



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT LEAVENWORTH
290 GRANT AVENUE UNIT 1
FORT LEAVENWORTH, KANSAS 66027-1292

IMLV-ZA

22 July 2015

MEMORANDUM FOR GARRISON ACTIVITIES

SUBJECT: Garrison Command Policy Letter #4, Employee Orientation and Development

1. REFERENCES.

- a. IMA PAM 600-2, Orientation for New Employees (ONE), 8 September 2005.
- b. IMCOM Reg 350-1, IMCOM Training and Leader Development, 1 Jun 2010.
- c. Army Civilian Education System Policy, November 2006.

2. PURPOSE. To establish an orientation and development process for assigned Civilian employees to the Fort Leavenworth U.S. Army Garrison.

3. SCOPE. This policy applies to all civilian employees, appropriated (APF) and non-appropriated funded (NAF), assigned to the Fort Leavenworth U.S. Army Garrison.

4. POLICY. The U.S. Army Garrison, Fort Leavenworth, wants every employee to receive an appropriate welcome, orientation, training, and information to start them off on the right foot and continue throughout their career. The U.S. Army Garrison leadership is committed to the leader development, technical training, and professional growth of all Civilian employees. A workforce of skilled employees and leaders yields benefits through improved services and enhanced productivity.

5. RESPONSIBILITIES.

a. The Directorate of Human Resources (DHR) will:

(1) Implement and evaluate the orientation and development program for the U.S. Army Garrison, Fort Leavenworth.

(2) Ensure all employees are aware of all mandatory training requirements.

b. Directors will:

(1) Ensure that the program is utilized within their directorate.

(2) Conduct a one-on-one welcoming session with all new division chiefs within their directorate.

c. Division chiefs will conduct a one-on-one welcoming session with all new personnel assigned to their division.

d. Supervisors will:

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(1) Assign a sponsor to assist the new employee prior to and during the orientation phase.

(2) Prepare for the Director's signature, a welcome letter that identifies the name of the sponsor. The welcome letter should be mailed as soon as the new employee accepts the final offer (see sample in IMA PAM 600-2, Appendix C).

(3) On day one, provide the employee with an office checklist that covers administrative details of the office such as: security, safety, computer, office hours, break/lunch times, etc. (see sample in IMA PAM 600-2, Appendix E).

(4) On day one, provide the employee with a copy of their job description. Within the first 30 days, provide the employee with a copy of their Notification of Personnel Action (SF 50), conduct initial counseling, establish performance standards, and assist in the development of the employee Individual Development Plan (IDP).

(5) Schedule a (welcome) meeting for the employee with the Division and/or Branch Chief.

(6) Discuss mandatory training as outlined in IMA Pamphlet 600-1 and by the U.S. Army Garrison DHR. Ensure employee is scheduled for the next available CPAC and Garrison new employee orientations.

(7) Be responsible for the training and education of Civilian employees, recommending employees for training, coaching and counseling employees and setting performance objectives that include training and education opportunities.

e. Garrison employees will:

(1) Complete the orientation process in a timely manner.

(2) Complete an IDP within 30 days of their assignment date.

(3) Successfully complete all required training and any training for which they are selected.

(4) Discuss their career aspirations with their supervisors, and document desired and required training and education in their Individual Development Plans.

(5) Pursue self-development activities to supplement knowledge and skills learned through formal training and assignments.

(6) Periodically review their personnel records to ensure they are up-to-date.

6. ORIENTATION. New employee orientation will consist of three phases to integrate employees into the workforce and continue development throughout their career.

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a. Phase I orientation consists of activities involving in-processing and the necessary exchange of information that must take place during the initial induction of employees.

(1) Newly assigned Civilian employees will receive a welcome letter from their assigned office prior to their arrival to the garrison. (See sample in IMA PAM 600-2, Appendix C)

(2) The initial in-processing of civilian employees will be accomplished at the Civilian Personnel Advisory Center (CPAC) during the first day of employment. This part of the orientation involves establishing records, aiding new employee decisions with benefits coverage, and placing the employee in the job.

(3) All civilian employees will complete the IMCOM Online New Employee (ONE) Phase I training program within 1 week of being assigned.

b. Phase II orientation provides orientation to the job site and introduction to the work. Work setting rules, procedures and goals of the organization.

(1) Supervisors will provide new employees an orientation within 1 week of their assignment date. Each office will develop a job site orientation checklist (see example in IMA PAM 600-2, Appendix E).

(2) All Civilian employees will attend the CPAC new employee orientation (scheduled monthly) and the Garrison new employee orientation (scheduled quarterly) at first opportunity. New employees will be notified by CPAC for attendance at their orientation and by the Directorate of Human Resources (DHR) for attendance at the garrison orientation.

c. Phase III orientation provides a formal, organized presentation of Department of Army policies, ensures adjustment to the employment environment, and provides for employee career planning. This phase provides employees with an awareness of the organization and begins the formal training process for Civilian employees.

7. INDIVIDUAL DEVELOPMENT PLAN (IDP).

a. The linchpin to development of our workforce is the Individual Development Plan (IDP). The IDP is a training plan for employees that is used to develop job related skills, or learn a new job requirement. The plans will link individual employee professional development with mission requirements. The IDP is an agreement between each employee and their supervisor, who must approve the training plan.

b. All Garrison Civilian employees are required to have a completed IDP form. Directors and commanders will ensure supervisors maintain IDPs for all Civilian employees. The IDP form is to be completed by all new Civilian employees within the first 30 days in the assignment. IDPs for Civilian employees will be reviewed and updated at least three times a year, during the initial counseling at the beginning of the rating period, during the mid-year contributions/performance counseling, and at the end of the rating period.

c. Garrison employees will fully participate in developing and updating their IDPs. Training will be requested based on mission requirements, cost effectiveness, best value to the

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organization and career program/field requirements. Once IDPs are funded and scheduled, directors will ensure that employees are given the opportunity to attend and complete training/education courses. Employees will not be penalized if lack of funding or a management decision precludes completion of training.

d. Additional information concerning the IDP can be located in Army Regulation 350-1, Army Training and Leader Development.

8. CIVILIAN EDUCATION.

a. Effective, continuous education and training is critical to our installation management mission and is one of the essential pillars in the IMCOM philosophy. The Civilian Education System (CES) is a structured, progressive, sequential program which broadens the targeted civilian educational training base. CES provides leader development opportunities for Army civilians. Designated courses are required for interns, team leaders, supervisors, and managers.

b. The Action Officer Development Course (AODC), Supervisory Development Course (SDC), and Management Development Course (MDC) distance learning (DL) courses are available through the Army Learning Management System (ALMS). AODC is a required course for interns and completion is required before they complete the intern program. SDC is a required course for employees in supervisory and managerial positions. They must complete the course within one year of placement in a supervisory or managerial position or the effective date of this policy. MDC is recommended for all civilians in supervisory or managerial positions before attending CES courses. All three courses are available to all Army employees as a self-development tool.

c. The Foundation, Basic, Intermediate and Advanced Courses provide leader development for Army civilian employees through DL modules and resident instruction. The Foundation Course is available by DL only and is required for all interns, supervisors, and managers hired after 30 September 2006. The Basic Course consists of a DL phase and a two week resident phase. It is designed for civilian leaders who exercise direct leadership to effectively lead and care for teams. The Intermediate Course consists of a DL phases and a three week resident phase. It is designed for civilians in supervisory or managerial positions. The Advanced Course consists of a DL phase and a four week resident phase. It is designed for civilians who exercise predominantly indirect supervision and who are adaptive, innovative, self-aware, and capable of effectively leading a complex organization, guiding programs, and managing associated resources.

d. Senior level courses are available that prepare civilians for positions of greatest responsibility in the Department of Defense. Senior level courses provide advanced level educational opportunities for those who have completed the Advanced Course or equivalent training.

e. Army employees who have completed similar or more advanced training through the legacy civilian leader development core curriculum will receive credit for equivalent training. See the CES matrix for more information on course credit.

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f. Supervisors and managers are responsible for setting guidelines that allow employees duty time to complete required DL portions of CES courses.

g. Directors will ensure the completion of mandatory training by all personnel within their directorates. Mandatory training includes all courses designated by the Directorate of Human Resources and those IMCOM mandated courses listed in IMCOM Reg 350-1.

9. PROPONENCY. The proponent for this policy is the Directorate of Human Resources, U.S. Army Garrison, 684-1697.

//Original Signed//
THOMAS A. SHOFFNER
COL, AR
Garrison Commander