



DEPARTMENT OF THE ARMY  
INSTALLATION MANAGEMENT COMMAND PACIFIC  
HEADQUARTERS, UNITED STATES ARMY GARRISON HUMPHREYS  
UNIT #15228  
APO AP 96271-5228

IMHM-HR

2 August 2017

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy #109, Onboarding of Military Personnel and Civilians (DAC and LN) Assigned to USAG-Humphreys and Area III

1. References:

- a. IMCOM Campaign Plan 2025 and Beyond.
- b. IMCOM Policy Memorandum 5-2, IMCOM Service Culture Initiative (SCI), 21 April 2017.
- c. IMCOM OPORD 17-061, IMCOM Service Culture Initiative Campaign, 3 May 2017.
- d. Family and Morale Welfare and Recreation Customer Service Program Policy, March 2010.

2. This policy is effective immediately and will remain in effect until rescinded or superseded.

3. Purpose. To implement IMCOM mandatory Policies and Procedures on Personnel Onboarding Program, a component of the IMCOM Service Culture Initiative.

4. Applicability. This policy applies to all assigned Military, DA Civilians, and Local Nationals.

5. Objective. The On-boarding Program is a five-phased approach that provides a methodology and process to prepare new IMCOM professionals to become active members of the IMCOM Team of Professionals as quickly as possible. It establishes a sense of community and belonging to IMCOM, instills Army Values and results in increased employee performance and turnover.

6. Responsibilities.

- a. Supervisors/Leaders will execute the requirements of the IMCOM Onboarding Program as outlined in reference 1c above. The guidelines and tools will assist you in the proper welcome of new personnel assigned to your team.

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b. Individuals will complete in-processing requirements IAW HHC, USAG-Humphreys In-processing Checklist for Military Personnel (Encl 1) and CPAC In-processing Checklist for Civilians (Encl 2) provided by Civilian Personnel Advisory Center-Humphreys. Completed checklists will be turned in to the Directorate of Human Resources (DHR).

7. Procedures. I expect all leaders, at all levels to actively engage themselves in their organizations and the welfare of their workforce to create a culture of excellence. This begins with our most valued resources-people. We want them to not only join the team, but stay on the IMCOM team and share in our successes as we deliver the best programs and services for our Soldiers, Retirees, Family Members, Civilians, Contractors, and other personnel who make USAG-Humphreys and Area III a great place to live and work.

8. The Proponent for this policy is the Directorate of Human Resources, 753-6736.

2 Encls

1. HHC, USAG-H In-processing Checklist for Military Personnel
2. CPAC In-processing Checklist for Civilians



SCOTT W. MUELLER  
COL, AR  
Commanding

DISTRIBUTION:  
USAG Humphreys Website



## USAG-HUMPHREYS INPROCESSING CHECKLIST



NAME		RANK	ORDERS NUMBER
ASSIGNED UNIT		DEROS DATE	DATE OF ORDERS
1	CAC BLDG S110MUTLIPURPOSE ROOM		
A	4 COPIES OF ORDERS		
B	4 COPIES OF ANY AMMENDED ORDERS		
2	FINANCE TRAVEL BLDG S544 1st FLOOR / 753-8209		
3	ITO HHG/ HOLD BAGGAGE S544 2ND FLOOR / DSN 753-6629		
A	Schedule Delivery of Inbound Shipment (ITO INBOUND)		
B	Schedule Shipment from CONUS (ITO OUTBOUND)		
4	RATION CONTROL S544 1ST FLOOR // DSN 753-3012		
5	DBIDS BLDG S544 1ST FLOOR / DSN 753-5931		
A	Enroll Military ID Into DBIDS System		
B	Vehicle Registration (Authorized Personnel)		
6	HOUSING OFFICE BLDG T307 / DSN 753-7358		
7	CENTRAL ISSUE FACILITY BLDG T616 / DSN 753-3438		
8	MEDICAL/APPOINTMENT BLDG S555 / DSN 753-8388		
9	DENTAL/APPOINTMENT BLDG S555 / DSN 753-6559		
10	TRICARE BLDG S576 / DSN 737-2780		
11	ARMY COMMUNITY SERVICE BLDG S311 / DSN 753-8401		
A	Korean Head Start Program (Memo from Orderly Room)		
B	Newcomers Briefing Conducted Weekly on Tuesdays (at Post Theatre, 0830hrs-1200)		
12	EDUCATION CENTER BLDG S300 / DSN 753-8901		
13	FINANCIAL PLAN ACS FAMILY READINESS CENTER S311 / DSN 753-8401		
A	Personal Financial Readiness Training (Every Monday 0930-1630 for initial term Soldiers only)		
14	DEERS and VOTING ASSISTANCE OFFICE BLDG S544		

End 1

**IN-PROCESSING ORIENTATION CHECKLIST  
U.S. CITIZEN EMPLOYEE  
(EIGHTH UNITED STATES ARMY REGULATION 690-5)**

EOD Date:  
CPAC: Area III, USAG  
Humphreys, Pyongtaek

<b>NAME:</b>	<b>ORGANIZATION:</b>	<b>JOB TITLE:</b>
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**SECTION 1: GENERAL ORIENTATION – CONDUCTED BY CIVILIAN PERSONNEL ADVISORY CENTER (CPAC)**

1	ABC Benefits Pamphlet, Health Benefits, and Life Insurance (Election Form & Designation of Beneficiary)	11	Union Grievance Procedures/DoD Administrative Grievance System (MER: Ms. Jerry Hines 753-8763)
2	Emergencies: CONUS (via Red Cross); Status of Forces Agreement – SOFA card (USFK FL 1EK)	12	Leave Administration (Sick, Annual, Home, Environmental Morale Leave – EML, Family Medical Leave Act – FMLA & Family Friendly Leave Act - FFLA)
3	Retirement Systems/Thrift Savings Plan (TSP)	13	Security Clearances (PSIP)
4	Salary and Deductions (Bonds/Allotments, Direct Deposits, Tax Withholding, E/MSS) <a href="http://www.dfas.mil">www.dfas.mil</a>	14	Command Sponsorship
5	Civilian Pay Inquiries (☎ CSR: 723-4606 & 723-4606)	15	Verification of Military Service (SF 813) for Leave Adjustment (if applicable)
6	DoD ID Card (DD Form 1172, 1172-2) and Geneva Conventions Card (Pass & ID, DBIDS)*	16	Allowances (Living Quarters Allowance, Temporary Quarters Subsistence Allowance, Separate Maintenance Allowance, Post Allowance, and Post Differential)
7	Guidelines for Reporting & Documenting Job-Related Injuries/Illnesses (Management-Employee Rel. Spec.)	17	Travel & Transportation Entitlements (Renewal Agreement Travel - RAT)
8	Training Opportunities (CPOL-CPOC Website @ <a href="http://www.cpol.army.mil">http://www.cpol.army.mil</a> )	18	ACS Newcomers Orientation & Spouses (Every Tuesday, Super Gym, ACS 753-8401)
9	Merit Promotion and Job Vacancies (USA JOBS Website @ <a href="http://www.usajobs.gov">http://www.usajobs.gov</a> )	19	CPAC Orientation: 1 <sup>st</sup> Wednesday, 1330 in new pay period
10	Personal Property Shipments (HHG/NTS/POV)	20	Anti-Terrorism Training Date: _____
21	Signature of CPAC Representative Conducting Orientation Migdalia Rosado Diaz		

**SECTION 2: JOB SITE ORIENTATION BY EMPLOYEE'S SUPERVISOR**

(Note: The items with the '+' are required to be completed w/i 72 hours after arrival into their unit or organization IAW USFK Reg 614-2)

1. Outline Command Mission And Organization	4. Brief Employee On:
2. Review With Employee:	Mandatory Theater Specific Training (refer to the USFK website & USFK Regulation 350-2; verify certificate of completion)
Position Description	Korean Cultural Awareness (IAW USFK Regulation 600-55)
Performance Appraisal Procedures/Incentive Awards Program	Sexual Assault Prevention & Response (SAPR)
Standards of Conduct (5 CFR Part 735 and DODD 5500.7) & Discipline/Equal Opportunity+ (including Prostitution and Human Trafficking [PH&T] and Sexual Misconduct)	Responsibilities for Housing/Utility Payments & Misuse of allowances/benefits (refer to section 1, item 16 above)
Safety Procedures	Banking/Medical/Recreational/Transportation Facilities
Combined Forces Relationship	Post Office and Mail Distribution
Use of Non-Tactical/Unit Vehicles	Estate Planning In Case Of Death (Legal Assistance Office ☎)
3. Explain Policy And/Or Procedures On:	5. Schedule:
Career Management (Identify Career Program Manager)	Introduction to Fellow Employees
Equal Employment Opportunity (EEO)	Introduction to Commander and Staff Offices
Off-Limits Establishments	SAEDA Briefing (accomplished thru supporting S-2 section or equivalent)
Ration Control (USFK Regulation 60-1)/Black Marketing	Noncombatant Evacuation Operations (NEO) Briefing/Intro to NEO Warden/Issuing NEO Packet & Memorandum by Supporting Activity or Unit (should be done ASAP)
Status Of Forces Agreement (SOFA) Rights and Responsibilities	Central Issue Facility – (also consider EEC/MECs, family members)
Personal Use of Telephone and Computer	Driver's License
Consumption of Alcohol	E-mail Account thru servicing Installation Management Office (IMO)
Security (Army Regulation 380-5)	Anti-Terrorism Level I training ( <a href="https://atlevel1.dtic.mil/at/">https://atlevel1.dtic.mil/at/</a> )
Overtime/Compensatory Time & Leave Procedures	In-processing with Security Team Bldg 577, 1 <sup>st</sup> floor
Use of Government Credit Card (if applicable)	NOTE: THE SUPERVISOR SHOULD BE KNOWLEDGEABLE OF THE INFORMATION OR AWARE OF THE APPROPRIATE POCs, AGENCIES, OR SUBJECT MATTER EXPERTS

SIGNATURE OF ORIENTATION SUPERVISOR	SIGNATURE OF EMPLOYEE	DATE
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\*\*\*\*\*RETURN THIS FORM TO THE CIVILIAN PERSONNEL ADVISORY CENTER (CPAC) W/ 30 DAYS OF ARRIVAL\*\*\*\*\*

Encl 2

## IMCOM Onboarding Program

### Introduction – Purpose

The purpose of the IMCOM Team Member On-boarding Program is to provide guidance and a framework for the welcome and integration of all newly assigned Soldiers and civilians to Installation Management Command (IMCOM). It applies to all echelons and subordinate commands within IMCOM.

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

To that end, the guidelines and tools provided within the IMCOM Team Member On-boarding Program will help us begin, enhance, or expand onboarding programs within the command. The program is intended to start a comprehensive onboarding program from scratch, or find new ideas, best practices, or additional resources to enhance current programs.

### Part 1 - Philosophy, Principles and Tips

**What is on-boarding:** On-boarding is the process of acclimating and welcoming new team members into an organization and providing them with the tools, resources, and knowledge to become successful and productive.

While orientation prepares a team member for their first day of work, on-boarding is a broader, more long-term process that helps new team members acclimate smoothly, perform better in their jobs sooner, and gain a clear understanding and establish a closer connection to IMCOM's unique culture and values – all toward becoming an engaged and contributing part of the IMCOM Team.

On-boarding starts before the team member arrives and often encompasses a full series of activities over a professional's first year within IMCOM. Successful on-boarding requires commitment and effort, not only by the new team member, but by leaders at all levels within the organization.

**Why is on-boarding important:** Research has established a strong connection between an employee's sense of belonging (community) to an organization or business and its relationship to improved productivity and organizational effectiveness. Engaged team members are willing to take extra initiative and put extra effort into work responsibilities. Additionally, employee/team member sense of belonging to the

organization promotes the perception that their work matters to the success of the organization's overall mission.

Engaged team members:

- Use discretionary effort.
- Are motivated to do their best work.
- Are connected to the IMCOM Team – they feel a sense of belonging to our organization.
- Contribute to the overall success, and understand their role in support of the IMCOM mission.
- Function as an engaged ambassador on behalf of IMCOM to coworkers, potential team members, the Soldiers and Families we support, and local communities.

The best way to successfully engage team members is through a meaningful on-boarding process. On-boarding ensures that new team members feel welcome, informed, prepared, and supported. This increases team member success, satisfaction, and retention, allowing IMCOM to meet its goals and fulfill its mission.

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

On-boarding is more than just in-processing and completing administrative requirements or annual training. It is where we communicate who IMCOM is; what we stand for, our culture, our values – it sets the new team member up to be a successful and contributing member of our Team. It has the benefit of retention, but also development.

IMCOM's on-boarding program will set the foundation for a well-engaged team member who is a champion of IMCOM's mission, goals, and Army values.

***IMCOM Team Member On-boarding Program Goals:*** IMCOM's Team Member On-boarding Program aims to:

- Welcome and successfully orient new team members – create an initial positive impression that IMCOM is a professional organization comprised of engaged, caring and supportive leaders.
- Increase new team members' initial productivity; educate them on IMCOM's mission, culture, goals, and principles through a comprehensive team member and leader centric on-boarding process.
- Improve retention rates and the engagement of new professionals. By providing the wide array of information that team members need in order to feel engaged, successful, and connected to the IMCOM Team, this program will reduce time

spent rehiring and retraining, leading to a reduction in our downtime costs and an increase in overall organizational productivity.

- Increase new team members' chance to succeed while reducing the level of apprehension and frustration often experienced in starting a new position.
- Provide in-depth, timely information over an extended period of time, so that the information is useful and memorable for the new team member.
- Provide new IMCOM professionals' specific job related training, ensuring they have a clear understanding of their roles and responsibilities, the requisite knowledge and tools to perform their duties, and a clear understanding of organizational expectations.
- Increase team member engagement within the organization. Offer new IMCOM professionals the opportunity to meet other new and long-standing team members, to include leaders, within the organization at a variety of forums and times, thereby involving and immersing them in the IMCOM culture and Army values from an early date of their tenure within IMCOM. This fosters early engagement, a sense of belonging, enhancing initial productivity and contribution to our organization.
- Offer a systematic method for introducing new professionals to IMCOM as a whole; mission, organizational structure, key personnel, customers – supported units and community, and policies, processes and procedures. This provides new team members a contextual structure to understand where they fit within the overall mission of IMCOM, the garrison and their specific directorate, division or branch. This also supports a team member's sense of belonging within IMCOM.
- Improve their productivity, engagement, morale, and overall chance for success.

***Leaders are the Critical Link:*** The number one factor in team member engagement is the relationship with their supervisor (leader). On-boarding is the most effective way to get that relationship off to a good start and to maintain it throughout the professional's tenure with IMCOM.

Leaders, at all levels, are the most influential person in the on-boarding process. It is a leaders' responsibility to welcome our new professionals and introduce them to our organization's culture and Army values.

New team members arrive eager and excited about joining a new team. They want to make a positive impression and to contribute to the organization. They want to feel like they are an integral part of the team – quickly. It is a leader's job to channel that energy toward success by helping them become readily acclimated and integrated within your organization. A leader's on-boarding role, which begins before their first day and lasts through their first year, is crucial. The more effective and engaged leaders are, the more effective and engaged your team member will be.

Leaders are the critical link in this process. Following the guidelines and using the tools provided in the IMCOM On-boarding program will help us be successful in this endeavor.





**Guiding Principles:** The IMCOM On-boarding Program is built on 4 pillars— (1) Leader Engagement/Involvement, (2) Orientation to Organizational Culture, Principles, Expectations, and Army Values, (3) Career Support and Professional Development, and (4) Building Beneficial Relationships.

**1. Leader Engagement/Involvement:** An effective on-boarding program requires leader commitment, involvement and engagement at all levels. Leaders must take an active role in ensuring that new team members are properly welcomed and on-boarded within the organization. Leaders set the tone and create the initial first impression of the organization and its people in the mind of the new team member. This begins with the initial contact (welcome letter or e-mail), ensuring the assignment of, and active engagement of a sponsor, and participating in on-boarding activities. It is critical to actively follow and take an interest in ensuring the new professional receives everything they need to become a contributing member of the organizational team as quickly as possible. Leaders should be engaged in and establish the conditions of a successful on-boarding program.

**2. Orientation to Organizational Culture, Principles, Expectations, and Army Values:** While we may assume that new team members will learn IMCOM culture, principles, and understand your organizations expectations by socializing with other members of the Team, cultural norms can be elusive and ill-communicated – thus, culture is not something we should leave to chance. Ensuring that all new IMCOM professionals, early on in their tenure with our organization, gain an understanding of IMCOM's mission (what we do and why), our unique culture, values, and organizational expectations is critical to ensuring early team member engagement and productivity. The IMCOM On-boarding Program offers a variety of tools to accomplish this. Foremost is the IMCOM Team Member Orientation (TMO) forum. TMO should be attended within the first 30 days of the team member's arrival. TMO focuses on orienting new professionals to IMCOM's culture, mission, principles, Army values, and providing the team member an understanding of where they fit in to the organization. Additionally, showing how their efforts support Army readiness and contribute to the overall accomplishment of the organizational and IMCOM mission gives them a sense of belonging to the larger organization.

**3. Career Support and Professional Development:** The process and effort to acclimate a new team member to IMCOM and your organization should begin the moment we offer them the position, and the process should continue for a full year after they begin work. Considering that almost a third of IMCOM professionals who have been in their current job less than six months are already job searching, offering ongoing career support, assistance, and guidance during the early months is one of the most important things we can do to ensure we retain our professionals. This includes ensuring our team members are provided clear performance standards and are assisted in developing an initial individual development plan (IDP); then refining as the year progresses. Provide performance feedback – both formal and informal. Providing team

members the necessary job specific training to accomplish his/her responsibilities, and making known to IMCOM professionals the opportunities for training and professional development.

**4. Building Beneficial Relationships:** A new IMCOM team member may not know who to turn to if they want to share an idea or have questions about their role and specific processes. Being confident and fitting in at a new organization means not just having a mentor, but also having a “work buddy” and peers to interact with. This means actually having someone there to be supportive every step of the way. New team members will perform at much higher levels when they have strong interpersonal networks.

Successfully welcoming and on-boarding a new IMCOM professional requires planning, careful thought, and effort – especially from leaders. However, it is effort worth spending. The IMCOM On-boarding Program aims to provide a supporting and welcoming environment to its new professionals, with the goal of gradually inculcating them with the unique culture of IMCOM. Our on-boarding program is designed to bring new IMCOM professionals up to speed, while actively involving and engaging them as part of IMCOM’s team member centric culture. IMCOM leaders, at all levels, take pride in our professionals, seeking to recruit and retain only the best team members – those that demonstrate Army values and the IMCOM principles of S.E.R.V.I.C.E. (Service, Excellence, Respect, Visionary, Integrity, Communication, Empowerment). IMCOM’s on-boarding program will help ensure that those who are new to the organization fully understand and embrace these values and will rapidly integrate into our organization, becoming engaged, highly motivated and productive members for years to come.

## **Part 2 - Five Phased Approach**

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

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

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

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

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

**Phase 4:** Orientation – First 30-180 Days. This phase focuses on orienting the new IMCOM professional to the specific nuances of the Army, IMCOM and their parent organization. This includes ensuring the team member understands the culture, mission, values and expectations of their organization. Central to accomplishing this is team member and leader participation in IMCOM Team Member Orientation (TMO). This phase also includes providing the new IMCOM professional specific job related training to perform their duties. As this phase progresses, leaders regularly engage with and dialogue, providing performance feedback to the new team member, answering questions, and continuing to build a positive relationship. New team members should also receive customer service (Operation Excellence (OPEX)) training as part of this phase.

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

## Guidelines

Align to Mission, Vision, Values, Principles    Connect to Culture, Strategic Goals, Priorities    Leadership Involvement & Engagement    Applies to All Professionals

### ROLES

+ FIRST LINE LEADERS

+ BRANCH & DIVISION CHIEFS, DIRECTORS

+ TEAM MEMBERS

### PHASES AND KEY ACTIVITIES

PRE-ARRIVAL	ARRIVAL - WELCOME	IN-PROCESS FIRST 30 DAYS	ORIENTATION FIRST 30-180 DAYS	INTEGRATION - COMPLETION FIRST YEAR
<ul style="list-style-type: none"> <li>• Contact new Team Member</li> <li>• Send Welcome Letters</li> <li>• Assign Sponsor - Ensure Sponsor contacts Team Member</li> <li>• Provide Welcome Packet</li> <li>• Prepare Leader On-boarding Checklist</li> <li>• Begin Administrative Coordination (IT Access, Set up Work Area/Station, Nametag, etc.)</li> <li>• Prepare to assign meaningful work</li> <li>• Sponsor coordinate arrival date &amp; link-up location</li> <li>• Coordinate w/HR/CPAC for onboarding requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Personalize Welcome</li> <li>• Confirm onboarding requirements w/HR/CPAC</li> <li>• Supervisor &amp; Sponsor work administrative tasks</li> <li>• Link-up &amp; meet new Team Member – sponsor escort to work area</li> <li>• First Line Leader Welcome/Staff Introduction               <ul style="list-style-type: none"> <li>- Tour (work area &amp; Installation)</li> <li>- Review admin procedures</li> <li>- Welcome new Team Member – Introduce to Team</li> </ul> </li> <li>• Assign workplace “Buddy” (in addition to sponsor)</li> </ul>	<ul style="list-style-type: none"> <li>• In-process</li> <li>• Provide Team Member necessary tools to accomplish job (work space, IT, security, CAC Card, GTC, etc.)</li> <li>• Perform Initial Counselling w/First Line Leader               <ul style="list-style-type: none"> <li>- Review Job Description, Performance Standards, Expectations</li> <li>- Develop initial IDP</li> <li>- Discuss individual goals</li> </ul> </li> <li>• Integrate into IMCOM &amp;/or Garrison Culture</li> <li>• Introduce Team Member to Senior Leaders</li> <li>• Coordinate attendance to IMCOM Team Member Orientation (TMO)</li> </ul>	<ul style="list-style-type: none"> <li>• Attend IMCOM Team Member Orientation (TMO)               <ul style="list-style-type: none"> <li>- Focus: IMCOM – Garrison Culture, Values, Expectations</li> <li>- Leader Participation</li> </ul> </li> <li>• First Line Leader - Team Member Meeting               <ul style="list-style-type: none"> <li>- Seek feedback on onboarding experience</li> <li>- Discuss Team expectations - answer employee questions</li> </ul> </li> <li>• Provide essential job training</li> <li>• Monitor performance &amp; provide feedback               <ul style="list-style-type: none"> <li>- Quarterly Counselling</li> </ul> </li> <li>• Attend OPEX - customer service training</li> </ul>	<ul style="list-style-type: none"> <li>• Seek feedback on onboarding experience</li> <li>• Encourage participation in training/learning/professional development opportunities</li> <li>• Recognize positive Team Member contributions - achievements</li> <li>• Provide formal &amp; informal feedback on performance</li> <li>• End of Year Counseling               <ul style="list-style-type: none"> <li>- Review – Refine IDP</li> </ul> </li> <li>• Complete Annual Training Requirements               <ul style="list-style-type: none"> <li>- Option: Conduct two-day TMO w/2<sup>nd</sup> Day focused on Annual Training Requirements</li> </ul> </li> </ul>

### OUTCOMES

High team member job satisfaction level    Retention of high-performing professionals    Continued team member engagement & commitment    Faster time-to-productivity

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

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

#### Organizational Welcome Activities

Command Welcome Letter (HQ IMCOM, IMCOM Directorate, Army Environmental Command, Garrisons). Provided by organizational commander, deputy or chief of staff of the gaining organization.

Director, division, branch chief *Welcome Letter* or e-mail.

- o Includes notification/identification of sponsor and contact information.

Assignment of sponsor.

- o Sponsor contacts new IMCOM team member.
- o Sponsor sends new employee a welcome letter or e-mail. Includes contact information and basic information the new employee might need supporting his/her arrival.
- o Sponsor sends organizational – garrison welcome packet (if available).

Administrative coordination (conducted by sponsor or first line leader).

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

- o Equipment.
- o Nametag.

### **Sponsorship – Sponsor Responsibilities**

Sponsor contacts new IMCOM professional.

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

### ***Phase 2: Arrival – Welcome***

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

Pick up new IMCOM professional at CPAC or designated link-up point upon first arrival.

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

First line leader welcomes new IMCOM professional.

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

#### **Sponsor and Sponsorship**

Facilitate on-boarding and in-processing process.

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

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

In-processing and administrative requirements (provide team member necessary tools to accomplish job).

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

Initial counselling with first line leader.

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

Key leader welcome meetings/office call.

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

Sponsor coordinate attendance to IMCOM Team Member Orientation (TMO).

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

IMCOM Team Member Orientation (TMO).

- Goal: conduct within 60 days of arrival (that is, requires monthly execution).
- Methodology: Based on Army/Adult Learning Model (interactive).
- Focus: IMCOM & Garrison culture – Army values – IMCOM principles – team member and organizational expectations.
- Who is IMCOM – Mission, Vision, Principles (desired behaviors), Army values, service culture, empowerment, Team (that is, “IMCOM 101” but focused on defining the organizational culture).
- “We Are IMCOM” Presentation.
- Army, IMCOM HQ, IMCOM Directorate, Garrison overview.
- Organizational overview.
- Culture.
- Organizational structure.
- Organizational relationships.
- Key people (installation and community).
- Who the IMCOM Directorate/Garrison supports – supporting commands.
- Community relationships.

- Key organizational focus areas/priorities.  
*Intent: show – identify to new team members where they fit into IMCOMs support to the Army, Soldiers, Families and community. Connect the team member's role to the Army, IMCOM and the IMCOM Directorate/Garrison mission (that is, where your job fits in – done via interactive exercise).*
- HQ IMCOM, IMCOM Directorate, garrison policies and procedures (that is, how you operate).
- Leader (preferably GC or DGC) presentation on organizational recognition program.
- Leader participation and engagement in TMO – Introduction to key people.
- Presentation and discussion on the IMCOM Leadership Pledge.
- Presentation and discussion on the IMCOM Pledge to our Customers.
  - Highlight empowerment and individual responsibility.
- Installation tour (optional).
- Social (optional). Ex: Have all/available garrison senior leadership (GC, DCG, GCSM, directors, division chiefs, etc.) meet new employees at installation club/facility for meet and greet social following completion of the TMO.
- Optional TMO agenda items: (conducted by the 5x5 method – divide TMO participants into 5 groups – rotate topic/program subject matter expert (SME) to each group – spend 5-10 minutes at each group discussing the topic/program).
- Employee resources - who should employees contact when professional or personal issues and conflicts arise?
- Employee assistance program.
- Standards of conduct.
- Workplace safety.
- Equal opportunity employment.
- Sexual harassment.

Team member – first line leader meeting.

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

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

Provide essential job training.

Monitor performance – provide feedback.

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

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

### ***Phase 5: Integration – through completion of the team member's first year***

Conduct periodic counselling.

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

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

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

Regular leader communication with team member.

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

Obtain feedback on the on-boarding process.

- Conducted twice (minimum).
- Purpose: obtain feedback on on-boarding process, answer team member questions.
- Can be conducted during performance counseling.

Provided end of year counselling.

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

Complete annual training requirements.

### **Part 3 - Products**

**Service Excellence Performance Standards:** The following are example – recommended leader and IMCOM professionals' performance standards associated with delivering service excellence. They provide not only the specific leader responsibilities associated with creating a work environment conducive to delivering service excellence, but specific behaviors desired of our leaders and team members. Since requirements and expected behaviors often vary dependent on duty position and the level of responsibility, recommended performance standards are provided in the following categories: 1) Executive (Garrison Commanders, Deputy Garrison Commanders, Garrison Managers, Garrison Command Sergeant's Majors), 2) Director, Division and Branch Chief, 3) First Line Leader, and 4) Employee



Given performance standard content restrictions/limitations associated with the New Beginnings Civilian Personnel Appraisal Program, it is recommended that the employee performance standards outlined below be used as a reference or supplement to a service culture initiative entry on the employee's official performance standard (that is, employee will adhere to the standards and principles identified in the IMCOM Service Culture Initiative.

**Executive:** Garrison commanders, deputy garrison commanders, garrison managers, garrison command sergeant's majors

- Foster, implement and maintain an organizational culture that embraces the concepts of team, teamwork, empowering individuals, and leader engagement with team members, customers and the community.
- Ensure the garrison has a robust program to welcome and on-board all new IMCOM professionals. Ensure all new team members are assigned a sponsor. Actively participate in the welcoming and IMCOM Team Member Orientation of all new IMCOM professionals. Ensure that leaders at all levels take an active role in the welcoming, orientation, and on-boarding of new IMCOM professionals.
- Ensure all team members have relevant and clear performance standards. Performance standards will include standards for service excellence. Ensure directorate/division/branch chiefs conduct annual reviews ensuring first line supervisors/leaders review performance standards with each team member as part of performance counseling.
- Ensure all IMCOM professionals have relevant and attainable IDPs. Ensure directorate/division/branch chiefs conduct semi-annual reviews ensuring first line supervisors/leaders review IDPs with each professional as part of career development counseling. Ensure leaders, at all levels, take an active role in team members achieving mutually agreed upon IDP goals. [Active role is defined as: conducting semi-annual IDP reviews with employees to determine and review progress toward achieving stated IDP goals].
- Establish and maintain a holistic team member and organizational recognition program to reward service and performance excellence. Adhere to the principles of the IMCOM Recognition Program (Encl 3).
- Establish and maintain a culture of two-way communication with employees. Establish mechanisms and processes to receive employee feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness, organizational environment and leader engagement. Ensure team members are informed of actions taken or not taken (and why) based on feedback-input provided.
- Establish and maintain a culture of two-way communication with customers. Establish mechanisms and processes to receive customer feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness and customer relations. Ensure customers are informed of actions taken or not taken (and why) based on feedback-input provided.

- Promote and provide (based on available resources) team member and organizational training and professional development opportunities to enhance skills and maximize employee growth and develop.
- Establish a culture that ensures all within the garrison are accountable for established performance standards, commitment to a service excellence culture, and demonstrate Army values and IMCOM principles (S.E.R.V.I.C.E.).

#### **Directors, Division and Branch Chiefs:**

- Foster, implement and maintain an organizational culture that embraces the concepts of team, teamwork, empowering individuals, and leader engagement with team members, customers and the community.
- Ensure new IMCOM professionals receive a welcome letter or welcome e-mail upon team member selection/acceptance of position from their first line supervisor/leader. Ensure all new team members are assigned a sponsor. Ensure all new team members fully execute the components of the garrison on-boarding program to include participation in IMCOM TMO. Take an active role in the welcoming, orientation, and on-boarding of new IMCOM professionals. [Active role is defined as physical attendance and participation in TMO and on-boarding activities for new team members].
- Ensure all IMCOM professionals have relevant and clear performance standards. Performance standards will include standards for service excellence. Ensure that first line supervisors/leaders review performance standards with each team member as part of performance counseling.
- Ensure all IMCOM professionals have relevant and attainable IDPs. Ensure that first line supervisors/leaders review IDPs with each team member as part of career development counseling. Ensure leaders, at all levels, take an active role in team members achieving mutually agreed upon IDP goals. [Active role is defined as: conducting semi-annual IDPs reviews with team members to determine and review progress toward achieving stated IDPs goals.]
- Fully support the garrison team member and organizational recognition program to reward service and performance excellence. Ensure first line supervisors/leaders recognize and reward team members and organizational teams for their commitment to service excellence and demonstration of Army values and IMCOM principles (S.E.R.V.I.C.E.). Promote both formal and informal recognition of team members and organizational teams.
- Establish and maintain a culture of two-way communication with IMCOM professionals. Establish mechanisms and processes to receive team member feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness, organizational environment and leader engagement. Ensure team members are informed of actions taken or not taken (and why) based on feedback-input provided.

- Establish and maintain a culture of two-way communication with customers. Establish mechanisms and processes to receive customer feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness and customer relations. Ensure customers are informed of actions taken or not taken (and why) based on feedback-input provided.
- Promote and ensure first line supervisors/leaders support team member and organizational training and professional development opportunities to enhance skills and maximize team member growth and development.
- Establish a culture that ensures all within the directorate/division/branch are accountable for established performance standards, commitment to a service excellence culture, and demonstrate Army values and IMCOM principles (SERVICE).

### **First Line Leaders:**

- Foster, implement and maintain an organizational culture that embraces the concepts of team, teamwork, empowering individuals, and leader engagement with team members and customers. Empower and encourage the demonstration of team member and team initiative to improve operations and support to customers.
- Ensure new IMCOM professionals receive a welcome letter or welcome e-mail upon team member selection/acceptance of position. Ensure new team members are assigned a sponsor. Ensure all new team members fully execute the components of the garrison on-boarding program to include participation in IMCOM TMO. Take an active role in the welcoming, orientation, and on-boarding of new team members. [Active role is defined as ensuring the employee attend all on-boarding and TMO requirements, meeting with team member following the completion of orientation requirements to fully address all team member questions.]
- Ensure IMCOM professionals are provided relevant and clear performance standards. Performance standards will include standards for service excellence as developed by the first line leader. Review performance standards with each team member as part of performance counselling.
- Ensure all IMCOM professionals have relevant and attainable IDPs. Review IDPs with each team member as part of career development counseling. Actively manage team member professional development based on the IDP.
- Ensure IMCOM professionals and organizational teams are recognized as part of the garrison recognition program to reward service and performance excellence. Promote both formal and informal recognition for their commitment to service excellence and demonstration of Army values and IMCOM principles (S.E.R.V.I.C.E.).
- Foster a culture of two-way communication with team members and customers. Regularly engage with your IMCOM professionals; keep them informed on relevant employee, customer and organizational information.

- Establish mechanisms to receive team member and customer feedback and input. Analyze, assess and utilize (as warranted) feedback-input as a mechanism to improve performance, effectiveness, organizational environment and leader engagement. Ensure team members are informed of actions taken or not taken (and why) based on feedback-input provided.
- Identify team member and team training and professional development opportunities to enhance skills and maximize employee growth and development. Actively support participation of team member and team training and professional development opportunities to the maximum extent based on mission requirements and fiscal capability.
- Establish a culture that ensures all within the organizational team are accountable for established performance standards, commitment to a service excellence culture, and demonstrate Army values and IMCOM principles (S.E.R.V.I.C.E.).

### Employees:

- **Cheerful Greeting:** Greet customers within 15 seconds of main door entry, actively engage with customers by greeting, welcoming, identifying your name and organization, smile, use friendly tone or voice, and make eye contact with customer.
- **Positive Communication:** Use a professional conversational tone, display appropriate body language (make eye contact, smile/show concern or empathy as appropriate), use appropriate tone of voice (avoid sarcasm, sighing to show annoyance/frustration), focus on what you can do to solve the problem (avoid focusing on what we can't do), explain complicated information in a manner that is easy to understand, respond to questions in a timely, accurate and courteous manner, give customers full attention and avoid multi-tasking.
- **Show a Positive Image – Be Professional:** Ensure nametag is on and visible, adhere to local uniform/dress code/grooming standards, maintain a clean and organized workplace that is absent of clutter, demonstrate positive professional behavior that reflects Army Values and IMCOM Principles.
- **Teamwork:** Communicate as a member of your organization/team ("we" not "they"), coordinate handoffs with team-members, talk positively about the team, provide information to and willingly share knowledge and skills with team members, relate criticism/information only to involved parties (avoid gossip), offer solutions versus simply complaining.
- **Own Your Job – Ownership:** Follow policies, SOPs, regulations, established processes, communicate to customers why those policies, etc. exist when asked or needed, provide customers accurate information and resources, solicit input

from customers on their needs and expectations, deliver on organizational and personal promises, and take actions to meet the needs of the customers.

- **Make it Up to the Customer:** Solve problems at the lowest level, avoid escalation to management when possible, offer service recovery within the range of authority, be calm, empathize, solve, and thank.
- **Extra Mile:** Exceed customer expectations with range of authority by going beyond facility/organizational type offerings.
- **Thank you:** Thank customers for their business.

## Leader Checklist – New IMCOM Professional



### LEADER CHECKLIST - New IMCOM Professional

#### **NEW EMPLOYEE INFORMATION**

Name: \_\_\_\_\_ Start date: \_\_\_\_\_  
Rater and  
Position: \_\_\_\_\_ Senior Rater: \_\_\_\_\_  
Assigned Work "Buddy:" \_\_\_\_\_  
Sponsor: \_\_\_\_\_ (If Assigned)

#### **WITHIN 5 DAYS OF FIRM ACCEPTANCE OF JOB**

- Contact new IMCOM team member to welcome him/her to the team and send a welcome letter and/or email (template below).
- Ensure Garrison Command Team sends welcome letter (In addition to supervisor welcome letter) (template below).
- Assign sponsor for new team member and explain sponsor responsibilities.
- Ensure sponsor contacts new team member.
- Send Organizational – Garrison Welcome Packet.
- Administrative: Review work area and confirm availability of workstation, chair, IT capabilities (network & computer access, computer, email and CAC Card) telephone, office supplies, nametag.

#### **AT LEAST 1 WEEK BEFORE START DATE**

- Coordinate with HR Office for in-processing and onboarding schedules.
- Announce pending arrival of new team member to staff and stakeholders.
- Work with sponsor to identify needed administrative tasks for new team member's first 1-2 weeks.
- Assign "buddy" or "partner" co-worker(s) in addition to sponsor to answer general questions (can be military or civilian).

#### **FIRST DAY**

- Try to personalize experience with something unique for the new team member – welcome note, name plate, flowers, etc.
- Ensure sponsor meets new team member at designated location and escorts new team member upon arrival.
- First Line Leader Welcome - meet with new team member to discuss first day topics below; introductions to the team.
- Provide new IMCOM professional with Team Member Handbook (if available).

#### **FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES**

- Give introductions to department staff and key personnel (unless pre-arranged for sponsor to perform these introductions).

**FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES  
(continued)**

- Ensure tour of facility, including:
  - Restrooms
  - Mail rooms
  - Copy centers
  - Fax machines
  - Bulletin board
  - Parking
  - Printers
  - Office supplies
  - Kitchen
  - Coffee/vending machines
  - Cafeteria
  - Emergency exits and procedures
  
- Review general administrative procedures:
  - Office/desk/work station
  - Keys
  - Mail (incoming and outgoing)
  - Shipping (FedEx, DHL, and UPS)
  - Business cards
  - Purchase requests
  - Telephones
  - Building access cards
  - Conference rooms
  - Picture ID badges
  - Travel / Expense reports
  - Office supplies
  
- Review computer hardware and software including:
  - Email
  - Intranet/SharePoint
  - Security Requirements
  - Data on shared drives
  - Databases
  - Internet
  - Access Card

**WITHIN FIRST WEEK – MEET WITH NEW EMPLOYEE ABOUT POSITION INFORMATION**

- Perform initial counselling with first line leader and discuss the development IDP.
- Review job description and performance standards.
- Review job schedule, hours, payroll timing, time cards (if applicable), and policies and procedures.
- Accept request in Army Career Tracker (ACT) as supervisor for new team member.
- Assist new team member with understanding DoD, Army, and organizational culture.
- Provide meaningful work — either training or substantive work related to the new job.

**WITHIN FIRST WEEK – POLICIES**

- Review key policies:
  - Anti-harassment
  - Vacation and sick leave
  - FMLA/leaves of absence
  - Holidays
  - Time and leave reporting
  - Overtime
  - Performance reviews
  - Dress code
  - Personal conduct standards
  - Progressive disciplinary actions
  - E-mail and Internet use
  - Recognition program
  - Safety
  - Security
  - Confidentiality
  - Emergency procedures
  - Visitors

**WITHIN FIRST MONTH**

- Schedule IMCOM Team Member Orientation. DATE: \_\_\_\_\_
- Review and finalize performance objectives and sign performance plan.
- Set individual development goals and finalize IDP in Army Career Tracker (ACT).
- Review payroll timing, time cards (if applicable), and policies and procedures.
- Arrange for new team member to meet director, division chief and branch chief.

- Ensure that a senior leader (including senior rater) welcomes new team member.
- Make yourself available by phone, email, or for in-person meeting.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

#### **WITHIN FIRST 90 DAYS**

- Check with new team member regularly to ensure he/she continues to assimilate and expand knowledge and capabilities.
- Provide training, as needed, to help new team member understand internal systems, general operating practices and obtain other information or skills required in the performance of his/ her job.
- Give performance feedback early and often to new team member.
- Encourage new team member to participate in training, webinar conferences, "lunch and learn" activities and other outreach/developmental activities.
- Arrange for new team member to attend customer service training.

#### **WITHIN FIRST 180 DAYS**

- Continue to talk with new team member about expectations, culture, and practices.
- Meet with new team member for formal performance feedback.
- Continue to provide and/or arrange coaching, counseling, and mentoring.
- Quarterly performance reviews/counseling.
- Seek feedback from new team member about onboarding, in-processing, work assignments, and job satisfaction to date.

#### **WITHIN FIRST YEAR**

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



## Sample Welcome Letters

### **WELCOME LETTER / E-MAIL SAMPLE**

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

Dear [First Name of New Employee]:

Welcome to the [Directorate Name] Team! We are absolutely delighted that you are joining us as a [Job Title of New Team Member]. United States Army Garrison [Name of Garrison] is a dynamic organization filled with Soldiers, Leaders and Civilians dedicated to serving Soldiers and their Families. Our mission is clear – provide services and support to keep our Army ready. Your future role will be critical in fulfilling this mission. We think you will enjoy being a part of our great organization.

A sponsor from our organization will contact you soon by e-mail to provide you information and resources to assist you in making a smooth transition into your new role. Between us, he/she and I will help guide you through your first days and weeks here. I also encourage you to complete any paperwork from the Civilian Personnel Advisory Center (CPAC) that you still need to submit.

I look forward to introducing you to the rest of the [Directorate Name] Team. We all look forward to serving with you. I am sure your time with us will be exciting, challenging and rewarding – both personally and professionally.

I know that you will be well taken care of by the [Garrison or Division Name] Team, but if there is anything that I can do during your settling in process, please do not hesitate to ask for assistance. You can reach me via e-mail or telephone at [Contact Information]. Once again, welcome and it is great to have you on board.

Best regards,

[Supervisor/Hiring Manager Name]  
[Supervisor/Hiring Manager Title]

**Garrison Command or Director SAMPLE #2**  
**(Be sure to spell out all acronyms and replace items in RED with specific details)**

Dear [New Team Member Name]:

Welcome to United States Army Garrison [Name of Garrison]. We are very excited that you have agreed to join our Team. I trust that this letter finds you excited about the opportunity to serve our Army and its Soldiers and Families.

You are joining our Army and United States Army Garrison [Name of Garrison] during a very dynamic time; one full of challenges, change, and opportunities. Each and every member of our team plays a vital role in ensuring we keep our Army ready. I am sure you will find your service with us exciting and rewarding.

A member of our team will contact you by email in the near future to act as your sponsor and will assist you and you're Family during your transition. He or she will send you helpful information and arrange to escort you on your first day on the job after you complete in-processing at the Civilian Personnel Advisory Center (CPAC).

Again, on behalf of the entire United States Army Garrison [Name of Garrison] Team, welcome. We look forward to serving with you. If you have questions prior to your start date, please call me or your sponsor at any time, or send email if that is more convenient.

Best regards,

[Supervisor/Hiring Manager Name]  
[Supervisor/Hiring Manager Title]

## Template Agenda for IMCOM Team Member Orientation (TMO)

### **Networking**

- Food.
- Nametags.
- Tables.
  - Try to have tables where new team members can sit in groups.
  - Classrooms don't provide much chance for the new team member to talk with each other, this should be one of the main goals of this session.
  - Table tents with team member names.

### **Welcome – Organizational Overview**

- Garrison Commander or Deputy Garrison Commander.
- New IMCOM Team Member/Professional Introductions.
  - Name.
  - Where from.
  - Directorate or division they will serve – assigned to.
    - Hobbies – Interests.
- IMCOM Overview – Who is IMCOM?
  - Mission.
  - Vision.
  - Principles.
  - Service culture.
  - We Are IMCOM – “IMCOM 101” Presentation.
- Garrison overview.
  - Mission.
  - Vision.
  - Organizational overview.
  - Organizational structure.
- Overview of services each directorate provides.
- Provide handout – organizational structure chart.
  - Key personnel – leaders (both garrison and mission).
- Provide handout – photo directory.
  - Who – units the garrison supports.
  - History – accomplishments.
  - Key focus areas – priorities.
  - Key focus areas of strategic plan.
- Where organization wants to be in 3, 5, 10 years (that is, where the garrison – installation is going).
  - Intent: identify to new team member where they fit into IMCOM/garrison and the support to Soldier, Families, community.
  - Presentation of and discussion on the Leadership Pledge.

- Discuss organizational recognition program.
  - Presentation of and discussion on the Pledge to our Customers.
  - Discuss – establish organizational expectations.
  - Garrison-organizational policies – procedures (how you operate).

#### **New IMCOM Professional Panel**

- Panel of recent hires/new IMCOM professionals.
- Discuss – provide feedback on why it's great to work for the organization, what they wish they would have known, nuances of the installation, community, etc.
- Q & A.

#### **Human Resources**

- Team Member Resources - who should team member contact when professional or personal issues and conflicts arise?
- Employee assistance program.
- Standards of conduct.
- Workplace safety.
- Equal opportunity employment.
- Sexual harassment.
- Professional development - Discuss your organization's professional development policy and how new employees can take advantage of getting more training for their position.
  - Performance reviews.
  - Individual development plan (IDP).
  - Career development opportunities.
  - Civilian Education System.
  - Mandatory training requirements.

**Installation tours can be helpful to an employee and encouraged but not required as part of your onboarding process.**

#### **IMCOM Team Member Orientation (TMO) AAR**

**Welcome to the Team Ceremony.** Presentation of symbolic IMCOM professional gift (that is, notebook, coin, pin, etc.).

**Social (optional)** Example: Have all/available garrison senior leadership (GC, DGC, GCSM, directors, division chiefs, etc.) meet new IMCOM professionals at installation club/facility for meet and greet social following completion of TMO.



INSTALLATION MANAGEMENT COMMAND

### IMCOM Onboarding & In-processing Survey Conducted 90 Days Following Hire

Please indicate the date you began working:  
Directorate:

(MMDDYYYY)

Please answer/rate the following statements:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Unsatisfied		Satisfied		Very Satisfied
Fully Disagree		Agree		Fully Agree

1. Please rate your overall Onboarding experience.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Did it assist you in integrating into your organization?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Did it prepare you to perform your duties and responsibilities?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Were you provided a Welcome Packet upon employment?

Yes -       No -

4a. Was the Welcome Packet provided easy to follow?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4b. Was it useful?

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please rate your experience at IMCOM Team Member Orientation.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please indicate the date of attendance:

\_\_\_\_\_

6. Do you understand how your job supports the organization's mission?

1 2 3 4

7. Please rate your experience at customer service training.

1 2 3 4

Please indicate the date of training:

\_\_\_\_\_

8. Were you assigned a sponsor?  
(Sponsor is a fellow employee that assists in your onboarding and in-processing)

Yes -  No -

9. Was he/she helpful?

1 2 3 4

10. Were you assigned a "Work Buddy"?  
(Work Buddy is a fellow employee that assists in training you for your position)

Yes -  No -

11. Was he/she helpful?

1 2 3 4

12. Have you received a job description & performance standards?

Yes -  No -

13. Did your first line leader/supervisor review your job description & performance standards with you?

Yes -  No -

14. Do you understand what is expected of you in your position?

Yes -  No -

15. Have you established an individual development plan with your supervisor?

Yes -  No -

16. Have you had the opportunity to meet leadership?  
(director, deputy garrison commander, garrison commander, etc.)

Yes -

No -

Please indicate which leaders you have had the opportunity to meet.

\_\_\_\_\_

17. Were you provided the proper equipment in a timely manner in order to perform your duties?

1     2     3     4   

**Please provide any additional comments on your onboarding & in-processing experience and suggestions for improvement:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**HQ IMCOM****IN-PROCESSING CHECKLIST**

2405 GUN SHED ROAD, BUILDING 2261 FORT SAM HOUSTON, TX 78234



Employee Name (Last, First, Middle Initial)	Directorate:	Division/Branch
Title:	Series & Grade/Rank:	Date of Arrival:
Supervisor's Printed Name:	Supervisor's Phone number:	TDA PARA/LN:

The following actions need to be completed within 5 days of arrival. Note: This section will be utilized by all personnel (DA Civs, NAF, and Mil Pers) All locations are in building 2261 unless otherwise stated.

SECTION	INITIAL/DATE	SECTION	INITIAL/DATE	SECTION	INITIAL/DATE
1. Security Badge/JPAS-Ray Taylor, 2 <sup>nd</sup> Floor, Rm 2605, 466-0671 and Johnny Hammel, Rm 2605, 466-0668		5. G1 Personnel and Payroll-Michele Hawk, 2 <sup>nd</sup> Floor, Cubicle 2-242, 466-0320		9. Safety /OSHA Training-Gordon Tate, 2 <sup>nd</sup> Floor, Cubicle, 2-300, 466-0366 <i>Conducted at Newcomers Orientation</i>	
2. CMDT Security IA Training-Required Security Awareness for computer access: <a href="https://ia.signal.army.mil">https://ia.signal.army.mil</a>		6. G8 Manpower IOL Update-Cynthia Snipes, 3 <sup>rd</sup> Floor, Cubicle 3-162, 466-0800 or Keith Dyer, 466-0835		10. G1 Personally Identifiable Info (PII)- Jeff Sweeney, 2 <sup>nd</sup> Floor, Cubicle 2-186. <i>Conducted at Newcomers Orientation</i>	
3. G6 IT Access-Tom Deierlein, Cubicle 1 <sup>st</sup> Floor, Cubicle 1-273, 466-0509 or Tony Silva, Cubicle, 1-274, 466-0504		7. G8 GTC & DTS- GTC: Sandra Elizondo, 3 <sup>rd</sup> Floor, Cubicle 3-202, 466-0641. DTS: Teresa Strizich, Cubicle 3-176, 466-0822		11. Knowledge Management (KM) Training-Charles Weeks, 1 <sup>st</sup> Floor, Cubicle, 1-97, 466-0203	
4. CPU Pickup-Endy Cain, 2 <sup>nd</sup> Floor, Rm 2605, 466-0935		8. Newcomers Orientation-Mike Berry, 2 <sup>nd</sup> Floor, Cub. 2-221B, 466-0379 or 466-0404		12. SJA – Ethics Training, LTC Nancy Alouise, 3 <sup>rd</sup> Floor, Office 3427, 466-0852	

Return checklist to Mike Berry, G1 WFD when completed, 2<sup>nd</sup> Floor, Cubicle, 2-221B, 466-0379

**NAF SERVICES**

SECTION	INITIAL/DATE	SECTION	INITIAL/DATE	SECTION	INITIAL/DATE	SECTION	INITIAL/DATE
1. Team Member Orientation		2. Family and MWR Orientation		3. Operation Excellence Customer Service		4. Basic Management Course (Required within first 6 months)	

**REQUIRED ANNUAL TRAINING (ALL Personnel)**

This training must be completed within 6 months of arrival unless proof of completion can be provided.

	Completed		Completed
Accident Avoidance	Y/N	Operational Security	Y/N
Anti-Terrorism	Y/N	Preventing Workplace Violence	Y/N
ASAP/Substance Abuse Awareness Training (SAAT)*	Y/N	SHARP	Y/N
Combat Trafficking of Person	Y/N	Supervisor Development Course (if applicable)	Y/N
Composite Risk Management	Y/N	Threat Awareness and Reporting Program	Y/N
Ethics Training	Y/N	No Fear Act	Y/N
Staff Officer Course	Y/N	*First Available	

Note: Military personnel will have 2 weeks to complete any Annual training which is within 30 days of being out of tolerance. Complete list of mandatory Annual Training for Military Personnel can be found in AR 350-1, Table G-1.



**Military Personnel will in-process the following sections at the S1, HHC Orderly Room and Training Room**

S1 ACTIONS	INITIALS	DATE	COMPANY ACTIONS	CHECK	DATE
ORDERS				Y/N/NA	
DUTY MEMO			CIF PRINTOUT	Y/N/NA	
DD FORM 93/SGLV			FAMILY CARE PLAN	Y/N/NA	
2D SET OF I.D. TAGS FOR SRP PACKETS			COPY OF FCP	Y/N/NA	
FRG SURVEY			PT CARD/5500/5501	Y/N/NA	
FOREIGN LANGUAGE SURVEY			PROFILE	Y/N/NA	
ERB/ORB			WEAPONS QUALIFICATION	Y/N/NA	
NCOER/DER (COR)			PERSONALLY OWNED WEAPON	Y/N/NA	
BIO			MOTORCYCLE OWNERSHIP (CERT OF COMPL)	Y/N/NA	
DRIVERS LICENSE (MIL & CIV) IF APPLICABLE					

**POC PHONE NUMBERS**

HHC, IMCOM, COMMANDER 210-466-1912

HHC, IMCOM, FIRST SERGEANT 210-466-1913

S1 NCOIC 210-466-2034

S1 NCO 210-466-2098

**Training Links:**

Log into ALMS by first logging into AKO [www.us.army.mil](http://www.us.army.mil). You will now see navigation headers (Home, My Account, Favorites, Quick Links and Self Service) on your homepage within AKO.

Sexual Harassment/ Assault Response and Prevention Program (SHARP): <http://www.sexualassault.army.mil/>

Violence in Workplace: <http://media.cpms.osd.mil/faslerd/employee/menu.htm>

OPSEC Training: <http://cdsetrain.dtic.mil/opsec/index.htm>

Anti-Terrorism: <https://atlevel1.dtic.mil/at/>

Constitution Day Training: <http://constitutionday.cpms.osd.mil/>

Composite Risk Management Training: <https://safety.army.mil/crm/>

Safety: <https://safety.army.mil/training/>

Combating Trafficking in Persons: <http://www.combat-trafficking.army.mil/>

**COMPLETED INPROCESSING CHECKLIST WILL BE TURNED IN TO HHC, ORDERLY RM FOR MILITARY PERSONNEL AND G1 CIVPER FOR CIVILIANS AFTER COMPLETION OF NEWCOMERS ORIENTATION**