



**DEPARTMENT OF THE ARMY  
INSTALLATION MANAGEMENT COMMAND, ATLANTIC REGION  
HEADQUARTERS, UNITED STATES ARMY GARRISON, FT CAMPBELL  
39 NORMANDY BOULEVARD  
FORT CAMPBELL, KENTUCKY 42223-5617**

REPLY TO  
ATTENTION OF

IMCB-HR

MEMORANDUM FOR Directors & Chiefs, Staff Offices/Activities, This Headquarters

SUBJECT: Policy 1 – United States Army Garrison (USAG) Fort Campbell Civilian Onboarding and Out-Processing Procedures

1. References:

- a. AR 690-900, Civilian Personnel – General and Miscellaneous, 15 Dec 79.
- b. IMCOM Regulation 350-1, IMCOM Training and Leader Development, 1 Jun 10.
- c. IMCOM Onboarding SOP, 1 Oct 14.
- c. FC Form 4278, Civilian Out-Processing Checklist, Oct 12.
- d. Fort Campbell Leader and Workforce Development Training Action Plan, 15 Jan 14.
- e. FC Form 1360, Supervisor Checklist for Civilian Orientation & Integration Program, Apr 2014.

2. Purpose:

- a. To establish USAG Fort Campbell and out-processing procedures for Appropriated Fund (AF) and Non-Appropriated Fund (NAF) civilian employees.
- b. To ensure civilian employees in-processing USAG Fort Campbell are appropriately welcomed to the installation, oriented and integrated into the Directorate or agency, and begin necessary training to ensure their success.
- c. To ensure departing USAG Fort Campbell civilian employees complete appropriate out-processing to fulfill their personal and financial obligations.

3. Applicability. This policy applies to all USAG Fort Campbell AF & NAF employees.

4. Policy:

- a. Incoming Civilian Personnel. Supervisors of incoming civilian personnel will ensure new civilian employees meet requirements of a six (6) phase orientation and intergration process. Supervisors will ensure new employees are sponsored, properly welcomed, and oriented to their

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jobs, their mission, and the Installation's Strategic Operations. Success is determined by having a new employee fully integrated into his or her team and providing world-class customer service during their first year of accepting the new position.

(1) Supervisors will use FC Form 1360, Supervisor Checklist for Civilian Orientation & Integration Program dated April 2014, as a preparation tool for each of the six phases.

(2) Phase 1, Sponsorship Prior to Arrival. Supervisors will complete steps provided in Enclosure 1, Sponsorship Checklist, Phase 1. This phase is complete once proper contact has been established and key information exchanged.

(3) Phase 2, Welcome, Day 1. Supervisors will complete steps provided in Enclosure 1, Sponsorship Checklist, Phase 2. This phase is complete once any issues or concerns are addressed and resolved prior to Day 1 release.

(4) Phase 3, In-Processing, Days 2 through 5. Supervisors will complete steps provided in Enclosure 2, In-Processing Checklist. Checklist can be supplemented by the gaining Directorate/Agency to fulfill internal requirements.

(5) Phase 4, Orientation, Days 6 through 30. Supervisors will complete steps provided in Enclosure 3, Orientation Checklist. This phase completes in-processing and allows new personnel to become familiar with their job and the command. Directorates/ Agencies may supplement with their own checklist/SOPs to fulfill internal requirements.

(6) Phase 5, Integration, NLT 6 Months. Supervisors will complete steps provided in Enclosure 4, Integration Checklist. Supervisors will provide adequate time for the employee to complete required training during duty hours.

(7) Phase 6, Completion NTE 1 Year. Completion includes annual performance evaluation and submission by the employee of a program survey, Enclosure 5, Orientation and Integration Survey.

b. Departing civilian personnel will clear all applicable activities using FC Form 4278, Fort Campbell Civilian Out-Processing Checklist prior to permanent change of station, local reassignment, separation, or retirement. Completed FC Form 4278 will be turned in by departing personnel to the administrative office of the employee's organization, or the organization's designated point of contact. Organizations will retain completed FC Form 4278 in the employee's retired file for a period not to exceed 1 year after the employee departs the organization.

c. Departing personnel will also complete an exit interview or questionnaire with their director or his/her representative. Exit Interview Questions (Enclosure 6) will be used for the interview and provided to the Garrison Adjutant. Additional items provided by Enclosure 6 can be added if the Directorate/agency desires more information.

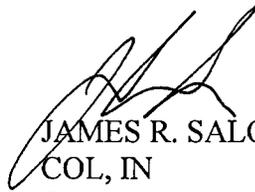
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5. The proponent and point of contact for this policy is the Garrison Adjutant, ATTN: IMCB-HR, 956-4661.

Encls

1. Sponsorship Checklist
2. In-Processing Checklist
3. Orientation Checklist
4. Integration Checklist
5. Orientation and Integration Survey
6. Exit Interview Questions



JAMES R. SALOME  
COL, IN  
Commanding

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**Enclosure 1, Sponsorship Checklist**

**Sponsorship Checklist**

This Checklist is designed to assist Sponsors with completing steps necessary to effectively welcome new employees to the Installation. This phase begins upon an applicant accepting an offer for a position in the Directorate/Agency and continues through Day 1 Inprocessing and welcome at the organization. When complete, the checklist will be retained in the employee's file at the Directorate/Agency level.

Sponsor Information: \_\_\_\_\_  
(Last, First, MI) Directorate/Agency/Division/Section

Date Assigned: \_\_\_\_\_ Completion Date: \_\_\_\_\_

Employee Information: \_\_\_\_\_  
(Last, First, MI) Duty Position

Date of Initial Contact: \_\_\_\_\_ Arrival Date (CPAC Inprocessing): \_\_\_\_\_

CK or N/A	PHASE 1 REQUIREMENTS	REMARKS
	1. Notification Received that the Applicant Accepted the Job Offer	Date:
	2. Applicant Initial Contact Completed (Date Entered Above) (Circle)	YES NO
	3. If No, Dates of Other Attempts & Means of Contact	
	3a. Email:	Date:
	3b. Telephonic Contact #:	Date:
	3c. Mail Address:	Date:
	3d. Other: (Describe)	Date:
	4. Information Provided to the Applicant (Check all that apply)	
	4a. Local Area Listings (Housing, Business, Entertainment)	
	4b. Fort Campbell Installation Information (Map, Staff Directory)	
	4c. Welcome Letter and/or Directorate Information	
	4d. Computer Access Request	
	4e. Other:	
	5. Applicant Requested Additional Information (Circle)	YES NO
	5a. If YES, Specify:	
	5b. Date Additional Information Provided	Date:
	6. Applicants Projected Arrival Date	Date:
	6a. Applicants Mode of Travel (Circle One: Car Bus Plane)	
	6b. Sponsor meets applicant prior to CPAC Inprocessing? (Circle)	YES NO
CK or N/A	PHASE 2 REQUIREMENTS	REMARKS
	1. Employee is met at CPAC Inprocessing by Sponsor, Supervisor or Senior Leader (Circle)	YES NO

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	2. CPAC Inprocessing requirements were completed on Day 1 (Circle)	YES	NO
	2a. If No, Follow up date scheduled to complete requirements	Date:	
CK or N/A	<b>PHASE 2 REQUIREMENTS CONTINUED</b>	<b>REMARKS</b>	
	3. Employee was escorted to Directorate/Agency Work Site/Area	YES	NO
	3a. If No, Did employee arrive at the area on Day 1? (Circle)	YES	NO
	4. Employee issues or concerns were addressed and resolved to the satisfaction of the employee by the sponsor/supervisor prior to release? (Circle)	YES	NO
	4a. If No, Date resolved	Date:	
	5. Employee received a welcome from the senior leader	YES	NO
	5a. If No, Date Welcome occurred	Date:	
	6. Employee was introduced to co-workers	YES	NO
	6a. If No, Date introduction occurred	Date:	
	7. Employee was shown office location	YES	NO
	7a. If No, Date that office tour occurred	Date:	
	8. Employee was provided Emergency Contact Information	YES	NO
	8a. If No, Date a contact plan was established	Date:	
	9. Employee received Phase 3 Checklist (Inprocessing Days 2 thru 5)	Date:	
	10. Sponsor scheduled employee for receipt of Common Access Card <a href="https://rapids-appointments.dmdc.osd.mil/appointment/building.aspx?BuildingId=353">https://rapids-appointments.dmdc.osd.mil/appointment/building.aspx?BuildingId=353</a>	Appointment Date & Time:	











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	<p><b>FC must be completed within first year of employment.</b> The FC is available to all Army employees as a self-development tool.  <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a></p>	<p>Completion Date</p>
	<p><b>2h2. Basic Course dL (Ph 1) &amp; Residency (PH2) (Grades GS01 - GS09 or Equivalent)</b> Employees in target grades must complete this course no later than one year from placement to a supervisory or managerial position <u>unless</u> previously granted course equivalency credit. The dL phase must be completed prior to taking the two week resident phase. The resident course will be taken after successful completion of the dL course and takes place in a university setting encompassing a classroom environment and small group seminars.  <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a></p>	<p>PH1 Enrollment Date:            PH1 Completion Date            PH2 Enrollment Date:            PH2 Completion Date</p>
	<p><b>2h3. Intermediate Course dl (PH1) &amp; Residency (PH2) (Grades GS10-GS-12 or Equivalent)</b> Employees in a supervisory or managerial positions must complete this course no later than 2 years from placement <u>unless</u> previously granted course equivalency credit. The dL phase must be completed prior to taking the three week resident phase.  <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a></p>	<p>PH1 Enrollment Date:            PH1 Completion Date            PH2 Enrollment Date:            PH2 Completion Date</p>
	<p><b>2h4. Advanced Course dl (PH1) &amp; Residency (PH2) (Grades GS13-GS15 or Equivalent)</b> AC is required for all employees with a permanent appointment to a supervisory or managerial position. Employees must complete this course no later than 2 years from placement <u>unless</u> previously granted course equivalency credit. The dL phase must be completed prior to taking the four week resident phase.  <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a></p>	<p>PH1 Enrollment Date:            PH1 Completion Date            PH2 Enrollment Date:            PH2 Completion Date</p>
	<p><b>2h5. Continued Education for Senior Leaders (CESL) (Grades GS14-GS15 or Equivalent)</b> Employees who attend the Advanced Course must wait a year following AC completion to be eligible for CESL (Wait time does not apply to those with AC credit). The CESL is conducted through blended learning – pre-course work and a 4.5-day resident course.  <a href="https://www.atrrs.army.mil/channels/chrtas">https://www.atrrs.army.mil/channels/chrtas</a></p>	<p>Enrollment Date:            Completion Date</p>
	<p><b>3. Directorate/Agency Requirements</b></p>	

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**Enclosure 5, Orientation and Integration Survey**

**Orientation and Integration Survey**

The intent of this survey is to gather input to help assess the Orientation and Integration Program within your organization and USAG Fort Campbell. As a new employee, your input on each of the six phases of the program will assist the command with improvement in any areas of concern noted. The survey is designed to provide confidentiality. You are encouraged to provide supplemental data to any statement by using the comment area. Again, your responses will remain anonymous so you are encouraged to provide as much direct feedback as you desire. The comment block will expand as you type in your remarks. Separate sheets can be included if you desire; however, please indicate the statement the comment pertains to, i.e., #1 continued:

The completed survey can be delivered to Workforce Development Division (WFD) at Building 875, corner of Bastogne and Air Assault Avenue (Intersection near Gate 3), faxed to WFD at (270) 798-7092 or scanned and emailed to: duane.e.soumis.civ@mail.mil. Thank you for your input!

Use the following scales to answer questions. Highlight the most appropriate answer using the tool bar highlight feature (or circle, scan and return).

A = Strongly Agree    B= Agree    C=Disagree    D=Strongly Disagree    E=Not Applicable

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**PHASE 1 & 2 Sponsorship**

**1. Establishing contact with my sponsor before my arrival greatly assisted in my transition to Fort Campbell.**

A      B      C      D      E

Comments:

**2. The information provided by my sponsor prior to arrival was extremely helpful.**

A      B      C      D      E

Comments:

**3. The Civilian Personnel Advisory Center In-Processing procedures were beneficial to my first day as a new hire.**

A      B      C      D      E

Comments:

**4. I was met by my sponsor or a supervisor at the Civilian Personnel Advisory Center which served to ease my stress as a new hire.**

A      B      C      D      E

Comments:

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5. Issues or concerns arising during Day 1 were addressed and resolved prior to my release.

A B C D E

Comments:

6. If I had the ability to make a program change on the Sponsorship Phase, I would:

Comments:

**PHASE 3 Inprocessing (Days 2 thru 5)**

A = Strongly Agree B= Agree C=Disagree D=Strongly Disagree E=Not Applicable

7. I received briefings that explained job requirements and expectations by my organization.

A B C D E

Comments:

8. I was provided the necessary tools (computer, equipment) to perform my job during this phase.

A B C D E

Comments:

9. I was confident by the end of this phase that I had the basics required to be successful within the organization.

A B C D E

Comments:

10. If I had the ability to make a program change on the Inprocessing Phase, I would:

Comments:

**PHASE 4 Orientation (1<sup>st</sup> 30 Days)**

A = Strongly Agree B= Agree C=Disagree D=Strongly Disagree E=Not Applicable

11. The Orientation for New Employees-Garrison provided adequate information for me to gain an understanding of the Garrison Vision and Mission.

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A B C D E

Comments:

**12. The Orientation for New Employees-Garrison topics (agenda) was sufficient for me to gain a perspective on the environment/culture of the Garrison.**

A B C D E

Comments:

**13. The mandatory training topics required within the first 30 days were manageable based on the time my supervisor provided for completion.**

A B C D E

Comments:

**14. The first 30 days within USAG Fort Campbell made me feel like a valued employee.**

A B C D E

Comments:

**15. If I had the ability to make a program change on the Orientation Phase, I would:**

Comments:

**PHASE 5 Integration (1<sup>st</sup> 6 Months)**

A = Strongly Agree B= Agree C=Disagree D=Strongly Disagree E=Not Applicable

**16. My performance standards and performance objectives provided focus on the expectations of me for this rating period.**

A B C D E

Comments:

**17. My established Individual Development Plan (IDP) provides the necessary training requirements for me to obtain additional job related competencies.**

A B C D E

Comments:

**18. I was provided adequate time to meet the Civilian Education System (CES) Distant learning requirements (Foundation Course/PH1 Course required by grade).**

A B C D E

Comments:

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**19. The time provided to complete all mandatory training requirements was adequate.**

A      B      C      D      E

Comments:

**20. If I had the ability to make a program change on the Integration Phase, I would:**

Comments:

**PHASE 6 Program Completion (NTE 1 Year)**

**21. If I had the ability to make a change within my organization's Orientation and Integration Program, I would:**

Comments:

**22. I believe the following should be taken into consideration based on my experiences with the six phase program:**

Comments:

**23. I would like to add the following:**

Comments:

**Enclosure 6, Exit Interview Questions**

**EXIT INTERVIEW QUESTIONS**

The questions contained on pages 1 through 3 will be completed as an exit survey for all departing employees, whether internal or external to USAG Fort Campbell. The questions are to obtain responses from departing employees to examine reasons for departure and identify ways to become a more desirable employer. The reasons employees leave the organization are very important to improve the overall work environment. If a person held more than one position during their tenure, seek responses for the most recent position. Completed surveys will be copied and forwarded to the Garrison Adjutant, Directorate of Human Resources, 2702 Michigan Avenue, Fort Campbell, KY 42223

Demographics:

1. My Directorate is: \_\_\_\_\_
2. My immediate supervisor is:    Civilian            Military            Contractor
3. I have completed \_\_\_\_\_ years of Federal Service (Military, DAC, NAF combined)
4. My position is:    Supervisory            Non-Supervisory            Manager            Team Leader
5. My Pay Plan, Occupational Series, and grade are: \_\_\_\_\_ - \_\_\_\_\_ - \_\_\_\_\_
6. My age is:  
\_\_\_\_ 30 or less    \_\_\_\_ 31-39    \_\_\_\_ 40-49    \_\_\_\_ 50 – 55    \_\_\_\_ 55-62    \_\_\_\_ 62 or older
7. My gender is:    Male            Female
8. Why are you departing your activity?
  - a. \_\_\_\_ Retirement    \_\_\_\_ Early Retirement    \_\_\_\_ VERA/VSIP
  - b. \_\_\_\_ Job Opportunity    \_\_\_\_ Pay Raise Opportunity    \_\_\_\_ Spouse Reassignment/Departure
  - c. \_\_\_\_ Resignation    \_\_\_\_ Medical Issues    \_\_\_\_ LWOP due to other circumstances.
  - d. \_\_\_\_ Reduction in Force/Job Eliminated    \_\_\_\_ Temp/Term Position Expired
9. Which of the following had an impact on your decision to depart? (Check all that apply)
  - a. \_\_\_\_ My Work (Select all that apply)
    - \_\_\_\_ Current Job Duties
    - \_\_\_\_ Lack of opportunities to work on challenging assignments
    - \_\_\_\_ Lack of opportunities to work freely on my own
    - \_\_\_\_ Lack of opportunities to participate in important decisions affecting my work
    - \_\_\_\_ Level of job stress

9. Which of the following had an impact on your decision to depart Continued? (Check all that apply)

b.  People I deal With (Select all that apply)

- Employees in my organization
- People in other organizations
- Customers I serve
- My immediate supervisor
- Higher level management in my supervisory chain

c.  Advancement and Recognition (Select all that apply)

- Lack of training opportunities
- Lack of promotion opportunities or reassignment which includes a pay raise
- Lack of monetary award for job performance
- Poor public image of Federal employees

d.  Compensation and Benefits (Select all that apply)

- Issues with Job Security
- Pay
- Lack of alternative work schedules
- Retirement
- Health benefits
- Annual and sick leave
- Life insurance
- Thrift Savings

e.  Resources and Location (Select all that apply)

- Staffing (Lack of and mix of people)
- Staffing (required to do more than 1 job)
- Physical work environment
- Availability of computers and support equipment
- Building or Area where the worksite is located
- Commuting Time

10. What was the main reason you applied for the position you are now leaving?

11. What was the most satisfying aspects of your current position?

12. What was the least satisfying aspects of your current position?

13. What changes could be made to your current position to have made it more desirable?

14. Did your position description match the work you performed?  YES  NO

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15. Did you receive adequate training to perform your duties? \_\_\_ YES \_\_\_ NO

16. What was the most difficult aspect about your current job?

17. Did you receive adequate support from the leadership to do your job?

18. What could your immediate supervisor do to make the workplace better?

19. What did you like most about your Directorate?

20. What did you like least about your Directorate?

21. Of all the factors discussed, which one area was the strongest influence on your decision to depart?

22. Other Comments you would like to provide:

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The following items can be added by the Director to obtain Directorate/Agency specific feedback if desired.

Did you ever feel discriminated against, harassed, or that you were in a hostile work environment?

Before deciding to leave, did you seek or investigate the feasibility to transfer within your directorate?

Do you feel you had the resources and support necessary to accomplish your job?

Did your supervisor establish and communicate clear goals so you knew what was expected of you in your job?

Did you receive frequent feedback about your performance, expectations, goals, and objectives?

Did leadership help you balance your professional and personal life? (Work/life balance)

Were you able to provide your leadership with recommendations to make the workplace better?

Did you receive any awards? Do you have suggestions for additional incentives?

Did you establish career goals? What are they?

Did your leadership help you to fulfill your career goals?

Did you understand your directorate's mission, goals and objectives and feel you were a part of the accomplishment?

Would you be satisfied as a customer with your directorate's commitment to quality and customer service?

Do the policies and procedures of your directorate help to create a well-managed, consistent and fair workplace?

Would you consider working at Fort Campbell again? At your Directorate? Your position?

Would you recommend Fort Campbell to a prospective employee?

Did you request a reference letter? If yes, from whom? Did you receive a satisfactory letter?

Are there safety or security issues we should be aware of?

Do you consider morale as an issue? How would you improve it?

What would you improve or recommend to make your workplace better? (Professionalism, morale, customer service)

Were you satisfied working with your Peers?