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***United States Army***

***Civilian Acculturation Program - Pilot***

***Standard Operating Procedures***

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# Chapter 1

# Introduction

1-1. Purpose. To establish the operating procedures and execution framework for implementing the Army Civilian Corps Acculturation – Onboarding Pilot Program.

1-2. References. Onboarding Model, Handbook, Checklists, Brochures, Websites, and related resources and publications are listed in the Appendix.

1-3. Army Lead Agent. The Training and Doctrine Command (TRADOC), Deputy Chief of Staff G-1/4 is the lead organization responsible for the oversight of this program.

**1-4. Objectives of the Program.**

##

 a. Army relies on quality Civilians in professional, technical and leadership positions to accomplish our mission and provide continuity of operations and expertise essential to our nation’s defense. As leaders we must build employee confidence by developing their character, competence, and commitment as members of the Army Profession.

 b. The purpose of the Acculturation program is to provide a positive socialization experience for newly employed Army Civilians to learn, understand, and foster an appreciation for Army culture, and to reduce the amount of time it takes to become fully productive members of the Army Profession.

 c. Onboarding is the strategic process of welcoming new employees, establishing their responsibilities, and familiarizing them with the Army culture. A successful onboarding program creates a positive experience for new employees and advances them to the desired level of productivity as quickly as possible.

 d. The supervisor is responsible for an employee’s project assignments, educational opportunities and career progression. Therefore, the supervisor who takes time to provide information, discuss issues, show concern about the employee’s training and acculturation, and who knows the employee’s current capabilities and career goals, demonstrates professional concern for every new employee.

 e. The information in the following paragraphs provides an overview of the Acculturation Pilot Program process. Handbook, Toolkits, Checklists and additional information is available for your use on the TRADOC G-1/4 website, at: <http://tradoc2.army.mil/dcspil/acculturation/>

# Chapter 2

# Onboarding Process at a Glance.

2-0. For a Successful Pilot Program - follow these steps:

 a. CPAC will coordinate with supervisor prior to EOD the new employee in-processing schedule.

 b. Once supervisor receives EOD, he/she will identify and coordinate a senior leader to administer the Oath of Office to new employee and return that information to CPAC. Note: Recommend organization G-1s work with their local CPAC to work out a standard business practice / schedule and/or roster to identify senior leaders on a reoccurring basis to administer the Oath to new employees. In the event that a senior leader (e.g. SES, GO, Installation/Post Commander etc.) is not available, CPAC will proceed and administer the Oath of Office.

c. Supervisor follows Checklist.

 d. Sponsor is identified and follows sponsor checklist.

2-1. Pre-arrival.The Civilian Personnel Advisory Center (CPAC) notifies the selecting official of the Entrance on Duty (EOD) date for the new employee once it is established. Once the new employee accepts the job offer and prior to their arrival on day-1, the supervisor ensures the following takes place:

a. Assign a sponsor and send welcome letter to the new employee including sponsor’s contact information.

b. Supervisor will provide the New employee Onboarding Checklist and any additional tool kit materials to make a smooth transition and successful start as a new member of the Army Civilian Corps.

c. The sponsor should be senior or equal in grade to the new employee. Recommend the sponsor be familiar with the duties and responsibilities of the newly hired employee. Sponsor will assist the employee throughout his/her first 30 days of onboarding process or date to be determined by supervisor.

 d. Sponsor sends email and welcome letter to make contact with new employee.

 e. Supervisor and/or Sponsor will offer pre-arrival assistance.

 f. Sponsor will follow Sponsor Checklist roles and responsibilities.

 g. Set up time to pick up, meet, and greet new employee on day-1.

 h. Coordinate with CPAC and organization to have a senior leader administer the Oath of Office on day-1.

2-2. First day. Employees report to the designated location for day-1 inprocessing as determined by the servicing CPAC. Inprocessing time varies and can take from one to several hours. When CPAC inprocessing is complete the employee will take the Oath of Office. **Note:** While not mandatory, the Acculturation Onboarding model recommends having a Senior Leader from the organization or the installation to administer the Oath of Office to show the employee the importance of this event.

When in-processing is completed, the sponsor or designee will escort the new employee to the work site. When the employee reports to the work site:

 a. The supervisor, or designee, will welcome and greet the new employee and discuss first day activities, work hours, and make introductions to the work team and key staff members.

 b. The supervisor (or sponsor or other designee) gives a tour of the office/facility (see checklist).

 c. If the employee did not receive the checklist prior to day-1, the supervisor will ensure the new employee receives the Onboarding Employee Checklist and materials, and technical assistance to set up workstation and computer network.

## 2-3. Within First Week

 a. The supervisor discusses hours of duty, procedures for leave approval, dress code, and other human resources information with the new employee. The employee is given information on regularly scheduled meetings, briefings, etc. and their requirements for attendance and participation.

 b. The employee is given a copy of the employee checklist, organization chart, office directory/phone list, instructions for using the phone, computer, and any other office equipment, and information on how to obtain additional equipment and supplies. Provide a means for employee to access local policies, regulations and other work related documents until network/email access is available.

 c. The sponsor remains available to assist the employee integrate into the organization and understand the Army culture.

 d. During this time, the supervisor reviews work expectations and standards until all areas of the checklist are covered. The supervisor will address the employee’s questions and concerns.

 e. The supervisor provides a copy of the SF-50 Notification of Personnel Action (NPA) to the new employee; and schedules an appointment for initial Common Access Card (CAC) issue; and contacts Civilian Pay to ensure the employee is properly entered in the timekeeping system.

 f. The new employee reviews the NPA, and directs any questions to his/her supervisor.

 g. The employee receives a list of mandatory training requirements, and information on how and where to complete each one.

 h. Ensure new employee is given time to complete other inprocessing requirements, such as Security and Occupational Health.

 i. A small percentage of new Civilian employees have no military experience. For those who have no Army or Military background, the supervisor will suggest specific chapters of the Acculturation Handbook to focus on. Employee will be provided information or a link to the site for future reference regarding Army customs, courtesies, and other specific information.

 j. Plan time for the new employee to meet with each co-worker and gain expanded knowledge of their co-workers’ functions, and ways they’ll be interacting with each other.

 k. Provide a work-related project or assignment to the new employee, especially if they don’t yet have network access. This will allow the employee to immediately feel they’re able to contribute to the organization until their accesses are complete.

 l. Continue to follow the appropriate checklist until all requirements have been completed.

## 2-4. Within 30 days.

 a. The supervisor will follow up to ensure the employee understands the organization’s mission, vision, and values, and the employee’s connection to his/her role and job responsibilities in the organization.

 b. The supervisor ensures the employee is receiving an adequate level of support from the sponsor and co-workers.

 c. The supervisor discusses performance objectives and support form/plan (Due within 30 days) and the Individual Development Plan (IDP) within Army Career Tracker (ACT).

 d. All new Army employees must attend Ethics Training, Suicide Awareness/Prevention Training and Army Substance Abuse Program (ASAP) Services Briefing within 30 days of EOD.

 e. New employees will complete initial 350-1 training within 30 days of EOD.

 f. Employee and supervisor complete 30-day onboarding survey to provide feedback on how the program is working.

2-5. **Within First 90 days.**

 a. Complete Army and organization mandatory training and maintain a record of completion.

 b. Seek training and development opportunities as needed, to help understand internal systems, general operating practices and obtain other information or skills for successful job performance.

 NOTE: Employees who completed specific TRADOC-approved professional military education (PME) courses or legacy Civilian leader development courses at any time in the past will have met the requirement for their targeted CES course; however, employees **must** apply for equivalence or constructive credit. For more information:

<http://www.civiliantraining.army.mil/leader/Pages/Eligibility.aspx>

 d. The supervisor and employee work together to refine the employee’s Individual Development Plan (IDP) in the Army Career Tracker (ACT) website. Employee should also be registered online in GoArmyEd.

 e. Employee and Supervisor complete 90-day onboarding survey to provide feedback on how the program is working.

## 2-6. Within 180 days. (See Appropriate Checklist for More Details).

 a. The CES Foundation Course is mandatory for all Civilians hired after 30 September 2006. All new employees will complete the Foundation Course within six months of assignment, unless the course completion is documented in the employee’s official training record in Civilian Personnel Online (CPOL). There is no equivalence or constructive credit for the Foundation Course.

 b. Newly assigned supervisors of Army Civilians who have not completed the Supervisory Development Course (SDC) within the last three years will register for the course within six months of start date, and complete the training within one year of start date. There is no equivalence or constructive credit for SDC.

 c. Employee and supervisor complete 180-day onboarding survey to provide feedback on how the program is working.

2-7. Within First Year. (See Appropriate Checklist for More Details).

 a. Supervisory Development Course (SDC) will be successfully completed within one year of supervisory assignment, per AR 350-1 (Army Training and Leader Development). All supervisors of Civilian employees must complete this training within one year of assignment to a supervisory or managerial position, then every three years thereafter.

 b. Meet regularly with supervisor to review and revalidate performance and training plans and developmental goals. Discuss performance as an Army Professional in the categories of competence, character and commitment.

 c. Complete onboarding requirements, including CES and Career Program training requirements.

 d. In recognition of onboarding completion, receive certificate as an Initially Certified Army Professional (in accordance with ADRP 1)

 e. Employee and supervisor complete 1-year onboarding survey to provide feedback on how the program is working.

# Chapter 3

# Program Goals

3-1. Continuous Monitoring and Improvement. The onboarding program will continue to evolve as we receive feedback, identify successes and deficiencies, and adopt and share best practices.

3-1. Ongoing Emphasis. Leadership commitment, participation and support as well as close supervision from each command program manager will ensure supervisors and new employees get the most from the pilot program.

3-3. Program Success. A successful onboarding program helps prevent and address a number of important issues common to most new employees, making their transition more efficient, and more personalized. It should ultimately have a positive impact on both individual and organizational performance.

**Chapter 4**

# Coordinating Instructions

## 4-1. Participating Organizations:

 a. TRADOC HQ

b. CASCOM

c. Logistics Intern Program (Ft. Lee)

d. Installation Management Command

e. Army Materiel Command

f. Army Medical Command

g. Intelligence Command

h. Army G1-CP

## 4-2. Organization Roles and Responsibilities.

a. Responsible for the implementation of the Acculturation Onboarding Pilot program for their organization, beginning on or about 14 July 2014.

 b. Provide to TRADOC G-1/4 a bi-monthly list of all newly hired employees. The list will be used to track employees and administer regularly scheduled surveys from AG1-CP.

 c. Utilize all pilot program onboarding checklists and materials. Each organization is responsible for printing and distributing to their new employees.

 d. Coordinate with local CPACs to execute pre-day one and day one activities per Supervisor and Sponsor Checklists.

 e. Submit status reports using TRADOC-provided format. Reports will be submitted as determined by TRADOC, or at least monthly, and prior to regularly scheduled working group meetings.

 f. Attend monthly working group meetings. Come prepared to discuss pilot experience and share lessons learned, best practices, recommended changes to pilot and/or materials.

 g. Notify TRADOC of any proposed modifications or changes to programs prior to implementation so they may be vetted and shared with the working group.

 h. Use the TRADOC website mentioned above to distribute materials and receive updates to the program during the initial implementation of the pilot. TRADOC will use this website to post updates to materials.

 i. Transition to the use of Army Career Tracker (ACT) once the ACT Acculturation link becomes operational and all materials from the TRADOC website are integrated into ACT.

4-3. TRADOC Roles and Responsibilities.

a. Provide all participating organizations support during the pilot phase.

b. Ensure all Onboarding Tools (Acculturation Handbook, Acculturation Brochure, Checklists, Welcome Letters/emails, and Toolkits) are available at all times for the pilot locations use.

 c. Keep all Acculturation materials updated and communicate changes to working group members in a timely manner. TRADOC will post and inform the working group when changes have been made.

d. Lead and communicate monthly meeting requirements to all working group members (command POCs) and provide read ahead materials in a timely manner.

e. Provide AG1-CP a monthly list of names of all new hires sorted by participating organizations so the supervisor and employee surveys can be administered.

4-4. AG1-CP Roles and Responsibilities.

 a. Develop 30, 90, and 180 day surveys for supervisor and employee.

 b. Administer surveys to all newly hired employees and their supervisors at the completion of 30 ,90, and 180 day increments. Surveys will be administered NLT 7 days from the last day of each increment.

 c. Collect survey data and provide analysis to TRADOC.

4-5. CHRA Roles and Responsibilities.

a. Coordinate/communicate pilot program intent with participating organization supporting CPACs.

b. CPACs communicate EOD and schedule to supervisors/HR rep so organizations can make arrangements for Senior Leaders and Sponsors to administer the Oath of Office and to meet their new employees on day one.

# Appendix

## 1. References

Army Civilian Acculturation Handbook

Welcome email/letter templates

Supervisor Checklist

Employee Checklist

Sponsor Checklist

Acculturation Brochure

Supervisor 30 day survey

Employee 30 day survey

First year Onboarding model

TRADOC Acculturation Website

Army Career Tracker Website

TRADOC monthly report templates