



**DEPARTMENT OF THE ARMY**  
**UNITED STATES ARMY INSTALLATION MANAGEMENT COMMAND**  
**HEADQUARTERS, US ARMY GARRISON, PRESIDIO OF MONTEREY**  
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JAN 02 2019

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy # 36, Garrison Onboarding Program

1. References:

- a. Army Civilian Acculturation Handbook, 7 June 2014.
- b. IMCOM Reg 350-1, IMCOM Training and Leader Development, 1 June 2010.
- c. IMA Pam 600-2, Orientation for New Employees (ONE), 8 September 2005.
- d. IMCOM OPORD 17-061: Service Culture Initiative Campaign, 28 April 2017.
- e. IMCOM Policy Memorandum 5-2: IMCOM Service Culture Campaign, 22 October 2018.

2. Purpose:

- a. To establish the USAG Presidio of Monterey's Onboarding Program to welcome and integrate all newly assigned Appropriated Fund (AF) and Non-Appropriated Fund (NAF) Civilian employees.
- b. To ensure Civilian employees are properly welcomed to the installation, IMCOM Organization, and USAG Presidio of Monterey Team. Establish a standardized process to: successfully integrate all new employees; maximize employee engagement and retention; foster an environment of inspired leadership; and deliver world-class customer service.

3. Applicability: This policy applies to all AF and NAF employees.

4. Proponent: The Directorate of Human Resources, Workforce Development Office.

5. Policy: USAG – Presidio of Monterey Onboarding Program consists of five (5) phases: Phase 1: Pre-arrival and Sponsorship (prior to arrival); Phase 2: Arrival and Welcome (Day 1); Phase 3: In-processing (first 30 days); Phase 4: Orientation (Days 30-180); Phase 5: Integration (NLT 1 year). New Employee Orientation (NEO) is required for all new garrison employees. New Employee Orientation is conducted on

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the first Wednesday of the month on a quarterly basis. The training is held from 0900-1700 at the Weckerling Center, in the Bayview A Room.

a. Phase 1: Pre-arrival and Sponsorship Phase: This phase focuses on setting the conditions for the arrival and successful onboarding of all new garrison employees. All new employees will be sent as a minimum three Welcome Letters (Garrison Commander, Directorate, Division or Section; and Sponsor). See example Welcome Letter (Enclosure 6). Prior to arrival, new personnel will be assigned a sponsor, if different from the first line supervisor, to begin administrative coordination to ensure a smooth transition. At a minimum, the Sponsor will provide a Welcome Letter, information on the local area and the Presidio of Monterey, new position information and any administrative requirements. The sponsor is responsible for completing Enclosure 1 (Sponsorship Checklist) and returning to Workforce Development Office upon completion.

b. Phase 2: Arrival and Welcome Phase (Day 1): The goal of this phase is to properly welcome all new personnel to the USAG – Presidio of Monterey. The sponsor or supervisor are responsible for meeting and welcoming the employee on Day 1 and addressing/resolving any immediate issues or concerns they may have. During this phase, new employees also receive a leader welcome, introduction to co-workers and staff, tour of the work area, organizational overview, work schedule, and NEO date. Both the sponsor and first line supervisor are responsible for this phase. See Enclosure 2 (Supervisor Checklist). Employees are given the New Employee Checklist (Enclosure 3).

c. Phase 3: In-processing Phase (first 30 days): This phase provides all new personnel with the necessary tools to accomplish their duties. The gaining organization ensures all new employees are acquainted with their work environment, completes any additional administrative requirements, provide necessary equipment and permissions to perform their duties. Additionally, first line leaders will perform initial performance counseling, review their position description and performance standards, review expectations, develop an initial Individual Development Plan (IDP) and finalize their training plan. New employees will also attend their scheduled one day onboarding NEO consisting of Operation Excellence (OPEX) Customer Service training and orientation briefings. After the first 30 days, the new employee must complete and submit the Arrival and In-Processing Survey (Enclosure 4). At the conclusion of Phase 3, supervisors complete and submit part 1 of the Supervisor Checklist (Enclosure 2) to the Workforce Development Office.

d. Phase 4: Orientation Phase (Days 30-180): This phase completes in-processing and allows new personnel to become familiar with their job and organization. This includes ensuring the employee understands the culture, mission, values and expectations of their organization. Employees are provided profession specific job-related training to perform their duties and provide performance feedback. Leaders will regularly engage in dialog with new employees, answering questions and continuing to build a positive relationship. Performance discussions must be conducted,

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documented, and reported, at a minimum, on a quarterly basis. Employees should also complete their mandatory training and enroll in Civilian Education System (CES), if applicable. At the conclusion of Phase 4, supervisors complete and submit Parts 2 and 3 of the Leader Checklist (Enclosure 2) to the Workforce Development Office. Employees complete and submit the Orientation and Integration Survey (Enclosure 5).

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

6. Responsibilities:

a. Directorate of Human Resources (DHR):

(1) Workforce Development Office (WDO):

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

(b) Maintain and update the Garrison Commander and Deputy to the Garrison Commander NEO briefing slides.

(c) Synchronize leadership schedules for command availability at the NEO.

(d) Implement execute and monitor USAG POM – Onboarding Program.

(e) Coordinate and facilitate the OPEX training and NEO briefings.

(f) Monitor and track new employee's progress throughout the entire onboarding process and report compliance.

(g) Provide Civilian training and development briefing during NEO.

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

(2) Army Substance Abuse Program (ASAP): Provide Employee Assistance Program (EAP) handout.

(3) Administrative Services Division (ASD): Provide a Personal Identifiable Information (PII) handout.

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

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(1) Provide a DFMWR products and services handout.

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

c. Equal Employment Opportunity Office (EEO): Provide an employment rights and EEO services handout.

d. Directorate of Emergency Services (DES): Provide an overview on fire and workplace safety handout.

e. All Garrison Organizations:

(1) Welcome/Integrate all new employees into your organization and provide them with the tools, resources, and knowledge to become successful and productive.

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

(3) Prepare and provide a directorate, division or section Welcome Letter to all new employees.

(4) Ensure supervisors and sponsors complete the tasks delineated on the associated checklists in a timely manner and submit required documents to the Workforce Development Office.

(5) Ensure new employees attend their scheduled one day Onboarding NEO training, as well as completing the onboarding surveys.

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1. Sponsor Checklist
2. Supervisor Checklist
3. New Employee Checklist
4. Arrival and In-Processing Survey
5. Orientation and Integration Survey
6. Example Welcome Letter

  
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