



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEAVENWORTH
290 GRANT AVENUE UNIT 1
FORT LEAVENWORTH, KANSAS 66027-1417

AMIM-LVG-ZA (100)

10 April 2024

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter #09, Garrison Standard Operating Procedure for Onboarding/Exit Program

1. REFERENCES.

- a. Annex A to IMCOM OPORD 17-061 Service Culture Initiative Campaign, 28 APR 17.
- b. IMCOM Reg 350-1, IMCOM Training and Leader Development, 1 JUN 10.
- c. Army Civilian Education System Policy, 1 NOV 06.
- d. Army Regulation 623-3, Evaluation Reporting System, 04 NOV 15.

2. PURPOSE. To establish an onboarding/exit process and team member development program for assigned Civilian, Professionals and Soldiers assigned to the Fort Leavenworth U.S. Army Garrison. The U.S. Army Garrison, Fort Leavenworth, requires every professional to receive an appropriate onboarding experience to start them off on the right foot and continue throughout their career. The U.S. Army Garrison leadership is committed to the leader development, technical training, and professional growth of all Civilian and Military professionals. A workforce of skilled professionals and leaders yields benefits through improved services and enhanced productivity. Examples of referenced materials can be found on the Garrison SharePoint at:

<https://cacmdc.army.mil/sites/garrison/employees/SitePages/NewEmployees.aspx>.

3. SCOPE. This policy applies to all Civilian professionals, Appropriated (APF), Non-Appropriated Funded (NAF), and Soldiers assigned to the Fort Leavenworth U.S. Army Garrison. Child and Youth Service (CYS) will develop their own onboarding and exiting program that can be supported within their unique work environment. All the below will not apply to them.

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4. RESPONSIBILITIES.

a. The Directorate of Human Resources (DHR) will:

(1) Implement and evaluate the onboarding/exit process including orientation and team member development program for the U.S. Army Garrison, Fort Leavenworth.

(2) Ensure all team members are aware of all mandatory training requirements.

(3) Track for completion, submission and brief the results, by Directorate/Division, of Newcomers Survey and New Employee Onboarding Checklists received after arrival, NLT 90 days.

b. Directors/Division Chiefs will:

(1) Ensure that onboarding, exit and team member development is executed within their directorate. CYS will establish and follow their own program due to their unique work environment.

(2) Conduct a one-on-one welcoming session with all new team members within their directorate/division.

(3) Establish a customer service performance standard for all team members to ensure Service Excellence.

(4) Bring all new professionals to the first Commanders Update Brief (CUB) after they arrive. Introduce the new professional to the Garrison Senior Leaders.

(5) Ensure the new employee onboarding checklist is submitted to DHR-WFD NLT 90 days after arrival of new Civilian professional or Solider.

c. Supervisors will:

(1) Assign a sponsor and/or "work buddy" to assist the new team member prior to and during the orientation phase. Military members will receive sponsorship in accordance with HQDA EXORD 161-15, Army-Wide Implementation of the Total Army Sponsorship Program (TASP).

(2) Prepare for the Director/Division Chief's signature, a welcome letter that identifies the name of the sponsor. The welcome letter should be mailed as soon as the new team member accepts the final offer. The welcome letter will also include a Garrison Welcome Packet.

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(3) On day one, provide the team member with a Garrison Welcome Packet, office checklist that covers administrative details of the office such as: security, safety, computer, office hours, break/lunch times, etc., and a copy of their job description.

(4) Ensure any employee that is new to Government service has met with their respective CPAC office for in-processing.

(5) Identify the next upcoming Quarterly Fort Leavenworth Post Newcomers Orientation and ensure the new employee attends.

(6) Within the first 30 days:

(a) Provide the team member with a copy of their Notification of Personnel Action (SF 50)

(b) Conduct initial counseling

(c) Approve performance standards in Defense Performance Management and Appraisal Program (DPMAP)

(d) Assist in the development of the employee Individual Development Plan (IDP)

(e) Ensure a CAC and Fort Leavenworth Safety Orientation Checklist, Safety Ergonomics Hazard Self-Assessment, Job Safety Analysis and DD Form 93 are reviewed and signed.

Note: Military members will receive their counseling and evaluations in accordance with ATP 6-22.1, The Counseling Process, and AR 623-3, Evaluation Reporting System.

(7) Schedule a (welcome) meeting for the team member with the Director/Division Chief.

(8) Discuss mandatory training as outlined by AR 350-1 by the Garrison DHR and ensure Operation Excellence (OPEX) Customer Service Training is completed within the first 90 days.

(9) Be responsible for the training and education of team members, recommending them for training, coaching, and counseling, and setting performance objectives that include training and education opportunities.

(10) Provide the team member with an Onboarding Survey at the 90-day mark. Upon completion, forward to the Workforce Development Officer. Included with this survey will

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be the New Employee Onboarding Checklist, completed up until the 90-day mark.

d. Garrison professionals will:

- (1) Complete the onboarding process within 90 days.
- (2) When scheduled, attend the Quarterly Fort Leavenworth Post Newcomers Orientation.
- (3) Complete an IDP within 30 days of their assignment date.
- (4) Successfully complete all required training and any training for which they are selected.
- (5) Discuss their career aspirations with their supervisors, and document desired and required training and education in their IDPs.
- (6) Pursue self-development activities to supplement knowledge and skills learned through formal training and assignments.
- (7) Periodically review their personnel records to ensure they are up to date.
- (8) Provide feedback to leadership using the Onboarding Survey within the first 90 days.

5. ONBOARDING/EXITING. The new team member onboarding process consists of five phases to integrate team members into the workforce and continue development throughout their career. The sixth phase references what's needed prior to an employee departing the Garrison.

a. Phase I: Pre-arrival and Sponsorship. This phase focuses on setting the conditions for the arrival and successful on-boarding of the new team member. It includes initial contact with the new team member, assignment of a sponsor, supervisor 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.

b. Phase II: Arrival and Welcome. The goal of this phase is to personalize the welcome of new team members to the IMCOM Team. It includes an initial link-up with the new team member once they arrive, Garrison welcome packet, 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 team member know what to expect and what the plan is for the first few weeks in the organization). The sponsor and team member's first-line supervisor are responsible for this phase of the onboarding program.

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c. Phase III: In-process – First 30 Days. This phase focuses on providing new team members 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, workstation, etc.) required to perform their assigned duties.

Additionally, during this phase, first line leaders will perform initial performance counselling, review their position description, job standards, expectations in DPMAP, and discuss and develop an initial IDP.

d. Phase IV: Orientation –30-90 Days. This phase focuses on orienting the new team member 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. This phase also includes providing specific job-related training to perform their duties. 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.

e. Phase V: 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 team member. This phase consists of new team members completing all required annual training. Supervisors will provide new team members the necessary time to complete required training during duty hours. Throughout this phase, employees will receive developmental counseling opportunities. At the conclusion of this phase, the IMCOM professional receives their annual counseling and performance evaluation.

f. Phase VI: Exiting – Soldiers PCS/ETSing from the Garrison will depart and out-process through their respective S1 offices. Soldiers will have an in-person exit interview conducted by the Commander or Command Sergeant Major 45 days prior to departing. This time will be used to ask about the Soldiers experience and to check on their evaluation and award. Departing civilian personnel will clear through their respective CPAC offices. All civilians will complete an exit interview questionnaire with their director or his/her representative. Completed exit interviews will be sent to the DHR-WFD for consolidation and then provided to the Command Group.

6. INDIVIDUAL DEVELOPMENT PLAN (IDP).

a. The linchpin to development of our civilian workforce is the IDP. The IDP is a plan for team members that is used to develop job related skills or learn a new job requirement. The plans will link individual team members' professional development with mission requirements. The IDP is an agreement between each team member and their supervisor, who must approve the plan.

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(1) Establishment of APF IDP's are accessed through Army Career Tracker (ACT) website at <https://actnow.army.mil/>. CYS will establish theirs in the CYMS (Child Youth Management System). All other NAF professional will establish theirs in the IMCOM Academy portal.

(2) Additional version of IDP's may be used also in conjunction with the mandatory IDP. Examples are IMCOM Form 8 and the IDP module located within the Career Acquisition Management Portal/Career Acquisition Personnel and Position Management Information System (CAMP/CAPPMIS).

b. All Garrison team members are required to have a completed IDP form. Directors and commanders will ensure supervisors maintain IDPs for all Civilian team members. The IDP form will be completed by all new Civilian team members within the first 30 days in the assignment. IDPs will be reviewed and updated at least three times a year, during the initial counseling at the beginning of the rating period, during the mid-year progress review, and at the end of the rating period.

c. Team members will fully participate in developing and updating their IDPs. Training will be requested based on mission requirements, cost effectiveness, and best value to the organization and career program/field requirements. Once training is funded and scheduled, directors will ensure that team members are given the opportunity to attend and complete training/education courses. Team members will not be penalized if lack of funding or a management decision precludes completion of training.

7. CIVILIAN EDUCATION.

a. Effective, continuous education and training is critical to our installation management mission and is one of the essential pillars in the IMCOM philosophy. The Civilian Education System (CES) is a structured, progressive, sequential program which broadens the targeted Civilian educational training base. CES provides leader development opportunities for Army Civilians.

b. The Action Officer Development Course (AODC), Supervisor Development Course (SDC), and Management Development Course (MDC) distributed learning (DL) courses are available in CHRTAS. AODC is a required course for interns and completion is required before they complete the intern program. SDC is a required course for Military and Civilians in supervisory and managerial positions. They must complete the course within one year of placement in a supervisory or managerial position or the effective date of this policy. MDC is recommended for Army Civilians in supervisory or managerial positions.

c. The Foundation, Basic, Intermediate and Advanced Courses provide leader development for Army Civilian employees through DL modules and/or resident instruction. The Foundation Course is available by DL only and is required for all

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interns, supervisors, and managers hired after 30 September 2006. The Basic Course may be completed in two ways; a 100% online only version and a two-week resident version. It is designed for Civilian leaders who exercise direct leadership to effectively lead and care for teams. The Intermediate Course consists of a DL phase and a three-week resident phase. It is designed for Civilians in supervisory or managerial positions. The Advanced Course consists of a DL phase and a four-week resident phase. It is designed for Civilians who exercise predominantly indirect supervision and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources.

d. Senior level courses are available that prepare Civilians for positions of greatest responsibility in the Department of Defense. Senior level courses provide advanced level educational opportunities for those who have completed the Advanced Course or equivalent training. More information is available at: <http://usacac.army.mil/organizations/ldc/amsc/supervisorDevelopmentExec>.

e. Army employees who have completed similar or more advanced training through the legacy Civilian leader development core curriculum will receive credit for equivalent training. See the CES matrix for more information on course credit.

f. Supervisors and managers are responsible for setting guidelines that allow employees duty time to complete required DL portions of CES courses.

g. Directors will ensure the completion of command directed training by all personnel within their directorates.

8. Point of contact for this memorandum is Mr. Thomas Reitmeier, Executive Officer, at email thomas.c.reitmeier.civ@army.mil or phone number (913) 684-2993.



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