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***United States Army***

***Civilian Acculturation Program - Pilot***

***Standard Operating Procedures***

As of: 9 September 2014

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# Chapter 1

# Introduction

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

1-2 References. Onboarding Model, Handbook, Checklists, Brochures, Websites, HQDA Sponsorship EXORD 018-12, and related resources and publications 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 Acculturation Program Intent.**

## 

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 (1) to learn, understand, and foster an appreciation for Army culture, and (2) 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 are available for your use on the TRADOC G-1/4 website, at: <http://www.tradoc.army.mil/dcspil/acculturation/index.htm>

**1-5 Acculturation Onboarding 101.**

a. Once the pilot organization has been notified that the new employee has accepted the job offer, the hiring official will notify the supervisor who in turn will identify a sponsor and inform him/her of their responsibilities (The Sponsor Toolkit is a great resource and place to start).

Note: Recommend the organization (G-1 or Pilot POC) keep track of all hiring actions and appropriate hiring officials so they can stay informed when a new employee is coming on board. The organization G-1 may be the last person to hear of the Entrance on Duty (EOD) date. However, this date should not be a surprise to anyone if everyone is communicating to each other.

b. CPAC will provide the hiring official the EOD date once it has been established. Then provide that date and new employee information to the supervisor and sponsor so they may begin following the checklists items.

c. Supervisor will send the new employee a welcome email/letter and provide sponsor contact information. Sponsor in-turn will follow checklist tool to assist new employee.

d. The G-1 or Pilot POC must schedule a GO/SES to perform the Oath of Office swearing-in ceremony and coordinate/provide that information to CPAC and Sponsor. A ceremonial event is highly recommended if your GO/SES cannot attend the event of the day of inprocessing. If that is the case, CPAC will administer the Oath and you can contact your CPAC to request a copy of the affidavit to use during your ceremonial event.

e. Have the Sponsor meet the new employee at CPAC or at a pre-arranged location to escort the new employee to their work location.

f. Ensure that the supervisor and sponsor have received all available materials and are aware of the Acculturation web site where they may download onboarding materials and checklists.

g. Ensure that the new employee receives the following at a minimum and as soon as possible: a. New Employee Checklist, b. Sponsors Contact Information, c. Supervisor Contact Information, d. Army Civilian Acculturation Handbook, e. Acculturation Brochure.

h. Provide monthly report and feedback to command POC every pay period.

i. Don’t hesitate to contact your command POC to answer any questions.

# Chapter 2

# Onboarding Pilot at a Glance.

2-0 Communication Plan. The key to a successful pilot program is the delivery and execution of the supervisor, employee, and sponsor checklists. In order to execute the pilot program smoothly and efficiently, each pilot location must ensure the proper administration and completion of the onboarding materials.

a. The pilot organization will initiate and monitor that all newly hired employees and their supervisors are completing the required processes of the pilot onboarding program.

b. Civilian Personnel Advisory Centers (CPACs) will communicate the new employee’s Entrance on Duty (EOD) date to the hiring supervisor.

c. The supervisor will work with the organization G-1 or human resources designee to coordinate a senior leader (SES, General Officer) to administer the Oath of Office to new employee(s) on the day of inprocessing. If an SES or GO is not available or co-located at the organization, the appropriate designated senior ranking official may conduct the ceremony. The organization POC will communicate with the CPAC who the senior leader will be to administer the oath at the CPAC or other designated location prior to the EOD date.

d. In the event that a senior leader is not available, the CPAC will administer the Oath of Office as part of their normal business practice. Should the organization wish to conduct a ceremonial oath at their organization at a later date, the CPAC will provide the organization a copy of the Appointment Affidavits form (SF-61) for use during the organizational ceremony.

Note: A best practice identified by AMEDD: their organization G-1 works with the local CPAC to develop a standard business practice / schedule and a roster to identify senior leaders on a reoccurring basis to administer the oath to new employees. They recommend the senior leader administering the oath give it to all new employees regardless which organization the employee is assigned.

e. Supervisor and employee will follow appropriate checklist.

f. Sponsor identified by supervisor will follow sponsor checklist.

g. Each pilot location will put in place a means or process to measure and track supervisor and employee execution/compliance of pilot process. Metrics will be briefed during the monthly pilot working group meetings.

h. Each pilot location is required to implement the basic materials of the pilot. Each organization is authorized to tailor and add to the checklists and tool kits to meet their individual command needs as long as it does not take away from the content.

i. Pilot sites will report all new hires to the command POC within 5 working days after the end of each pay period. The prescribed report format includes employee name/email address and supervisor name/email address.

j. Each command POC will participate in monthly working group sessions during the pilot execution and present their findings, lessons learned, and recommendations.

## **2-1 Pre-arrival.** (See Appropriate Checklist for More Details).

IAW checklists for new employee, supervisor, and sponsor, **t**he CPAC notifies the selecting official of the 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 that a sponsor is identified and a welcome letter gets sent out.

a. Sponsorship: IAW HQDA EXORD 018-12 ISO the Total Army Sponsorship Program (TASP), DTG 030426Z Nov11 and AR 600-8-8 requires that Soldiers and Civilian employees have the opportunity to be assigned a sponsor when relocating to a new installation or activity. In order to maintain the effectiveness of TASP, HQDA EXORD 018-12 makes it mandatory for Civilians in grades GS-15 and below to be assigned a sponsor.

(1) The sponsor’s role is to welcome the new arrival, answer questions, and provide information and assistance to ease the transition at the new location. CPACs are responsible for assisting commanders and managers in administering features of the sponsorship program that apply to civilian employees.

(2) As part of the Army Acculturation program, the supervisor will assign a sponsor for the newly employed Army Civilian and provide sponsor’s contact information included in a welcome letter to the new employee.

(3) 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. The sponsor will assist the employee throughout his/her first 30 days of onboarding process or date to be determined by the supervisor.

Note: Sponsors represent the first impression of an organization for newly hired Civilians. Supervisors should select sponsors who represent the command in a positive manner. Sponsors will be given reasonable duty time and administrative support to perform their sponsorship duties.

(4) Sponsor will follow the Sponsor Checklist roles and responsibilities and coordinate a time to pick up, meet, and greet new employee on day-1.

b. Supervisor will provide the New employee Onboarding Checklist and any additional materials to assist in a smooth transition into the organization.

c. Supervisors are a key component for a successful acculturation program and must be held accountable by the organization to ensure the proper implementation and execution of the Onboarding process.

d. Organization designee will continue to coordinate with CPAC to have a senior leader available to administer the Oath of Office on day-1.

## **2-2 First day.** (See Appropriate Checklist for More Details).

## 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 and complete the Appointment Affidavits (SF 61).

**Note:** While not mandated, the Acculturation Onboarding model highly recommends having a Senior Leader from the organization or the installation to administer the Oath of Office at the CPAC. Having senior leaders perform this function emphasizes the importance of this event to employees.

a. When CPAC inprocessing is complete, the sponsor or designee will meet the employee to escort him/her to the work site.

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

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

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

## 2-3 Within First Week (See Appropriate Checklist for More Details).

a. The supervisor discusses hours of duty, procedures for leave approval, appropriate work attire, and any 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 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. Employee is also provided 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 verifies that all information is correct; escorts and/or schedules an appointment for initial Common Access Card (CAC) issue; and contacts the appropriate person 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. Supervisor ensures 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 in on. Employee will be provided information or web link to references 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. If the organization is part of a bargaining unit agreement, the supervisor will explain what that means to the employee and inform him/her who their union representative is if applicable.

l. 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.

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

## 2-4 Within First 30 days. (See Appropriate Checklist for More Details).

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) <https://actnow.army.mil/>.

d. New employees will complete mandatory training as required by AR350-1 within 30 days of EOD.

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

## **2-5** Within First 90 days. (See Appropriate Checklist for More Details).

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.

c. Employees who completed specific TRADOC-approved professional military education (PME) courses or legacy Civilian leader development courses at any time in the past may 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> . To determine if the employee qualifies, they must go to the CHRTAS website <https://www.atrrs.army.mil/channels/chrtas> and log in using their CAC card or SSN and birth date. As a new Army Civilian, (regardless if prior military or not) new employees are required to complete the CES Foundation Course, regardless of current grade level.

d. The supervisor and employee work together to refine the employee’s IDP in the ACT website. Employee should also be registered online in GoArmyEd.

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

## 2-6 Within First 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, and documented in the employee’s official training record in Civilian Personnel Online (CPOL). There is no equivalence or constructive credit for the Foundation Course. Register online at: <https://www.atrrs.army.mil/channels/chrtas/default.asp>

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 EOD, and complete the training within one year after EOD. There is no equivalence or constructive credit for SDC. Register online at: <https://www.atrrs.army.mil/channels/chrtas/default.asp>

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

2-7 Within First Year. (See Appropriate Checklist for More Details). New employee will:

a. Successfully complete SDC 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 acculturation onboarding program will continue to evolve as we receive feedback, identify successes and deficiencies, and adopt and share best practices.

3-2 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 Commands/Organizations:

a. TRADOC HQ (includes: All staff agencies, ATSC, and 128th Avn)

b. CASCOM

c. DA Logistics Intern Program (Ft. Lee)

d. Intelligence Center of Excellence

e. Army Materiel Command

f. Army Medical Command

g. Installation Management Command

h. Army G1-CP

## 4-2 Command/Organization POC Roles and Responsibilities.

a. Responsible for the implementation and supervision of the Acculturation Onboarding Pilot program for their organization.

b. Provide a bi-monthly list of all newly hired employees to TRADOC G-1/4. 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/or distributing electronically to their new employees.

d. Ensure supervisors coordinate with local CPACs to execute pre-day one and day one activities per Supervisor and Sponsor Checklists. Communicate to the CPAC their intent to have a senior leader administer the Oath of Office and/or conduct a ceremonial oath at a later date.

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 (at least monthly or as needed).

f. Obtain list of names and emails of all participants from all pilot sites and provide to TRADOC NLT 5 working days after the completion of the 30, 90, and 180 day windows of the pilot program.

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

h. Notify TRADOC of any proposed modifications or changes to program materials prior to implementation so best practices may be vetted and shared with the working group.

i. Market and ensure use of the TRADOC website mentioned above to distribute materials and receive updates to the program during the initial implementation of the pilot. NOTE: TRADOC will use this website to post updates to materials. Only core base documents will be kept on the TRADOC and Army Career Tracker (ACT) (when established) web sites.

j. Support the transition and use of ACT once the ACT Acculturation link becomes operational and all materials from the TRADOC website are integrated into ACT.

k. Advise all pilot sites that they are responsible to monitor that supervisors and new employees are executing the checklists and materials as intended and provide updates during the monthly working group meetings.

4-3 TRADOC Roles and Responsibilities.

a. Provide organizational support during the pilot program.

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

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, their supervisors, and 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 30, 90, and 180 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 CPACs.

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

c. CPACs will administer the oath of office in the event a senior leader is unavailable. They will provide the organization a copy of the Appointment Affidavits should the organization wish to conduct a ceremonial Oath of Office event.

# Appendix

## 1. References

TRADOC Acculturation Website, <http://tradoc2.army.mil/dcspil/Acculturation/index.htm>

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

Army Career Tracker Website, <https://actnow.army.mil/>

TRADOC monthly report templates

HQDA Sponsorship EXORD 018-12, ISO The Total Army Sponsorship Program