISON ONBOARDING PROGRAM

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Colonel, MI
Commanding

Summary. This pamphlet describes the United States Army Garrison (USAG) Fort Huachuca Employee Onboarding program. The program incorporates provisions of the Installation Management Command (IMCOM) Service Culture Initiative and employee onboarding.

Applicability. This pamphlet applies to all employees and organizations assigned to the Fort Huachuca Garrison.

Suggested Improvements. Users should send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Directorate of Plans, Training, Mobilization and Security (DPTMS), USAG, Fort Huachuca, AZ 85613.

Availability. This publication is available on the Fort Huachuca homepage <https://army.deps.mil/netcom/sites/106HUA/necpub/visitors/docs/SitePages/Home.aspx>

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Chapter 1

Garrison Onboarding Program

1-1. Purpose

Onboarding supports readiness. The purpose of the Fort Huachuca Onboarding Program is to provide guidance and a framework for the welcome and integration of all newly assigned Civilian Employees to the USAG-Fort Huachuca and the IMCOM. Onboarding ensures that new team members feel welcomed, informed, prepared, and supported. This increases team member success, satisfaction, and retention, allowing the new team member to become a productive member of our organization as quickly as possible, and provide all with a sense of community and belonging to Team Huachuca.

1-2. Policy

Onboarding begins with pre-arrival sponsorship and continues through a full series of activities over a team member's first year. Utilize the onboarding checklist for Supervisors (Appendix A), Sponsors (Appendix B), and Employees (Appendix C) as tools to ensure new employees are onboarded effectively. Additional onboarding tools, templates, and resources are contained in Appendices D-J. DPTMS, Workforce Development section will provide oversight and reporting of the program. Failure to follow these procedures does not create an independent basis for complaint or a cause of action for any new employee.

1-3. Philosophy, Principles and Tips

a. Onboarding is the process of acclimating and welcoming new team members into an organization and providing them with the tools, resources, and knowledge to become successful and productive. While orientation prepares a team member for their first day of work, onboarding is a broader, more long-term process that helps new team members acclimate smoothly, perform better in their jobs sooner, and gain a clear understanding and establish a closer connection to the Garrison's unique culture and values – all toward becoming an engaged and contributing part of Team Huachuca.

b. Why onboarding is important: Research has established a strong connection between an employee's sense of belonging (community) to an organization or business and its relationship to improved productivity and organizational effectiveness. Engaged team members are willing to take extra initiative and put extra effort into work responsibilities. Additionally, employee/team member sense of belonging to the organization promotes the perception that their work matters to the success of the organization's overall mission. Engaged team members serve as ambassadors on behalf of Team Huachuca to coworkers, potential team members, the Soldiers and Families we support, and the local community.

c. The best way to successfully engage team members is through a meaningful onboarding process. Onboarding ensures that new team members feel welcome, informed, prepared, and supported. This increases team member success, satisfaction, and retention, allowing Fort Huachuca to meet its goals and fulfill its mission.

Studies show that team members make the critical decision to stay or leave within the first six months of arrival to the organization and that having the new team members participate in an onboarding program can maximize retention, engagement, and productivity.

Onboarding is more than just in-processing and completing administrative requirements or annual training. It is where we communicate who Team Huachuca is; what we stand for, our culture, our values – it sets the new team member up to be a successful and contributing member of our Team. It has the benefit of retention, but also development. Fort Huachuca's onboarding program will set the foundation for a well-engaged team member who is a champion of our shared mission, goals, and Army values.

1-4. USAG Fort Huachuca's Team Member Onboarding Program Goals

The Member Onboarding Program aims to:

- a. Welcome and successfully orient new team members – create an initial positive impression that Team Huachuca is a professional organization comprised of engaged, caring and supportive leaders.
- b. Increase new team members' initial productivity; educate them on Fort Huachuca's mission, culture, goals, and principles through a comprehensive team member and leader centric onboarding process.
- c. Improve retention rates of high performing employees. By providing the wide array of information that team members need in order to feel engaged, successful, and connected to the Garrison Team, this program will reduce time spent rehiring and retraining, leading to a reduction in our downtime costs and an increase in overall organizational productivity.
- d. Increase new team members' chance to succeed while reducing the level of apprehension and frustration often experienced in starting a new position.
- e. Provide new Garrison professionals' specific job related training, ensuring they have a clear understanding of their roles and responsibilities, the requisite knowledge and tools to perform their duties, and a clear understanding of organizational expectations.
- f. Increase team member engagement within the organization. Offer new Garrison professionals the opportunity to meet other new and long-standing team members, to include leaders, within the organization at a variety of forums and times, thereby involving and immersing them in the IMCOM culture and Army values from an early date. This fosters early engagement, a sense of belonging, enhancing initial productivity and contribution to our organization.

g. Offer a systematic method for introducing new professionals to Fort Huachuca as a whole; mission, organizational structure, key personnel, customers – supported units and community, and policies, processes and procedures. This provides new team members a contextual structure to understand where they fit within the overall mission of IMCOM, the Garrison and their specific directorate, division or branch. This also supports a team member's sense of belonging within The Army, IMCOM and Fort Huachuca.

h. Develop trust between leaders and employees. An important factor impacting an employee's trust in an organization is the relationship with their leaders. Onboarding is an effective way to get that relationship off to a good start and to maintain it throughout the professional's tenure with the Garrison. New team members arrive eager and excited about joining a new team. They want to make a positive impression and to contribute to the organization. It is a leader's job to channel that energy toward success by helping them become readily acclimated and integrated within your organization.

1-5. Guiding Principles.

The Fort Huachuca Onboarding Program is built on 4 pillars: Leader Engagement/Involvement; Orientation to Organizational Culture, Principles, Expectations, and Army Values; Career Support and Professional Development; Building Beneficial Relationships.

a. Leader Engagement/Involvement: An effective onboarding program requires leader commitment, involvement and engagement at all levels. Leaders must take an active role in ensuring that new team members are properly welcomed and on-boarded within the organization. Leaders set the tone and create the initial first impression of the organization and its people in the mind of the new team member.

b. Orientation to Organizational Culture, Principles, Expectations, and Army Values: Ensuring that all new Garrison professionals gain an understanding of Team Huachuca's mission (what we do and why), our unique culture, values, and Organizational expectations is critical to ensuring early team member engagement and productivity.

c. Career Support and Professional Development: This includes ensuring our team members are provided clear performance standards and are assisted in developing an initial Individual Development plan (IDP); then refining as the year progresses. Provide performance feedback – both formal and informal. Provide team members the necessary job specific training to accomplish his/her responsibilities, and making known to our professionals the opportunities for training and development.

d. Building Beneficial Relationships: New team members will perform at much higher levels when they have strong interpersonal networks. The Fort Huachuca Onboarding Program will introduce newly arrived employees to several people, resources, and organizations that are a part of Team Huachuca, enable the new employee to build on these relationships as early as possible.

Chapter 2

Five Phased Process

2-1. Five Phased Process

The USAG Fort Huachuca Onboarding Program outlines a methodology and process designed to fully orient and integrate new professionals into the organization. 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 (complete within first year). Leaders will utilize the Leader Checklist for New USAG Fort Huachuca Team Members to track the onboarding process for the new employee throughout all 5 phases. See Figure 2-1.

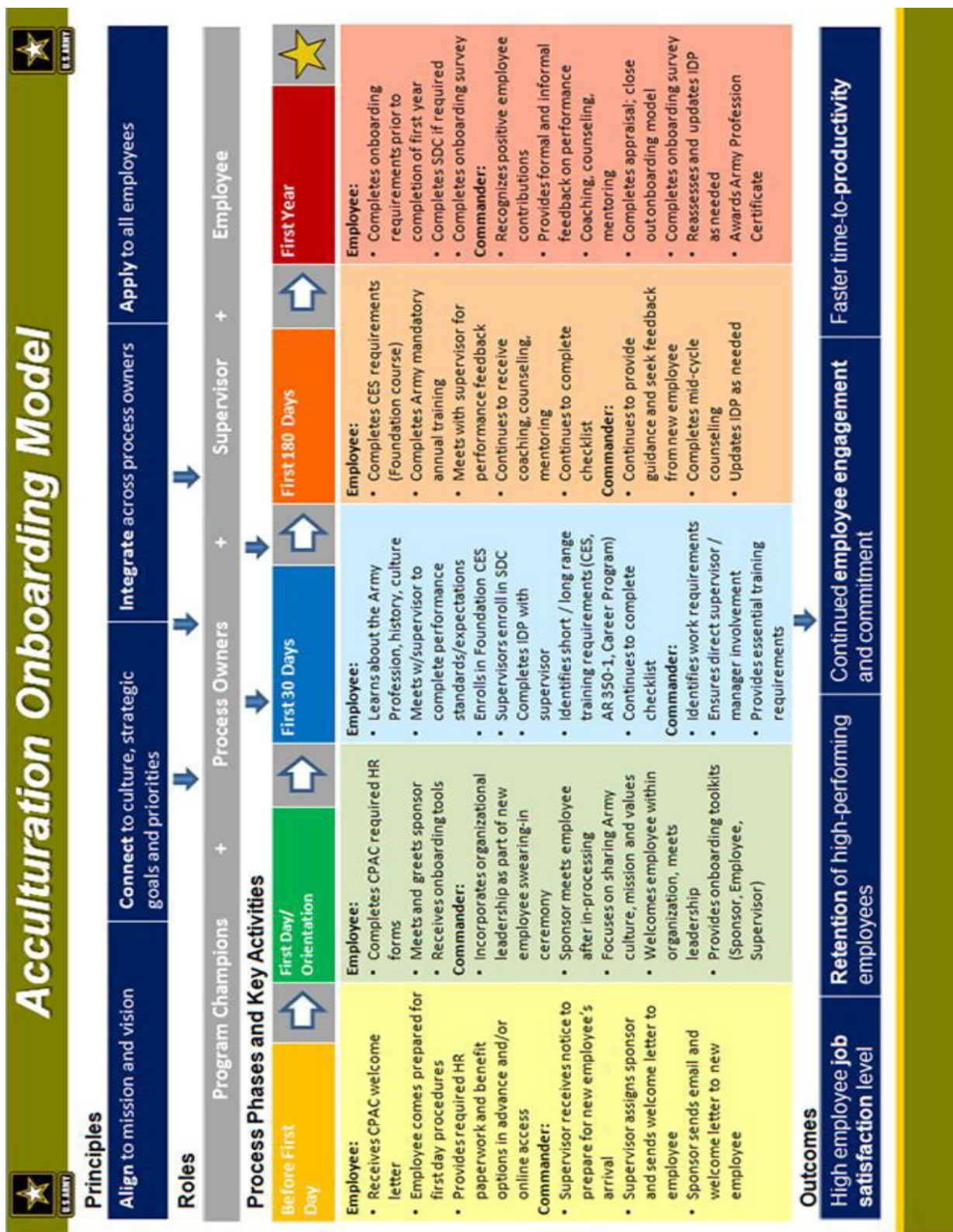


Figure 2-1

2-2. Phase 1: Pre-arrival and Sponsorship

This phase focuses on setting the conditions for the arrival and successful onboarding 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.

2-3. Phase 2: Arrival and Welcome

The goal of this phase is to personalize the welcome of new professionals to the IMCOM Team. Supervisor and/or Sponsor will meet the new team member on their Entry on Duty (EOD) Date (commonly referred to as arrival 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.

2-4. Phase 3: In-process (First 30 Days)

This phase focuses on providing new team members the necessary tools to accomplish their duties and responsibilities. Key events during this phase are:

a. Fort Huachuca overview and orientation brief as part of the weekly Installation In-processing brief held every Wednesday. The audience for this brief is all new arrivals to Fort Huachuca and will serve to reach both our internal customers (Garrison Employees) as well as external customers (Tenant and Partner Organization Employees)

b. Completion of the Garrison Team Member Orientation (Directorate/Division level task, see supervisor checklist for Team Member Orientation Topic).

c. Providing the new IMCOM professional specific job related training to perform their duties. New Team Members will complete in-processing by following the Fort Huachuca New Employee Checklist (Appendix C).

d. Garrison Command Team Introduction: The supervisor or sponsor will coordinate an informal introduction with the Garrison Command Team by contacting the Garrison Command Administrative Officer and schedule a brief drop in. The goal is to introduce the new employee at least one member of the Garrison Command Team, either the Garrison Commander, the Deputy to the Garrison Commander, or the Garrison Command Sergeant Major. Supervisors, sponsors, and the employee themselves are encouraged to take advantage of Command Team introductions as the opportunity arises.

2-5. Phase 4: Orientation (30-180 Days)

This phase focuses on orienting the new IMCOM professional to the specific nuances of the Army, IMCOM and their parent organization. This includes ensuring the team member understands the culture, mission, values and expectations of their organization. Key tasks during this phase are:

- a. An onboarding survey (Appendix G) will be completed by the new team member 90 days after EOD. Completed surveys will be provided to supervisor and forwarded to the Work Force Development Program Specialist, DPTMS.
- b. Performance plan established in the Defense Performance Management and Appraisal Program (DPMAP) or in corresponding NAF management system.
- c. Providing the new IMCOM professional specific job related training to perform their duties.
- d. New team members should also receive Team Member Orientation and Operation Excellence (OPEX) Customer Service training as part of this phase.

2-6. Phase 5: Integration (within first year).

Phase 5 actions focus on continued mentoring, development, and performance management. Leader initiated actions during this phase include:

- a. Engage employee in the Performance Management Process.
- b. Review of initial Individual Development Plan and mid-year counseling.
- c. Engage employee through discussion on goals, professional training and leader development opportunities (Civilian Education System (CES), Developmental Assignment Program, Mentoring Program, College of Installation Management, etc.)

2-7. Exit Interview

Understanding why employees leave the organization is an important element in improving the onboarding process and assessing the organization's climate. When employees leave the organization, for whatever reason, utilize the exit interview guide in Appendix J to gain insight as to how to improve the organization. The exit interview can be maintained by the supervisor or the leaving employee may submit the completed interview directly to the DPTMS Work Force Development Specialist.

Appendix A



US Army Garrison Fort Huachuca Supervisor Checklist



Department of the Army Civilian

Name: _____	Start Date _____
Position: _____	Rater: _____
Assigned Sponsor: _____	Senior Rater: _____

WITHIN 3 DAYS OF FIRM ACCEPTANCE OF JOB

- ☐ Obtain firm start date from CPAC _____
- ☐ Contact new employee to welcome him/her to the Army team; send a welcome letter and/or email; provide New Employee Checklist and brochure and confirm start date. _____ (If different, notify CPAC)
- ☐ Assign sponsor for new employee and explain sponsor responsibilities (e.g. checklist, welcome packet, timelines, etc.)

AT LEAST 1 WEEK BEFORE START DATE

- ☐ Announce pending arrival of new employee to staff and senior leaders; send announcement email
- ☐ Identify needed training / administrative tasks for new employee's first 1-2 weeks
- ☐ Review work area and confirm an assigned workstation, desk, workbench, chair, computer, network, telephone, office supplies or other required tools and equipment

FIRST DAY

- ☐ Ensure sponsor meets and escorts new employee upon arrival. Pre-arrange alternate in case of sponsor's absence
- ☐ Arrange to have senior leader administer the Oath of Office, if possible
- ☐ Meet with new employee to discuss first day activities
- ☐ Provide Army Acculturation Handbook and/or website location
- ☐ Ensure technical assistance is available to help new employee set up computer and access network resources

FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES

- ☐ Try to personalize experience with something unique for the new employee – welcome note, name plate, etc.
- ☐ Give introductions to department staff and key personnel (unless pre-arranged for sponsor to perform these introductions)
- ☐ Tour Facility, including:

• Office / Desk / Work Station	• Fax Machines	• Conference Rooms
• Copy Centers	• Restrooms	• Parking
• Printers	• Mail Rooms	• Office Supplies
• Kitchen / Cafeteria / Break Areas	• Bulletin Boards	• Tools / Equipment
	• Authorized Work Areas	• Coffee / Water / Vending Machines
	• Security Office	• Emergency Exits and Procedures
- ☐ Review general administrative procedures:

• Keys / Access Cards	• Telephone Access Policy & Procedures
• Telephone Alert Roster	• Building and/or Computer Access Cards
• Picture ID Badges	

WITHIN FIRST WEEK – MEET WITH NEW EMPLOYEE ABOUT POSITION DUTIES

- ☐ Initial performance counseling session: Review position description, work assignments, performance expectations, training & education requirements (e.g. CES Level 1 / SDC) and Individual Development Plan (IDP). Date: _____
- ☐ Discuss work schedule, hours, payroll, time cards (if applicable), labor accounting & leave / absence, policies, & procedures.

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Continuation: WITHIN FIRST WEEK – MEET WITH NEW EMPLOYEE ABOUT POSITION DUTIES

- ☐ Ensure that a senior leader (including rater and senior rater) welcomes new employee as soon as possible
- ☐ Provide new employee with overview of Organization and its mission
- ☐ If the employee is in a bargaining unit coded position, inform the employee who their union representative is
- ☐ Ensure new employee understands his/her role in support of the Organization and the Army missions
- ☐ Introduce new employee to the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage
- ☐ Assist new employee to learn about military rank and insignia and titles of address for senior civilians
- ☐ Provide meaningful work - either training or substantive task assignments related to the new job and career program

WITHIN FIRST WEEK – POLICIES AND ADMINISTRATIVE PROCEDURES

- ☐ Ensure employee is issued DoD Common Access Card (CAC) as soon as SF50 is posted in DCPDS
- ☐ Ensure employee completes DoD Information Assurance (IA) Awareness Training (<https://ia.signal.army.mil/login.asp>)
- ☐ Ensure new employee's name is added to local directories, relevant email distribution lists and SharePoint site permissions
- ☐ Review key policies:
 - Time and Attendance Reporting
 - Family & Medical Leave Act (FMLA)/ Leaves of Absence
 - Vacation and Sick Leave
 - Overtime
 - Official Use of Govt. Property
 - Diversity Awareness
 - Sexual Harassment / Assault
 - Holidays
 - Performance Reviews
 - Appropriate Attire
 - Safety
 - Ethics / Joint Ethics Regulation
 - Standards of Conduct
 - Progressive Disciplinary Actions
 - Visitors / Security
 - Emergency Procedures
 - Confidentiality (specific procedures to safeguard confidential / sensitive material)
- ☐ Review computer use policies:
 - Establish Email
 - Intranet / SharePoint
 - Shared Drives
 - Databases
 - Internet Use
 - VPN / Mobile Phone
 - Outlook Address List Profile
 - Microsoft Office
 - Other Software / Applications
- ☐ Review general administrative procedures:
 - Business Cards
 - Purchase Requests
 - Vehicle Registration
 - Govt. Travel Card
 - Conference Rooms
 - Organizational Policies
 - Official Travel
 - Mail (incoming and outgoing)
 - Shipping (FedEx, DHL, and UPS)
 - Military Driver Requirement
 - Severe Weather Procedures

WITHIN FIRST 30 DAYS

- ☐ Schedule Command / Organization Onboarding Session:
 - Work Unit Orientation --Army CPOL MyBiz --Army Career Tracker (ACT) --ArmyIgnitEd--Garrison Training Tracker (GTT)
 - Army Profession/Army Civilian Corps
- ☐ Identify short / long term training requirements (CES, SDC, Career Program, AR 350-1 required training as well as organizational training, etc.)
- ☐ Accept request in ACT as supervisor for new employee
- ☐ Arrange for employee to meet the Career Program representative DATE: _____
- ☐ Meet with new employee to review and finalize performance objectives, standards, and sign performance plan. Arrange for senior rater to meet with and counsel new employee DATE: _____
- ☐ Set development goals for IDP with employee in ACT DATE: _____
- ☐ Arrange for new employee to meet key partners from other departments
- ☐ Provide feedback to new employee about work assignments, training and seek feedback about job satisfaction to date

WITHIN FIRST 90 DAYS

- ☐ Discuss what it means to be a part of the Army Profession according to Army Doctrine Reference Publication (ADRP) 1
- ☐ Provide training, as needed, to help new employee understand internal systems, general operating practices, and obtain other information or skills required in the performance of his/her job
- ☐ Coach, counsel, and give performance feedback early and often to new employee (Recommend once a month)

WITHIN FIRST 180 DAYS

- ☐ Continue to talk with new employee about expectations, culture, and the Army Profession
- ☐ Ensure new employee is on track to complete Level-1 CES course and/or Supervisor Development Course (SDC)
- ☐ Conduct mid-point performance counseling. Meet with new employee for formal performance feedback, review of IDP and career goals. Arrange for senior rater to meet with and counsel new employee. DATE: _____
- ☐ Continue to provide and/or arrange coaching, counseling, and mentoring (Explore ACT for mentoring opportunities)

WITHIN FIRST YEAR

- ☐ Encourage participation in training, webinar sessions, learning activities, and other outreach / developmental activities
- ☐ Ensure employee completes onboarding requirements, including CES training requirements and SDC (if required)
- ☐ Continue to meet regularly with new employee to review and revalidate performance and training plans and developmental goals. Discuss performance as an Army Professional and monitor progress in competence (knowledge, skills, and abilities), character (ethical conduct and behavior) and commitment (to duty, mission accomplishment and Army Values)
- ☐ Complete annual performance appraisal. Meet with employee. Arrange for senior rater to meet with and counsel employee. DATE: _____
- ☐ Arrange recognition of onboarding completion and award certificate as an Army Professional (IAW ADRP 1)
- ☐ Complete New Employee Supervisor Survey when received

HELPFUL LINKS AND INFORMATION

- ☐ Forms and Resources:
 - Army Civilian Personnel Online (CPOL): <http://cpol.army.mil/>
 - Army Career Tracker (ACT): <https://actnow.army.mil/>
 - ArmyIgnitEd: <https://www.armyignited.com/>
 - Garrison Training Tracker: <https://ikn.army.mil/apps/GTT/>
- ☐ Required Training:
 - Information Assurance Training: <https://ia.signal.army.mil/login.asp>
 - AR 350-1, Army Training and Leader Development: http://armypubs.army.mil/epubs/pdf/r350_1.pdf
 - AR 350-1 Mandatory Training with resource information/web links and other training information: <http://www.civiliantraining.army.mil/Pages/MandatoryTraining.aspx>
 - Joint Ethics Regulation: http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/
 - CES and SDC enrollment: <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx>

Appendix B



US Army Garrison Fort Huachuca Sponsor Checklist



Department of the Army Civilian

NEW EMPLOYEE INFORMATION

Name:	_____	Start date:	_____
Position:	_____	Rater:	_____
Assigned Sponsor:	_____	Senior Rater:	_____

SPONSOR ROLE AND RESPONSIBILITIES

- Serve from the time of firm offer acceptance until 30 days after new employee's arrival
- Provide the new employee information he/she needs about the organization and local area (e.g. temporary lodging, local transportation, etc. if applicable)
- Be a positive role model
- Maintain daily contact with new employee for first week and then on an as needed basis
- Be available to answer day-to-day questions
- Help define the Army Profession and explain the organizational culture
- Promote a positive image of the organization
- Work with supervisor and new employee to assist with the onboarding process
- Consult with supervisor for further guidance as needed

UPON ASSIGNMENT AS SPONSOR

- ☐ Meet with supervisor to discuss your role as a sponsor for the new employee
- ☐ Send email to new employee introducing yourself and welcoming him/her to the team and Army
- ☐ Provide contact information and offer assistance to new employee
- ☐ Talk with new employee to find out what he/she needs to help transition into the new job and area
- ☐ Send the organization's welcome packet in advance and/or through an online portal access
- ☐ Provide details on organizational culture and key administrative requirements

AT LEAST 1 WEEK BEFORE START DATE

- ☐ Arrange your schedule to be available on new employee's first day
- ☐ Contact new employee by phone or email to reiterate basic information for first day (e.g. directions, parking, report time, dress code, and lunch information)
- ☐ Arrange to meet with new employee to escort him/her after initial CPAC or designated personnel office in-processing
- ☐ Notify or pre-register with security office at visitor registration (if applicable)

FIRST DAY

- ☐ Meet new employee following CPAC or designated personnel office in-processing at arranged location
- ☐ Escort him/her to the security office to receive building pass
- ☐ Escort new employee to his/her workstation

FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES

- ☐ Introduce new employee to supervisor if prearranged, sponsor may make introductions to department staff and key personnel as well as conduct the tour and help familiarize new employee with office administrative procedures
- ☐ Tour Facility, including:
 - Office / Desk / Work Station
 - Copy Centers
 - Printers
 - Kitchen / Cafeteria / Break Areas
 - Fax Machines
 - Restrooms
 - Mail Rooms
 - Bulletin Boards
 - Authorized Work Areas
 - Security Office
 - Conference Rooms
 - Parking
 - Office Supplies
 - Tools / Equipment
 - Coffee / Water / Vending Machines
 - Emergency Exits and Procedures
- ☐ Assist with general administrative procedures:
 - Keys / Access Cards
 - Telephone Alert Roster
 - Picture ID Badges
 - Telephone Access Policy & Procedures
 - Building and/or Computer Access Cards

WITHIN FIRST WEEK

- ☐ Continue to make yourself available by phone, email, or for in-person meetings
- ☐ Offer guidance to help him/her integrate smoothly and share helpful hints

WITHIN FIRST 30 DAYS

- ☐ Check in regularly with new employee during the first few weeks
- ☐ Assist new employee with understanding DoD, Army, and organizational culture
- ☐ Provide information regarding volunteer activities or social events (award ceremonies, team lunches, off-duty sports programs, base child care and youth sports programs, etc.) available at your work location, if appropriate

HELPFUL LINKS AND INFORMATION

- ☐ Forms and Resources:
 - Army Career Tracker (ACT): <https://actnow.army.mil/>
 - ArmyIgnitEd: <https://www.armyignited.com/>
 - Garrison Training Tracker: <https://ikn.army.mil/apps/GTT/>
 - Army Civilian Acculturation Handbook (webpage link TBD)
- ☐ Required Training:
 - Information Assurance Training: <https://ia.signal.army.mil/login.asp>
 - AR 350-1, Army Training and Leader Development: http://armypubs.army.mil/epubs/pdf/r350_1.pdf
 - AR 350-1 Mandatory Training with resource information/web links and other training information: <http://www.civiliantraining.army.mil/Pages/MandatoryTraining.aspx>
 - Joint Ethics Regulation: http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/
 - CES and SDC enrollment: <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx>
 - EEO Anti-Harassment and No Fear Training for Supervisors (EEO-203B) Non-Supervisors (EEO-203A) (Register) <https://www.atrrs.army.mil/> (course) <https://www.lms.army.mil>

Appendix C



US Army Garrison Fort Huachuca Employee Checklist



Department of the Army Civilian

Name:	Start date: _____
Position:	Rater: _____
Assigned Sponsor:	Senior Rater: _____

BETWEEN JOB ACCEPTANCE AND START DATE

- ☐ Review welcome packet and/or online portal from Civilian Personnel Advisory Center (CPAC)
- ☐ Complete onboarding paperwork from CPAC (Sign, date and submit as instructed by CPAC). ***This is very important! Please review the list of helpful online links and information to ensure you have completed everything you can before reporting to work. This will help make your first days less stressful and more productive.***
- ☐ Receive welcome email, this checklist and brochure from supervisor
- ☐ Receive welcome email from assigned sponsor
- ☐ Sponsor will send additional information about our organization, installation, and area
- ☐ Coordinate with sponsor to arrange meeting on first day after CPAC or designated personnel office in-processing

FIRST DAY

- ☐ Attend CPAC or designated personnel office in-processing session and complete paperwork and procedures
- ☐ Complete CPAC or designated personnel office New Employee Orientation and take Oath of Office to become a member of Army Civilian Corps / workforce
- ☐ Meet sponsor as pre-arranged and report to new organization
- ☐ Complete organization's check in procedures (which may include Information Assurance (IA) training, building pass/badge, access to office/building, and in-processing schedule / procedures)
- ☐ Accompany sponsor to work area to continue onboarding process
- ☐ Meet with supervisor to discuss first day activities

FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES

- ☐ Meet department staff and key personnel
- ☐ Tour Facility, including:

• Office / Desk / Work Station	• Fax Machines	• Conference Rooms
• Copy Centers	• Restrooms	• Parking
• Printers	• Mail Rooms	• Office Supplies
• Kitchen / Cafeteria / Break Areas	• Bulletin Boards	• Tools / Equipment
	• Authorized Work Areas	• Coffee / Water / Vending machines
	• Security Office	• Emergency Exits and Procedures
- Review general administrative procedures:

• Keys / Access Cards	• Telephone Access Policy & Procedures
• Telephone Alert Roster	• Building and/or Computer Access Cards
• Picture / ID Badges	

WITHIN FIRST WEEK – MEET WITH SUPERVISOR

- ☐ Initial performance counseling session: Review position description, work assignments, performance expectations, training & education requirements (e.g. CES Level 1 / SDC) and Individual Development Plan (IDP) Date: _____
- ☐ Complete administrative tasks (including required training and applications, such as security clearance if required)
- ☐ Review work schedule, hours, payroll, time cards (if applicable), labor accounting and leave (take off) / absence policies and procedures
- ☐ If you are in a union coded position, record union POCs name/ph # here: _____
- ☐ Receive overview of organization and its mission
- ☐ Learn how your position supports the organization's and the Army's missions
- ☐ Learn about the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage
- ☐ Learn about rank and insignia of military personnel and titles of address for senior civilians

WITHIN FIRST WEEK – POLICIES AND ADMINISTRATIVE PROCEDURES

- ☐ Obtain DoD Common Access Card (CAC) as soon as notified that personnel action is documented in personnel system
- ☐ Complete DoD Information Assurance (IA) Awareness Training online (<https://ia.signal.army.mil/login.asp>)
- ☐ Review key policies:

<ul style="list-style-type: none"> • Time and Attendance Reporting • Family & Medical Leave Act (FMLA) / Leaves of Absence • Vacation and Sick Leave • Overtime • Official Use of Govt. Property 	<ul style="list-style-type: none"> • Diversity Awareness • Sexual Harassment / Assault • Holidays • Performance Reviews • Appropriate Attire • Safety 	<ul style="list-style-type: none"> • Ethics / Joint Ethics Regulation • Standards of Conduct • Progressive Disciplinary Actions • Visitors / Security • Emergency Procedures • Confidentiality (specific procedures to safeguard confidential / sensitive material)
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- ☐ Review computer use policies:

<ul style="list-style-type: none"> • Establish Email 	<ul style="list-style-type: none"> • Intranet / SharePoint • Shared Drives • Databases • Internet Use 	<ul style="list-style-type: none"> • VPN / Mobile Phone • Outlook Address List Profile • Microsoft Office • Other Software / Applications
---	---	---
- ☐ Security Clearance:
- ☐ Review general administrative procedures:

<ul style="list-style-type: none"> • Business Cards • How to request supplies 	<ul style="list-style-type: none"> • Vehicle Registration • Govt. Travel Card • Conference Rooms • Organizational Policies • Official Travel 	<ul style="list-style-type: none"> • Mail (incoming and outgoing) • Shipping (FedEx, DHL, and UPS) • Vehicle Driver Requirement • Severe Weather Procedures
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WITHIN FIRST 30 DAYS

- ☐ Register for Fort Huachuca Garrison Team Member Orientation with Workforce Development Specialist
- ☐ Supervisor orientation on: - Army CPOL MyBiz - Army Career Tracker (ACT)(select supervisor) - ArmyIgnitEd
-- Complete Initial Civilian Human Resources Training Application System sign in and first line supervisor
- ☐ Meet with Career Program representative or identify IMCOM / DA level CP Rep DATE: _____
- ☐ Review and finalize performance objectives with supervisor and sign performance plan. Receive counseling from Senior rater DATE: _____
- ☐ Set developmental goals for Individual Development Plan (IDP) with Supervisor in ACT, which include meeting Army Professional standards DATE: _____
- ☐ Begin short / long term training requirements (CES, SDC, Career Program, AR 350-1 required training as well as organizational training, etc.)
- ☐ Meet with sponsor for any additional guidance
- ☐ Meet key partners from other departments and/or other organizations
- ☐ Make appointment with ID Card Facility to update address for employee and Family member(s) so the address(es) are correct in Army Disaster Accountability and Assessment System (ADPAAS). Verify in ADPAAS that address(es) are correct 5 days after visiting ID Card Facility.

WITHIN FIRST 90 DAYS

- ☐ Review Army Doctrine Reference Publication (ADRP) 1, *The Army Profession*
- ☐ Complete Army and organization mandatory training and maintain a record of completion in the Garrison Training Tracker: <https://ikn.army.mil/apps/GTT/>
- ☐ Seek training and development opportunities as needed, to help understand internal systems, general operating practices and obtain other information or skills for successful job performance
- ☐ Face-to-Face Equal Employment Opportunity

WITHIN FIRST 180 DAYS

- ☐ Continue to talk with supervisor and colleagues to better understand expectations, culture, and practices
- ☐ Complete CES requirements (Level-1 CES course)
- ☐ Complete Supervisor Development Course (SDC), if applicable
- ☐ Mid-point performance counseling. Meet with supervisor for formal performance feedback, review of IDP and career goals. Meet with senior rater for counseling DATE: _____
- ☐ Discuss and plan with your supervisor self-developmental opportunities:
 - Seek and receive coaching, counseling, and mentoring (explore mentoring opportunities)
 - Seek peer recommendations and pursue self-study (e.g. professional reading, skill video, tech manuals, etc.)

Employee's Signature/Date

Supervisor's Signature/Date

WITHIN FIRST YEAR

- ☐ Actively participate in training, webinar conferences, learning activities and other outreach/developmental activities
- ☐ Meet regularly with supervisor to review and revalidate performance and training plans and developmental goals. Discuss performance as an Army Professional in the categories of competence, character and commitment
- ☐ Complete onboarding requirements, including CES and Career Program training requirements
- ☐ Complete annual performance appraisal and counseling with rater and senior rater DATE: _____

Employee's Signature/Date

Supervisor's Signature/Date

HELPFULLINKS AND INFORMATION

- ☐ Forms and Resources:
 - Army Civilian Personnel Online (CPOL): <http://cpol.army.mil/>
 - Army Career Tracker (ACT): <https://actnow.army.mil/>
 - ArmyIgnitEd: <https://www.armyignited.com/>
 - My Pay: <https://mypay.dfas.mil/mypay.aspx>
- ☐ Required Training:
 - AR 350-1, Army Training and Leader Development: http://armypubs.army.mil/epubs/pdf/r350_1.pdf
 - Information Assurance Training: <https://ia.signal.army.mil/login.asp>
 - AR 350-1 Mandatory Training with resource information/web links and other training information: <http://www.civiliantraining.army.mil/Pages/MandatoryTraining.aspx>
 - Joint Ethics Regulation: http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/
 - CES and SDC enrollment: <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx>

Appendix D: New Employee Introduction Letter to Workplace

To: Team

Subject: Welcome [NEW EMPLOYEE NAME]

Please welcome [NAME, TITLE] to our team. [NAME's] first project will be BRIEFLY EXPLAIN. (if you don't know this information, tell them what this person's role will be.)

[NAME] comes to us from [PLACE], where s/he was [TITLE / YEARS]. Before that s/he worked as [TITLE]. [NAME] brings with her/her [DESCRIBE experience, knowledge, certifications and the like. (If you have it, you can share some information about the new employee such as where they are originally from, information about their family, hobbies, etc.)]

[NAME's] first day of work is [DATE], and s/he will sit at [LOCATION]. Please stop by and introduce yourself.

Sincerely,

[YOUR NAME]

Appendix E: Welcome Letters

SAMPLE WELCOME LETTER / EMAIL

SAMPLE #1 (Be sure to spell out all acronyms and replace items in **RED** with specific details):

Dear **[First Name of New Employee]**:

Welcome to the **[Directorate Name]** team! I am delighted that you are joining us as a **[Job Title of New Employee]**. Your role is critical in fulfilling the mission of our department and **[Command/Organization Name]**.

[Sponsor's name] from our organization will contact you soon by email to provide you some information and resources to help you make a smooth transition into your new role. **[Sponsor's First Name]** contact information is **[Contact Information]**. Between us, **[he/she]** and I will help guide you through your first days and weeks here. I also encourage you to complete any paperwork from the Civilian Personnel Advisory Center that you still need to submit.

I will introduce you to the rest of the **[Directorate Name]** team. We all look forward to working with you and sharing our future successes.

You can reach me via email or telephone at **[Contact Information]**. Don't hesitate to contact me if you have any questions or need additional information.

Best regards,
**[Supervisor's
Name]**
[Supervisor's Title]

SAMPLE WELCOME LETTER / EMAIL

SAMPLE #2 (Be sure to spell out all acronyms and replace items in RED with specific details):

Dear [New Employee Name]:

I'd like to welcome you to [Name of Directorate]. We are excited that you have accepted our job offer and agreed upon your start date. I trust that this letter finds you mutually excited about your new employment with the Department of Army [Name of Command/Organization].

While your new position reports to me, I'd like to welcome you to the [Name of Department] on behalf of the entire staff. Each of us will play a role to ensure your successful integration into the [Department].

[Sponsor's name] from our team will contact you by email in the near future to act as your sponsor during your transition. [Sponsor's First Name] contact information is [Contact Information]. [He/She] will send you some helpful information and arrange to escort you on your first day on the job after you complete in-processing at the Civilian Personnel Advisory Center (CPAC). I encourage you to complete and submit any documentation the CPAC requests as quickly as possible.

Again, welcome to the team. We look forward to working with you. If you have questions prior to your start date, please call me or your sponsor at any time, or send email if that is more convenient.

Regards,

[Supervisor's
Name]
[Supervisor's Title]



DEPARTMENT OF THE ARMY
U.S. ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON - FORT HUACHUCA
2837 BOYD AVENUE
FORT HUACHUCA, ARIZONA 85613-7000

Month DD, YYYY

Rank/Mr. /Ms. [New Team Member Name]
Address (add Command line if military, before address)
City, State Zip Code+4

Dear [New Team Member Name]:

Welcome to United States Army Garrison - Fort Huachuca! We are very excited that you have agreed to join our Team. We trust that this letter finds you excited about the opportunity to serve our Army and its Soldiers and Families.

You are joining Team Huachuca at a very dynamic and exciting time; one full of challenges, change, and opportunities. Each and every member of our team plays a vital role in ensuring we keep our Army and its Families ready. I am sure you will find your service with us both purposeful and rewarding.

Fort Huachuca is great place to work and live. We enjoy an extremely high quality of life. We are nestled at the foot of the Huachuca Mountains where unique environmental characteristics and a high-tech workforce, create an extraordinary training environment.

Additionally, we enjoy a great partnership with our local community of Sierra Vista – please visit the Chamber of Commerce website for information on relocating to the Sierra Vista/Fort Huachuca area at: <https://www.svachamber.com/>.

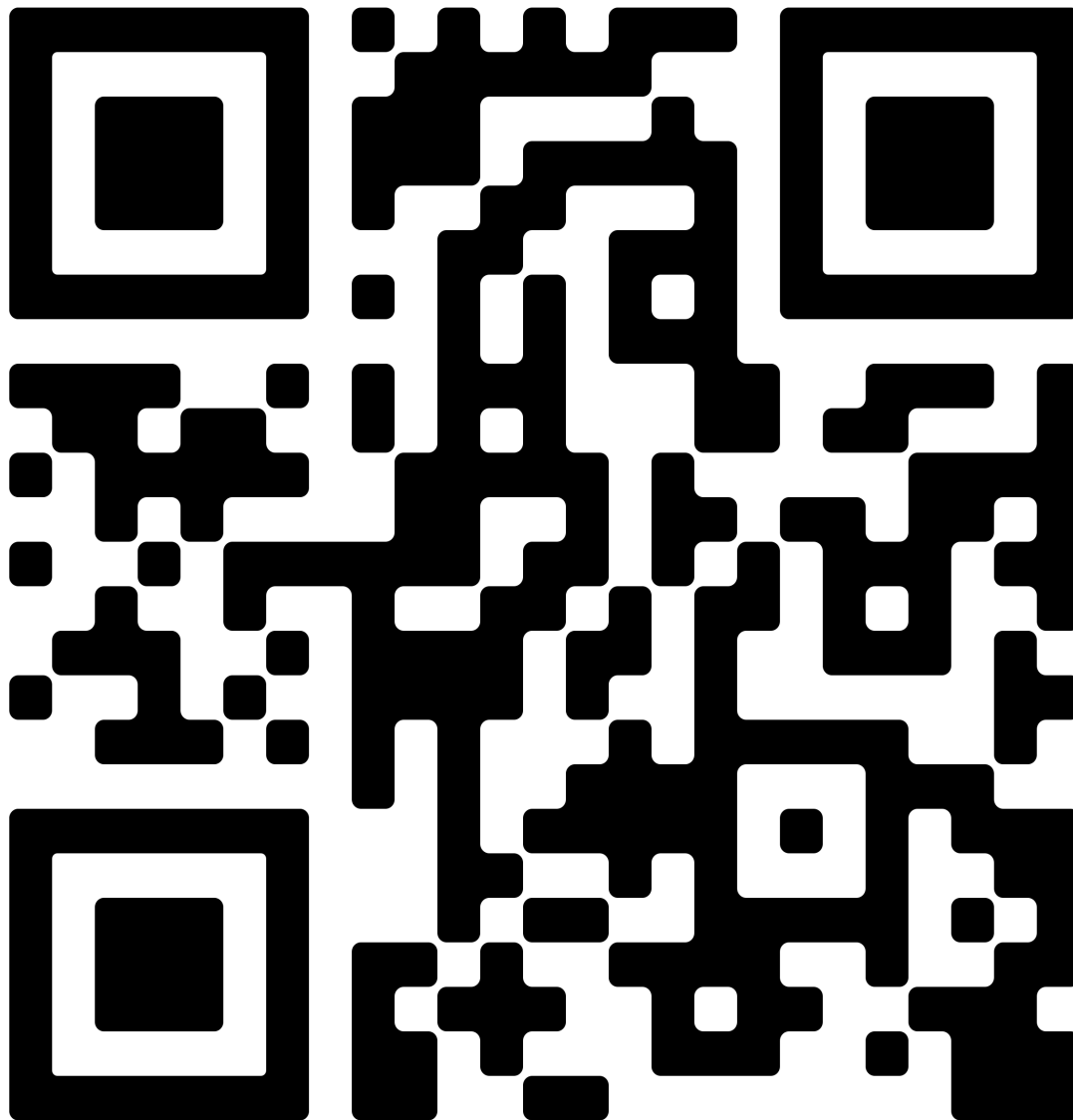
Again, on behalf of Team Huachuca, congratulations on your selection. We look forward to serving with you. If you have questions prior to your start date, please contact your immediate supervisor or your sponsor at any time. Our Executive Officer can be reached at 520.533.3149 or by email at jeremiah.j.jones16.civ@mail.mil.

Sincerely,

[Garrison Commander]
Colonel, U.S. Army
Commanding

Appendix F: Digital Garrison App

Digital Garrison is a one-stop information source for Army communities. The app puts real-time information into Soldiers', families', and civilians' hands and keeps military communities connected, a key part of readiness and resiliency.



Appendix G: Garrison Onboarding & In-processing Survey

Conducted 90 Days Following Hire. Supervisors submit completed survey to Work Force Development Specialist (DPTMS, USAG)

Please indicate the date you began working:	(Month / Year): _____				
Directorate:					
Please answer/rate the following statements: 1 = Very Dissatisfied 2 = Dissatisfied 3 = Neutral 4 = Satisfied 5 = Very Satisfied					
	1	2	3	4	5
Please rate your satisfaction with IMCOM Team Member Orientation Date of Orientation:					
Please rate your overall Onboarding experience.					
Please rate your experience at customer service training. Date of Training:					

Yes No

Did the onboarding experience prepare you to perform your duties and responsibilities?		
Did it assist you in integrating into your organization?		
Did it prepare you to perform your duties and responsibilities?		
Were you provided a welcome packet upon employment?		
Was the welcome packet provided easy to follow?		
Was your Garrison Team Member Orientation useful?		
Do you understand how your job supports the organization's mission?		
Were you assigned a sponsor (a fellow employee who assists in the onboarding and in-processing)?		
Was he/she helpful?		
Were you assigned a "work-buddy" (a "work-buddy" is someone who helps assist you in training)?		
Was he/she helpful?		
Have you received a job description and performance standards?		
Did your first line leader/supervisor review your job description & performance standards with you?		
Do you understand what is expected of you in your position?		
Have you established an individual development plan with your supervisor?		
Have you had the opportunity to meet the leadership (Garrison Commander, Deputy Garrison Commander, director)? Please indicate the leaders you have met:		
Were you provided the proper equipment in a timely manner in order to perform your duties?		
Please provide any additional comments on your onboarding & in-processing experience and suggestions for improvement:		

Onboarding Process Feedback (continuation)

Supervisor's Guide to Onboarding

Supervisor's Guide

Introduction

This guide has been developed for supervisors (Military or Civilian) of Army Civilians to support an effective and successful onboarding process for new employees. As a supervisor, it is your privilege and responsibility to welcome your new employees to the organization and to introduce them to the culture and values of the Army.

The process begins with your first notification from the CPAC informing you of your new employee's EOD date followed by a phone call to the new employee and leading to a meeting with your new team member on their first day. An employee's initial impression of their job extends far beyond that first contact. What transpires after the first day is referred to as the *onboarding experience*. The onboarding experience offers a better strategic approach for your new employee's success and provides them with a better sense of the Army and its culture.

To assist you in understanding the importance and process of onboarding, we have created this Supervisor's Guide for Onboarding new employees.

If you have any questions regarding new employee orientation and onboarding, please contact DPTMS Workforce Development Specialist and/or local CPAC.

Role of DPTMS Workforce Development Specialist

Formal employee orientation and onboarding consists of a carefully planned welcome that is often coordinated between the local CPAC and your Agency's DPTMS. DPTMS Workforce Development Specialist plays a vital role in building a strong foundation for new employees and presents a positive effect on their productivity, longevity, and morale.

This includes ensuring a successful transition from the first day of employment through the employee's first year with the Army. The services of the Human Resources Office include:

- Contacting the organization on the employee's first day.
- Communicating the importance of the Oath of Office, official and required documents, such as pay and benefits, wellness, rules, and policies, as well as completing paperwork.
- Partnering with the hiring manager to follow up and coordinate new employee activities.

Role of the Supervisor

Responsibility for new employee onboarding rests with the Directorate of Plans, Training, Mobilization and Security, the supervisor and the new employee. The supervisor's role in getting the new employee off to a good start cannot be overemphasized, especially since the most important relationship within any organization is the one between the employee and his or her immediate supervisor. The relationship generally begins before their first day and is most important during the first few weeks and months of employment.

Some things to remember during the onboarding:

- Work closely with DPTMS Work Force Development Specialist to ensure a new employee's smooth transition.
- Be enthusiastic and engage the new employee.
- Align the new employee's work with mission, vision, goals, and plans.
- Help the new employee assimilate as quickly as possible.
- Provide guidance to ensure proper training and development.

Please know that this is not about giving you something more to do. We know that, as Army supervisors, you are already stretched thin and juggle many projects, responsibilities, and priorities. Rather, its purpose is to provide you with a process to create a more engaging and effective experience for both you and your new employee. This guide provides the tools and suggestions you need to accomplish a successful onboarding program. By attending to the items in this guide and *Supervisor's Checklist*, you will create a stronger bond with your employee and ensure a shorter path to productivity for both of you.

Orientation vs. Onboarding

New employee onboarding generally involves a first-day session at the local CPAC and could also include a first week of activities that familiarizes the employee with the organizations structure, mission, and policies. It typically includes the review and completion of necessary payroll and benefits paperwork.

Onboarding is a much more comprehensive approach that starts before orientation and extends well beyond the first few days. In fact, the onboarding process will extend throughout the employee's first year of employment.

Onboarding is the process of integrating and acculturating new employees into the organization and providing them with the tools, resources and knowledge to become successful and productive members of the Army Profession.

Why Onboarding

According to the research conducted by HR firms and think tanks, new employees decide within the first 30 days whether they feel welcome in their organization, and as many as 1 in 25 people leave their job just because of a poor or non-existent onboarding program, while 4 percent of new employees leave their new jobs after a disastrous first day or week.

Research published by the Gallup Organization, a global research-based consultancy, has shown that engaged employees are more productive employees. Gallup's findings suggest that engaged employees are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave.

Employees arrive at their new jobs excited and engaged. Your job, as their supervisor, is to channel that energy toward success by helping them become embedded in the organization. Onboarding will help you do that.

Effective employee onboarding serves three interrelated purposes. First, it ensures that the employees feel welcome, comfortable, prepared, and supported. Second, these feelings increase the new employees' ability to make an impact and be productive within their role, both immediately and over time. Finally, this employee success leads to satisfaction and retention, which allows the Army to achieve its goals and continue to meet its mission.

While onboarding is a yearlong process, the first 30 days are critical. So, let's get started!

Getting Started

ONBOARDING CHECKLIST

During the first couple of weeks on the job, the goal is to ensure that the new employee understands the mission of the Army, the responsibilities of their job and your expectations. In addition, this time is used to assist the employee with integration into the organization.

A checklist has been created to help you with all of the steps involved and the timelines associated with each. You can access this checklist at the end of this guide or from the Supervisor Toolkit on the Acculturation web site.

The checklist provides an overview of the areas that need to be covered during the first 90 days. It is your responsibility to ensure that all of these items are covered with your new employee.

PRIOR TO NEW EMPLOYEE'S ARRIVAL

Send a welcome letter to your new employee. A welcome letter template can be downloaded for your convenience, simply modify to meet your needs. Ensure you have included the name and contact information for the Sponsor.

Have the sponsor call or you may call your new employee a couple of days later and introduce yourself, welcoming him/her to your organization and arrange a time to meet.

BEFORE THE END OF THE FIRST 30 DAYS ON THE JOB

On the first day and during the first 30 days, you want to meet with your new employee several times to review the expectations of the organization, his/her expectations, to discuss progress and to continue efforts toward integration into the organization and the Army.

During this time, supervisors should:

1. Discuss the employee's initial experience and how it is matching their expectations. Ask:
 - How is your job going?
 - Is it what you expected when you were hired?
 - Do you have all the work tools and resources you need?
2. Discuss any concerns or issues the employee has. Ask:
 - Is there anything you need that you don't have access to?
 - What obstacles, if any, are keeping you from being productive and successful?
3. Review progress toward initial goals.
4. Create an Individual Development Plan (IDP), this is an Army requirement.
5. Identify any additional training needed in the IDP.
6. Identify any upcoming opportunities to meet with key individuals.
7. Answer any questions.

During these meetings, you will want to solicit feedback from the employee. Once you have determined the training needed, be sure to schedule it or help the employee learn how to do so.

Be sure to provide tools and resources needed as well. You may want to enlist the assistance of the new employee's sponsor to help with these things. Be aware of opportunities to integrate new hires into their work groups and into the organization as a whole.

BEFORE THE END OF THE FIRST 90 DAYS ON THE JOB

The goal is to provide guidance and feedback to the new employee to ensure continued success and to make plans for their future with the Army. During the first 90 days, you will want to meet with the employee several times to:

1. Discuss experiences and how they match the employee's expectations.

2. Review progress toward initial goals, and adjust if necessary.
3. Discuss any concerns or issues the employee may have.
4. Provide feedback on the employee's performance to date and solicit feedback from the employee.
5. Answer any questions.
6. Solicit feedback from the employee about the onboarding process and their suggested changes.
7. Discuss the career planning philosophy at the Army and how it applies to the employee.
8. Update or refine the IDP.

SETTING EXPECTATIONS AND RESPONSIBILITIES

Without a doubt, you, as the direct supervisor, are the most influential person in the onboarding process. You are key to the successful integration of your new employees into the organization.

It is your role to work side-by-side with your new employees until they learn the ropes and establish credibility within the organization. Help them thrive during the critical transition period and your efforts will pay off. Following are seven ways you can help your new employee make a successful transition:

1. Clarify your expectations upfront.

- Even the most detailed job descriptions don't fully represent what the position entails, so be sure to share with new employees exactly what you expect of them.
- Review expectations point-by-point to ensure that each new employee understands them and is comfortable with them.
- Don't assume that new employees will know exactly what they have been hired to do. If they don't, they aren't likely to be comfortable asking.

2. Don't assume that qualifications equal immediate success.

- Just because new employees are well qualified (even military retirees) doesn't mean they will easily and quickly take to their new roles with the Army. Every new employee will have strengths as well as opportunities for improvement.
- Give positive feedback on strengths and pay attention to opportunities to coach through weaknesses. Remember that some responsibilities may be new to the employee. Be sure to show compassion when discussing these areas. It helps to recall what it was like when you were learning a new skill or behavior.
- Address a performance concern the *first time it shows up* as a learning opportunity. Again, do so as someone who is trying to help the employee be successful – not someone who is looking for mistakes.

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- Address a performance concern the *first time it shows up* as a learning opportunity. Again, do so as someone who is trying to help the employee be successful – not someone who is looking for mistakes.

5. Spell out important points about organizational and departmental goals, culture, and dynamics.

- Be sure to cover "priority" topics for Army and your organizations-- mission, overall strategy, strategic plans, and especially how your team supports the organization's mission. Also talk about the Army and organizational culture. How do we all succeed? Be realistic when sharing this information, and make sure you are positive and supportive of the larger organization, your internal and external customers, and the Army.
- Never assume a new employee knows the basics even if they are coming from another Agency within the organization. Remember that knowledge and culture differ from Agency to Agency, as well as from organization to organization.

6. Help new employees nurture their network.

- Introduce new employees to their internal strategic partners. As part of the introduction, talk about client expectations. Success on the job hinges on the ability to form a strong network with coworkers and customers alike.
- Have a frank discussion about the individuals who will affect the new employee getting their job done. Emphasize relationships: direct reports, subordinates, major internal customers and partners, organizational leadership, and others.
- Make key introductions.
- Invite the new employee to meetings and encourage participation.

7. Be honest about potential pitfalls and past mistakes.

- We all need to learn from past mistakes. Inform new employees of these and make sure they don't make the same common past mistakes in your Directorate.
- Help them know what influences employee success and talk with your new employee about possible obstacles to success (e.g., not meeting client needs) and the strategies to overcome them.

8. Hold regular discussions.

- The "honeymoon period" can last anywhere from three months to a year, depending on the person. Hold regular meetings with each new employee in their first year. (See suggestions under "Before the End of the First 30 and 90 Days" sections.)
- Find out what is going well and what is difficult for them.
- Ask what you can do to help them.
- Provide feedback on how you think they are doing.

9. Make coaching and mentoring resources available *before* there is a crisis.

- Don't wait until a new employee is in serious trouble before taking action. Address issues as they arise. Know the coaching, mentoring, and other resources within your Agency. Who makes a good coach, sponsor, preceptor or mentor? A good resource:
- Listens to what is being said.
- Helps the person understand why something didn't work as expected.
- Offers suggestions for improvement.

DEFINING THE CULTURE

In addition to feeling welcome and learning about the unit's vision, mission, and goals, the new employee needs to have some introduction to the culture of the organization and the Army.



Culture can be defined as the combined beliefs, values, ethics, procedures, and atmosphere of an organization. The culture of an organization is often expressed as "the way we do things around here" and consists of largely unspoken values, norms, and behaviors that become the natural way of doing things. An organization's culture may be more apparent to an external observer than an internal practitioner.

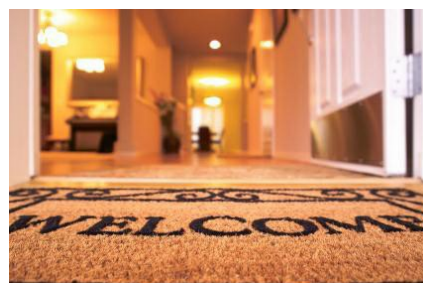
Your role as Supervisor, especially during the first year, is critical to retention and helping your new employee be successful through understanding the specific organizational and office culture within the Federal Government and Department of Defense. To prepare for a conversation about office culture, it might be helpful to ask yourself these questions:

- How would you describe the environment (e.g., is it fun, serious, stressful, data driven, complex, etc.)?
- What does this organization value most? (For example: customer service, meeting deadlines, a collaborative process, observing the hierarchy, etc.)
- How are decisions made? Who is involved in the process?
- Who, outside the organization, are important stakeholders in decision making?
- What do you need to be successful in the workgroup or team?
- What lessons have you learned that you wish to pass on to your new employee?
- What are the three most important things to know about the organization?

Answering these questions for yourself may help you to provide a snapshot of the organizational culture for new employees. Assigned sponsors can also help the new employee with understanding and working in the new environment.

WELCOMING NEW EMPLOYEES TO THE GROUP

One of the best ways to help new employees get acclimated is to create a welcoming environment with their new team.



Following are some ideas on how to do just that. These can be assigned to employees or be assigned as a team project facilitated by you, their sponsor, or a team members over several sessions.

1. **Create a “Welcoming Book.”** Ask current employees to write about themselves in the book and include pictures.
2. **Create a “New Employee Discussion Group.”** Establish a schedule for all new employees to get together with a facilitator to discuss their experiences, identify successes, describe moments of pride, ask questions, etc.
3. **Plan a “Welcome Event.”** Put together a welcoming breakfast or lunch. Consider doing something at a staff meeting when employees regularly gather together. Make it fun.
4. **Create a “New Employee Get-to-Know-You Questionnaire.”** Ask new employees to profile themselves. Use some unthreatening questions such as:
 - What is your hidden talent?
 - Who is your most admired person and why?
 - What do you like to do in your spare time?
 - What’s one thing you would really like other people to know about you?
 - Create a “favorites list” and have all employees complete it. (Ask, what’s your favorite: snack, restaurant, hobby, actor, sport, store, music, color, dream job, dream vacation, etc.)
5. **Think of your own idea.** Poll your team and invite ideas about what would have made them feel more welcome. Then involve them in creating the experience for the new employees.
6. **Send an e-mail.** Prior to your new employee’s arrival, it is best to send an e-mail to your team introducing them. A suggested format is below as well as an example is provided in the supervisor’s tool kit web site under the welcome letter tab: welcome letter template.

To: Team

Subject: Welcome NEW EMPLOYEE NAME

Please welcome NAME, TITLE to our team. NAME's first project will be BRIEFLY EXPLAIN. (if you don't know this information, tell them what this person's role will be.)

NAME comes to us from PLACE, where s/he was TITLE / YEARS. Before that s/he worked as TITLE. NAME brings with her/her DESCRIBE experience, knowledge, certifications and the like. (If you have it, you can share some information about the new employee such as where they are originally from, information about their family, hobbies, etc.)

NAME's first day of work is DATE, and s/he will sit it LOCATION. Please stop by and introduce yourself.

Sincerely,

YOUR NAME

ONBOARDING WEB PORTAL

The Acculturation Onboarding Web Portal within the Army Career Tracker (ACT) is a great resource for you and your new employee.

As you will see, the portal contains a wealth of information, including forms, due dates, Agency information and links, pay and benefits information, training, and what to expect during their onboarding.

In addition, this portal will serve as a great resource for you, the new employee and their sponsor during the first few months of employment.

The Role of the Sponsor

As we have discussed throughout this guide, transitioning into a new job can be stressful. Another way to smooth this transition is to assign a sponsor. A sponsor is someone who partners with a new employee to offer advice and guidance in helping foster and promote the skill and professional development of a new employee.

Sponsors will be in the grade equal to or higher than the incoming employee when practical. Commanders and/or supervisors will make every attempt possible to assign same-gender sponsors as available.

In addition, all Civilians will complete DA Form 7274 (survey) as part of their initial in-processing at the gaining command and turn in their survey to the staff designated to perform sponsorship integration functions at installation level.

A sponsor should be a superior performer with strong people skills. The sponsor knows the ropes and, more importantly, knows what actions to take to be successful in achieving our mission. The sponsor is a source of advice and encouragement who can succeed in steering new employees in the right direction, as well as help create and maintain a positive and productive culture of excellence.

The sponsor should be someone who the new employee can trust. Part of this role is to create a comfortable, more informal environment in which the employee can ask and receive information about the culture and norms, including those everyday (mostly unwritten) procedures and policies that help to explain how things really work.

Finally, a major goal of the sponsor is to establish a sense of belonging for the new employee. With an effective sponsor, each new employee will quickly become a contributing member of his or her new Agency.

Please access the Sponsor Guide, of the Acculturation portal. This guide will provide more information on the sponsor's responsibilities.

MANAGEMENT RESPONSIBILITIES

As the supervisor of the new employee, you have the most critical relationship. You may have heard the saying, "People don't leave organizations; they leave leaders." This guide has been created to help you successfully perform in the role of effective leader. Part of your responsibility will be to select a sponsor for the new employee. Some things to keep in mind as you do so:

1. Select a positive role model as a sponsor.
2. Ensure the sponsor has time to be accessible to the new employee.
3. Provide the sponsor with the tools and resources needed to be effective in their role.
 - Review the Sponsor Guide so that you are familiar with the sponsor's role and responsibilities.
 - Respect the confidentiality agreement between the sponsor and the new employee.
4. Check in with the sponsor regularly to ensure he or she has what they need to be successful.
5. At the end of the program, ask for feedback on what went well and what might be needed to improve the program.

SPONSOR SELECTION CRITERIA

Selecting a sponsor is an important step in this process. There are a number of ways this can be accomplished: you can nominate someone, you can request nominations or you can request volunteers. Regardless of your method, please consider the following criteria in selecting a sponsor:

- Is a high performer in their current job.
- Is a positive role model.
- Understands the new employee's job.
- Understands the organization's mission and culture.
- Has patience and good communications skills.
- Has strong interpersonal skills.
- Shows interest in taking on the responsibilities associated with the sponsor role.

Remember, the sponsor will be part of the new employee's integration into the organization, so it is important to choose this person with care. We strongly recommend that any sponsors you select take the sponsor duties seriously.

If you have any questions regarding this or any aspect of the onboarding process, please contact your DPTMS Work Force Development Specialist.

Sponsor's Guide to Onboarding

Sponsor's Guide

Introduction

This guide has been developed to help sponsors in their roles with new employees. We want to help you be effective and successful in this role.

Ideally, sponsors will:

- Help new employees feel welcome and reduce anxiety.
- Project a positive perception of the Army and the employee's new team.
- Help create a bond between the new employee and the organization.
- Help ensure an understanding of the structure, culture, values, policies, procedures, and practices of the Army.
- Support new employees during their onboarding experience.

By bringing new employees into the organization in a well-planned and organized manner, they are much more likely to:

- Be more successful and satisfied in their jobs.
- Be able to quickly contribute to the success of their work.
- More quickly assimilate into the culture of the team, the organization, and the Army as a whole.

To assist you in your role as a Sponsor, we have created this guide to explain the Army acculturation program and your responsibilities. We highly recommend you review this guide prior to starting your Sponsor relationship.

In essence, you get to be a part of helping someone be happier and more productive in their new job. If you have any questions regarding your role as a sponsor for new employee orientation and onboarding, please contact your organization's DPTMS Work Force Development Specialist.

Before we get started, let's review a few aspects of the program.

Orientation vs. Onboarding

New employee onboarding generally involves a first-day session at the local Civilian Personnel Advisory Center (CPAC) and could also include a first week of activities that familiarizes the employee with the organization's structure, mission, and policies.

Onboarding is a much more comprehensive approach that starts before orientation and extends well beyond the first few days. In fact, the onboarding process will extend throughout the employee's first year of employment.

Onboarding is the process of integrating and acculturating new employees into the organization and providing them with the tools, resources and knowledge to become successful and productive members of the Army Profession.

Why Onboarding?

According to research conducted by HR firms and think tanks, new employees decide within the first 30 days whether they feel welcome in their organization. As many as 1 in 25 people leave their job just because of a poor or non-existent onboarding program, while 4 percent of new employees leave their new jobs after a disastrous first day or week.

Research published by the Gallup Organization, a global research-based consultancy, has shown that engaged employees are more productive employees. Gallup's findings suggest that engaged employees are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave.

Employees arrive at their new jobs excited and engaged. The supervisor's job is to channel that energy toward success by helping them become embedded in the organization.

Onboarding provides a framework for this.

- Effective employee onboarding serves three interrelated purposes. First, it ensure that the employees feel welcome, comfortable, prepared, and supported. Second, these feelings increase the new employees' ability to make an impact (be productive) within their role, both immediately and over time. Finally, the employee's success leads to satisfaction and retention, which allows the Army to achieve its goals and continue to meet its mission.
- While onboarding is a yearlong process, the first 30 days are critical. During those days, your role as sponsor is very important.

What is a Sponsor?

A sponsor is someone who partners with a new employee to offer advice and guidance that help foster and promote the skill and professional development of a new employee.

As a sponsor, you have been identified by your supervisor or organization as a superior performer with strong people skills. You know the ropes and, more importantly, you know what actions to take to be successful in achieving the mission.

You're a source of advice and encouragement who can succeed in steering new employees in the right direction, as well as help create and maintain a positive and productive culture of excellence.

You are someone the new employee can trust. Part of your role is to create a comfortable, more informal environment in which the employee can ask and receive information about the Army's values, culture and norms, including those everyday procedures and policies, written and unwritten, that help to explain how things really work.

Finally, a major goal for you as a sponsor is to establish a sense of belonging. With an effective sponsor, each new employee will quickly become a contributing member of their new organization.

Role of the Sponsor

As mentioned above, your role is to help new employees understand how they fit in the organization, what is expected of them and the best practices to ensure that they will succeed.

An important point to remember is that your role is not meant to be a substitute for the employee's supervisor. While you may be able to help the employee work through discussions they would like to have with their supervisor, it is not your job to have those discussions with them yourself. Topics such as conditions of employment, work assignments, performance, time, and attendance, leave, career opportunities, training, conduct, etc. must be discussions that are held between the employee and their supervisor. If you get specific questions about these areas, please direct the employee to his or her supervisor.

Listed below are sponsor responsibilities and tips, as well as some possible new employee expectations. Discuss your plans to accomplish these responsibilities with the new employee's supervisor to ensure the two of you are not duplicating any actions and to get ideas on what will work best in your local environment.

SPONSOR RESPONSIBILITIES

1. **Meet and greet:** When possible, meet the new employee on their first day and go to lunch together. If this is not possible, ensure that you are able to meet for lunch in their first few days.
2. **Provide information:** Be an informational resource for the new employee on policies, procedures, work rules, norms, etc.
 - Provide your contact information so they can reach out to you with any questions.
 - Set up regular meetings or lunches to continue the discussions.
3. **Offer insight and feedback:** Provide insight, feedback, and information that support the new employee's social involvement in the organization.
4. **Be a "tour guide":** Give a tour of the facility where the employee will be working and make introductions.
 - Show them where equipment is and how to use it (e.g., copiers, printers, etc.).
 - Show them the location of the restrooms, places to eat, cafeteria, credit unions, mail room, and other service areas.
 - Introduce them to administrative support staff and explain their roles and procedures, such as filling out time sheets, ordering or requesting supplies, requesting repair services, arranging travel, etc., as appropriate.
5. **Training support:** If appropriate (and agreed to by the supervisor), assist in training the new employee.
6. **Resource support:** Identify resources to help the new employee.

WHAT A NEW EMPLOYEE EXPECTS FROM A SPONSOR

1. Advice, guidance, encouragement, and a positive attitude.
2. Confidentiality – information shared with you stays between you and the new employee.
3. Open and honest communication, especially if feedback is requested.
4. Help in understanding the culture of the organization and the Army.

5. Help in understanding how to get things done.
6. Assistance in building networks and relationships within the work group and team, and with internal and external clients.
7. Insight into how to make relationships with people effective and productive.
8. How to balance office communications – e-mail, telephone, in-person, etc.

TIPS FOR SPONSORS

1. Don't worry about being perceived as the "expert." Your experience is important to the new employee. At the same time, you don't have to have all their answers.
2. Be patient and positive. It takes time to develop a relationship. Don't try to cover everything right away. Sponsors need to allow enough time for the new employee to learn and grow.
3. Don't try to force a relationship.
4. Look for a preferred style of communication.
5. Realize and respect that the new employee may have a different style from your own. Let them develop in their own way.
6. Remember that listening may be more important than giving advice in some instances.
7. Don't be judgmental and be careful not to draw conclusions without exploring why someone feels or acts the way they do. Keep in mind that there is another side to the story. When the new employee comes to you with a problem or complaint, this is the time to listen and ask questions. These questions help the employee solve their own problems and gain confidence. You can supplement their ideas with your own. Here are some suggestions:
 - What do you want to achieve? What is your desired outcome?
 - What is the hardest/most challenging part of this for you?
 - What are the possibilities? If you had your choice, what would you do?
 - What are your options? What seems to confuse you?
 - What criteria are you using? How important is this?
 - What are other angles you can think of? What is just one more possibility?
 - And then what will happen? What other ideas do you have about it?
 - What if that doesn't work? And if it fails, what will you do?
 - If you could do it over again, what would you do? What will you have to do to get the job done?
 - What seems to be the main obstacle? What information do you need now before you decide?
 - What actions have you taken on this issue so far? What were the effects of these actions?
 - What support do you need to get the job done? What is stopping you?

- What concerns you most about? If you could wipe the slate clean, what would you do?
 - What will the consequences of this outcome be for you or others?
 - What will that get you? Where will this lead?
 - If the obstacle didn't exist, what would you do then?
 - So what? What does success look like?
 - Where do we go from here? What will you do next? By when?
 - Who needs to know?
8. In the event that the new employee experiences setbacks, don't take it personally. You can't always ensure success, but you can help that person begin again more intelligently and see a failed experience as valuable by helping them identify where it went wrong. This helps prevent failure from happening a second time.
9. Keep a positive attitude and maintain your role as a sponsor.
10. Conduct the exercises outlined in the next section.

Exercises to Conduct

As a sponsor it may be helpful to run through some exercises to create a greater comfort level for you and the new employee. Below are two exercises. The first one is just for you. This one is particularly helpful if you are new to being a sponsor. The second one is for you and the new employee to do together. It is another way to set clear expectations.

Exercise 1: Remember When...

Do you remember what it was like on your first day of work? We often forget what it's like not to know what we know now! So take a minute and think back to that first day at Army for you. As you think about it, answer these questions:

- How did it feel to walk into the building on that first morning? Were you excited? A little nervous? Overwhelmed?
- How did you feel about the paperwork you had to complete?
- What was it like meeting all the new people? Your new boss? Your new colleagues?
- How did you figure out where to go for what you needed?
- Was your desk set up? Was everything else ready for your arrival?
- What did you do for lunch that day?
- How did you feel at the end of your first day?

The point of this exercise is to remember what it's like to be new. By doing this, you can better empathize with the new employees and show patience and compassion as you help them integrate into the organization.

Exercise 2: Design the Sponsor/New Employee Alliance

Designing the alliance means taking the time to discuss HOW your sponsoring relationship is going to work. This is about building agreements and setting the stage for a successful relationship by explicitly articulating expectations, needs, wants, logistics, etc.

Important topics include:

- Contact and response time
- Meeting logistics
- Confidentiality
- Focus
- Feedback

Use the chart on the next page to help guide your conversation.

TOPIC	DISCUSSIONG AREAS	✓
Meetings —we realize as a sponsor you may sit in the same area as your new employee, but you will still need to have a conversation about both informal and formal meetings	<ul style="list-style-type: none"> • How will you meet – in person or on the phone? • If in person, where will you meet? (Take into account whether you'll need a room with a door that closes) • What ground rules will you put inplace for the meetings (phones off, etc.)? • How often will you meet? How far inadvance will your meetings be planned (schedule for next month or schedule the next one at the end of each meeting)? • How long will your meetings last? 	
Confidentiality	<ul style="list-style-type: none"> • Confidentiality must be discussed and is an important element of this relationship. Provide clear guidance and have clear expectations around what is confidential and what is not. 	
Focus	<ul style="list-style-type: none"> • You need to decide if your relationship is work-centric only or are you both comfortable /willing to discuss personal issues. 	
Feedback	<ul style="list-style-type: none"> • How does the new employee receive feedback in a way that s/he can hear it best? (e.g., be direct and say what needs to be said or sandwich the negative with a positive, etc.) • Consider the Keep, Stop, Start model: At the end of each session, each person gives keep/stop/start feedback that sounds like this. "I'd like you to keep doing this or acting this way; I'd like you to stop (fill in the blank) and I'd like you to start (fill in the blank). • How will the sponsor get feedback on the process? 	

Sponsor Checklist

To assist you in your sponsor duties, use the checklist on the following pages as your guide for a productive and rewarding experience.

Appendix J: Employee Exit Interview

Instructions: In accordance with IMCOM-Training OPORD 18-010, in order to improve the accessions process and improve the work environment, supervisors will conduct an exit interview with incumbent employees leaving the organization.

Supervisors should use the following format to guide the exit interview and provide the information to the Work Force Specialist, DPTMS for consolidation.

1. Review the position description with the employee and note any recommended changes.

2. Discuss changes in the workplace with the employee and note any recommended changes.

3. Discuss the onboarding process with the employee and note any recommended changes.

4. Discuss any transition issues the employee is experiencing.

5. Review the transition timeline of the employee.

6. Discuss the reason for departing the organization with the employee.

Appendix K: Onboarding Process Tracking Tool

Purpose: The purpose of the Onboarding Process Tracking Tool is to provide oversight and ensure key milestones in the onboarding process are met.

Responsibility: The Workforce Development Specialist (WFD), USAG DPTMS, is responsible for tracking all new employees through the onboarding process and notifying Directors and the Garrison Command Team if critical onboarding milestones are in danger of not being met. Directors, supervisors, sponsors, and the employees themselves are responsible for completing the specified onboarding tasks.

Procedures: The WFD section will routinely request a list of inbound employees with their estimated EOD from the local Civilian Personnel Advisory Center and begin tracking the onboarding process for each employee. Use of an automated tracking systems may be used to meet the intent of this tracking tools as newer systems become available.

Critical Milestones: Critical onboarding tasks include the assignment of a sponsor, completion of pre-arrival tasks, completion of 90 Day assessment (and all first 30 Day in-processing tasks).

Employee Name	EOD	Supervisor Name / Directorate	Sponsor	Pre-Arrival Tasks completed on:	90 Day Assessment(verify completion of In-processing Tasks) Completed on:	All Onboarding Tasks Completed On:
<i>Siegfried Johansson</i>	<i>07/04/2018</i>	<i>Bjork Nelson/DHR</i>	<i>Garth Heilbronn</i>	<i>06/18/2018</i>		

Glossary

Abbreviations

ACT

Army Career Tracker

ADRP

Army Doctrine Reference Publication

CAC

Common Access Card

CES

Civilian Education System

CPAC

Civilian Personnel Advisory Center

DHR

Directorate of Human Resources

DPAMP

Defense Performance Management and Appraisal Program

EOD

Entry on Duty

IA

Information Assurance

IDP

Individual Development Plan

IMCOM

Installation Management Command

SDC

Supervisor Development Course

USAG

United States Army Garrison

WFD

Workforce Development Specialist