U.S. ARMY CIVILIAN
ONBOARDING &
ACCULTURATION
PROGRAM

New Employee Onboarding and Acculturation Handbook

U S ARMY

CONGRATULATIONS!

We are excited to have you on the Army team. As a member of the Army Profession, you are important to the Army and its mission.

This guide is intended to help your transition into the Army Civilian Corps and serve as a reference tool to have at your fingertips. It tells you what to expect out of the onboarding and acculturation process, and provides helpful information and links to acquaint you with the organization, expectations, traditions, and culture of the Federal Civil Service and the United States Army.

Since 1775, Army Civilians have been indispensable members of the Army Profession. You provide expertise, continuity, stability, and leadership in every major Army organization. Army Civilians are committed to the Army mission: to shape, fight, and win our wars. Army Civilians have assumed increased levels of responsibility and greater authority. During periods of conflict, some Army Civilians volunteer to deploy to war zones, often assuming risks similar to Soldiers in combat sustainment roles. The Army Civilian Corps consists of approximately 22% of the total Army, or about 290,000 individuals serving in 500 occupational fields spanning 31 career programs in organizations around the world.

Army Civilians take a similar Oath of Office as Army Officers and members of Congress, solemnly pledging to support and defend the Constitution of the United States. Army Civilians are expected to perform their duties to the same standard of ethical conduct as Soldiers—embodied in the Army Civilian Creed, Army Values, and the Code of Ethics for Government Service. Regardless of your position, it is a privilege to be an Army Civilian, providing honorable service to the Nation.

We are proud to have you as part of the Army team and a member of the Army Civilian Corps. As an Army Civilian, we expect you will demonstrate technical competence, character, and commitment in everything you say and do. Thank you for your service as you begin this new and exciting chapter as an Army professional.

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INTRODUCTION

We are so excited to have you as a member of our team, and the Army Civilian Corps, and we want you to have a smooth transition into the organization. We have put together this guide (and other tools) to support you over the next days, weeks, and months, as you become fully integrated into the Army culture.

Welcome!
This guide is designed to familiarize you with the Army Mission, Vision, and Values and the Army profession and Civilian Corps.

This guide is designed to familiarize you with the Army Mission, Vision, and Values and the Army profession and Civilian Corps. In addition it will introduce you to Career Program management, individual development planning, and performance management planning—each an important aspect of facilitating your smooth transition into the organization and enabling your ability to apply your talents to successful accomplishment of the mission.

At the conclusion of this guide, you will find five annexes:

Annex A: Employee Onboarding and Acculturation Checklist—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. The checklist provides an overview of the activities that need to be planned and accomplished prior to your first day of employment, as well as during the first 7/30/90, and 180 days. It also covers activities that need to be accomplished during the balance of the first year. It is your responsibility to work with your supervisor and ensure that all of these items are covered.

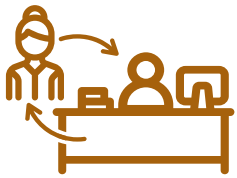
Annex B: Human Resources Policies and Procedures—Discuss pay, leave, and other Human Resources topics you may find helpful and use as a ready reference.

Annex C: Benefits and Entitlements contains information about benefits and entitlements that are available to Army Civilians.

Annex D: Key Administrative and Computer Use Policies and Procedures that you may find helpful and use as a ready reference.

Annex E: Army Customs, Courtesies, Traditions, Symbols, and Lingo you may find useful and that can also serve as a ready reference.

Annex F: Information Resources and Common Acronyms.



WHAT IS ONBOARDING AND WHY IS IT IMPORTANT?

Onboarding is strategic in nature

- Lasts for months
- Promotes better understanding of Army culture, mission, and goals
- Fosters a feeling of belonging and affirmation of making a right choice
- Maximizes engagement and retention

Onboarding is the process of integrating and acculturating new employees to the Army and their unit. It is designed to help you understand job expectations and how your position aligns with your organization's mission, and equip you with the knowledge, skills, and understanding of key relationships so that you can quickly become a productive member of the Army Profession. Acculturation is a socialization process that supports new employees by helping them learn, adjust to, internalize, and ultimately embody the organizational culture.

In addition to your Civilian Personnel Advisory Center (CPAC) orientation, during which you will review and complete necessary payroll and benefits paperwork and begin to become familiar with the organization's structure, mission, and policies, we will provide you with an onboarding and acculturation process that starts before your first day and extends through your first year of employment.

Our goal is for you to feel welcome, comfortable, prepared, and supported; to hasten the time for you to make an impact and be productive in your new role, both immediately and over time; and to facilitate your success, leading to your satisfaction and retention, thus helping the Army to achieve its goals and continue to meet its mission.

In addition to you, there are several key players in the Onboarding and Acculturation process:

- **Role of your CPAC:** You have already been contacted by your CPAC. That is the organization that presented you with your offer of employment and confirmed your start date after you accepted the offer. They are instrumental in establishing your official personnel record and ensuring your records result in the correct pay and benefits. Your CPAC has provided you information about benefits options and with other important forms you should complete before you report to the CPAC for in-processing and orientation on your first day of employment.
- **Role of your supervisor:** Your supervisor's role in getting you 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. Your supervisor will establish regular communication and work with you to develop a comprehensive training plan (called an Individual Development Plan (IDP)) to ensure proficiency in job tasks and organizational norms. Your supervisor will also assign work tasks and set clear performance expectations, give needed direction, and provide coaching and performance feedback. Your supervisor will also connect you with key information, resources, and people within the organization, to help support your performance success.
- **Role of your sponsor:** Your sponsor's role is to support you during your transition to your new organization, and, if applicable, new geographic

area. Your sponsor will reach out to you to help you feel welcome. She/he will also help you create a bond with your new organization and team and to acquire a good understanding of the structure, culture, values, policies, procedures, and practices of the Army and your organization.

ARMY'S MISSION, VISION, AND VALUE

ARMY'S MISSION, VISION, AND VALUES

- Loyalty
- Duty
- Respect
- Selfless Service
- Honor
- Integrity
- Personal Courage

Army Mission

The U.S. Army's mission is to deploy, fight, and win our Nation's wars by providing ready, prompt, and sustained land dominance by Army forces across the full spectrum of conflict as part of the Joint Force. The Army mission is vital to the Nation because we are a Service capable of defeating enemy ground forces and indefinitely seizing and controlling those things an adversary prizes most—its land, its resources, and its population.

Army Vision

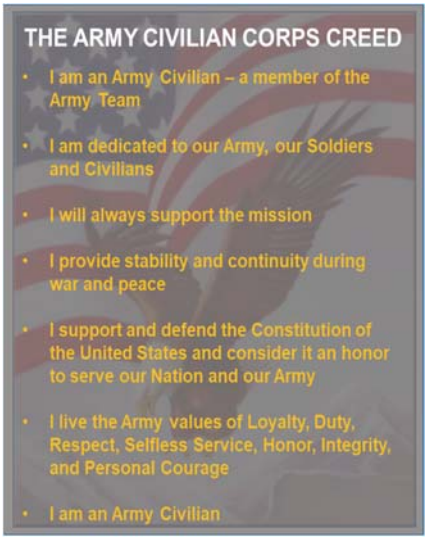
The Army of 2028 will be ready to deploy, fight, and win decisively against any adversary, anytime and anywhere, in a joint, multi-domain, high-intensity conflict, while simultaneously deterring others and maintaining its ability to conduct irregular warfare. The Army will do this through the employment of modern manned and unmanned ground combat vehicles, aircraft, sustainment systems, and weapons, coupled with robust combined arms formations and tactics based on a modern warfighting doctrine and centered on exceptional Leaders and Soldiers of unmatched lethality.

Army Values

Trust is the bedrock of the Army Profession and one of the essential characteristics. Trust begins as new Army Civilians and Soldiers enter employment with the Army and is reinforced throughout their period of service to the Nation. The Army Values become the catalyst to developing the trust between all members of the profession. The Army Values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage, instill character traits needed in our daily lives.

Go to this website to see Army Civilians epitomizing these values http://cape.army.mil/civilians.php.

THE ARMY CIVILIAN CORPS



Although Civilians have been an integral part of the Army since its inception, the Army Civilian Corps was formally established on June 19, 2006, by the Honorable Francis J. Harvey, former Secretary of the Army and General Peter J. Schoomaker, former Chief of Staff of the Army. The Army Civilian Corps embodies the commitment of dedicated individuals who serve as an integral part of our Army team. Army Civilians have a 230-year record of service and are a critical component of the Total Army Force Structure.

The Army Civilian Corps consists of experienced civilian personnel committed to serving the Nation. Army Civilians play a vital role in maintaining our Nation's readiness and are valued members of the Army Profession. Army Civilians provide invaluable institutional knowledge and continuity for the organizations they join, and they lead, manage, and maintain critical programs that support Soldiers and their Families, both while Soldiers are at home and while they are deployed. Army Civilians fill positions on Army staffs and sustain base operations that would otherwise have to be filled by Military personnel. They provide mission-essential capability, stability, and continuity during war and peace in support of the Nation. Some Army Civilians also deploy to combat zones and many are stationed overseas in direct support of our Soldiers and Families. It's a mission that Army Civilians take personally.

Go to this website to watch an inspiring video about the Army Civilians Corps: http://cape.army.mil/civilians.php.

The Civilian Creed

Just like their counterparts in uniform, Army Civilians are committed to selfless service in the performance of their duties as illustrated in the Army Civilian Corps Creed.

Oath of Office

Article VI of the United States Constitution stipulates, "The senators and representatives… and the members of the several state legislatures, and all

executive and judicial officers, both of the United States and of the several states, shall be bound by oath or affirmation, to support this Constitution…"

Becoming an employee of the Federal Government, within any of the Civilian employment systems, brings with it special responsibilities. Civilian employees are part of the Executive Branch of the Federal Government and work for the American people. Their loyalty to the Government is a fundamental requirement of Federal employment. Federal employees also have an obligation to the public, as they are often entrusted with work that is financed by taxpayers' dollars. Swearing or affirming an Oath of Office demonstrates a clear understanding of that sense of loyalty, as well as an acceptance of the trust bestowed by the public.

The Oath of Office is identical for congressional persons and United States Civilians, with only slight differences for U.S. Military Officers and enlisted Soldiers. Accepting this oath is a serious matter; it demands that all appointees fully recognize they are undertaking a solemn obligation and pledge their utmost loyalty to the United States. The oath is legally binding—violations can serve as a basis for criminal prosecution. The oath will be administered during your in-processing and orientation by the CPAC.

Civilian Oath of Office

> "I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office on which I am about to enter. So help me God."

Understanding the content and coverage of the Constitution and its amendments, including the Bill of Rights, is good preparation for taking the Oath of Office.

You can access and review the Constitution of the United States here: https://www.gpo.gov/fdsys/pkg/GPO-CONAN-1992/pdf/GPO-CONAN-1992-6.pdf.

Constitutional Amendments, including the Bill of Rights, here: https://www.archives.gov/founding-docs/amendments-11-27.

THE ORGANIZATION OF THE ARMY

The Components of the Army

The United States Army is a large and complex organization. Title 10 of the United States Code (USC) establishes the basic structure of the Army as comprised of the Regular Army (RA), the U.S. Army Reserve (USAR) and the Army National Guard (ARNG). Soldiers and Army Civilians serve in, and contractors support, all three components.

The Regular Army (RA)

The RA consists of Soldiers and Army Civilians supported by contractors. It is under the command of the President of the United States but service-specific matters are the responsibility of the Secretary of the Army, a civilian political appointee, exercised through the Chief of Staff of the Army. The forces of the RA include units of all types necessary for prompt employment of land power.

Reserve Components (RC)

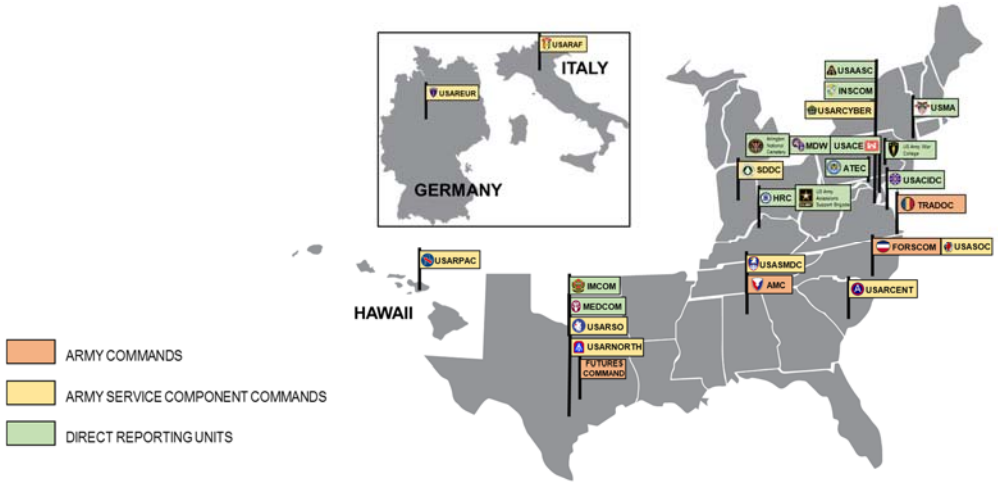
Traditionally, the RC provides the Army with the capacity to rapidly expand war fighting capability when needed. Over the last 20 years, the Army has relied more and more on the RC to meet demanding mission requirements in support of the National Military Strategy. In recent years, the Army has taken major steps to integrate the efforts of the Active Component (AC) and the RC. Today's power-projection force can only accomplish its missions through such integrated efforts.

The Reserve forces of the Army consist of two elements: the USAR and the ARNG. The RCs—the ARNG and USAR—comprise nearly 50.5% of the total Army's Military force.

U.S. ARMY STRUCTURE AND FOOTPRINT

The Army's organization includes the Army Staff, Army Commands (ACOMs), Army Service Component Commands (ASCCs), and Direct Reporting Units (DRUs). These organizations are located across the United States as well as in some overseas locations.

You can find an organization chart and descriptions of individual Army organization missions here: https://www.army.mil/info/organization.



OPERATING AND GENERATING FORCES OF THE ARMY

The Army is comprised of both operating and generating forces. The operating forces, sometimes referred to as the pointy end of the spear, are primarily populated by soldiers. The generating force trains, equips, and deploys the Army's operating forces. Army Civilians are part of the generating force.

Operating Forces

Operating forces consist of units organized, trained, and equipped to deploy and fight. They include about 66% of the RA and 75% of the Army's total force. The Secretary of Defense assigns these units to the various combatant commanders.

Operating forces are modular. They consist of interchangeable units grouped under various headquarters. When a combatant commander specifies the capabilities needed, the Army provides tailored force packages to provide those capabilities. In addition to general purpose forces, the Army also provides the largest element of the joint special operations forces.

The Generating Force

The generating force consists of Army organizations whose primary mission is to train, equip, and deploy the Army's operating forces. The generating force is also the Army's principal interface with the commercial sector. Our Nation's industrial base provides equipment and sustainment for the Army, which is managed by the various headquarters of the generating force. Once operating forces deploy, the generating force provides the sustainment that Soldiers need for their missions, as well as specified support provided by the Army to the other Services.

Without the generating force, the operational force cannot function. Without the operational force, the generating force has no purpose.

THE ARMY PROFESSION

It is important to understand the Army Profession as you start your journey of becoming a certified Army professional. The Army has a dual nature—it is a Military department of the United States Armed Forces and a Military profession. As one of the Nation's Armed Services, it carries out the missions assigned by the President of the United States, as the Commander in Chief, in accordance with the law and the intent of Congress. Each member of the Army Profession, both Soldiers and Civilians, exemplify the Army's professional criteria in the areas of character, competence, and commitment. The essential characteristics of the Army profession include: Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship.

The U.S. Army as a Profession

The professional responsibilities of Soldiers and Army Civilians include:

- Preserve the trust and confidence of the American people and fellow Army professionals by sustaining the five essential characteristics of the profession (Trust, Military Expertise, Honorable Service, Esprit de Corps, and Stewardship).
- Advance our expert knowledge, skills, and abilities in unified land operations, develop every Army professional in competence, character, and commitment.
- Strengthen our honorable service and demonstrate our strength of character by living in accordance with the Army Values and the Army Ethic. These Values and principles are the basic moral building blocks of our profession. Army professionals are individually responsible for developing and maintaining moral character and competence, on and off duty, while following their own personal commitment to work that is more than a job—a calling to serve in the defense of the Nation.
- Create and sustain a positive working environment, increase collaboration and teamwork to build cohesion, and foster pride in our profession's winning spirit through esprit de corps.

Through stewardship, ensure the present and future development and effectiveness of the profession's people and resources. As stewards of this honorable profession, all Army professionals must not only police themselves but also fellow members of the profession.

When faced with decisions and ethical dilemmas, have the personal courage to stand strong and choose an ethical, effective, and efficient course of action. Conduct yourself and hold each other accountable in a manner consistent with the Army Ethic and worthy of our professional status.

Becoming an Army Professional

When you take your initial oath, you voluntarily join the Army Profession as an aspiring Army professional. The Army certifies the expertise of individuals and units, at different stages during their service and varying based upon the particular skill set. The Army is a profession of professions, some uniquely Military and others with close Civilian counterparts. Army Civilians are selected and hired for specific positions, based upon their documented talents and the potential they exhibit during the selection process.

Most Army Civilians are initially employed on a probationary basis. The purpose of the probationary period is to provide the Government with an opportunity to evaluate an individual's conduct and performance on the job to determine if an appointment to the civil service should become final (per 5 Code of Federal Regulations (CFR) 315.801 and 5 CFR 315.802). In parallel with, but distinct from the probationary process, is the supervisor's and higher level reviewer's assessment of your performance. You will earn initial certification and recognition as an Army professional within the Army Profession, when you complete the

following:

- Successful accomplishment of performance standards identified in your performance plan.
- Develop an IDP with the assistance of and approval by your supervisor.
- Civilian Education System (CES) requirements (e.g., Foundation Course).
- Supervisor Development Course (SDC) (only if required because you have been hired into a supervisory position).
- Career Program specific training and education requirements, if applicable.
- Army required training.
- Successful completion of the experiential onboarding and acculturation process and all requirements set forth by their supervisor.

Go to this website to learn more about the Army Profession as described in the Army Doctrine Reference Publication (ADRP) 1: http://cape.army.mil/adrp-1/.

CAREER MANAGEMENT

Starting in 2011, the Secretary of the Army initiated a major critical review, analysis, and revision of the Army Civilian personnel management system, called Army Civilian Workforce Transformation (CWT), with the goal of creating an adaptive and flexible Civilian cohort supported by integrated policies and programs that produce and deliver "the right person, to the right place, at the right time." The introduction of structured Career Management by 31 Career Programs (CPs) is an outcome of the CWT process. Each of the 31 distinct CPs encompasses an Army functional community that provides career management, education and training to its designated population. The CP population is comprised of position occupational series that are aligned into consolidated groupings based on common technical functions, associated command missions and position. Customized Army Civilian Training, Education and Development System (ACTEDS) plans are developed by each CP.

It is important to know which CP you belong to so you can find the specific information for your CP. When you look at your position description, which your supervisor will share with you, under the position assignment title, you will see CP number. Training and development requirements and recommendations for your CP should inform development of your IDP, which you should develop during your first month of employment. You will create an updated IDP each year of your employment as an Army Civilian.

The core CP management structure consists of:

- **Functional Chief (FC):** The Senior Career Program Official (General Officer or Senior Executive Service (SES)) have enterprise-level responsibility for ensuring the readiness of employees in occupational series and CPs in support of Army missions.

- **Functional Chief Representative (FCR):** An Army Senior Civilian, designated by the FC, to serve as the principle advisor on CP Management issues.
- **Career Program Managers:** Personnel that support the FC and FCR in the execution of CP management responsibilities. Career Program Managers are employed in various organizational levels: Career Program Proponency Offices; Army Commands (Command Career Program Managers (CCPM)); and Activities (Activity Career Program Managers (ACPM)).
    - Your supervisor will arrange an introduction to your CCPM or ACPM within the first 30 days after you start employment.

For more information about the Army Career Management program see Army Regulation 690–950 available here: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/AR690-950_Web_FINAL.pdf.

The 31 Army Career Programs

The Civilian workforce was aligned under the following 31 CPs, roughly equivalent to the Army's officer branches, each headed by a functional chief and functional chief representative:

CP-10: Civilian Human Resources (CHR) Management	CP-29: Installation Management
CP-11: Comptroller	CP-31: Education Services
CP-12: Safety and Occupational Health	CP-32: Training, Capabilities, and Doctrine Warfighting Developers
CP-13: Supply Management	CP-33: Ammunition Management
CP-14: Contracting and Acquisition	CP-34: Information Technology Management
CP-15: Quality and Reliability Awareness	CP-35: Intelligence (General)
CP-16: Engineers and Scientists (Non-Construction)	CP-36: Analysis, Modeling, and Simulation (M&S)
CP-17: Material Maintenance Management	CP-50: Military Personnel Management
CP-18: Engineers and Scientists (Resources and Construction)	CP-51: General Administration and Support
CP-19: Physical Security and Law Enforcement	CP-53: Medical
CP-20: Quality Assurance Specialist (Ammunition Surveillance)	CP-55: Inspector General
CP-22: Public Affairs and Communication Media	CP-56: Legal
CP-24: Transportation and Distribution Management	CP-60: Strategic Planning and Foreign Affairs
CP-26: Manpower and Force Management	CP-61: Historian/Museum Curator
CP-27: Housing Management	CP-64: Aviation
CP-28: Equal Employment Opportunity	

TRAINING AND LEADER DEVELOPMENT

The Army is increasingly reliant on its Civilian Corps to support the Operating Force. The environment within which members of the Army Civilian Corps function is characterized by increasing complexity, to include highly networked organizations and more decentralized operations. Members of the Army Civilian Corps interact with a diverse set of partners including joint, interagency, intergovernmental, and multinational organizations. Like their uniformed counterparts, Civilians must be functionally proficient, and technically competent skilled leaders who are fully capable, adaptable, and totally committed to supporting the Army's mission.

Your IDP is the tool that you and your supervisor will develop and use to determine your personal and professional goals and ensure you have the knowledge and skills to be functionally proficient and technically competent in your role in support of the mission.

Within your first month or so of employment, you and your supervisor will work together to create your initial IDP, and it will include all the training and leader development activities that will lead to the attainment of your goals, within the context of the organization's mission. You and your supervisor will work together to create a new/updated IDP annually as you grow in your career and achieve career goals. The critical element of an IDP is communication between you and your supervisor.

Training

All employees must take initial and recurring mandatory training, as directed by Executive Order, Federal statute, Department of Defense (DoD) and Army regulations, and local command policy. Most mandatory training can be found in Army Regulation 350-1.

Training and Leader Development, available here: http://data.cape.army.mil/web/character-development-project/repository/ar350-1-2017.pdf.

Be sure to communicate with your supervisor, Career Program Manager, and your command training manager to ensure you are aware of mandatory and recommended training.

Your training may be funded by your CP, your command/organization, or Headquarters (HQDA), Department of the Army, depending on the specific course or program. Your supervisor is always required to approve your training activity, regardless of the source of funding. Each program or course will have specific eligibility requirements and prerequisites, and you must meet these before you apply for the program or course.

Mandatory Supervisor Training

(for those who supervise Army Civilians)

The SDC is an online course and is mandatory for all Army professionals (Military

and Civilian) who supervise Army Civilians. It is required within the first year of assignment to a supervisor position and is required every 3 years thereafter. If you are in a supervisor position, you must complete this course. Some commands offer a resident supervisor training course to supplement the SDC, but the SDC must still be completed for credit. The SDC is also recommended for Civilians who are not supervisors, as it contains a wealth of information that is relevant to all employees.

You may enroll in the SDC here: https://usacac.army.mil/organizations/cace/amsc/supervisorDevelopment.

Army Leader Development Programs

The objective of the Army's Civilian Leader Development Program is to provide a deliberate, continuous, and progressive process, grounded in Army Values, that develops Civilians into competent and confident leaders capable of decisive action. Leader development consists of a combination of institutional training, education, and experience.

The Army makes a great investment in Army Civilians leader development courses, programs, and activities. Ultimately, you and your supervisor are responsible for creating and annually updating an IDP that supports your personal and professional goals, as well as a plan that meets the Army's requirements. As you advance in your career, if you aspire to leadership positions, you should consider including grade appropriate leader training and development programs in your IDP. This will require constant review of what is offered by the Army, your CP, and your command/organization.

Components of the Army's Civilian Leader Development Program are:

- CES Courses
- Senior Enterprise Talent Management (SETM) Program
- Enterprise Talent Management (ETM) Program
- Emerging Enterprise Leaders (EEL) Program
- Command and Career Program Leader Development Programs.

Civilian Education System

The CES is comprised of core leader education courses and is based on leader competencies from the Office of Personnel Management (OPM) Executive Core Qualifications.

The Department of the Defense Leadership Competency Framework, as well as Army Doctrine Publication 6-22, Army Leadership, and available here: http://data.cape.army.mil/web/repository/doctrine/adp6-22.pdf.

The Army Management Staff College is the proponent school for the CES courses.

As a new Civilian, (regardless of grade or whether you were previously Military or

not) you will be required to complete the Foundation Course.

- The Foundation Course is a fully online course. The course focuses on competencies required to lead self, and has important information for new Army Civilians. This course is required for all Army Civilians hired after 30 September 2006.

All Army Civilians are also required to take the CES course targeted to their grade levels, unless they have completed similar or more advanced training such as a Professional Military Education (PME) course in the Army or another service. If this is the case, you may be eligible to apply for and receive credit in lieu of taking your targeted CES course.

Each of the following CES courses is comprised of a distance learning (dL) phase and a resident phase. The resident phase of these courses is conducted at Fort Leavenworth, Kansas. Completion of both phases is required for course credit, although the dL phase alone may be completed for self-development.

- **The Basic Course (BC)** is a blended learning course, with an online and resident phase (2 weeks). The course focuses on leading teams and projects, and is the target leader development course for Civilians in grades GS-1 to GS-9 and comparable pay grades and bands.
- **The Intermediate Course (IC)** is a blended learning course, with an online and resident phase (3 weeks). The course focuses on leading people, and is the target leader development course for Civilians in the grades GS-10 to GS-12 and comparable pay grades and bands.
- **The Advanced Course (AC)** is a blended learning course, with an online phase and resident phase (4 weeks). The course focuses on leading organizations and programs and is the target leader development course for Civilians in the grades GS-13 to GS-15 and comparable pay grades and bands.
- **The Continuing Education for Senior Leaders (CESL) Course** is a blended learning course, with an online phase and resident phase (1 week). The course focus is leading institutions, and is geared towards Civilians in the grades GS-14 to GS-15 and comparable pay grades and bands.

Competitive Professional and Leadership Development Programs

In addition to CES, the Army has many programs available for Civilian leader development. The competitive professional and leadership development courses and programs described in this section are open to Army Civilians. Each requires the completion of the target CES course(s), and have an eligibility requirement of 3 years in an Army Civilian position. When you have reached your career conditional status, you may be eligible to apply for some of these programs. Check the individual eligibility requirements for each program.

Academic Degree Training Program

The Academic Degree Training (ADT) program is a tuition assistance program for those who are seeking an academic degree in a field related to the performance of their official duties. You will be eligible for this program when you have completed 3 years as an Army Civilian. You may apply for this competitive program through your command/organization or through your CP.

Senior Enterprise Talent Management Program

The SETM program is designed to afford selected GS-14 to GS-15, or equivalent Army Senior Civilians, an exceptional professional development, senior level education or experiential learning opportunity. There are several components to SETM, each focusing on a different type of training or developmental experience. When eligible, SETM provides a great opportunity to do something outside of your organization or your CP. The opportunity to apply for SETM is announced annually. You must carefully review the eligibility requirements of each component, as they are not the same.

More information about the SETM program is available here: https://www.csldo.army.mil/.

Enterprise Talent Management Program

The ETM program is designed to afford selected GS-12, GS-13, and GS-14 or equivalent Army Senior Civilians. ETM provides mid-level leadership development opportunities. There are four modules in the ETM program, each focusing on a different type of training or developmental experience. The opportunity to apply for ETM is announced annually. You must carefully review the eligibility requirements of each component, as they are not the same.

More information on the ETM program is available here: https://www.csldo.army.mil/.

Emerging Enterprise Leader Program

EEL programs are targeted for aspiring leaders at the GS-11 and GS-12 (or equivalent) levels, to broaden participants' perspectives and build leadership competencies. Unlike the SETM and ETM programs, which are centrally managed and funded by HQDA, each EEL program is owned and executed locally at commands, within guidelines set and overseen by HQDA. Each command has designed an EEL program that is 1–2 years in duration. Every EEL program contains at least four components: mentoring, team-based problem solving, self-development, and a developmental assignment. Each command will announce EEL opportunities annually.

PERFORMANCE MANAGEMENT

Performance management increases individual success and accountability, achieves agency and organizational goals, and improves operational efficiency. The performance management program helps supervisors recognize their employees' full performance potential by differentiating between high achievers and those requiring performance improvements, thereby assisting the department in meeting its mission and goals.

The DoD worked with the OPM to develop the Defense Performance Management and Appraisal Program (DPMAP), a DoD-wide performance management program that links individual performance to DoD values and organizational mission. The Army has implemented DPMAP for its Civilian Corps.

Performance management is a continuous process of

- planning work and setting expectations,
- continually monitoring performance,
- evaluating performance in a summary fashion, and
- recognizing and rewarding good performance.

Within the first 30 days of your employment, you and your supervisor will plan work and set performance expectations in a performance plan with clearly developed performance elements linked to organizational goals. The 'MyPerformance' appraisal tool provides an automated system to create, review, and approve performance plans; document modifications to performance plans; document progress reviews; document your input on your individual performance; and document your formal performance appraisal by assignment of a summary level (either Level 5 – Outstanding, Level 3 – Fully Successful, or Level 1 – Unacceptable). The performance appraisal cycle will run from 1 April through 31 March of the following calendar year, and the rating of record will be effective 1 June.

PHYSICAL AND COMPUTER ACCESS—COMMAN ACCESS CARD

One of the first actions you will need to take is to acquire a Common Access Card (CAC), a "smart" card about the size of a credit card, that is the standard identification for active duty uniformed Service personnel, Selected Reserve, DoD Civilian employees, and eligible contractor personnel. The CAC is the principal card used to enable physical access to buildings and controlled spaces, and it provides access to DoD computer network and systems. The sooner you are able to get your CAC, the sooner you will be able to gain unescorted access to your worksite and to your computer, work email, and computer networks.

Your CAC is a government controlled ID that must be safeguarded at all times. Once you have your CAC, you will need to handle it with care because you will be using it often.

Obtaining Your CAC

After your appointment paperwork (Notification of Personnel Action (NPA), also referred to as "SF50") is finalized and posted (generally by your second or third day on the job), you must visit a Real-Time Automated Personnel Identification System (RAPIDS) site for issuance of your CAC. Although some offices may have walk-in time available, you can make an appointment in advance to avoid long wait times. Please select an appointment date/time 2 to 4 days after your scheduled in-processing through the CPAC, or as soon after that as is feasible at

https://rapids-appointments.dmdc.osd.mil/(S(05n5pqao5euc01oaodj3isk3))/appointment/default.aspx.

When you go to the RAPIDS site, you must bring the following items:

1. **Two forms of ID in original form.** Both IDs must be among those listed on the I-9 Form. One of the IDs must bear a photo and be unexpired (for example, a passport or driver's license). See link for entire list:

http://www.cac.mil/Portals/53/Documents/List_of_Acceptable_Documents.pdf.

2. **You will be required to select a six (6) to eight (8) digit number to use as a Personal Identification Number (PIN).** Your PIN should not use a number derived from something easily known about you, such as part of your Social Security Number (SSN), birthday, anniversary date, telephone number, or address.

Using Your CAC

Your CAC will offer a variety of functions depending on your component/command. While each component/command can tailor the functions of the card to meet its specific needs, the CAC is for identification and authentication.

Keeping Your CAC Secure

You will need your PIN to access information stored on a CAC. To protect the information on your CAC, you should never tell anyone your PIN or write it down where it can be easily found. Your PIN should be kept secure at all times, just like your SSN. **If you enter the incorrect PIN three times consecutively, the card is designed to lock you out so you cannot access your information.** You will need to go to the RAPIDS site to reset your PIN.

Maintaining Your CAC

You can safely keep your CAC in a wallet or purse. You cannot, however, amend, modify, or overprint your CAC. No stickers or other adhesive materials are to be placed on either side of an ID card as well. You can also photocopy a CAC without damaging it, but any person willfully altering, damaging, lending, counterfeiting, or using these cards in any unauthorized manner is subject to fine or imprisonment or both.

Replacing Your CAC

If you lose your card, you shall be required to present documentation from the local security office or CAC sponsor confirming that the CAC has been reported lost or stolen. This documentation must be scanned and stored in the Defense Enrollment Eligibility Reporting System (DEERS). You will need to go to the RAPIDS site to get another CAC card.

Changing Your CAC PIN

If you forget your PIN, go to the nearest issuance site, where you will be given the opportunity to prove that you are the owner of the CAC by matching your fingerprint against the fingerprint that was stored on DEERS when you were issued the card. If your fingerprint matches successfully, you can select a new PIN. Currently, there is no capability to reset your PIN remotely.

Renewing Your CAC

If your CAC expires and you are eligible for a new CAC, you should make an appointment and go to the nearest RAPIDS site and obtain your new CAC. For your convenience, CACs can be brought in for renewal up to 30 days in advance of the expiration date.

Returning Your CAC

All ID cards are property of the U.S. Government and shall be returned upon separation, resignation, firing, termination of contract or affiliation with the DoD, or upon any other event in which the individual no longer requires the use of an ID card.

To prevent any unauthorized use, ID cards that are expired, invalidated, stolen, lost, or otherwise suspected of potential or actual unauthorized use shall be revoked in DEERS, and the Public Key Infrastructure (PKI) certificates on the CACs will be immediately revoked.

For more information about CAC, please refer to http://www.cac.mil/.

ANNEX A: NEW ARMY CIVILIAN ONBOARDING CHECKLIST

New Employee Information

Employee Name: _____ Start Date: _____

Position Title: _____ Assigned Sponsor: _____

Contact Telephone Number: _____ Supervisor/Rater: _____

Contact Email: _____ Higher Level Reviewer: _____

PLANNING FOR SUCCESS:

Between Job Acceptance and Start Date

- ❑ 1. Review documentation and/or online portal from Civilian Personnel Advisory Center (CPAC).
- ❑ 2. Complete onboarding paperwork from CPAC (sign, date, and submit as instructed by CPAC).
- ❑ 3. Receive welcome email from assigned sponsor.
- ❑ 4. Contact the sponsor to request any assistance or additional information about your new organization, installation, and area, if desired.
- ❑ 5. Coordinate with sponsor to arrange meeting on first day after CPAC or designated personnel office in-processing.
- ❑ 6. Contact the Real-Time Automated Personnel Identification System (RAPIDS) site to schedule an appointment.
  - Please select an appointment date/time 2 to 4 days after your scheduled in-processing through the CPAC, or as soon after that is feasible.
  - You can reach the RAPIDS appointment scheduler at this link: https://rapids-appointments.dmdc.osd.mil/appointment/default.aspx

MAKING A GOOD FIRST IMPRESSION:

First Day

- ❑ 7. Attend CPAC or designated personnel office in-processing session and complete paperwork and procedures, as instructed by the CPAC.
- ❑ 8. Complete CPAC or designated personnel office New Employee Orientation and take Oath of Office to become a member of the Army Civilian Corps/workforce.
- ❑ 9. Meet sponsor as pre-arranged and report to new organization and work area to continue onboarding process.
- ❑ 10. Complete organization's check in procedures (which may include Information Assurance (IA) training, building pass/badge, parking pass, access to office/building, and other in-processing procedures).
- ❑ 11. Meet with supervisor to discuss first day activities, plan for the balance of the week, and receive the New Army Civilian Guide.
- ❑ 12. Meet department staff and key personnel.
- ❑ 13. Tour facility and work area.
- ❑ 14. Review general administrative procedures.

MAKING A GOOD FIRST IMPRESSION:

Within First Week

- ❑ 15. Meet with supervisor to review work schedule, hours, payroll, time cards (if applicable), labor accounting, and leave (time off)/absence policies and procedures.
- ❑ 16. If you are in a union-coded position, learn your union point of contact's (POC's) name and phone number.
  - Record Name and number of your union POC here: _____
- ❑ 17. Complete administrative tasks and review key administrative and computer use policies and other administrative procedures.
- ❑ 18. Obtain DoD Common Access Card (CAC) as scheduled or as soon as feasible.
- ❑ 19. Complete IA Training at https://cs.signal.army.mil/DoDIAA/.

- ❑ 20. Meet with supervisor to discuss performance plan and individual development plan (IDP).
  - During the first 30 days, you will have discussions about performance expectations and training requirements and recommendations.
  - These discussion will likely include:
    - An overview of your organization and its mission, including an explanation of how your organization's mission supports the overall mission of the Command and the Army.
    - An explanation about which organizations and entities are customers of the work and which support the organization in completing its mission.
    - A review of your position description, typical and anticipated work assignments, and performance expectations, including an explanation about how your role supports your organization, Command, and the Army missions.
    - A review of required and recommended training and development activities.
  - During these discussions, you will learn about the annual performance review and goal-setting process.
    - You will work with your supervisor to establish a performance plan within the first 30 days.
  - During these discussions, you will learn about the individual development plan and process.
    - You will work together with your supervisor to establish an IDP within the first 30 days.

- ❑ 21. Once you have your CAC and system access, log into Army Career Tracker (ACT) (https://actnow.army.mil) and identify/select your 1st and 2nd line supervisors in ACT.
  - The 1st line supervisor is your "rater" and the 2nd line supervisor is your senior rater, or reviewer.
    - These individuals should be identified in the "New Employee Information" above.
  - ACT will send reminders until this step is completed.
    - You will be unable to navigate in ACT unless your supervisors are identified in a timely manner.

- ❑ 22. View videos and video case studies about the Army Civilian component of the Army Profession prepared by the Center for the Army Profession and Ethic (CAPE) at http://cape.army.mil/civilians.php.
  - These videos will continue to be available as needed/desired throughout your transition into the Army Profession.

Within First 30 Days

- ❑ 23. Expect your supervisor to continue giving you assignments that are challenging yet doable.
  - Be sure to touch base with your supervisor (or lead trainer, if applicable) if you need additional and or more challenging work, or if you have questions.

- ❑ 24. Expect your supervisor to conduct regularly occurring one-on-one meetings, during which they will provide timely, ongoing, and meaningful feedback; elicit your feedback; and be available to answer questions.
  - Request a conversation with your supervisor if you find they are not initiating these conversations as often as you need/desire.

- ❑ 25. Create and update your account in MyBiz at https://compo.dcpds.cpms.osd.mil/.

- ❑ 26. Create a student account in GoArmyEd at https://www.goarmyed.com/.

- ❑ 27. Create and update your account in My Pay at https://mypay.dfas.mil/mypay.aspx.

- ❑ 28. Your supervisor will schedule a time for you to meet your Activity Career Program Manager (ACPM) or representative to discuss the purpose and value of Career Management, review Army Civilian Training, Education and Development System (ACTEDS) plan, and to learn about career development support available from the Career Program (CP).
  - Record date, time, and place for meeting with ACPM: _____

- ❑ 29. Your supervisor will meet with you to identify and discuss short/long term training requirements (Civilian Education System (CES), Supervisor Development Course (SDC), CP, Army Regulation (AR) 350-1 required training as well as organizational training, etc.).
  - Use this information and information gleaned from your conversation with your ACPM to create an IDP, including development goals, in ACT.
  - Your supervisor will request a meeting to review your proposed IDP and together make adjustments as needed.

- ❑ 30. Meet with your supervisor to develop, review, and finalize performance objectives, standards, and sign your performance plan.

- ❑ 31. Meet with your senior rater to discuss performance expectations and sign the performance plan.
  - Record date, time, and place for senior rater meeting: _____

- ❑ 32. Meet key partners from other departments.

- ❑ 33. Meet with sponsor, as needed, for any additional guidance.

- ❑ 34. Begin short/long term training requirements (CES, SDC, Career Program, AR 350-1 required training as well as organizational training, etc.)

Within First 90 Days

- ❑ 35. Review Army Doctrine Reference Publication (ADRP) 1, *The Army Profession* available at http://cape.army.mil/adrp-1/.

- ❑ 36. Ensure you are on-track to complete required CES training and seek additional training and development opportunities as needed, to help understand internal systems, general operating practices, and obtain other information or skills for successful job performance.
  - Developmental activities may include shadowing your supervisor and/or coworkers to get exposure to others and learn more about the department and organization.
  - By the end of the first 90 days, your supervisor will likely meet with you to discuss whether required training has been completed or scheduled and to determine whether any assistance is required to complete training or whether any adjustments are needed to the IDP.
    - Request a meeting with your supervisor if you find they have not initiated this conversation as early as you need/desire.

- ❑ 37. Expect your supervisor to continue to provide timely performance feedback, and by the end of your 90 days, your supervisor will likely schedule an informal 3-month performance check-in discussion.
  - Request feedback from your supervisor if you find they have not provided informal performance feedback as frequently as you need/desire.
  - Request a meeting with your supervisor if they have not initiated an informal 3-month performance check-in by about the 90-day mark.

Within First 180 Days

- ❑ 38. Complete Level-1 CES course and any other CES required training, or ensure you are scheduled to complete these requirements within the first year.

- ❑ 39. Complete SDC, if applicable.

- ❑ 40. Continue to talk with your supervisor, sponsor, and/or colleagues, as needed, to better understand expectations, culture, practices, and the Army Profession.

- ❑ 41. At about the 6-month mark, your supervisor and senior rater should conduct a formal mid-point performance counseling session.
  - The mid-point performance review should include a review of your performance plan and how well you are meeting goals and objectives as well as a review of your IDP and career goals, including any needed adjustments to your IDP.
    - Request a formal mid-point performance counseling session with your supervisor if they have not initiated one by the 6-month mark.

Within First Year

- ❑ 42. Participate in training, webinar sessions, learning activities, and other outreach/development activities as recommended and authorized by your supervisor and/or recorded on your IDP.

- ❑ 43. Complete all onboarding requirements, including CES training requirements.

- ❑ 44. Complete your annual performance appraisal.
  - Meet with your supervisor to review your performance against your performance plan goals and objectives, and be assigned your formal performance rating.
  - Meet with your senior rater to discuss and confirm your formal performance rating.

Helpful Links and Information

Forms and Resources:

- ❑ ACT: https://actnow.army.mil/
- ❑ GoArmyEd: https://www.goarmyed.com/
- ❑ MyBiz: https://compo.dcpds.cpms.osd.mil/
- ❑ My Pay: https://mypay.dfas.mil/mypay.aspx
- ❑ CAPE Civilian Video: http://cape.army.mil/civilians.php
- ❑ New Army Civilian Checklist (webpage link TBD)
- ❑ New Army Civilian Guide (webpage link TBD)

Required Training:

- ❑ Cyber Security User Portal/IA Training: https://cs.signal.army.mil/DoDIAA/
- ❑ CES and SDC enrollment (requires a CAC): https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx
- ❑ AR 350-1, Army Training and Leader Development (requires a CAC): https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN6701_AR350-1_Web_FINAL.pdf
- ❑ Joint Ethnics Regulation: http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodm/550007r.pdf

Benefits and Entitlements: Army Benefits Center – Civilian (ABC-C)

- ❑ Army Benefits Center: https://www.abc.army.mil/—can also be reached by phone at 1-877-276-9287
- ❑ New Employee Enrollment Overview—provides enrollment time frames and links for benefits: https://www.abc.army.mil/NewEmployee/NewEmployeeInfo.htm
- ❑ Benefits Election Guide—information on when and where to elect benefits: https://www.abc.army.mil/NewEmployee/ABCCbenelectguideNov10.pdf

- ❑ New Employee Orientation Benefits Briefing—contains information helpful to new employees and is available in several versions (automated and self-paced): https://www.abc.army.mil/NewEmployee/NewEmployeeOrientation.htm
- ❑ Employee Benefits Information System (EBIS) Overview/Tutorial—step-by-step instructions on accessing EBIS: https://www.abc.army.mil/NewEmployee/EBISOverview.pdf
- ❑ Federal Employees' Group Life Insurance (FEGLI) Calculator—see how choosing different combinations of coverage can change the amount of premiums and life insurance coverage: https://www.opm.gov/retirement-services/calculators/fegli-calculator/
- ❑ Thrift Savings Plan (TSP) Calculator—at the TSP website, click on the "**Planning & Tools**" tab in the middle of the page: https://www.tsp.gov/index.html
- ❑ Benefits Web Links—information to assist with making your benefits choices: https://www.abc.army.mil/NewEmployee/BenefitsWebLinks.htm
- ❑ Life Events—listing of common events that may occur during your Federal career: https://www.opm.gov/healthcare-insurance/life-events/
- ❑ Defense Finance and Accounting Service/Leave and Earnings Statement (LES)—interactive LES allows you to read in detail about each section: http://www.dfas.mil/civilianemployees/understandingyourcivilianpay/LES.html
- ❑ Financial Literacy: https://www.abc.army.mil/FinancialLiteracy/FinancialLiteracy.htm
- ❑ Pay and Leave (Leave Administration): https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration

Important Civilian Personnel/Human Resources information

ANNEX B: HUMAN RESOURCES POLICIES AND PROCEDURES

This annex provides an overview of important Civilian Personnel/Human Resources information you will need for a successful transition into the Army. It is a useful guide filled with information and references that will get you started on a fulfilling, lifetime career. It addresses topics such as appointments, job related injuries or illnesses, pay, retirement planning, and labor relations.

For more information, visit the Army Civilian Personnel MilBook page (requires CAC login) at: https://www.milsuite.mil/book/community/spaces/Civ-HR.

Notification of Personnel Action

Throughout your Federal Career, you will receive NPAs, also referred to as "SF50s". The NPA documents your career's history. It begins with your appointment, and records promotions, salary, duty locations, and much more.

To view and/or print your NPA, log in to Army Civilian Personnel MilBook page (requires CAC login) at: https://www.milsuite.mil/book/community/spaces/Civ-HR, and select the link for MyBiz+ via DCPDS PORTAL.

Changes to individual workdays and shifts may be made by the supervisor to meet mission workload and other operational requirements.

Work Schedules

Supervisors have the responsibility for establishing work schedules consistent with mission and workload requirements. Most work schedules are either full-time (40 hours per week), part-time (16 to 32 hours per week), or intermittent (irregular with no prearranged tour of duty). Changes to individual workdays and shifts may be made by the supervisor to meet mission workload and other operational requirements. If your position is in a bargaining unit, be sure to check your local Collective Bargaining Agreement for details specific to your bargaining unit. You may also contact your CPAC and they will provide you information or direct you to your union steward. Below are different work schedule options that

may be applicable to you.

- A full-time work schedule requires most employees to work 40 hours during the workweek.
- A part-time work schedule requires an employee to work less than full-time, but for a specific number of hours (usually 16–32 hours per administrative workweek) on a prearranged scheduled tour of duty.
- Job sharing is when more than one employee voluntarily shares the duties and responsibilities of a full-time position. Job sharers are part-time employees and are subject to the same personnel policies on that basis. It is a way for management to offer part-time work schedules in positions where full-time coverage is needed.
- An intermittent work schedule requires an employee to work on an irregular basis for which there is no prearranged scheduled tour of duty.
- An employee on call works as needed during periods of heavy workload with expected cumulative service of at least 6 months in pay status each year.
- A seasonal employee works on an annually recurring basis for periods of less than 12 months (2,080 hours) each year. Snow removal workers and grounds maintenance crews are examples of seasonal employees.

For additional information, see the OPM information on Work Schedules here: https://www.opm.gov/policy-data-oversight/pay-leave/work-schedules/.

Lunch Periods

A lunch or other meal period is an unpaid approved period in a non-pay and non-work status that interrupts a basic workday for permitting employees to eat or engage in permitted personal activities; generally, it is ½ to 1 hour in duration, depending on the organization. Working through your lunch period to shorten your workday is generally not permitted.

For additional information, see the OPM information on lunch or other meal periods here: https://www.opm.gov/policy-data-oversight/pay-leave/work-schedules/fact-sheets/lunch-or-other-meal-periods/.

Telework

The telework (TW) program provides individuals an opportunity to have some personal control over their work location. Your supervisor will let you know if your position is eligible for TW or not. If the position is eligible for TW, you must follow your organization's procedures for requesting TW. If your organization does not have a TW policy, then contact your local CPAC representative for assistance. Local Emergency Preparedness and Continuity of Operations Plans (COOP) fully integrate TW into their procedures. A DD Form 2946 is required for approval of TW.

The form can be located at
http://www.esd.whs.mil/Portals/54/Documents/DD/forms/dd/dd2946.pdf.

Adjustment of Work Schedules for Religious Observance

If modifications in work schedules do not interfere with the efficient accomplishment of an organization's mission, you may work alternative work hours to fulfill religious obligations that require you to abstain from work at certain times of the workday or workweek. The hours worked in lieu of the normal work schedule do not create any entitlement to premium pay (including overtime pay). Your organization may require you to submit a written request for an adjusted work schedule in advance. When requesting to adjust your work schedule for religious observance, you should specifically state the request is for an adjusted work schedule for religious purposes and provide acceptable documentation of the need to abstain from work (e.g., attendance at church services).

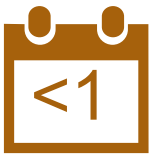
For additional information, see the OPM information available here:
https://www.opm.gov/policy-data-oversight/pay-leave/work-schedules/fact-sheets/adjustment-of-work-schedules-for-religious-observances/.

Tardiness

It is important that you communicate late arrival or other leave concerns with your supervisor. Repeated failure to follow leave procedures may lead to counseling and possible disciplinary action. You may be charged with failure to follow leave procedures and/or Absent without Leave (AWOL) for serious or repeated infractions. Adjusting work schedules, if feasible, can often eliminate excessive tardiness.

Failure to Report to Work

Failure to report to work as scheduled may terminate a temporary employee's appointment immediately upon written notification. If your appointment is not time limited and you fail to report to work, your timecard may reflect an absent without leave status or AWOL. Failure to report for work (AWOL) and/or failure to follow proper leave procedures may result in formal disciplinary action up to and including removal.



Please Note: Most Federal employees work a Monday through Friday schedule.

For these employees, when a holiday falls on a non-workday (Saturday or Sunday), the holiday usually is observed on Monday if the holiday falls on Sunday or Friday if the holiday falls on Saturday.

Holidays

You are entitled to 10 holidays each year in addition to annual and sick leave.

For the current calendar of Federal holidays, please visit:
http://www.opm.gov/Operating_Status_Schedules/fedhol/.

New Year's Day	1st January*
Birthday of Martin Luther King, Jr.	3rd Monday in January
Washington's Birthday	3rd Monday in February
Memorial Day	Last Monday in May

Independence Day	4th July*
Labor Day	1st Monday in September
Columbus Day	2nd Monday in October
Veterans Day	11th November*
Thanksgiving Day	4th Thursday in November
Christmas Day	25 December*

Pay

Employees are paid bi-weekly (e.g., every other week) through automatic Direct Deposit. Typically employees who begin on the first Monday of the pay period can expect to receive their first pay check by the third Friday, which will cover their first 2 weeks of work. Pay periods are 2 weeks long, beginning on a Sunday and ending on a Saturday. Each calendar year typically contains 26 pay periods.

Leave and Earning Statement (LES)

At the end of each pay period, you will be provided with an electronic LES, which will detail your salary, tax and benefit deductions, and leave.

This is available through the Defense Finance and Accounting website (https://mypay.dfas.mil) after your first paycheck has been issued.

You will need your CAC in order to validate your identity and create an account.

You should always check your LES carefully to ensure the information is correct.

Overtime

Overtime work means all hours of work in excess of 8 hours in a day or 40 hours in an administrative workweek, which is officially ordered and approved by management. Supervisory approval for overtime is required before it is worked. Eligible employees may receive 1½ times of their basic hourly rate of pay not to exceed the overtime ceiling for performing authorized overtime work. If you are a non-exempt employee under the Fair Labor Standards Act (FLSA), you must receive overtime pay unless you request compensatory (comp) time off in lieu of payment. However, you must have requested the overtime in advance (or ordered) and your supervisor approved the request before working overtime.

Compensatory Time

Comp time may be authorized in lieu of payment for overtime. When requested and authorized, non-exempt employees may work and take comp time (1 hour off for each hour worked) in lieu of receiving overtime pay. Exempt employees paid at a rate higher than GS-10/Step 10 may receive overtime pay, or may be required to take comp time. Comp time earned should be scheduled and used as soon as possible. Comp time not used within 26 pay periods of the date earned automatically converts to overtime and is paid at the rate it was earned. One hour of comp time off is granted for each hour of overtime worked.

Travel

According to the Federal Workforce Flexibility Act of 2004, if you must travel for business outside normal working hours, you will receive comp time off for the travel time, if the travel time is not otherwise compensable.

Night Pay

If you are a General Schedule (GS) employee, you are not paid premium pay for night work solely because you elect to work credit hours, or elect a time of arrival or departure, at a time when night pay is authorized. However, agencies must pay night pay to GS employees for those hours that must be worked between 6:00 p.m. and 6:00 a.m. to complete an 8-hour tour of duty. Agencies must also pay night pay for all designated core hours worked between 6:00 p.m. and 6:00 a.m. and for any regularly scheduled overtime work between those hours.

Holiday Pay

Holiday premium pay (equal to 100% of the rate of basic pay) is limited to non-overtime hours worked, not to exceed a maximum of 8 non-overtime hours per holiday.

Sunday Pay

Sunday premium pay is paid for non-overtime work performed by full-time employees only. A full-time Federal Wage System (FWS) employee earns Sunday premium pay for an entire non-overtime regularly scheduled tour of duty (not to exceed 8 hours) that begins or ends on Sunday. It may not be paid for periods of non-work, including leave, holidays, and excused absence.

Salary Increases

For GS and FWS Civilians, rate of pay is determined by your pay grade and step. The GS salary system is divided into 15 grades, each of which has 10 steps. The FWS—sometimes called the Wage-Grade (WG) or prevailing rate system, has 5 steps in each grade. When first appointed in the Federal Service, your pay is normally set at the first step of the grade. You will be advanced to the next higher step when you meet requirements for length of service and satisfactory performance as follows. If your performance ever drops below a fully successful level, you are not eligible for advancements to the next step.

A GS employee must wait:

- 52 weeks for each increase from step 1 through step 4
- 104 weeks for each increase from step 4 through step 7
- 156 weeks for each increase from step 7 through step 10.

A copy of the most current GS pay tables can be found at http://www.opm.gov/oca/10tables/index.asp.

An FWS employee must wait:

- 26 weeks for advancement from step 1 to step 2
- 78 weeks for advancement from step 2 to step 3
- 104 weeks for advancement to steps 4 and 5.

A copy of the most current FWS pay tables can be found at http://www.cpms.osd.mil/wage/.

For those in pay for performance systems, such as Laboratory and Acquisition Workforce Demonstration Projects, you will receive salary increases through pay for performance once per year.

Leave Entitlements

If you are on permanent appointments and time limited appointments over 90 days, you are entitled to annual and sick leave benefits. Annual leave should normally be requested in advance and approved by your supervisor before using. Leave is charged only for absences on days when you would otherwise work and can only be denied for mission reasons.

Annual Leave

Annual leave is paid leave used for personal reasons, such as vacations and taking care of personal business; it may be used in lieu of sick leave. The accrual rate will depend on your type of appointment and years of Federal Service, both Civilian and creditable Military Service.

New full-time employees earn 13 days (4 hours per pay period) per leave year; those with 3 years, but less than 15 years, earn 20 days (6 hours per pay period, plus 4 additional hours on the last pay period); and those with 15 years or more of Federal Service earn 26 days a year (8 hours per pay period).

New part-time employees with less than 3 years earn 1 hour for each 20 hours in a pay status per leave year. Those with 3 years, but less than 15 years, earn 1 hour for each 13 hours in a pay status and those with 15 years or more Federal Service earn 1 hour of annual leave for each 10 hours in a pay status.

You may accumulate and carry forward a balance of 30 days (240 hours) of annual leave per leave year, unless you are stationed overseas, then you may accumulate 45 days (360 hours). After returning from overseas, you may retain the extra 15 days until the balance is reduced by leave usage.

Except for emergencies, your immediate supervisor or a designee must authorize annual leave, in advance before it is taken. Should you need annual leave because of an emergency, make every attempt to notify your supervisor prior to the beginning of the work shift or as soon as possible thereafter.

Sick Leave

If you are a full-time employee, you will earn 13 days of sick leave a year or 4 hours per pay period. If you are a part-time employee, you will earn 1 hour for every 20 hours you are in a pay status. You may use sick leave in ¼-hour

increments and with no restriction on the number of hours of sick leave you may accumulate. If you separate from Federal Service prior to retirement, you will not receive a lump sum payment for unused sick leave. If you later return to work in the Federal Service, you may request a re-credit of unused sick leave to your leave account. Retirees under the Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) are entitled to time credit in the calculation of retirement annuity for all unused sick leave to their credit at the time of retirement.

Sick leave is a qualified right and you may use it for the following reasons (based on supervisory approval:

- Medical, dental, or optical examinations for you or Family member(s).
- Physical or mental illness, injury, pregnancy, or childbirth that prevents you from working.
- Providing care for Family member(s) due to physical or mental illness, injury, pregnancy, or childbirth.
- Making funeral arrangements for or attending a Family member's funeral as defined in 5 CFR 630.201.
- Your presence at work exposes others to a communicable disease.
- Child adoption.

(For more information on adoption benefits, see Adoption Benefits Guide for Federal Employees at http://www.opm.gov/policy-data-oversight/worklife/reference-materials/adoption-benefits-guide-1.pdf).

It may not always be possible for you to obtain sick leave in advance unless you also know in advance about medical, dental, or optical examinations; treatment; operations; periods of convalescence; lengthy illness; or something similar. However, once you learn of your need for sick leave, you must contact your immediate supervisor or designee, as early in the day as possible, after the beginning of the official workday to obtain authorization to use sick leave. Check with your supervisor, or if you are in a bargaining unit, check your local Collective Bargaining Agreement (CBA), for appropriate leave request procedures. It is always your responsibility to obtain leave approval in this situation and that means talking to your supervisor or designee to obtain the authorization.

If you are absent for sick leave-related reasons for 3 or more days, you may be required to provide acceptable medical certification of the illness within 15 calendar days of the absence. In addition, if a supervisor feels that you are abusing sick leave, the supervisor can request in writing that you bring in acceptable medical certification of the illness no matter how brief your absence.

Advanced Sick Leave (ASL)

You may request ASL if you have a serious illness or disability, if you are taking care of a Family member due to an ailment, or if you are adopting a child. You may request up to a maximum of 240 hours at any given time. The request must be in writing stating the purpose of the leave. Submit the appropriate medical

documentation (diagnosis, prognosis, and length of incapacitation) and memo to your supervisor for approval/disapproval. If you are a part-time employee, or an employee on an uncommon tour of duty, you are also eligible to request advanced sick leave; however, the advance will be prorated according to the number of hours regularly scheduled in your workweek. If you leave Federal Service prior to paying the ASL back, you will incur a federal debt unless you file for a disability retirement and the OPM approves it.

Leave for Family Purposes

You are entitled to no more than a combined total of 12 weeks (480 hours) of sick leave each year for all Family care purposes. This includes 13 days (104 hours) of sick leave for general Family care or bereavement purposes. More information is available from the OPM webpage here: https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/sick-leave-for-family-care-or-bereavement-purposes/.

Family and Medical Leave Act (FMLA)

FMLA entitles most employees to 12 administrative workweeks of Leave without Pay in any 12-month period, for the following purposes:

- The birth of a child and care of the newborn;
- The placement of a child with you for adoption or foster care;
- The care of your spouse, child, or parent with a serious health condition;
- Your own serious health condition if you are unable to perform the duties of your position; or
- Any qualifying exigency arising out of the fact that the spouse, son, daughter, or parent of the employee is on a covered active duty (or has been notified of an impending call or order to covered active duty) in the Armed Forces.

To be eligible for FMLA leave, you must have completed at least 1 year of Civilian Service with the Government. You must fill out Form WH-380E, Form WH-380F, or Form WH-384 and provide medical certification to your supervisor for approval prior to taking FMLA leave.

Exclusions: The FMLA does exclude some employees. For example, if you are serving under intermittent appointment or temporary appointment with a time limitation of 1 year or less; or have less than 12 months of Federal Service, you are not covered under the FMLA. If you are uncertain whether you are eligible for FMLA, please contact your local CPAC for more information.

Additional information is available from the OPM webpage here: https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/family-and-medical-leave/.

Voluntary Leave Transfer Program (VLTP)

If you are affected by a medical emergency and facing at least 24 hours without available paid leave (i.e., insufficient sick or annual leave to cover the time), you may apply to participate in the VLTP and become a voluntary leave recipient by submitting a written request through your supervisory channels. You must submit an OPM Form 630, obtain supervisor approval, and provide medical certification for the illness. Contact your local CPAC VLTP representative for assistance and additional information. This program allows any DoD Federal employees to donate their annual leave to you.

Emergency Leave Transfer Program (ELTP)

In the event of a major disaster or emergency as declared by the President that results in severe adverse effects for a substantial number of employees, the President may direct OPM to establish an ELTP. Under an ELTP, a covered employee in an executive agency or the judicial branch, or an agency leave bank, may donate annual leave for transfer to employees of the same or other agencies who are adversely affected, or have Family members who are adversely affected, by the disaster or emergency (e.g., floods, earthquakes, hurricanes, bombings).

For more information see the OPM webpage here: https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/emergency-leave-transfer-program/.

Leave without Pay (LWOP)

LWOP is an approved absence without pay and may be granted at the discretion of the supervisory chain. LWOP may be used for purposes such as covering absences due to insufficient leave balances, attending to parental or other Family responsibilities, education which would be of benefit to the organization, recovery from illness or disability, or protection of employee status and benefits pending action on claims for disability retirement or injury compensation. Employees on leave restriction or with a poor attendance record may face additional requirements when requested LWOP to include disapproval.

Generally, the effects of LWOP vary depending on the length of absence. Extended periods of LWOP will affect your service computation date, waiting period for wage grade increases, accumulation of annual and sick leave, and benefit contributions such as insurance premiums going into arrears. If you are approved for LWOP for 30 or more consecutive days, please contact your servicing CPAC or an Army Benefits Center–Civilian (ABC-C) counselor for details of how this will affect your benefits.

Additional information is available on the OPM webpage, here: https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/leave-without-pay/.

Absence without Leave

AWOL is any absence from the workplace (for example, not showing up for work as scheduled) that has not been authorized or approved by your supervisor. This

means you receive no pay and may face disciplinary action.

Leave during Inclement Weather

Unscheduled leave under liberal leave policies may be available to you during adverse weather. However, you must still call in to request that approval for annual leave be granted. Annual leave is charged for the entire workday, or for the appropriate number of hours requested. Early release during inclement weather is considered excused absence only if you are present for duty at the time of the release. Status of post operations are usually announced on local radio/television stations. You will be notified in advance if you have been designated as “emergency essential,” if so, you should report for duty unless otherwise instructed by your supervisor. For additional information on leave during inclement weather, please contact your local CPAC.

Leave for Maternity/Paternity Purposes

There is no designated “maternity leave” or “paternity leave” in the Federal Service. Employees must use their available sick leave and/or annual leave to cover appointments or to bond with the baby after birth. You may request LWOP from your immediate supervisor to cover that time if you do not have enough leave time built up. You may be entitled to the Leave Transfer and/or Advanced Sick Leave programs, as stated above. In addition, the FMLA entitles employees to 12 weeks of unpaid leave (which may be substituted with paid leave) to bond and care for a newborn for the first year.

Holiday Leave

While in a pay status, on either the regularly scheduled workday preceding a holiday or on the regularly scheduled workday succeeding a holiday, you are entitled to straight-time pay for the holiday, regardless of your status on the holiday not worked. (Regular full-time employees receive regular straight-time pay, including night and shift differential, for holidays on which they are not required to work.)

Military Leave

In most cases, Military leave may be acquired for active duty, active duty training, and inactive duty training, per 5 USC 6323(a) for 15 days or 120 hours per fiscal year. If you are a part-time employee or on an uncommon tour of duty, Military leave is pro-rated based on the number of hours worked in a regularly scheduled biweekly pay period. You may carry over a maximum of 15 days into the next fiscal year. You will be charged only the amount of Military leave necessary to cover the period of training and necessary travel for inactive duty training. You must provide Military orders to your first-line supervisor. Members of the USAR or ARNG are not charged Military leave for weekends and holidays that occur within the period of Military Service.

For more detailed information see OPM's FAQs on Military leave at https://www.opm.gov/flsa/oca/leave/HTML/military.asp or contact your servicing CPAC.

Service Credit for Leave Rate Accrual and Retirement for Veterans

Retired From Uniformed Service

Credit for uniformed service is substantially limited for retired members. In enacting the Dual Compensation Act in 1964, Congress adopted a compromise between the view that retired members should receive preference and full credit for their service and the view that there should be no advantage for retired members.

Not Retired From Uniformed Service

For non-retired members, full credit for uniformed service (including active duty and active duty for training) performed under honorable conditions is given for leave accrual purposes, and for retirement purposes provided a deposit, as required by law, is made to the retirement fund. Uniformed service means the Armed Forces, the commissioned corps of the Public Health Service, and the commissioned corps of the National Oceanic and Atmospheric Administration. Veterans in a position covered by FERS on or after 1 January 1984, must make a deposit to the retirement fund of 3% of basic military pay to obtain retirement credit.

Military Retirees Receive Leave Accrual Credit for the Following Reasons

- Actual service during a war declared by Congress (includes WWII covering the period 7 December 1941 to 28 April 1952) or while participating in a campaign or expedition for which a campaign badge is authorized.
- All active duty when retirement was based on a disability received as a direct result of armed conflict or caused by an instrumentality of war and incurred in the line of duty during a period of war as defined in 38 USC. 101(11). "Period of war" includes WWII, the Korean conflict, Vietnam era, the Persian Gulf War, or the period beginning on the date of any future declaration of war by the Congress and ending on the date prescribed by Presidential proclamation or concurrent resolution of the Congress.

For Retirement

An employee must waive Military retired pay to receive any credit for Military Service unless the retired pay is awarded based on a service-connected disability incurred in combat with an enemy of the United States or caused by an instrumentality of war and incurred in the line of duty during a period of war.

Court Leave

The following table describes situations where you may be entitled to paid time off without charge to your leave balances, for your service as a juror or witness in legal proceedings.

EMPLOYEE ABSENCES FOR COURT FOR COURT-RELATED SERVICE			
TYPE OF SERVICE	**TYPE OF ABSENCE**	FEE RETENTION OR NOT	**TRAVEL EXPENSES**
Jury Service:			
(a) U.S. or DC Court	**Court Leave**	**No**	**No**
(b) State/local	**Court Leave**	**Yes* (turn into organization)**	**No**
*Note: If Civil Matter, No Court Leave. If Criminal Matter, Court Leave if City, County, or State is processing.			
Witness Service:			
(a) On behalf of State or DC government	**Official Duty**	**No**	**Yes***
(b) On behalf of State or local government in official capacity	**Official Duty**	**Yes* (turn into organization)**	**Yes***
(c) On behalf of State or local government but not in an official capacity	**Court Leave**	**Yes* (turn into organization)**	**No**
(d) On behalf of private party in official capacity	**Official Duty**	**Yes* (turn into organization)**	**Yes***
(e) On behalf of private party that is U.S., DC, State, or local government but when not in an official capacity	**Court Leave**	**Yes* (turn into organization)**	**No**
(f) On behalf of private party that is not U.S., DC, State, or local government and when not in an official capacity.	**Annual Leave or LWOP**	**Yes**	**No**

Additional Types of Leave

Additional information on leave published by the OPM may be found here: https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/#url=Fact-Sheets.

Verification of Employment

Often, presenting a lender with an official LES is sufficient to verify your employment and salary information.

If so, you can access your LES from myPay at: https://mypay.dfas.mil/mypay.aspx.

If a more formal employment verification is required, such as when you apply for an apartment lease, car loans, mortgage, and other major loan, you can utilize the self-service employment verification tool.

Available at MyBiz (CAC-enabled) at https://compo.dcpds.cpms.osd.mil.

It will allow any organization (your bank, loan or credit institution, a background checking company, or even a prospective employer) that you authorize to verify your employment status.

Appropriated and Non-Appropriated Funds Positions

Within the Federal Government, Appropriated Funds refer to moneys allocated by legislation passed by Congress and signed by the President. Appropriated Funds are usually specified in Congress's yearly budget or continuing resolution. However, funds can be allocated in any bill passed by Congress. This money comes primarily from Federal Income Tax and other Federal taxes. Appropriated Funds may only be used for the purpose they have been appropriated for. Most Army Civilian positions are funded by appropriated funds. Non-appropriated funds (NAF) employment is considered federal employment. However, it is different from Federal Civil Service employment because the monies used to pay the salaries of NAF employees come from a different source, such as Morale, Welfare, and Recreation funds.

Permanent Appointments in the Competitive Service

Most permanent appointments to the FWS or GS system begin as career-conditional. Career-conditional employees attain career tenure after completing 3 years of substantially continuous creditable service. The first 2 years of a career-conditional appointment is a probationary period used to determine the new employee's suitability as a Federal Government employee.

Permanent Appointments in the Excepted Service

Some Federal employees begin their Federal careers in the excepted service. Appointments in the excepted service are acquired either by virtue of the position held or by virtue of the legal authority used for appointment. For example, if you were hired using the Veterans Recruitment Appointment (VRA) or Schedule A authorities for employment of individuals with physical or mental disabilities, you are appointed to the excepted service for 2 years. After serving in the excepted service for the required 2 years, and with your supervisor's recommendation, you will be converted to the competitive service. An additional year of service is then required before you obtain career tenure.

Within the Department of the Army, certain positions, such as Attorney-Advisors and Defense Civilian Intelligence Personnel Systems (DCIPS) positions, are classified as excepted service. Persons employed in one of these positions are considered to be in the excepted service for the duration of their service. The first year of an excepted service appointment is a probationary period that is used to determine the new employee's suitability as a Federal Government employee.

Time-Limited Appointments

Temporary and Term appointments are time-limited appointments and confer no status or competitive appointment eligibility. Under the GS or FWS system, a temporary appointment is limited to 1 year or less with the possibility of an extension of up to 1 additional year. A Term appointment is limited to 13 months or more, but may not exceed 4 years.

Temporary Appointments

This type of appointment is for a limited time, normally not to exceed a year, and may terminate at any time during the first year. Generally, employers do provide you advance notice of early termination whenever possible. As a temporary employee, you are not eligible for promotion. You earn annual leave if your appointment is over 90 days and you earn sick leave regardless of the length of the appointment. However, if you are on an intermittent work schedule, you do not earn either annual leave or sick leave. Temporary employees are not eligible for life insurance. Should your appointment be extended past 1 year, you will become eligible for health benefits.

Term Appointments

Term appointments generally do not extend past 4 years. Term employees are required to serve a 1-year trial period and may be terminated at any time during the probationary period for performance or conduct deficiencies. As a Term employee, you may be eligible for promotion if hired into a career-ladder position. Otherwise, you must re-apply as an external applicant. You will earn annual and sick leave and are eligible for all benefits, to include both health and life insurance. Time served in a Term appointment may be counted towards a Federal Civilian retirement.

Labor-Management Relations

Civil Service Reform Act Of 1978

This Act provides the legal foundation for the operation of the Federal labor-management relations program. Under the provisions of the program, eligible employees may elect a labor organization to represent them through an election vote for union representation. If as a result of that election, a bargaining unit has been certified, a bargaining unit employee may choose to serve as a representative of the labor organization in presenting the union's views to management officials and in negotiating a collective bargaining agreement. The CPAC has been designated as the principal point of contact (POC) for conducting business with labor organizations.

Bargaining Unit Status (BUS) Codes

Your BUS is located on block 37 of your latest SF50. If the number is NOT 8888 or 7777, then you are a bargaining unit employee represented by a local union. The number 8888 means that you are excluded from joining a bargaining unit and the number 7777 means that you are eligible for a union, but not represented.

Recognized Unions

Numerous different unions represent Federal employees within the Army in over 400 bargaining units. To find out which union is the exclusive bargaining agent for your work unit, and the name and contact information for its representative, you can ask your supervisor or sponsor or contact your local CPAC Labor Relations Specialist. If any of the information presented in this handbook is in conflict with the policies and procedures of a negotiated agreement applicable to your bargaining unit, the provisions of the negotiated agreement take precedence and must be observed.

Grievances

In the event you believe you have been adversely affected by the misinterpretation or misapplication of a personnel policy or collective bargaining agreement, you may submit a grievance. First, you should discuss your complaint with your immediate supervisor in an attempt to resolve the problem in an informal manner. If unresolved and you are a member of a bargaining unit, you may file a negotiated grievances (NG) in accordance with the procedures described in the appropriate collective bargaining agreement. Non-bargaining unit employees (block 37 of your SF50 will be either 8888 or 7777) must submit grievances in accordance with Administrative Grievance Procedures. For more information on administrative grievance procedures, employees can contact their local CPAC Labor Relations.

Representation

Bargaining unit employees are entitled to union representation if examined by a representative of the agency in connection with an investigation. This is commonly referred to as “Weingarten Rights.” The Federal Service Labor-Management Relations Statute establishes three conditions that must be met for a meeting to be considered a "Weingarten" meeting:

- One or more agency representatives are examining (questioning) a bargaining unit employee in connection with an investigation;
- The employee reasonably believes that the examination may result in disciplinary action against the employee; and
- The employee requests union representation.

Disciplinary and Adverse Actions

In the event of a breach of discipline, such as AWOL or a more serious offense, your supervisor will take necessary action to maintain discipline, prevent prohibited activities, and motivate employees to conform to acceptable standards of conduct. Inappropriate conduct falls into two categories: behavioral offenses

for which disciplinary action aimed at correcting the behavior is appropriate, and violations of regulations or laws that require punitive sanctions. Disciplinary and adverse actions also fall into two categories:

- informal actions involving oral admonishments and written warnings or
- formal actions including letters of reprimand, suspensions, demotions, and removal.

The most effective means of maintaining discipline is through cooperation, sustained effective working relationships, and the self-discipline and responsible performance expected of mature employees.

ANNEX C: BENEFITS AND ENTITLEMENTS

Army Benefits Center—Civilian

Benefits counseling and processing services for health and life insurance, retirement, and Thrift Savings Plan are provided centrally by the ABC-C, located at Fort Riley, Kansas. The ABC-C benefits counselors are available to provide counseling and answer benefits questions Monday through Friday between the hours of 0600-1800 (6:00 a.m. to 6:00 p.m. Central Standard Time). The ABC-C's toll-free number is 1-877-276-9287. Hearing impaired employees may call the TDD number at 1-877-276-9833.

OCONUS phone numbers can be found on the ABC-C website at https://www.abc.army.mil.

The website offers extensive benefits information and a link to the Employee Benefit Information System (EBIS) feature which allows employees to make electronic enrollments/changes and view personal information.

The link for ABC-C New Employee Benefits Tool Kit is https://www.abc.army.mil/NewEmployee/NewEmployeeToolKit.htm.

The table below contains a listing for new employees of available benefits, enrollment time frames, and where to process enrollment changes as well as coverage effective dates. Specific information about each type of benefit is detailed separately in each section which follows the table.

NEW EMPLOYEE BENEFIT ENROLLMENT OVERVIEW

BENEFIT	ENROLLMENT TIME FRAME	ENROLL THROUGH	COVERAGE EFFECTIVE DATE
Federal Employees Health Benefits (FEHB)	Within 60 days of Entry-On-Duty (EOD) into an eligible position	ABC-C: 877-276-9287 or https://www.abc.army.mil	First day of pay period following election
Federal Employees Group Life Insurance (FEGLI)-BASIC LIFE	AUTOMATIC	N/A	Date of EOD into an eligible position
FEGLI-OPTIONAL LIFE	Within 60 days of EOD into an eligible position	ABC-C: 877-276-9287 or https://www.abc.army.mil	1st duty day on or after the election
Federal Dental and Vision Insurance Program (FEDVIP)	Within 60 days of EOD into an eligible position	BENEFEDS: 1-877-888-3337 or https://www.benefeds.com	First day of pay period following election
Flexible Spending Account (FSAFEDS)	Within 60 days of EOD into an eligible position	FSAFEDS: 1-877-372-3337 or http://www.fsafeds.com	First day of pay period following election
Long Term Care Insurance (LTCI)	Within 60 days of EOD into an eligible position with abbreviated	Long Term Care Partners:	Varies, usually within 30–60 days

NEW EMPLOYEE BENEFIT ENROLLMENT OVERVIEW			
BENEFIT	**ENROLLMENT TIME FRAME**	**ENROLL THROUGH**	**COVERAGE EFFECTIVE DATE**
	underwriting; afterward, full underwriting required	1-800-582-3337 or http://www.ltcfeds.com	
Thrift Savings Plan (TSP)	AUTOMATIC withholding of 3% of pay, may change or cancel withholdings at any time	ABC-C: 877-276-9287 or https://www.abc.army.mil	First day of pay period following election
Retirement	AUTOMATIC for employees in eligible positions	N/A	Date of EOD or conversion to an eligible position

For an overview of all available federal benefits programs, see the OPM available here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/.

Federal Employees Health Benefits Program

The FEHB program is the largest employer-sponsored group health insurance program in the world. The FEHB program is administered by the OPM and provides major medical coverage for hospitalization, doctor visits, prescriptions, and other medical services. There are no pre-existing coverage stipulations and a physical examination is not required. A large number of health plans participate in the FEHB program, to include fee-for-service, health maintenance organizations, consumer-driven, and high deductible health plans. Enrollment options are self-only, self plus one, or self and Family.

Health insurance is a valuable benefit for which eligible employees are immediately able to enroll. Coverage is effective the first pay period AFTER the enrollment is processed. While you can use your FEHB benefits as soon as coverage is effective, it may take several weeks before the carrier shows the enrollment in which case employees sometimes are required to pay out-of-pocket and then submit claims for reimbursement. The new employee enrollment window expires 60 days after the date of hire. Employees who do not enroll within this window must wait until the annual open enrollment period or have a Qualifying Life Event (QLE) to enroll outside of this window.

For more information on FEHB coverage and options, see the OPM information available here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/#url=Health or the ABC-C website at https://www.abc.army.mil.

Additionally, ABC-C benefits counselors are able to assist you from Monday through Friday during the hours of 6:00 a.m.—6:00 p.m. (Central Standard Time). The ABC-C's toll-free number is 1-877-276-9287 and TDD at 1-877-276-9833 (OCONUS numbers can be found on the ABC-C website). FEHB elections are made via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil.

Federal Employees Dental and Vision Insurance Program

Employees eligible for FEHB, even if not enrolled, are also eligible for a supplemental dental and/or vision benefit, FEDVIP. Dental or vision coverage offered through FEHB plans varies widely from carrier to carrier but would be the primary coverage. FEDVIP provides comprehensive secondary coverage. Employees may enroll in Dental coverage only, Vision coverage only, or Dental and Vision coverage. Enrollment is self-only, self-plus-one, or self-and-Family. Eligible new employees have 60 days to enroll in FEDVIP. In addition, there is an annual open enrollment opportunity and certain QLEs may permit enrollment or a change to your enrollment within a specified time frame. Generally, you cannot cancel your coverage outside of the open enrollment period. FEDVIP may also be carried into retirement. FEDVIP is administered by BENEFEDS.

Information is also available on **dental insurance coverage** on the OPM website here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/#url=Dental.

You can find additional information on **vision insurance coverage** on the OPM website here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/#url=Vision.

For questions regarding FEDVIP, or to enroll, contact BENEFEDS at 1-877-888-3337 or visit www.BENEFEDS.com.

Flexible Spending Accounts (FSAs)

FSAFEDS allows you to set aside pre-tax dollars from your pay for reimbursement for your eligible out-of-pocket health care and/or child/elder dependent care expenses thus lowering your taxable income. FSAFEDS offers two different flexible FSAs: a Health Care Flexible Spending Account (HCFSA) and Dependent Care Flexible Spending Account (DCFSA). A HCFSA will reimburse employees for eligible health care expenses such as copays and deductibles which are not covered under FEHB and/or FEDVIP. A DCFSA will reimburse employees for eligible day care expenses for children under age 13 or dependents who are incapable of self-care who are on your Federal tax return. Generally, eligible new hires have 60 days to enroll, except for those hired late in a calendar year that may enroll during the annual open enrollment period. Benefits must be elected each year if you wish to continue to participate in the program. The program is administered by FSAFEDS.

Information is also available on the OPM website here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/#url=Flexible-Spending-Accounts.

For questions regarding FSAFEDS, or to enroll, contact them at 1-877-372-3337, TTY: 1-800-952-0450 or visit: www.fsafeds.com.

Federal Employees' Group Life Insurance

FEGLI is the largest group life insurance program in the world. It consists of Basic Life Insurance coverage, which is automatic, and Optional Life Insurance, which must be elected within 60 days of hire or conversion to an eligible position

unless there is a QLE allowing for a change. Unlike other benefits, there is NO annual open enrollment period for FEGLI. There is no physical required for new employee enrollment and FEGLI coverage can be decreased or cancelled at any time. However, opportunities to elect or increase coverage are infrequent and may require a physical examination. If you are enrolled in Basic Life, certain life events (marriage, divorce, etc.) may allow you to elect optional coverage within a specified time frame of that QLE. FEGLI is group term life insurance and does not build up any cash value. You may designate anyone you wish to receive all or a portion of your FEGLI coverage, with the exception of Option C coverage, which is only payable to the employee. Employees may continue FEGLI into retirement if enrolled in the FEGLI program for 5 years immediately preceding retirement, or from the first opportunity to enroll (if employed less than 5 years prior to retirement).

Additional information is available on the OPM website here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/#url=Life.

FEGLI elections are made via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil.

Federal Long Term Care Insurance Program (FLTCIP)

FLTCIP provides long term care insurance to help pay for care associated with the need for help with everyday activities. This insurance helps pay for long term care services in many settings, such as at home, a nursing home, assisted living facility, and adult dependent care facility. Eligible new employees can apply within 60 days with abbreviated underwriting (fewer questions on health). Even if you do not enroll, extended Family members may be eligible to apply. In addition, FLTCIP benefits may be continued into retirement.

Additional information is available on the OPM website here: https://www.opm.gov/healthcare-insurance/Guide-Me/New-Prospective-Employees/#url=Long-Term-Care.

To learn more or to enroll, contact the program administrator, Long Term Care Partners at 1-800-582-3337 or visit www.ltcfeds.com.

Retirement Coverage and Systems

Employees are encouraged to begin retirement planning early and review their plans regularly throughout their career. Educated financial plans and decisions made throughout one's career will help to secure a more financially comfortable retirement. Retirement coverage is automatic for employees hired into eligible positions. Retirement benefits allow for an immediate or deferred retirement annuity for eligible individuals after meeting length-of-service and age requirements. In addition, employees who experience a condition where they are unable to perform their job due to physical or mental disability lasting at least 1 year may apply for disability retirement (subject to OPM approval). Survivors of employees or annuitants who pass away may also be eligible to receive a monthly survivor's annuity based on the employee's retirement covered employment. Retirement system coverage depends on various factors such as

your service history and type of appointment.

Below are descriptions of the different Federal retirement systems:

- The FERS covers most employees hired in a position that provides retirement eligibility after 1 January 1984 and before 1 January 2013. It is a three-part retirement system consisting of Social Security benefits, a FERS annuity or pension, and the TSP which is an integral part of FERS.

For more information, see the OPM website here: https://www.opm.gov/retirement-services/fers-information/.

- The Federal Employees Retirement System Revised Annuity Employee (FERS-RAE) covers employees newly hired into a position that provides retirement eligibility on or after 1 January 2013 or rehired with less than 5 years prior potentially creditable service and before 1 January 2014. The Federal Employees Retirement System Further Revised Annuity Employee (FERS-FRAE) covers employees newly hired into a position that provides retirement eligibility on or after 1 January 2014 or rehired with less than 5 years prior potentially creditable service. These systems are identical to regular FERS but FERS-RAE and FERS-FRAE employees pay higher employee contributions than regular FERS employees.
- The CSRS is a closed system to employees newly hired after January 1, 1984, but still covers a portion of the Department of Army Civilian workforce. CSRS employees are not subject to Social Security Tax.
- Federal Insurance Contributions Act (FICA) and CSRS Partial, which is called CSRS-Offset, cover certain employees who are vested in the CSRS, but are subject to Social Security by law. If you are placed in CSRS-Offset you have a 6-month opportunity to elect coverage under FERS.

A number of pamphlets describing various retirement programs are available on the OPM website at http://www.opm.gov/retire/pubs/pamphlets/index.asp. Information regarding retirement eligibility, computation, and benefits are also available on ABC-C's main website (https://www.abc.army.mil) as well as in the EBIS feature. Employees may also address questions to the ABC-C counselors by calling 877-276-9287.

- Employees within 3 years of retirement may request ABC-C counselors calculate an estimate of their retirement benefits. This estimate will only consist of the civil service annuity. All employees may use the self-service calculators available on the EBIS feature to calculate their civil service retirement annuity as well as their TSP and social security benefits.
- Employees intending to retire should submit their retirement applications to the ABC-C at least 120 days ahead of their retirement date. A retirement counselor will contact the employee and provide retirement counseling approximately 30 days before the date of retirement.

Military Service Credit Payments

If you have served on active Military duty, regardless of which retirement system you are under, you may make a deposit to the Civilian retirement system for that service and receive credit towards the Civilian retirement for that service. In addition, some reserve service may also be eligible for Civil Service credit. Service Credit for retirement credit is not automatic and requires action by the employee. For FERS and certain CSRS employees, a deposit is required in order to receive credit for both retirement eligibility and annuity computation. This is true even for Military Service which interrupts Civilian Service (except Military Service which is fully covered under Military or Civilian leave).

New employees have 3 years from the date of hire to complete the deposit before interest accrues. If the deposit is not paid-in-full by the third anniversary, the interest begins accruing, retroactive to the start of the third year. Special rules apply to employees who retired from active duty. In addition, some Reserve Service may qualify for Civilian retirement credit. ABC-C counselors can answer questions regarding Military Service which may qualify for Civilian retirement deposit and service credit. The Military deposit must be paid-in-full prior to your date of retirement.

For information and instructions on making a Military deposit visit the ABC-C website at https://www.abc.army.mil/retirements/retire.htm, and select Military Buyback/Post-56 Deposit under your respective retirement system or call 877-276-9287 to speak with an ABC-C counselor.

Civilian Service Credit Payments

Eligibility for making service credit deposits or redeposits depends on your respective retirement system. CSRS and CSRS Offset employees may or may not receive retirement credit for eligibility and annuity computation without paying a deposit or redeposit, depending on the dates of the service. FERS employees must pay a deposit to receive eligibility and annuity computation credit for temporary service but may receive credit for eligibility to retire but NOT for annuity computation for refunded service.

CSRS and CSRS Offset employees may make service credit deposits for periods of service where retirement deductions were not withheld, such as in the case of temporary service regardless of when the service occurred. Additionally, you may make a redeposit to cover periods where you separated from Civilian Service, applied for, and received a refund of retirement deductions. Retirement credit for eligibility and annuity computation without paying a deposit or redeposit depend on the dates of the service.

FERS, FERS-RAE, and FERS-FRAE employees may make service credit deposits for periods of service where retirement deductions were not withheld, such as in the case of temporary service performed prior to 1 January 1989. Temporary service performed on or after 1 January 1989 generally is not creditable under FERS and a deposit is not allowed. Refunded service, regardless of the dates may be repaid. If the refund is not repaid, credit toward length-of-service for eligibility will be given but no credit will be given for the refunded service when calculating the annuity.

For information and instructions on making a civilian deposit or redeposit visit the ABC-C website at https://www.abc.army.mil/retirements/retire.htm, and select Deposit/Redeposit Service under your respective retirement system or call 877-276-9287 to speak with an ABC-C counselor.

CSRS Voluntary Contributions

If you are under CSRS or CSRS Offset, you may elect to make voluntary contributions into CSRS beyond the required level to obtain additional retirement savings. To be eligible, you must have no outstanding deposit or redeposit service.

To learn more, visit http://www.opm.gov/forms/pdfimage/RI83-10.pdf.

For information and instructions on applying to make voluntary contributions call 877-276-9287 to speak with an ABC-C counselor.

Nonappropriated Fund Service Credit

Employees with prior service under NAF may contact the ABC-C to determine if their NAF service may be creditable toward their Appropriated Funds service. There are several laws which impact an employee's ability to credit NAF service or port retirement coverage depending on the type of NAF service and the years of service.

Information regarding NAF portability and service credit can be found on the ABC-C website at: https://www.abc.army.mil/NAF/NAF.htm.

Medicare

All Federal employees are subject to the Medicare tax. To answer questions about how FEHB Program & Medicare work together to provide you with your health benefits coverage at age 65, visit the OPM website at:

http://www.opm.gov/healthcare-insurance/healthcare/medicare/.

Old-Age, Survivors, and Disability Insurance (OASDI)

OASDI, also known as Social Security Tax, is available to all employees with the exception of those under CSRS that are subject to the Social Security Tax. However, there is a maximum taxable earnings limit which changes annually. Earnings above the limit are exempt from the Social Security Tax.

To find out what the annual limit is, visit the social security website at http://www.ssa.gov/.

Thrift Savings Plan

TSP participation is critical for you while planning for a retirement income that will meet continued financial needs during retirement years. The TSP offers the same type of savings and tax benefits that many private corporations offer their employees under 401k plans. Contributions are made through payroll deduction and are tax-deferred. TSP features a variety of investment options. Transfers and rollovers from other qualifying retirement plans may be eligible for acceptance into your TSP account. TSP also offers various withdrawal and loan options.

All employees in CSRS, CSRS Offset, FERS, FERS-RAE, and FERS-FRAE are eligible to participate in the TSP. New and rehired employees are automatically enrolled at a contribution rate of 3%. The contributions that you make to your TSP account are separate from your contributions to FERS or CSRS. FERS employees receive an employer automatic 1% and matching contributions up to 5%, while CSRS and CSRS-Offset employees do not receive matching contributions.

The maximum annual contribution limit is determined each year by the Internal Revenue Service (IRS). It is important for FERS employees intending to maximize their contributions to calculate carefully. Employees who reach the annual limit before the end of the TSP contribution year will have withholdings cease and may miss out on agency matching contributions. It is also important to note that the TSP contribution year is based on when the pay is received, not when it is earned. Because of the time lag between making the election, the effective date of the election, and the receipt of pay, it is often necessary to make the following year's TSP election in late November or early December in order to effect the first pay date in January. ABC-C counselors can assist with answering questions regarding when to make an election and annual limits.

TSP elections to increase, decrease, stop, or restart withholdings can be made at any time. TSP changes that affect the amount coming out of your paycheck are done via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil.

To make changes to your investment allocation, move money between funds, and inquiries concerning account balances, loans, or withdrawals are made via the TSP system by calling 1-877-968-3778 or by accessing their website at:

http://www.tsp.gov. Once TSP received the first contribution, they will establish an account and contact the employee with account access information.

TSP Catch-Up Contributions

If you are age 50 or over, or will turn 50 during the calendar year and are contributing the IRS maximum contributions to you an eligible account, you may be eligible to make TSP Catch-Up Contributions, additional tax-deferred contributions to your TSP account.

TSP Catch-Up elections are done via the ABC-C systems by calling 877-276-9287 or by accessing the EBIS feature on the ABC-C website at https://www.abc.army.mil. This option will only be accessible in EBIS for employees who meet age requirements to participate in TSP Catch-Up.

Beneficiary Designations

You may make beneficiary designations for FEGLI, Retirement, TSP, and unpaid compensation. Each requires a different form be completed, certified, and filed with the appropriate office. The most recent, valid beneficiary form on file is the official declaration of who is entitled to payment regardless of whether it reflects a current or former spouse or Family member. Therefore, it is critical for you to keep all beneficiary designations current with regard to intentions for payment. An existing entitlement to survivor benefits will supersede the beneficiary for

retirement benefits. For cases where there is no beneficiary form on file, benefits are paid in order of precedence under the law.

To obtain designation forms and instructions, visit https://www.abc.army.mil/Forms/BeneficiaryForms.htm.

Death Benefits and Survivor Annuity

If you pass away while an active employee or retiree, your spouse, former spouse, and dependent child(ren) may be entitled to a monthly survivor annuity.

Active Duty Military Service (LWOP US)

If you will enter active duty Military Service, please contact your local CPAC for special information pertaining to your status. Additionally, please see the Uniformed Services section of the ABC-C website at https://www.abc.army.mil before, during, and upon return from deployment.

Civilian Deployment

If you will be deployed in connection with your Civilian Service, contact your CPAC for information pertaining to FEGLI and other benefits.

Change of Address

It is very important for you to remember to update your address of record in the DFAS myPay system at www.dfas.mil. DFAS will flow the change to Human Resources and TSP databases as well. An accurate address is needed to ensure that tax and certain other withholdings are correct and will allow your servicing offices the ability to reach you if needed, for example, if you should apply for a TSP loan, TSP may need to send forms to you.

Additionally, if you are enrolled in FEHB, you must contact your health plan to report your change of address. If you are enrolled in FEDVIP, FSAs, and/or FLTCIP, you will need to update your account profile contact information.

Relocation may also necessitate a change in health plan, FEDVIP enrollment, etc. Please review your benefits information and promptly make any necessary changes.

Federal Employees Compensation Act

If you sustain a traumatic injury or occupational disease in the performance of duties, report the injury or illness to your supervisor immediately. The supervisor and you will complete the electronic CA-1 or CA-2 through the Electronic Data Interchange.

The link to the electronic form is https://cacdiucs3.cpms.osd.mil/forms/frmservlet?config=SAFER_ALONE_PRO.

If you are incapacitated, someone may take this action on your behalf, including a Family member, union official, representative, or organization official. The supervisor must print and forward a hard copy of the forms, with original signature of the person reporting the injury, to the servicing CPAC. Benefits include, but are not limited to, monetary compensation, medical care and

assistance, vocational rehabilitation and re-employment rights as needed. For more information concerning the Federal Employees Compensation Act, contact your Injury Compensation Program Administer in the CPAC.

ANNEX D: KEY ADMINISTRATIVE AND COMPUTER USE POLICIES AND PROCEDURES

Merit System Principles

Personnel management policies and the hiring process are based on and embody the Merit System Principles. The Merit System Principles are the public's expectations of a system that is effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated employees. The merit system principles are:

1. Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
2. Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin sex, marital status, age, or handicapping condition and with proper regard for their privacy and constitutional rights.
3. Provide equal pay for equal work and recognize excellent performance.
4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain and separate employees on the basis of their performance.
7. Educate and train employees when it will result in better organizational or individual performance.
8. Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situation (i.e., protecting people who report things like illegal and/or wasteful activities).

Prohibited Personnel Practices

Prohibited personnel practices (PPPs) are employment-related activities that are banned in the Federal workforce because they violate the merit system through some form of employment discrimination, retaliation, improper hiring practices, or failure to adhere to laws, rules, or regulations that directly concern the merit system principles. Most often, PPPs apply to those with personnel authority, such as the authority to make appointments, promotions, details, transfers, reassignments, reinstatements, or any decisions concerning pay, benefits, training, discipline, and any decision to order psychiatric testing or examination.

Consequently, people with personnel authority—managers and supervisors—are charged with avoiding prohibited personnel practices. They are:

1. Don't discriminate on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
2. Don't solicit or consider any personnel recommendation or statement not based on personal knowledge or records of performance, ability, aptitude, general qualifications, character, loyalty, or suitability.
3. Don't coerce an employee's political activity.
4. Don't deceive or obstruct any person with respect to such person's right to compete for employment.
5. Don't influence a person to withdraw from competition for the purpose of improving or injuring the prospects of another person for employment.
6. Don't grant any preference or advantage not authorized by law, regulation, or rule to any (employee or applicant for the purpose of improving or injuring the prospects of another person for employment).
7. Don't employ or advocate a relative.
8. Don't retaliate against a Whistleblower, whether an employee or an applicant.
9. Don't retaliate against employees or applicants who exercise their appeal rights, testify, or cooperate with an Inspector General or the Special Counsel or refuse to break the law.
10. Don't discriminate based on actions not adversely affecting performance.
11. Don't violate any law, rule, or regulation implementing or directly concerning the merit principles.
12. Don't violate Veteran's Preference by taking or failure to take a personnel action (National Defense Authorization Act for FY97).
13. Don't implement or enforce a nondisclosure agreement or policy lacking notification of Whistleblower rights.

Diversity and Leadership

The source of our strength is the diversity of our people. Through a comprehensive strategy and leader commitment, diversity includes embracing the strengths of diverse people in an inclusive environment built around dignity and respect, investing in and managing talent, valuing individuals, and developing culturally aware Civilians who enhance our organizations.

Responsibility

- The office of the Deputy Assistant Secretary of the Army (DASA), Diversity and Leadership (D&L), has overall responsibility for both the Diversity and Equal Employment Opportunity (EEO) Programs within the Army.

- Leaders (commanders and SES), managers, and supervisors are accountable and responsible for the successful implementation of both the Diversity and EEO Programs within their commands and organizations.

Army Diversity Program

Army diversity is defined as the different attributes, experiences, and backgrounds of our Soldiers, Civilians, and Family Members that further enhance our global capabilities and contribute to an adaptive, culturally astute Army. Inclusion is a process that cultivates a work environment that connects employees and organizations; encourages collaboration, flexibility, and fairness; and leverages diversity so that all are enabled to participate and contribute to their full potential.

The Army is committed to creating a diverse workplace that draws from the talent of all individual attributes so that together the Army's objectives include the contributions of all its personnel. Diversity of thought is valued and respected based on what every member brings to the team.

EEO Program

EEO laws make it illegal for employers to discriminate against an employee or potential employee in the workplace on the basis of race, color, religion, sex (including pregnancy, gender identity, and sexual orientation), national origin, disability, or age because it negatively affects employee morale, productivity, and teamwork; increases employee absenteeism and turnover; and takes focus away from mission readiness.

Any form of discrimination or harassment has no place in our Army. Commanders and senior Army Civilians are responsible and accountable for the effective execution of EEO programs and creating a climate in which it is clear to all Soldiers and Civilians that unlawful discrimination and harassment (sexual/ non-sexual) will not be tolerated. All allegations of discrimination will be dealt with seriously, swiftly, and effectively in accordance with all applicable laws, directives, and regulations.

The EEO Complaints Process

Army employees, former employees, applicants for employment, and contractors who believe they have been discriminated against by the Army with respect to a term, condition, or benefit of employment on the basis of race, color, national origin, religion, sex (including pregnancy, gender identity, and sexual orientation), age (40 and over), mental or physical disability, genetic information, or in reprisal or retaliation for having engaged in protected EEO activity have the right to initiate an EEO complaint with the Army. Examples of employment actions which may give rise to a complaint include, but are not limited to, hiring and promotion decisions, performance evaluations, reassignments, disciplinary actions, and harassment.

On behalf of the Commander, the local EEO Officer is charged with the duty to impartially execute the EEO Complaints Program and ensure that due process is preserved. The EEO Compliance and Complaints Review (EEOCCR) Directorate

is the Army's adjudicator of the merits of formal EEO complaints when final agency decisions are requested or required.

All applicants and currently serving Department of Army Civilians have 45 calendar days from the date the individual knew or should have known of the alleged discrimination to contact an EEO official to initiate the pre-complaint (informal) process. The focus of the pre-complaint process is to resolve the complaint through either traditional EEO counseling or mediation.

An EEO official will conduct a pre-complaint intake interview with the individual (referred to as the aggrieved), and document the claim and the narrative information. An EEO Counselor will be assigned to conduct an inquiry into the claims alleged. When deemed appropriate by the EEO Officer, labor counselor, and Civilian personnel representative, mediation may be offered as a means of trying to settle the complaint. If resolution of the complaint is reached at any point in the process, the terms of the resolution will be documented in a written negotiated settlement agreement. If the complaint cannot be resolved, the aggrieved will receive a Notice of Right to File a Formal Complaint of Discrimination, and will have 15 calendar days from the date of receipt of the notice to file a formal complaint.

Once a formal complaint is filed, an investigation by the Investigations and Resolution Division (IRD) is conducted and may take up to 180 days from the filing date of a formal complaint. If the investigation is not completed within 180 days, the complainant has a right to request a hearing before an EEO Commission Administrative Judge (AJ) or file in Federal District Court.

Once the investigation is complete, the complainant will receive an Options Notice. This notice provides the opportunity for the complainant to either request a hearing with an EEOC AJ or request a final agency decision from the Army EEOCCR.

If a hearing is requested, the AJ has 180 calendar days to issue a final decision relating to the claims. Once the decision is issued, Army will issue a final agency action or appeal the AJ decision.

Personally Identifiable Information

Personally identifiable information (PII) refers to information which can be used to distinguish or trace an individual’s identity, such as their name, social security number, biometric records, etc., alone or when combined with other personal or identifying information which is linked or linkable to a specific individual, such as data and place of birth, mother’s maiden name, etc. This information can be in hardcopy (paper copy files) or electronic format stored on computers, laptops and personal electronic devices and found within databases. Records containing PII include, but are not limited to, education records, financial transactions, medical files, criminal records, or employment history. It is everyone’s responsibility to protect PII. A breach or compromise of PII, such as posting PII on public-facing websites; sending PII via unencrypted email and to unauthorized recipients; providing hard copies to individuals without a need to know; loss of electronic devices storing PII; use of PII by employees for unofficial business; etc., constitutes a disciplinary offence.

Operations Security

Operations Security (OPSEC) in an analytical process of identifying critical information of Military plans, operations, and supporting activities and the indicators that can reveal it, and then developing measures to eliminate, reduce, or conceal those indicators. OPSEC is a continuous process and an inherent part of Military culture. It must be fully integrated into the execution of all Army operations and supporting activities. Failure to properly implement OPSEC measures can result in serious injury or death of our personnel, damage to weapons systems, equipment and facilities, loss of sensitive technologies, and mission failure.

OPSEC is everyone's responsibility and must be practiced daily. You need to know and protect your unit's critical information and implement the OPSEC measures determined by your commander. Know who your unit, activity, or installation OPSEC officer is and contact them with any questions or concerns on OPSEC-related topics.

You will be required to complete an interactive web-based course that provides OPSEC awareness for Military members, Government employees, contractors, and dependents annually.

Government Computer Use

While using a Government computer, keep the following items in mind:

- Computer systems may be monitored for all lawful purposes, to ensure that their use is authorized, optimize management of the system, facilitate protection against unauthorized access, and to verify security procedures, survivability, and OPSEC. Unauthorized use of a DoD computer may subject you to criminal prosecution. Evidence of unauthorized use collected during monitoring may be used for administrative, criminal, or other adverse action.
- You are not authorized the use of communication systems which adversely reflect on the Army. Examples include sexually explicit email or access sexually explicit websites, pornographic images, or virtual computer-generated or otherwise pornographic images; chain email messages; unofficial advertising, soliciting, or selling via email; or subversive and other uses that are incompatible with public service. You can't use the communication system for unlawful activities, commercial purposes, or in support of for-profit activities, personal financial gain, personal use inconsistent with DoD policy, personal use that promotes a particular religion or faith, or uses that violate other Army policies or laws. This may include, but is not limited to, violation of intellectual property and copyright laws, gambling, support of terrorist or subversive activities, and sexual or other forms of harassment. You are not authorized to send political transmissions, to include transmissions that advocate the election of particular candidates for public office. You may not open, send, or forward items known or suspected of being malicious (such as spam, phishing, viruses, and Trojan horses).

- You have the responsibility to safeguard the information contained on the classified and/or unclassified network from unauthorized or inadvertent modification, disclosure, destruction, denial of service, and use. Annual Information Assurance (IA) awareness training is now required of all users of DoD information systems.

Government Telephone Use

The use of a Government telephone system is limited to official business and other authorized uses. Authorized use of communication systems includes brief communication made by DoD employees while they are traveling on Government business to notify Family members of transportation or schedule changes. Authorized use also includes personal communications from the DoD employee's workplace that are made while at the workplace (such as checking in with spouse or minor children; or scheduling doctor, auto, or home repair appointments).

Unauthorized use of a Government telephone may subject you to administrative, criminal, or other adverse action.

Government Travel Charge Card

Some personnel will be issued a Government Travel Charge Card. If issued one, you will receive specific training on its use.

ANNEX E: ARMY CUSTOMS, COURTISIES, TRADITIONS, SYMBOLS, AND LINGO

You have joined the Army which is rich in tradition. It instills pride in its members because of the history, mission, capabilities, and the respect it has earned in the service of the Nation. A reflection of that pride is visible in the customs, courtesies, and traditions the Army holds.

National Traditions and Observances

Our National Flag

The daily ceremony of reveille and retreat constitutes a dignified homage to the American flag at the beginning of the day, when it is raised, and at the end of the day, when it is lowered. Installation commanders direct the time of sounding reveille and retreat. During reveille, the flag is hoisted at the first note. During retreat, a cannon will be fired at the last note of retreat, at which time the band or field music will play “To the Colors” and the flag will be lowered. The lowering of the flag is regulated and timed to coincide with the flag being completely lowered on the last note.

You should become familiar with your installation’s policy regarding the observance of reveille and retreat. Normally, if walking on the reservation during these ceremonies, a person is required to stop, face the flag, or if the flag is not in view, face the direction of the music and stand at attention until the ceremony is complete. If in a vehicle, stop the vehicle and sit at attention until the ceremony is over.

When the flag is passing in a parade or in review on a Military reservation, all persons present, except those in uniform, face the flag and stand at attention with the right hand over the heart. Those present in uniform render the appropriate Military salute. Those not in uniform remove their headdress with their right hand and hold it at the left shoulder, the hand over the heart. Military retirees, veterans, and Military members not in uniform are authorized to render a hand salute during the hoisting, lowering, or passing of the flag.

Our National Anthem

During any rendition of the National Anthem when the flag is displayed, you should stand at attention facing the flag with the right hand over your heart until the last note is played. Those not in uniform remove their headdress with their right hand and hold it at the left shoulder, the hand being over the heart. When the flag is not displayed, those present face toward the music and act in the same manner they would if the flag were displayed there. The National Defense Authorization Act of 2009 authorizes Military retirees, veterans, and Military members not in uniform to render a hand salute at the playing of the National Anthem.

Constitution and Citizenship Day

While July 4th celebrates the founding of our Nation, September 17th, the date in

1787 on which the delegates of the Philadelphia Convention completed and signed the United States Constitution, celebrates the founding of our government.

The ideas on which America was founded, commitments to the rule of law, limited Government, and the ideals of liberty, equality, and justice, are embodied in the Constitution. Constitution Day is intended to celebrate not only the birthday of our Government, but the ideas that make us Americans.

Citizenship Day provides an opportunity to honor those people who have become U.S. citizens. In addition, it is an important reminder of the rights and responsibilities associated with U.S. citizenship. Citizenship Day has been celebrated in some form since 1940. Section 111 of Public Law 108-447 (36 USC Section 106) designates 17 September of each year as Constitution Day and Citizenship Day to commemorate the United States Constitution.

Armed Forces Day

President Truman led the effort to establish a single holiday for citizens to come together and thank our Military members for their patriotic service in support of our country. We celebrate Armed Forces Day on the third Saturday in May.

U.S. Army Traditions and Observances

Army Birthday

The U.S. Army celebrates the day that General George Washington assumed command over a unified Army on 14 June 1775, and recognizes this day as U.S. Army's Birthday. The single objective of the Army was to secure independence for the people of America. Today, celebrations of the founding of the Army differ at each location. Traditionally, the oldest and youngest Soldier present cut the cake. The Army Birthday Ball is one formal expression of how the Army celebrates its birthday. It is an annual celebration recognizing the Army's history, traditions, and service to the Nation.

Department of the Army Emblem

Prior to the establishment of the Department of the Army Emblem, there was no official display item to identify the Army. The Army seal traditionally had been used to authenticate documents only and was not authorized for display. In recognizing the need to provide a display item, the Secretary of the Army approved the design as the official emblem to represent the Army on 29 January 1974.

- Roman Cuirass—The Roman Cuirass is a symbol of strength and defense.
- Sword—The sword, esponton (a type of half-pike formerly used by subordinate officers), musket, bayonet, cannon, cannon balls, mortar, and mortar bombs are representative of Army implements.
- Drum and drumsticks—The drum and drumsticks are symbols of public notification of the Army's purpose and intent to serve the nation and its people.

- Phrygian cap—The Phrygian cap (often called the Cap of Liberty) supported on the point of an unsheathed sword and the motto “This We’ll Defend” on a scroll held by the rattlesnake is a symbol depicted on some American colonial flags and signifies the Army’s constant readiness to defend and preserve the United States.
- Date—The date 1775 represents the date the Army was established.
- Flags—The American flag is on its own right (observers left) to reflect the current custom for display of flags. The Army flag pattern is on the other flag.
- Colors—Blue is symbolic of loyalty, vigilance perseverance, and truth. Red denotes courage, zeal, and fortitude. White alludes to deeds worth of remembrance. Black is indicative of determination and constancy. Gold represents achievement, dignity, and honor.

Change of Command

The change of command ceremony is a clear, legal, and symbolic passing of authority and responsibility from one commander to the next. The official orders are read while the unit guidon (or colors) is passed from the outgoing commander to the incoming commander. The senior non-commissioned officer (NCO) also participates in the passing of the colors. At the conclusion of the ceremony, the new commander normally goes to the reception area while the outgoing commander usually does not attend the reception.

Change of Responsibility

A "Change of Responsibility" ceremony is used when a Command Sergeant Major or First Sergeant changes positions. The passing of the NCO sword is symbolically powerful—like the passing of the colors in a Change of Command. The ceremony helps to reinforce NCO authority in the Army and highlights the support NCOs provide to the chain of command.

Taps

"Taps" concludes many Military funerals conducted with honors at Arlington National Cemetery, as well as hundreds of others around the United States. The tune is also sounded at many memorial services in Arlington's Memorial Amphitheater and at grave sites throughout the cemetery. It became a standard component to U.S. Military funerals in 1891.

"Taps" is sounded during each of the 2,500 Military wreath ceremonies conducted at the Tomb of the Unknown Soldier every year, including the ones held on Memorial Day. The ceremonies are viewed by many people, including veterans, school groups, and foreign officials.

"Taps" also is sounded nightly in Military installations at non-deployed locations to indicate that it is "lights out."

HOOAH

“Hooah” is a slang or informal word, originally used by infantry, airborne, and rangers, referring to or meaning anything and everything except “No.” The

Soldier that utters that sound understands his/her task and will not quit until it is completed.

Military Dining-In and Dining-Out

The Dining-In is a formal dinner held by a Military unit or organization. The dinner may be held to welcome new arrivals or to bid farewell to departing personnel, to recognize achievements, to build and maintain esprit de corps among the members of the command, or to take advantage of the availability of a distinguished guest to speak.

When spouses are included, the dinner is referred to as a Dining-Out. This is an excellent opportunity to introduce the spouses to the Army's history, customs, and traditions, and their attendance often stimulates greater interest and participation in the event.

Staff Rides

Staff rides represent a unique and persuasive method of conveying the lessons of the past to the present-day Army leadership for current application. These exercises, on the very terrain where historic encounters took place, bring to life examples of leadership, tactics and strategy, communications, use of terrain, and, above all, the psychology of battle.

Twilight Tattoo

A "tattoo" as a Military tradition can be traced from the early 17th century. Most historical accounts say the phrase originated during the 30 Years' War, when the sounding of a bugle signaled Soldiers to return to their quarters. It was then that tavern owners would call for the taps on the kegs to be turned off by announcing "tattoo." With time, a "tattoo" referred to the rhythmic beating of a drum and eventually to the outdoor Military exercise performed by troops as evening entertainment.

Hail and Farewell

A Hail and Farewell is a traditional Military event whereby those coming to and departing from an organization are celebrated. This may coincide with a change in command, be scheduled on an annual basis, or be prompted by any momentous organizational change. It is a time to honor those who have departed the unit and thank them for their service. At the same time it is a welcome to those who are joining and introduces them to the special history and traditions of their new organization. This celebration builds organizational camaraderie and esprit de corps. It supports a sense of continuity through change.

Presentation of the Army Coin

The practice of a Soldier presenting a coin or medallion to an individual actually goes back about 100 years to the British Army when the Officers were the only ones authorized to receive medals. Whenever an enlisted Soldier did a good job, the Officer would receive the award. The Sergeant Major would then sneak into the Officer's tent, cut the medal from the ribbon, then call everyone together to formally shake the hand of the exceptional Soldier and would "palm the medal" in the Soldier's hand without anyone knowing. As time went on, the coin recognition

was eventually extended to the American forces in WWI. The coin turned into a recognition piece which was specially struck with the unit's crest on it. Senior NCOs presented them as their form of recognition, since they were not authorized to present any medals or awards. Today, the coin is widely used throughout all of the Military forces in the world, as a form of recognition.

Military Rank and Insignia

In understanding the Army, it is helpful to recognize Military rank structure. The chart below will help you learn the Military insigna and rank structure for Enlisted, Warrant Officers, and Officers. In addition, the U.S. Army standard abbreviation for each rank is listed.

ENLISTED RANK				
E-1	E-2	E-3	E-4	E-4
No Insignia				
Private PVT	Private PV2	Private First Class PFC	Specialist SPC	Corporal CPL
E-5	E-6	E-7	E-8	E-8
Sergeant SGT	Staff Sergeant SSG	Sergeant First Class SFC	Master Sergeant MSG	First Sergeant 1SG
E-9	E-9	E-9		
Sergeant Major SGM	Command Sergeant Major CSM	Sergeant Major of the Army SMA		

OFFICER RANK				
W-1	W-2	W-3	W-4	W-5
Warrant Officer 1 WO1	Chief Warrant Officer 2 CW2	Chief Warrant Officer 3 CW3	Chief Warrant Officer 4 CW4	Chief Warrant Officer 5 CW5
OFFICERS				
O-1	O-2	O-3	O-4	O-5
 Gold	 Silver		 Gold	 Silver
Second Lieutenant 2LT	First Lieutenant 1LT	Captain CPT	Major MAJ	Lieutenant Colonel LTC
O-6	O-7	O-8	O-9	O-10
Colonel COL	Brigadier General BG	Major General MG	Lieutenant General LTG	General GEN

Civilian Geneva Convention Categories and Equivalent Grades

There are no official equivalency grades between Military and Civilian. The equivalency grades shown in the following table were established for the Geneva Convention Category only for the treatment of prisoners of war. They are not used to determine rating chains or determining what grade you qualify for.

GENEVA CONVENTION CATEGORY	GRADE EQUIVALENT	CIVILIAN GRADE GROUPS		
		SES/GS OR EQUIVALENT	FEDERAL WAGE SYSTEM	NAF PAY BAND
V General Officer	O-10, O-9	- -	- -	- -
	O-8	SES*	- -	NF-6
	O-7		- -	
IV Field Grade Officer	O-6	GS-15	Ship Pilots, WS-14 thru WS - 19 WL-15, and Production Support Equivalents	NF-5
	O-5	GS-14, GS-13		
	O-4	GS-12		NF-4
III Company Grade	O-3	GS-11, GS-10	WS-8 thru WS-13 WL-6 thru WL-14 WL-15, and Production Support Equivalents	NF-4
	O-2	GS-9, GS-8		
	W-4, W-3			
	O-1	GS-7		NF-3
	W-2, W-1			
II Non-Commissioned Officer	E-9, E-8, E-7	GS-6	WS-1 thru WS-7 WL-1 thru WL-5 WG-9 thru WG-11	NF-3
	E-6, E-5	GS-5		
I Enlisted	E-4	GS-4	WG-1 thru WG-8	NF-2
	E-3, E-2, E-1	GS-3 thru GS-1		NF-1

*Reference includes Defense Intelligence Senior Level, Defense Intelligence Senior Executive Service, and Senior Leaders.

Military Time

The Military operates off a 24-hour clock, beginning at midnight (which is 0000 hours). So, 1:00 a.m. is 0100 hours, 2:00 a.m. is 0200 hours, and so-on up until 11:00 p.m. which is 2300 hours.

Generally, Military personnel use local time as a reference. When using local time, the Military observes Daylight Savings Time, if recognized by the state or country that the installation is located in.

When it comes to operational matters (such as communications, training exercises, deployments, ship movements, aircraft flights, etc.), the Military must often coordinate with installations and personnel located in other time zones. To avoid confusion, the Military uses the time in Greenwich, England, which is commonly called Greenwich Mean Time (GMT). However, the U.S. military refers to this time zone as Zulu Time, and they attach the "Zulu" (Z) suffix, to ensure the time-zone referred to is clear. It is called “Zulu” because Greenwich is in the 26th

(or “Z”) global time zone (see the phonetic alphabet below).

Military Phonetic Alphabet

A phonetic alphabet is a list of words used to identify letters in a message transmitted by radio or telephone. Spoken words from an approved list are substituted for letters. When speaking, sometimes it becomes necessary to use the phonetic alphabet for spelling words or acronyms to prevent confusion between similar sounding letters, such as “m” or “n.”

A	B	C	D	E	F	G	H	I
Alpha	Bravo	Charlie	Delta	Echo	Foxtrot	Golf	Hotel	India
J	K	L	M	N	O	P	Q	R
Juliet	Kilo	Lima	Mike	November	Oscar	Papa	Quebec	Romeo
S	T	U	V	W	X	Y	Z	
Sierra	Tango	Uniform	Victor	Whiskey	X-Ray	Yankee	Zulu	

ANNEX F: INFORMATION RESOURCES AND COMMON ACRONYMS

This section contains a list of websites where you will find valuable information on a variety of topics that will be useful in your day to day operations. It also includes a list of acronyms used by the Army.

Index of Helpful Websites

SITE	ADDRESS
Army Benefits Center – Civilian	https://www.abc.army.mil
Army Benefits Center New Employee Benefits Tool Kit	https://www.abc.army.mil/NewEmployee/NewEmployeeToolKit.htm
Army Career Tracker	https://actnow.army.mil/
Army Civilian Human Resources site on milSuite (requires CAC)	https://www.milsuite.mil/book/community/spaces/civ-hr/overview
Army Civilian Training, Education and Development System (ACTEDS) Catalog (available on Army Career Tracker)	https://actnow.army.mil/
Army Civilian Workforce Transformation (CWT)	http://www.asamra.army.mil/cwt/
Army Doctrine Reference Publication 1, The Army Profession	http://cape.army.mil/adrp-1/
Army Homepage	www.army.mil
Army Knowledge Online (AKO)	https://www.us.army.mil
Army Regulation 350-1, Army Training and Leader Development	http://data.cape.army.mil/web/character-development-project/repository/ar350-1-2017.pdf
Army Publications Directorate Repository	http://armypubs.army.mil/
Center for Army Profession and Ethic (CAPE)	http://cape.army.mil/
Code of Federal Regulations (Law) **Constitution and Citizenship Day History**	http://www.ecfr.gov/cgi-bin/ECFR?page=browse https://www.constitutionfacts.com/us-constitution-day/history-of-constitution-day/
Defense Finance and Accounting Service (DFAS)	http://www.dfas.mil/
Defense Travel System (DTS)	http://www.defensetravel.osd.mil/dts/site/index.jsp
Department of Veterans Affairs	www.va.gov
Employee Benefits Information System (EBIS)	https://www.ebis.army.mil/
Federal Employee Compensation Act	https://www.dol.gov/owcp/dfec/regs/statutes/feca.htm
Federal Employee Health Benefits Plan (FEHP)	http://opm.gov/insure/
Federal Employee's Retirement System	https://www.opm.gov/retirement-

SITE	ADDRESS
(FERS) Information	services/fers-information/
Federal Employee's Group Life Insurance (FEGLI)	www.opm.gov/insure/life
Flexible Spending Accounts	https://www.fsafeds.com/
GoArmyEd	https://www.goarmyed.com/
How The Army Runs	http://www.dtic.mil/dtic/tr/fulltext/u2/1001713.pdf
Information Assurance Training	https://iatraining.disa.mil/eta/disa_cac2018/launchPage.htm
Joint Travel Regulations	http://www.defensetravel.dod.mil/site/travelreg.cfm
Long Term Care Insurance General Guide	http://www.ltc.com
Long Term Care Insurance – Federal Employee Guide	http://www.opm.gov/insure/ltc/
Medicare Information	http://www.opm.gov/insure/health/medicare/index.asp
Military Installation Locator	http://www.militaryinstallations.dod.mil/MOS/f?p=MI:ENTRY:0
myPay	https://mypay.dfas.mil/mypay.aspx
Office of Personnel Management	https://www.opm.gov/
Office of Workers Compensation Programs (OWCP)	https://www.dol.gov/owcp/
Retirement Information for Federal Employees	http://opm.gov/retire/
Supervisors Development Course	https://usacac.army.mil/organizations/cace/amsc/supervisorDevelopment
The Assistant Secretary of the Army – Development, Manpower & Reserve Affairs	http://www.asamra.army.mil/
Thrift Savings Plan (TSP)	https://www.tsp.gov/index.html
U.S. Army Acquisition Support Center (Acquisition Workforce)	http://asc.army.mil/
U.S. Department of Labor	https://www.dol.gov/
U.S. Equal Employment Opportunity Commission	https://www.eeoc.gov/
U.S. Army Posture Statement	http://www.army.mil/info/institution/posturestatement/
U.S. Army Publishing Directorate (online regulations, pamphlets, manuals, etc.)	https://armypubs.army.mil/
U.S. Government Official web portal for information	http://usa.gov

Commonly Used Acronyms

Acronyms are an important part of Army culture. Below is a list of some of the more commonly used acronyms.

A

AAFES Army and Air Force Exchange Service
ABC-C Army Benefits Center–Civilian
AC Active Component
AC Advanced Course
ACAP Army Career and Alumni Program
ACOM Army Command
ACPM Activity Career Program Manager
ACS Army Community Service
ACTEDS Army Civilian Training, Education and Development System
ACU Army Combat Uniform
ADP Army Doctrine Publication
ADRP Army Doctrine Reference Publication
ADAPCP Alcohol and Drug Abuse Prevention and Control Program
ADT Active Duty Training
AER Army Emergency Relief
AFAP Army Family Action Plan
AFN Armed Forces Network
AFTB Army Family Team Building
AG Adjutant General
AGR Active Guard Reserve
AIT Advanced Individual Training
AJ Administrative Judge
AKO Army Knowledge Online
ALC Advanced Leaders Course
APFT Army Physical Fitness Test
APO Army Post Office
AR Army Reserve
ARIMS Army Records Information Management System
ARNG Army National Guard
ASCC Army Service Component Command
ASL Advanced Sick Leave
AT Annual Training
ATLDP Army Training and Leader Development Program
AWOL Absent without Leave

B

BAH Basic Housing Allowance
BAS Basic Allowance for Subsistence
BC Basic Course
BCT Brigade Combat Team
BDE Brigade
BG Brigadier General (1-Star)
BN Battalion
BRAC Base Realignment and Closure
BUS Bargaining Unit Status

C

CAC Common Access Card (Identification Card)
CAPE Center for Army Profession and Ethic
CBA Collective Bargaining Agreement
CCF Central Clearance Facility
CCPM Command Career Program Manager
CDID Capabilities Development Integration Directorate
CDR Commander
CES Civilian Education System
CESL Continuing Education for Senior Leaders
CFR Code of Federal Regulations
CG Commanding General
CGSC Command and General Staff College
CHR Civilian Human Resources
CI Counter Intelligence
CID Criminal Investigation Division
CINC Commander in Chief
CO Commanding Officer
CO Company
COB Close of Business
COC Council of Colonels
COE Center of Excellence
COL Colonel
COLA Cost of Living Allowance
COMSEC Communications Security
CONUS Continental United States
COOP Continuity of Operations Plans
CP Career Program
CPL Corporal
CPAC Civilian Personnel Advisory Center
CPOL Civilian Personnel On-Line

CPT Captain
CQ Charge of Quarters
CSA Chief of Staff, Army
CSM Command Sergeant Major
CSRS Civil Service Retirement System
CTT Common Task Test
CWO Chief Warrant Officer
CWT Civilian Workforce Transformation

D

DA Department of the Army
DASA Deputy Assistant Secretary of the Army
DCA Director of Community Affairs
DCFSA Dependent Care Flexible Spending Account
DCIPS Defense Civilian Intelligence Personnel System
DCPDS Defense Civilian Personnel Data System
DEERS Defense Eligibility Enrollment Reporting System
DENTAC Dental Activity
DEROS Date of estimated return from Overseas
DFAS Defense Finance Accounting System
DIA Defense Intelligence Agency
D&L Diversity and Leadership
dL distance learning
DOB Date of Birth
DoD Department of Defense
DODIG Department of Defense Inspector General
DOIM Directorate of Information Management
DOR Date of Rank
DPCA Director of Personnel and Community Activities
DPMAP Defense Performance Management and Appraisal Program
DPW Director of Public Works
DRMO Defense Reutilization and Marketing Office
DRU Direct Reporting Unit
DTS Defense Travel System
DSN Defense Switched Network

E

EAP Employee Assistance Program
EBIS Employee Benefit Information System
EFMP Exceptional Family Member Program
EEL Emerging Enterprise Leaders
EEO Equal Employment Opportunity
EEOC Equal Employment Opportunity Commission
EEOCCR Equal Employment Opportunity Compliance and Complaints Review
ELTP Emergency Leave Transfer Program
EN Engineer
EOD Entry-On-Duty
EOD Explosive Ordnance Disposal
EOM End-of-the-Month
ERP Employment Readiness Program
ETM Enterprise Talent Management
ETS Expiration Term of Service

F

FA Field Artillery
FAP Family Advocacy Program
FC Functional Chief
FCP Family Care Plan
FCR Functional Chief Representative
FEDVIP Federal Dental and Vision Insurance Program
FEGLI Federal Employees Group Life Insurance
FEHB Federal Employees Health Benefits
FERS Federal Employees Retirement System
FERS-FRAE Federal Employees Retirement System Further Revised Annuity Employee
FERS-RAE Federal Employees Retirement System Revised Annuity Employee
FICA Federal Insurance Contributions Act
FLSA Fair Labor Standards Act
FMLA Family and Medical Leave Act
FOIA Freedom of Information Act
FONECON Phone Conversation
FORSCOM Forces Command
FOUO For Official Use Only
FRC Family Readiness Center
FSA Flexible Spending Account
FSB Forward Support Battalion
FTX Field Training Exercise

FWS Federal Wage System
FY Fiscal Year
FYI For Your Information

G

GAO General Accountability Office
GED General Education Diploma
GEN General (4-Star)
GO General Officer
GOSC General Officer Steering Committee
GS General Schedule
GSA General Services Administration

H

HCFSA Health Care Flexible Spending Account
HHC Headquarters and Headquarters Company
HQ Headquarters
HQDA Headquarters Department of the Army
HRC Human Resources Command

I

IA Information Assurance
IC Intermediate Course
ID Identification Card
IDP Individual Development Plan
IET Initial Entry Training
IG Inspector General
IMCOM Information Management Command
IMO Information Management Officer
IN Infantry
INFO For the Information of
INSCOM Intelligence and Security Command
IRD Investigations and Resolution Division
IRR Individual Ready Reserves
IRS Internal Revenue Service

J

JAG Judge Advocate General
JROTC Junior Reserve Officer Training Corps

K

KIA Killed In Action

L

1LT First Lieutenant
2LT Second Lieutenant
LES Leave and Earnings Statement
LOD Line of Duty
LOI Letter of Instruction
LTC Lieutenant Colonel
LTCI Long Term Care Insurance
LTG Lieutenant General (3-Star)
LWOP Leave without Pay

M

MAJ Major
MAP Military Assistance Program
MDW Military District of Washington
MEDCOM Medical Command
METL Mission Essential Task List
MFR Memorandum for Record
MG Major General (2-Star)
MI Military Intelligence
MIA Missing In Action
MOA Memorandum of Agreement
MOS Military Occupational Specialty
MOU Memorandum of Understanding
MP Military Police
MRE Meals Ready to Eat
M&S Modeling and Simulation
MSC Major Subordinate Command
MSO Major Subordinate Organization
MTF Medical Treatment Facility
MSG Master Sergeant
MWR Moral, Welfare and Recreation

N

NA Not Applicable
NAF Non-appropriated Funds
NATO North Atlantic Treaty Organization
NCO Noncommissioned Officer
NCOER Noncommissioned Officer Evaluation Report
NCOIC Noncommissioned Officer In Charge
NCR National Capital Region
NDA Non-Disclosure Agreement

NEO Noncombatant Evacuation Operation
NG National Guard
NGB National Guard Bureau
NLT Not Later Than
NPA Notification of Personnel Action
NSA National Security Agency
NSN National Stock Number

O

OASDI Old-Age, Survivors, and Disability Insurance
OBE Overcome By Events
OCIE Organizational Clothing and Individual Equipment
OCONUS Outside Continental United States
OCS Officer Candidate School
OER Officer Evaluation Report
OIC Officer In Charge
OJT On the Job Training
OMB Office of Management and Budget
OMPF Official Military Personnel File
OPM Office of Personnel Management
OPSEC Operations Security
OTAG Office of the Adjutant General
OTIG Office of the Inspector General
OWCP Office of Workers' Compensation Program

P

PAC Personnel Administration Center
PAO Public Affairs Office
PBG Program Budget Guidance
PBO Property Book Officer
PCS Permanent Change of Station
PFC Private First Class
PII Personally Identifiable Information
PIN Personal Identification Number
PKI Public Key Infrastructure
PM Provost Marshal
PMOS Primary Military Occupational Specialty
POC Point of Contact
POE Port of Embarkation
POI Program of Instruction
POM Program Objective Memorandum
POV Privately Owned Vehicle
POW Prisoner of War
PPP Prohibited Personnel Practice
PT Physical Training
PV1 Private
PV2 Private
PVT Private
PX Post Exchange

Q

QLE Qualifying Life Event

R

RA Regular Army
RAPIDS Real-Time Automated Personnel Identification System
RC Reserve Component
RDF Rapid Deployment Force
R&D Research and Development
REG Regulation
REGT Regiment
RET Retired
RFO Request For Orders
RIF Reduction In Force
ROTC Reserve Officer Training Corps
R&R Rest and Recreation
RSVP Reply whether or not you can attend (respondez s'il vous plait)

S

1SG First Sergeant
S1 Personnel
S2 Intelligence
S3 Training/Operations
S4 Supply/Logistics
SAEDA Subversion and Espionage Directed Against Army
SBP Survivor Benefit Plan
SD Staff Duty
SDC Supervisor Development Course
SDNCO Staff Duty Noncommissioned Officer
SDO Staff Duty Officer
SES Senior Executive Service
SETM Senior Enterprise Talent Management
SF Standard Form
SFC Sergeant First Class

SGLI Service Member's Group Life Insurance
SGM Sergeant Major
SGT Sergeant
SIGINT Signal Intelligence
SIR Serious Incident Report
SJA Staff Judge Advocate
SLC Senior Leader Course
SLDR Soldier
SMA Sergeant Major of the Army
SOCOM Special Operations Command
SOP Standard Operating Procedure
SOW Statement of Work
SPC Specialist
SQD Squad
SRB Selective Reenlistment Bonus
SSCRA Soldier's and Sailor's Civil Relief Act
SSG Staff Sergeant
SSN Social Security Number

T

TAADS The Army Authorization Documents System
TAG The Adjutant General
TBA To Be Announced
TBD To Be Determined
TDA Table of Distribution and Allowances
TDY Temporary Duty
TIG Time In Grade
TJAG The Judge Advocate General
TLA Temporary Living Allowance
TMP Transportation Motor Pool
TRADOC Training and Doctrine Command
TSG The Surgeon General
TSP Thrift Savings Plan
TW Telework

U

UCMJ Uniform Code of Military Justice
UFR Un-financed Requirement
USAR United States Army Reserve
USAREUR United States Army Europe
USASOC United States Army Special Operations Command
USC United States Code
USMA United States Military Academy
USO United Services Organizations

V

VA Veteran Affairs
VLTP Voluntary Leave Transfer Program
VRA Veterans Recruitment Appointment

W

WG Wage Grade
WIA Wounded In Action
WIC Women, Infant and Children Program
WO Warrant Officer

X

XO Executive Officer