

Family and MWR

U.S. Army Garrison Fort Bragg

NEW NAF EMPLOYEE ON-BOARDING FOR SUPERVISORS HANDBOOK



U.S. ARMY





TABLE OF CONTENTS

03 INTRODUCTION

04 ON-BOARDING

05 GETTING STARTED

06 WELCOMING ENVIRONMENT FOR EMPLOYEES

07 ON-BOARDING AND ACCULTURATION CHECKLIST

08 PRIOR TO EMPLOYEE'S ARRIVAL

09 WITHIN THE FIRST 30 DAYS ON THE JOB

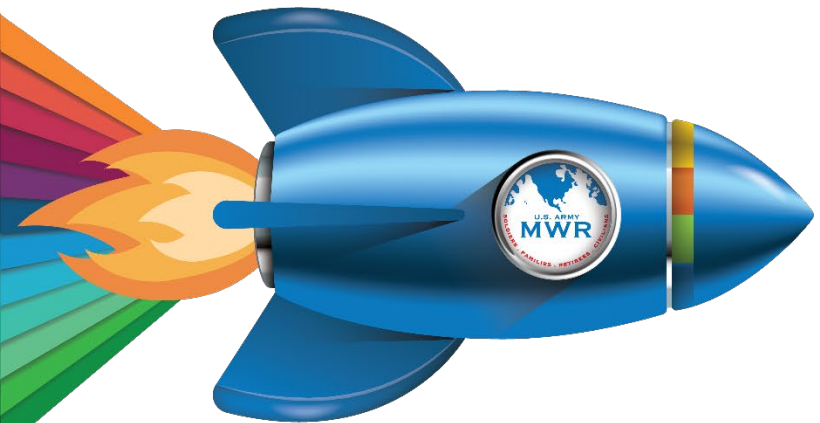
10 WITHIN THE FIRST 90 DAYS ON THE JOB

11 ANNEX A: ON-BOARDING RESPONSIBILITIES

13 ANNEX B: USEFUL TIPS

18 ANNEX C: SUPERVISOR'S CHECKLIST

24 ANNEX D: EMPLOYEE WELCOME LETTER



THE SEVEN ARMY VALUES

LOYALTY:

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit and other Soldiers.

DUTY:

Fulfill your obligations.

RESPECT:

Treat people as they should be treated.

SELFLESS SERVICE:

Put the welfare of the nation, the Army, and your subordinates before your own.

HONOR:

Live up to all the Army values.

INTEGRITY:

Do what's right, legally and morally.

PERSONAL COURAGE:

Face fear, danger, or adversity [physical or mentally].

INTRODUCTION

CONGRATULATIONS ON YOUR NEW EMPLOYEE!

AS A SUPERVISOR, IT IS YOUR PRIVILEGE AND RESPONSIBILITY TO WELCOME YOUR NEW EMPLOYEES TO THE ORGANIZATION AND TO INTRODUCE THEM TO THE CULTURE AND VALUES OF FAMILY AND MWR.



ON-BOARDING

WHAT IS ON-BOARDING

A successful on-boarding program makes a positive impression on a new employee and creates a welcoming feeling that confirms their decision to work for the Army. An effective on-boarding program starts when the job offer is extended and continues through the first year of employment. On-boarding consists of a series of activities, including new employee orientation. Orientation generally involves a first-day session at the local Civilian Personnel Advisory Center (CPAC) where new employees review and complete necessary payroll and benefits paperwork and familiarize themselves with the organization's structure, mission, and policies. If you have any questions regarding new employee orientation, please contact your organization's local CPAC.

On-boarding is the process of integrating and acculturating new employees to the Army and their section, helping them to understand job expectations and how their position aligns with the organization's mission, and quickly equipping them with the knowledge, skills, and key relationships to become productive members of the Army Profession. Acculturation is a socialization process that supports new employees by helping them learn, adjust to, internalize, and ultimately embody the organizational culture.

WHY IS ON-BOARDING IMPORTANT?

Making a good impression is paramount! Employees arrive at their new jobs excited and engaged. Your job, as their supervisor, is to channel that energy toward success by helping them become fully integrated into the organization. A carefully planned and well-executed on-boarding process will help you do that.

Effective employee on-boarding serves three interrelated purposes:

- Ensures that the employees feel welcome, comfortable, prepared, and supported.
- Increases the new employees' ability to make an impact and be productive within their role, both immediately and over time.
- Leads to satisfaction and retention, allowing the Army to achieve its goals and continue to meet its mission.

EFFECTIVE ON-BOARDING TIPS:

- Attract/retain top talent.
- Build trust.
- Promote commitment to the organization.
- Encourage manager/employee communication.
- Foster an environment of employee engagement.



While on-boarding is a yearlong process, the first 30 days are critical.

So, let's get started!

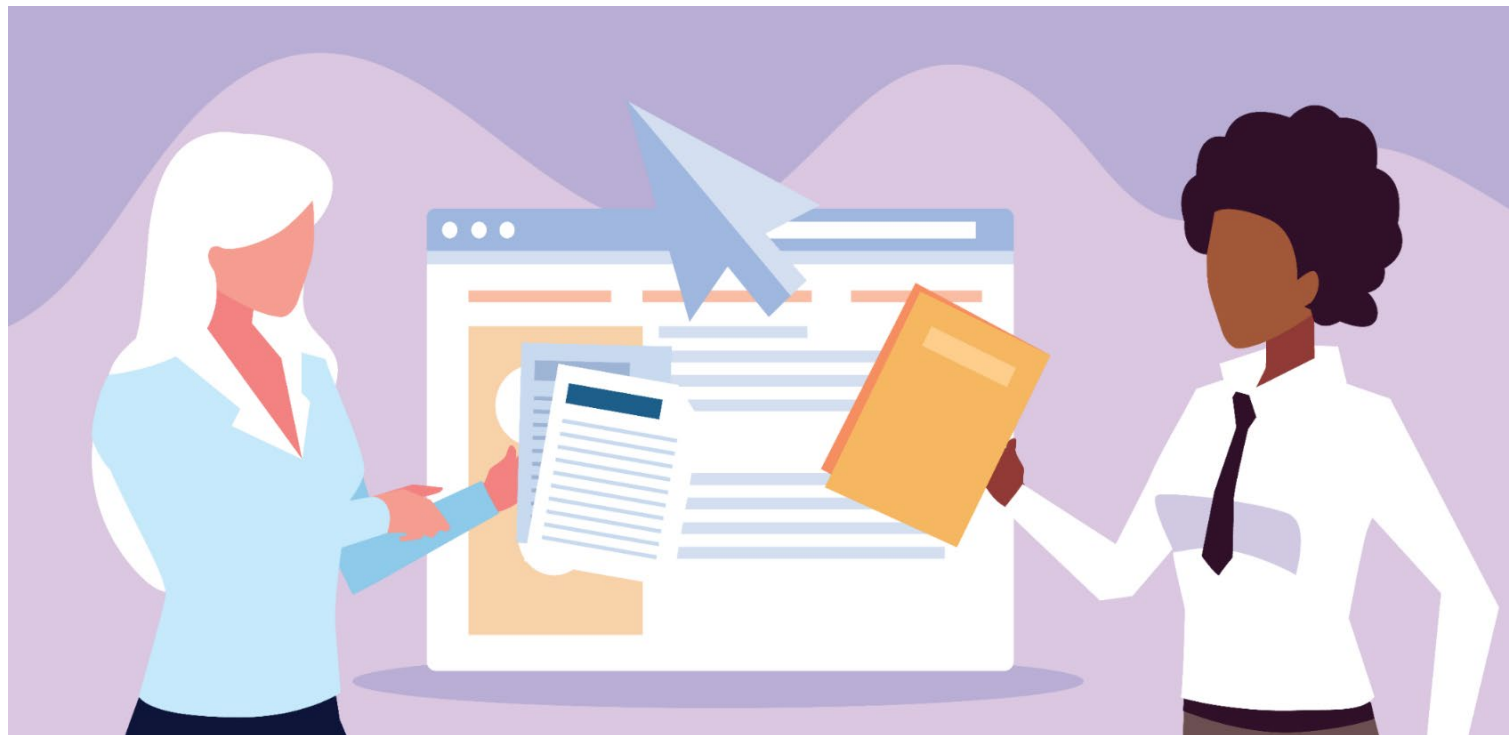
ONE OF THE BEST WAYS TO HELP NEW EMPLOYEES ACCLIMATE IS TO:

- Create a welcoming environment with their new team.
- Help your new employee be successful.
- Understand the organizational structure.
- Address new employees training needs.

GETTING STARTED

During the first couple of weeks on the job, the goal is to ensure that the new employee understands the mission of the Army, the responsibilities of their job and your expectations. In addition, this time is used to assist the employee with integration into the organization. During the next couple of weeks, it will be important to formally set performance expectations in a performance plan and develop an individual development plan (IDP) within the **MG Robert M. Joyce School for Family and MWR** (known as the **IMCOM Academy**) to address your new employee's training needs. Thereafter, coaching and guiding will be the primary focus of your on-boarding activities.

One of the best ways to help new employees acclimate is to create a welcoming environment with their new team. The **supervisor's welcome letter** and follow-up phone call from the supervisor, discussed in the On-boarding Checklist included at the end of this handbook, are intended to do that. Following are some additional ideas on how to create a welcoming environment. Not all of these ideas will be appropriate for every section; however, the staff introduction email is highly recommended. If you choose to employ any of these ideas, you can assign responsibility for planning and implementing each to other employees or the idea can be assigned as a team project facilitated by you or a team member over several sessions.



WELCOMING ENVIRONMENT FOR EMPLOYEES

SEND AN EMAIL

Prior to your new employee's arrival, it is best to send an email to your team introducing the new employee.

PLAN A "WELCOME EVENT"

Put together a welcoming breakfast or lunch. Consider doing something at a staff meeting when employees regularly gather. Make it fun.

CREATE A "NEW EMPLOYEE GET-TO-KNOW-YOU QUESTIONNAIRE"

Use some unthreatening questions such as:

- What's your hidden talent?
- What do you like to do in your spare time?
- Who is your most admired person and why?
- What's one thing you would really like other people to know about you?

THINK OF YOUR OWN IDEA

Poll your team and invite ideas about what would have made them feel more welcome when they started. Then involve them in creating that experience for the new employees.

FAMILY AND MWR MISSION ESSENTIAL TASKS

- Provide Child and Youth Services
- Provide Army Family Programs and Services
- Provide Soldier Programs and Community Recreation
- Provide Family and MWR Food, Beverage, and Entertainment Programs



DIRECTORATE OF FAMILY & MORALE, WELFARE, AND RECREATION

MISSION

To provide sustainable programs and services in support of readiness and resilience to the Fort Bragg Community.

VISION

Family and MWR – The Customer's First Choice.

COMMITMENT TO EXCELLENCE (CTE)

CTE is designed to provide standard operating guidance to every Family and MWR team member in every facility/program, but more importantly, CTE builds on the importance of teams pulling together to reach a common goal. Included in the team are our valued customers, whose patronage and input provide their own metrics as we work together targeting improvements in operational performance. The CTE Program is exactly that, our commitment to excellence in delivering Family and MWR facilities, programs and services that continually strive to be the best.

The CTE Program is a self-assessment tool which consists of three focus areas: **Customer Service**, **Communication**, and **Financial Performance**.

ON-BOARDING AND ACCULTURATION CHECKLIST

A checklist has been created to help you with all the steps involved and the timelines associated with each. You can access this checklist at the end of this handbook. The Checklist provides an overview of the activities that need to be planned and accomplished prior to the first day of employment, as well as during the first 7, 30, 90 and 180 days. It also covers activities that need to be accomplished during the balance of the first year. It is your responsibility to work with your new employee and ensure that all these items are covered.



PRIOR TO NEW EMPLOYEE'S ARRIVAL

- Send a welcome letter to your new employee.
- Call your new employee a couple of days later.



WITHIN THE FIRST 30 DAYS ON THE JOB

- Meet to review expectations.
- Solicit feedback.



WITHIN THE FIRST 90 DAYS ON THE JOB

- Continue meeting to review expectations & progress.
- Make plans for their future with Family and MWR.

PRIOR TO EMPLOYEE'S ARRIVAL

Send a welcome letter to your new employee. A welcome letter template can be downloaded for your convenience (sample found on page 24); simply modify it to meet your needs. Ensure you have included your name and contact information.

PRIOR TO THE NEW EMPLOYEE'S START DATE, CALL TO:

- Confirm start date, time, parking, facility access, dress code, orientation details, etc.
- Confirm contact information of the supervisor (provided in the welcome letter).
- Ask if your new employee has any questions and provide answers, following up as needed in a subsequent call, email, or letter.





WITHIN THE FIRST 30 DAYS ON THE JOB

On the first day and continuing during the first 30 days, you want to meet with your new employee several times to review the expectations of the organization as well as the new employee's expectations, discuss progress, and continue efforts toward integration into the section, Family and MWR, and the Army.

DURING THIS TIME, SUPERVISORS SHOULD:

- Discuss the employee's initial experience and how it is matching their expectations. Ask:
 - How is your job going?
 - Do you have all the work tools and resources you need?
- Discuss any concerns or issues the employee has. Ask:
 - Is there anything you need that you don't have access to?
 - What obstacles, if any, are keeping you from being productive and successful?
- Establish performance objectives and standards in a performance plan, and review progress toward initial goals.
- Create an IDP in the IMCOM Academy to identify and plan for all required and any additional training your new employee will need during the first year; this is a Family and MWR requirement.
- Identify and facilitate opportunities for the new employee to meet with key individuals, such as Career Program Managers/Representatives and Activity Career Program Managers.
- Answer any questions.

During these meetings, you should solicit feedback from the employee. Once you have determined the training needed, schedule it or help the employee learn how to do so. Be sure to provide tools and resources needed as well. Look for opportunities to integrate new hires into their work groups and into the organization.

*** IMPORTANT ***

Introduce new Family and MWR employee to Commitment to Excellence (CTE) and provide CTE Booklet.

WITHIN THE FIRST 90 DAYS ON THE JOB

The goal is to provide guidance and feedback to the new employee to ensure continued success and to make plans for their future with Family & MWR. During the first 90 days, you will want to meet with the employee several times to:

- Discuss experiences and how they match the employee's expectations.
- Review progress towards initial goals and adjust if necessary.
- Discuss any concerns or issues the employee may have.
- Provide feedback on the employee's performance to date and solicit feedback from the employee.
- Discuss the career planning philosophy at Family and MWR, and how it applies to the employee.
- Update or refine the IDP.
- Solicit feedback from the employee about the on-boarding process and their suggested changes.
- Answer any questions.



FAMILY AND MWR CUSTOMER ACRONYM

C - CHEERFUL GREETING

U - USE POSITIVE
LANGUAGE

S - SHOW A POSITIVE
IMAGE & ATTITUDE

T - TEAMWORK

O - OWN YOUR JOB

M - MAKE IT UP TO THE
CUSTOMER

E - GO THE
EXTRA MILE

R - REMEMBER TO
THANK THE
CUSTOMER

ANNEX A: ON-BOARDING RESPONSIBILITIES

ROLE OF HUMAN RESOURCES

Formal employee orientation and on-boarding consists of a carefully planned welcome that is often coordinated between the CPAC, the supervisor, and your organization's on-boarding point of contact (POC). Human Resources plays a vital role in building a strong foundation for new employees that can have a positive effect on their productivity, longevity, and morale. This includes ensuring a successful first day of employment and follow-through on important benefits elections and may include a first week of activities that familiarize the employee with the organization's structure, mission, and policies.

Human Resources services include:

- Contacting the organization on the employee's first day.
- Communicating the importance of the Oath of Office, official and required documents such as pay and benefits, wellness, rules, and policies — and completing paperwork.
- Partnering with the hiring manager to follow up and coordinate new employee activities.

ROLE OF THE SUPERVISOR

The supervisor's role in getting the new employee off to a good start cannot be overemphasized; the most important relationship within any organization is the one between the employee and their immediate supervisor. You may have heard the saying, "People don't leave organizations; they leave leaders." This guide has been created to help you successfully perform in the role of effective leader. The relationship generally begins before the new employee's first day and is most important during the first few weeks and months of employment.

SOME THINGS TO REMEMBER DURING THE ON-BOARDING:

- Work closely with Human Resources to ensure the new employee has a smooth transition.
- Be enthusiastic and engage the new employee.
- Align the new employee's work with mission, vision, goals, and plans.
- Help the new employee assimilate as quickly as possible.
- Provide guidance to ensure proper training and development.

ANNEX A: ON-BOARDING RESPONSIBILITIES (CONT.)

SOME THINGS TO REMEMBER DURING THE ON-BOARDING (CONT.)

As supervisor, during these first days and weeks you should establish regular communication and work with your new employee to develop a comprehensive training plan (called an Individual Development Plan) to ensure proficiency in job tasks and organizational norms. You will also assign work tasks and set clear performance expectations for your new employee, give needed direction, and provide coaching and timely performance feedback. You should work to connect your new employee with key information, resources, and people within the organization to help support their performance success.

Supporting new employees is not about adding more responsibilities to your role. We know that, as Family and MWR supervisors, you are already stretched thin and juggle many projects, responsibilities, and priorities. Rather, the purpose of this handbook (and the other Q&A materials) is to provide you with a structured process to create a more engaging and effective experience for you and your new employee. This guide provides the tools and suggestions you need to successfully on-board and integrate your new employee into your team. By attending to the items in this handbook and the Supervisor's Checklist, you will create a stronger bond with your employee and ensure a shorter path to productivity for both of you.

PAYROLL ACRONYMS

AL:
Annual Leave

AWOL:
Absent Without Leave

FLEX:
Flexible Position

LWOP:
Leave Without Pay

RFT:
Regular Full Time

RPT:
Regular Part Time

SL:
Sick Leave

TDY:
Temporary Duty

FUNDING ACRONYMS

APF:

Appropriated Funds

CPMC:

Capital Purchases and Minor Construction

GS:

General Schedule

NAF:

Non-Appropriated Funds

NAFI:

Non-Appropriated Funds Instrumentality

UFM:

Uniform Funding and Management

FINANCIAL ACRONYMS

A/P:

Accounts Payable

A/R:

Accounts Receivable

BBA:

Business Based Action

DAR:

Daily Activity Report

ETF:

Electronic Funds Transfer

ANNEX B: USEFUL TIPS

EXPLAINING THE FAMILY AND MWR STRUCTURE

In addition to feeling welcome and learning about our vision, mission, and goals, the new employee needs to have some introduction to the culture and structure of the Family and MWR.

Culture can be defined as the combined beliefs, values, ethics, procedures, and atmosphere of an organization. The culture of an organization is often expressed as "the way we do things around here" and consists of largely unspoken values, norms, and behaviors that become the natural way of doing things. An organization's culture may be more apparent to an external observer than to an internal practitioner.

You, as the supervisor, should meet with the employee and review the Commitment to Excellence book. Talk about your expectation of having great organizational culture in correlation with the Commitment to Excellence guidelines.

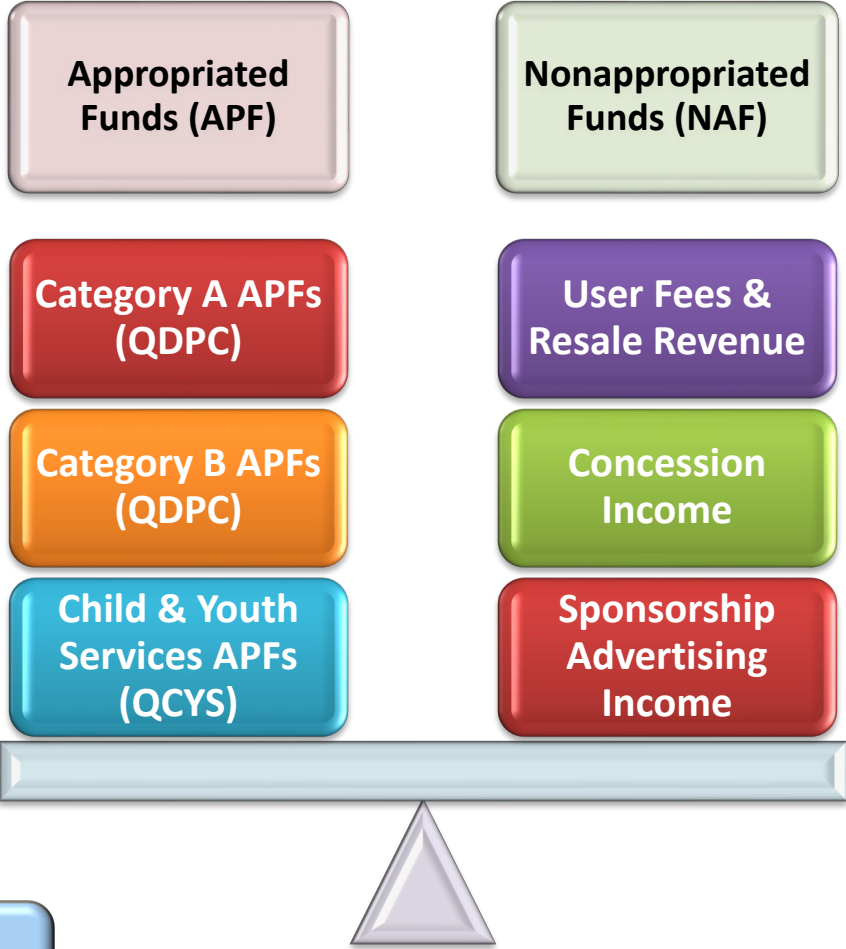
Along with understanding the culture, it is very important to review and understand Family and MWR structure. Go over the chart with the employee and explain the basics.

- What are our performance requirements?
- What is Uniform Funding and Management (UFM)?
- How UFM is used?
- What categories can be funded by UFM?
- What is Pure Non-Appropriated Funds (NAF)?
- What is Capital Purchases and Minor Construction (CPMC)?

Never assume a new employee knows the basics even if they are coming from another organization within the department. Remember that knowledge and culture differ from division to division, as well as from organization to organization.

Non-Appropriated (NAF) Funded Programs

- Business Operations Division
- Child and Youth Services
- Community Recreation Division
- NAF Support Division

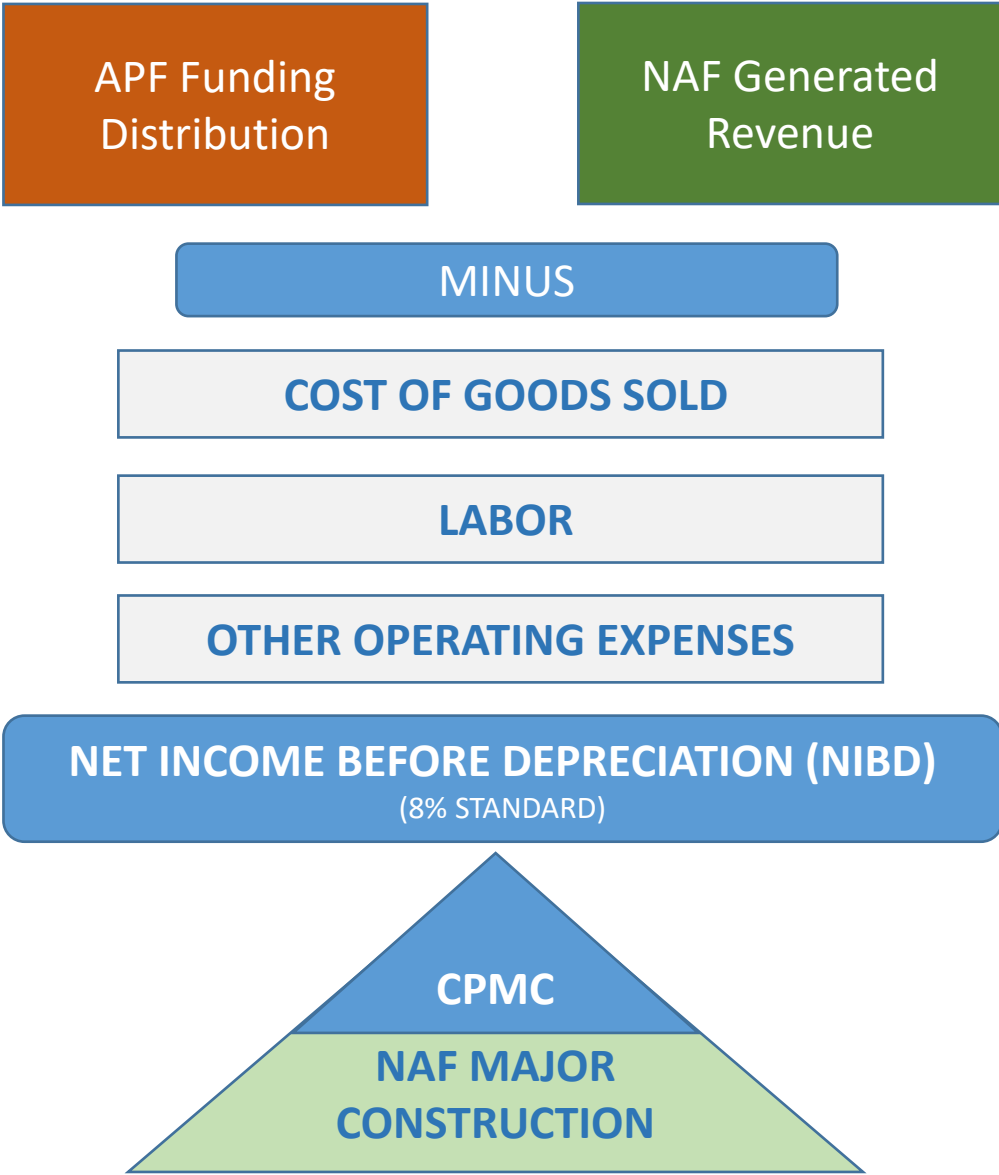


Army Community Service is a pure APF entity operating under MDEPs management by the Garrison Resource Management Office

ANNEX B: USEFUL TIPS (CONT.)

AR 215 – 1

Prices, User Fees and Charges are structured to meet cash management goals for SUSTAINMENT of Family and MWR programs and to cover capital requirements and overhead expenses.



ANNEX B: USEFUL TIPS (CONT.)

MAKING ON-BOARDING A VALUABLE EXPERIENCE

Without a doubt, as the direct supervisor, you are the most influential person in the on-boarding and acculturation process. You are key to the successful integration of your new employees into the organization.

It is your role to work side-by-side with your new employees until they learn the ropes and establish credibility within the organization. By helping them thrive during the critical transition period, your employees will be better prepared for long-term success.

Following are six ways you can help your new employee make a successful transition:

- 1. Clarify your expectations up front.** Even the most detailed job descriptions don't fully represent what the position entails, so be sure to share with new employees exactly what you expect of them.
 - Review expectations point-by-point to ensure that each new employee understands them and is comfortable with them.
 - Don't assume that new employees will know exactly what they have been hired to do. If they don't, they aren't likely to be comfortable asking.
- 2. Don't assume that qualifications equal immediate success.** Just because new employees are well qualified (even Military retirees), doesn't mean they will easily and quickly take to their new roles with the Army. Every new employee will have strengths as well as opportunities for improvement.
 - Give positive feedback on strengths and pay attention to opportunities to coach through weaknesses. Remember that some responsibilities may be new to the employee. Be sure to show compassion when discussing these areas. It helps to recall what it was like when you were learning a new skill or behavior.
 - Address a performance or conduct concern the first time it shows up as a learning opportunity. Again, do so as someone who is trying to help the employee be successful — not someone who is looking for mistakes.
- 3. Help new employees nurture their network.** Introduce new employees to their internal strategic partners. As part of the introduction, talk about client expectations. Success on the job hinges on the ability to form a strong network with coworkers and customers alike.
 - Have a frank discussion about the individuals who will affect the new employee getting their job done. Emphasize relationships: direct reports, subordinates, major internal customers and partners, organizational leadership, and others.
 - Make key introductions.
 - Invite the new employee to meetings and encourage participation.

FINANCIAL ACRONYMS (CONT.)

FY:
Fiscal Year

MOA:
Memorandum of Agreement

MOU:
Memorandum of Understanding

YTD:
Year-To-Date

MISCELLANEOUS ACRONYMS

CAC:
Common Access Card

COB:
Close of Business

CTE:
Commitment to Excellence

EVAL:
Employee Performance Evaluation

FYI:
For Your Information

IDP:
Individual Development Plan

MISCELLANEOUS ACRONYMS (CONT.)

OPF:

Official Personnel File

OPM:

Office of Personnel
Management

NLT:

No Later Than

NTE:

Not To Exceed

PD:

Position Description

SME:

Subject Matter Expert

SOP:

Standard Operating
Procedure

ANNEX B: USEFUL TIPS (CONT.)

MAKING ON-BOARDING A VALUABLE EXPERIENCE (CONT.)

4. **Be honest about potential pitfalls and past mistakes.** We all need to learn from past mistakes. Inform new employees of these and make sure they don't make the same common past mistakes in your section. Help them know what influences employee success and talk with your new employee about possible obstacles to success (such as not meeting client needs) and the strategies to overcome them.
5. **Hold regular discussions.** The “honeymoon period” can last anywhere from 3 months to a year, depending on the person. Hold regular meetings with each new employee in their first year. (See suggestions under “Before the End of the First 30 and 90 Days” sections.)
 - Find out what is going well and what is not.
 - Ask what you can do to help them.
 - Provide feedback on how you think they are doing.
6. **Make coaching and mentoring resources available before there is a crisis.** Don't wait until a new employee is in serious trouble before taking action. Address issues as they arise. Know the coaching, mentoring, and other resources available to you. What makes a good coach, sponsor, preceptor, or mentor? Someone who:
 - Listens to what is being said.
 - Helps the person understand why something didn't work as expected.
 - Offers suggestions for improvement.

Answering these questions for yourself may help you to provide a snapshot of the organizational culture for new employees. Assigned sponsors can also help the new employee understand and work in the new environment.

ANNEX C: SUPERVISOR'S CHECKLIST

NEW EMPLOYEE INFORMATION

Employee Name: _____ Start Date: _____

Position Title: _____ Supervisor/Rater: _____

Contact Telephone Number: _____ Contact Email: _____

WITHIN 3 DAYS OF FORMAL JOB OFFER AND ACCEPTANCE (AS CONFIRMED BY CPAC)

- Obtain firm entrance on duty (EOD) date from Civilian Personnel Advisory Center (CPAC).
- Contact new employee (preferably by phone) to welcome him/her to the Family and MWR team.
- Confirm start date.
NOTE: Notify CPAC if employee believes the start date is different from what CPAC stated.
- Send the new employee a welcome letter.

Date Completed

AT LEAST ONE WEEK BEFORE START DATE

- Review work area and confirm an assigned workstation, desk, work bench, chair, computer, network, telephone, office supplies, or other required tools and equipment are in place prior to the new employee's first day.
- Determine what system access will be required by the new employee and initiate a System Authorization Access Request (SAAR), DD Form 2875, if required, to be signed by new employee on first work day (or during first week).
- Update Facility Telephone/Organization Roster with new employee's information.
- If key box access is required, initiate new Key Box Access Memorandum.
- Begin working on Performance Standards.
- Prepare work schedule.
- Arrange your schedule to be available to meet with the new employee on his/her first day.

ON THE FIRST DAY

- Issue uniform and go over dress code/appropriate attire NSD SOP #9-23 Dress Code Policy.
- Determine which keys need to be issued and complete DA Form 5513 and NSD SOP #7-23 Key Controls and issue keys.
- Issue Facility Telephone/Organizational Roster.
- Complete Record of Emergency Data and Designation of Beneficiary for Unpaid Compensation of Deceased NAF Employee DA Form 5521 with the employee.
- Go over work schedule with the employee.

ANNEX C: SUPERVISOR'S CHECKLIST (CONT.)

WITHIN THE FIRST WEEK

- Ensure employee is issued a DoW CAC.

NOTE: Current agreement with DoW ID Card Office gives walk-in priority to all who identify themselves as a "New NAF Employee" Monday – Friday from 8:30 – 10:30 am. Troubleshoot as needed to ensure CAC issuance is not delayed.

- Ensure technical assistance is available to help new employee set up computer and access network resources.

NOTE: May need to defer until after new CAC has been issued and system access has been granted.

- After CAC is received update work contact information in GAL (see "How To").

milconnect.dmdc.osd.mil/milconnect/

- Create a profile on ATCTS (mandatory).
atc.us.army.mil

- Ensure employee completes DoW Information Assurance (IA) Awareness Training and digitally signs the Acceptable Use Policy (AUP).
iatraining.us.army.mil

- Sign New Users USB Briefing and Acknowledgement Statement and upload the document to go.usa.gov/xwEPN.

- Ensure employee registers for an IMCOM Academy account.
www.imcomacademy.com

- Provide new employee with overview of your organizational chart and its mission including an explanation of how your division's mission supports the overall mission of the Command and the Army. Ensure new employee understands how his/her role supports your organization, Command and the Army missions.

- Discuss and review the Dashboard. Ensure new employee understands the organizational chart, categories, and training requirements as well as training links.

- Inform the new employee of regularly scheduled meetings and send invitations to any regularly scheduled meetings (i.e. staff and department) to employee's inbox and calendar.

- Introduce new employee to the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage.

- Ensure new employee's name is added to the local directories, relevant email distribution lists, and SharePoint site permissions.

- Review key administrative policies:

- Confidentiality (specific procedures to safeguard confidential/sensitive material and PII)

- Diversity awareness

- Emergency procedures

- Ethics/Joint Ethics Regulation

- Holidays

- Official use of government property

- Performance reviews

- Progressive disciplinary actions

- Safety

Date Completed

ANNEX C: SUPERVISOR'S CHECKLIST (CONT.)

WITHIN THE FIRST 30 DAYS

- Ensure employee completes online courses through IMCOM Academy.
 - Family and MWR Orientation Course (*must be completed prior to TMO*).
 - Operations Excellence-Online Customer Training.
- Meet with employee to review and issue performance standards.
- Introduce new employee to Commitment to Excellence (CTE) and provide CTE booklet.
- Provide feedback to new employee about work assignments, training, and seek feedback about job satisfaction to date.
 - Conduct regularly occurring one-on-one meetings;
 - Provide timely, ongoing, meaningful “everyday feedback;” and
 - Elicit feedback from the employee and be available to answer questions.

WITHIN THE FIRST 90 DAYS

- Provide training, as needed, to help new employee understand internal systems, general operating practices, and obtain other information or skills required in the performance of his/her job.
- Coach, counsel, and give performance feedback early and often to new employee.
 - At minimum, meet for informal 3-month performance check-in.
- Have employee “shadow” you at meetings to get exposure to others and learn more about the division and organization.
- Meet with employee to discuss whether required training has been completed or scheduled and to determine whether any assistance is required to complete training or whether any adjustments are needed to the IDP.
 - Elicit feedback from the employee and be available to answer questions.

CHECKLIST FINALIZATION (no later than 90 days after employee on-boarding)

- Receive finalized copy of New Employee Checklist and place in employee's folder.
- Place finalized version of this Supervisor Checklist in employee's folder.

WITHIN THE FIRST 180 DAYS

- Ensure new employee is on track to complete grade-level CES requirements.
- Conduct a mid-point performance counseling. Meet with new employee for formal performance feedback, review of IDP, and career goals. Arrange for higher lever review to meet with and counsel new employee.
 - Record date of mid-year performance review conducted.
 - Continue to provide and/or arrange coaching, counseling, and mentoring.
- Explore training sides for mentoring opportunities:
 - usarmy.skillport.com
 - acpol.army.mil
 - usacac.army.mil

Date Completed

ANNEX C: SUPERVISOR'S CHECKLIST (CONT.)

WITHIN THE FIRST YEAR

- Encourage participation in training, webinar sessions, and learning activities.
- Ensure employee completes on-boarding requirements, including CES training requirements and SDC (if required).
- Look for opportunities to integrate your new employee into work groups/teams.
- Celebrate successes and recognition of employee's contributions.
- Take prompt action (well before the end of the probationary period) to correct poor performance and/or conduct issues.
- Meet regularly with new employee to review performance, training plans, and developmental goals. Discuss performance and monitor progress in competence (*knowledge, skills, and abilities*), character (*ethical conduct and behavior*), and commitment (*to duty, mission accomplishment, and Army values*).
- Encourage your new employee to share ideas for improving operations, strategies, work environment, and the on-boarding experience.
- Complete annual performance appraisal.
 - Meet with new employee to review appraisal and counsel employee.
 - Arrange for higher level review to meet with and counsel employee.
 - Record date final annual appraisal completed.

Date Completed

ANNEX D: EMPLOYEE WELCOME LETTER



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, US ARMY GARRISON, FORT BRAGG

4-1469 Rock Merritt Ave

FORT BRAGG, NORTH CAROLINA 28310-5000

Mr. John Doe
Morale-Welfare-Recreation St.
San Antonio, TX, 12345

Dear Mr. John Doe,

Welcome to the Family and MWR Marketing team! I am delighted you are joining us as a Graphic Designer. Your role is critical in fulfilling both the Family & MWR and Army mission. On behalf of the entire staff, I would like to be the first to welcome you to Marketing. All of us will work together to ensure you have a smooth transition into the team.

As you plan for your new role with our organization, I will be glad to answer questions you may have prior to your first day and arrange to meet you after in-processing at CPAC. Below, you will find my contact information. After in-processing through the Civilian Personnel Advisory Center (CPAC), you will report to me in your new position. We are located at:

MWR Headquarters
Building 1234

Located on Rock Merritt Ave. (across the street from Iron Mike Conference Center)

To expedite your physical and computer system access, you will need a Common Access Card (CAC). If you do not already have a Department of Defense (DoW) CAC, you will need one issued to you shortly after completing in-processing through CPAC. You will need two forms of identification (i.e. social security card, license, passport, etc.) to have a CAC issued to you. Please ensure you bring these items with you.

Again, welcome to the team – we look forward to working with you and growing together. We are a proud, high performing team and I know your contributions will add to our future successes. If you have questions prior to your start date or need additional information, don't hesitate to contact me. You can reach me via email or telephone at new.boss.naf@army.mil or (314)123-4567.

Best regards,

Ms. New Boss
Family and MWR
Marketing Chief

1 October 2023

