



# U.S. Army Audit Agency

## Onboarding Program



*Working together to provide new employees the  
tools, resources, and knowledge to become  
successful and productive.*

*August 2011*

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# INTRODUCTION

As part of our 2009-2012 Human Capital Plan, we identified the need to improve and institutionalize our process for integrating new employees and accelerating their time-to-productivity by establishing a formal onboarding program.

This program was developed using the Strategic Onboarding Model presented in a May 2008 Partnership for Public Service report “Getting on Board-A Model for Integrating and Engaging New Employees.” This model resulted from a comprehensive study examining Federal agency onboarding practices in comparison to high-performing organizations in the private sector.

The program is customized to leverage internal best practices and address agency-specific needs identified through new hire surveys and manager interviews.

## Background

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### Onboarding Defined

In their report, the Partnership for Public Service defines onboarding as “the process of integrating and acculturating new employees into the organization and providing them with the tools, resources and knowledge to become successful and productive.” It’s further described as “differing from traditional orientation activities in several key ways and requires a commitment to fully integrate new employees into an organization using robust processes supported by appropriate technology.” The differences between the typical in-processing or orientation activities from onboarding are outlined in the table shown above.

TYPICAL ORIENTATION	ONBOARDING
Transactional focus and goals	Strategic focus and goals
Less than 1 week	Includes entire first year
Owned and executed by human resources office	Integrates multiple offices, functions, and individuals
Addresses some new employee needs	Addresses all new employee needs – from information, equipment, and accounts, to training and networking
Employee attends	Employee is an active participant, with vested interest in success
Yields new hires with completed paperwork and some general information	Yields successful first year for new employees – maximizes employee engagement and retention

The following model represents a comprehensive approach to integrate and acculturate new employees. The model consists of four key components – principles, roles, process

phases and key activities, and outcomes. These key components are the foundation of the Agency’s Onboarding Program described in this document.

## ONBOARDING MODEL

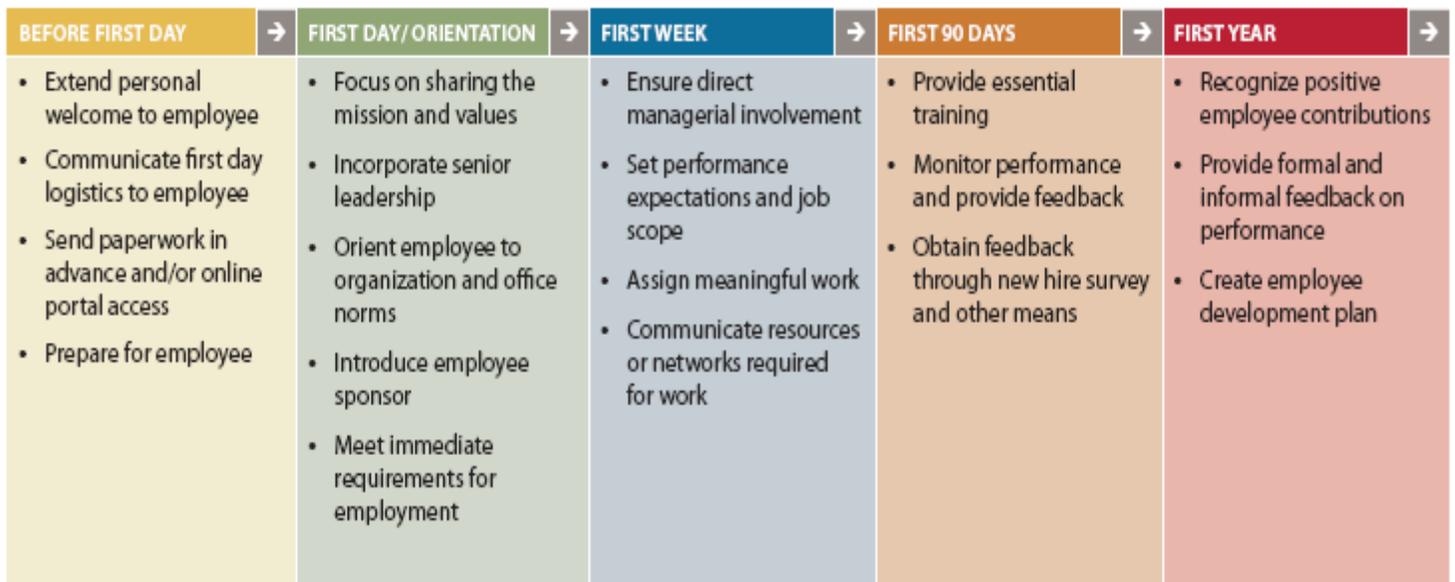
### PRINCIPLES



### ROLES



### PROCESS PHASES AND KEY ACTIVITIES



### OUTCOMES



## Program Principles

The following four key principles were identified in the Partnership for Public Service report as “necessary to provide strategic direction and alignment for the entire onboarding process.” We have followed these principles in the development of our Onboarding Program, as described below.

### Align to Mission and Vision

Upon acceptance of a job offer, all new employees will be provided a link to the [Agency’s New Employee Web site](#), which includes a personal welcome message from The Auditor General and information regarding our history, mission, vision, strategic goals, and core values. This will promote an immediate feeling of connection to the

organization. From this site, new staff auditors will also be able to access their performance expectations for their position, which are aligned to specific strategic goals and help them understand specifically how their contributions will help us achieve our mission.

Future additions to the site will include an informal video message from each Deputy Auditor General, explaining their functions and areas and how new employees can expect to contribute to our organization. New employees will also have an opportunity to discuss with their supervisors how their jobs will help support the mission.

### **Connect to Culture, Strategic Goals, and Priorities**

To provide a realistic picture of the Agency's culture, new employees will be given a sponsor and will be able to view "[A Day in the Life](#)" articles written by Agency employees and posted on the New Employee Web site.

- The sponsor will help integrate new employees into the Agency and understand the culture (both the written and unwritten rules).
- Articles on the Web site will be updated periodically and include the experiences of new staff at various levels within the Agency.

Strategic goals will be developed, measured, and monitored for the Onboarding Program and will align with the Agency's human capital goals and professional workforce strategic goal.

### **Integrate Across Process Owners**

Available technology will integrate all process owners and provide corporate oversight for program management. Process owners will be held accountable for their performance and for meeting shared onboarding goals through their annual performance evaluations.

### **Apply to All Employees**

This onboarding program covers the basics that apply to all employees, regardless of location and level. Although most of the standard processes and tools are geared towards entry-level auditors, the need for tailored programs for other types of employees will be recognized through personalized onboarding plans.

### **Roles and Responsibilities**

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Process owners, process champions, and new employees all have roles to ensure successful onboarding. Each depends on others to fully integrate and engage new employees. An onboarding program manager has been designated to oversee the

process, set program goals, measure effectiveness and impact, hold other responsible process owners accountable, and make program updates as needed.

Process Owners	Process Champions	New Employees
<ul style="list-style-type: none"> <li>Accountable for executing the mechanical aspects of onboarding while coordinating with each other.</li> <li><i>Human Resources (HR), Training, Chiefs of Staff, Information Technology, Security, Facilities, Managing Auditors (MAs)</i></li> </ul>	<ul style="list-style-type: none"> <li>Responsible for motivating new employees and helping them understand how their jobs are critical in fulfillment of the Agency's mission.</li> <li><i>Deputy Auditor Generals, Program Directors, Supervisors, Auditors-in-Charge (AICs)</i></li> </ul>	<ul style="list-style-type: none"> <li>Responsible for being active participants in their own onboarding and providing honest and meaningful feedback on the effectiveness of the program.</li> </ul>

In addition to these broad roles, each process owner or champion has the responsibility for individual tasks during a new employee's first year (Appendixes B-J). It's essential that the key players ensure they are available to fulfill their roles in the onboarding process, especially in a new employee's first weeks. Standard entrance on duty (EOD) dates will be established for new employees to make sure key players are available during a new employee's first day and to easily schedule Agency activities, such as welcome ceremonies from senior leadership. In addition, key players should provide realistic information about the Agency and avoid "overpromising" when carrying out their roles during the employee's first year.

## Process Phases and Key Activities

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An employee's first work assignment creates an immediate lasting impression and directly affects how quickly they become a productive and engaged member of the Agency's workforce. Appendix A provides a tool for use by Chiefs of Staff and the Onboarding Program Manager in making decisions on initial job assignments for new developmental staff auditors.

To facilitate achievement of other key activities required in an employee's first year, e-mail notifications, individual checklists, and toolkits (Appendixes B-J) will be available to process owners and champions through an automated task notification and tracking system (**NOT YET IMPLEMENTED**). The Onboarding Program Manager will have dashboard view of what tasks have been accomplished and what tasks remain—allowing a corporate view of onboarding activities. The Onboarding Program Manager will also use the automated application to collect data and monitor and report Agency progress in onboarding new employees.

A tailored, personalized onboarding plan will be created for other employees (student trainees, ACTEDS DA interns, mid-career hires, and professional support staff) with the

assistance of the Onboarding Program Manager, according to the employee's individual needs. Recognizing that these types of employees have different onboarding needs that are often unique to the individual, a standardized approach isn't ideal. The Onboarding Program Manager should coordinate with field office managers and supervisors as soon as possible, but no later than 2 weeks before the new employee's arrival, when a personalized onboarding plan is required.

## Measurement and Outcomes

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The Onboarding Program Manager will evaluate the success of the program through periodic entrance surveys, stay interviews, and new hire supervisory assessments. Research shows that effective onboarding yields clear benefits and outcomes, by setting high performers on the path to productivity and success more quickly. The following metrics will gauge the effectiveness of the Agency's Onboarding Program:

- Percentage of new hires completing the program within 1 year of start date.
- Retention rates among new hires after implementation of program.
- Experiences reported by new hires (entrance survey) in their first 90 days.
- Engagement and productivity of new hires (stay interview and new hire supervisory assessment).

## A – NEW HIRE JOB ASSIGNMENT CRITERIA

### **Purpose**

When selecting an appropriate first assignment for new auditors, our goal is to provide the best opportunity for them to be engaged and productive, resulting in positive experiences. The most appropriate assignments would be to perform audits that are in the survey or early execution phases. When selecting appropriate first assignments, it is important not only to consider the content of the work, but also the work environment and characteristics of those who will be responsible for teaching, mentoring, leading, and motivating the new employees.

### **Responsibilities**

Chiefs of Staff have primary responsibility for working with Program Directors to apply the new hire assignment criteria as soon as practicable, but no later than 45 days prior to when new hires are scheduled to come on board. Accordingly, the Chiefs of Staff should verify with Program Directors whether or not there are specific audit assignments for the new hires that meet as many of the assignment criteria as possible.

If appropriate audit assignments aren't available, the Chiefs of Staff/Program Directors should canvass other Program Directors (preferably with teams at the same locations) and consider the temporary "loan" of new auditors to other teams if the assignment criteria are not achievable on the originally assigned teams. They may also consider scheduling followup audits because start dates for these efforts are usually flexible and can be planned to correspond to new hire start dates, when doing so helps satisfy the majority of the assignment criteria. At some field offices, Chiefs of Staff and Program Directors may want to consider "pooling" new hires to allow more flexibility in making appropriate assignments during the new hire's first year.

Audit teams should release new auditors from their first assignments at the end of execution/reporting phase, so that they can continue to learn and develop their basic auditing skills, gain experience, and understand and apply Generally Accepted Government Auditing Standards/Agency audit policies on subsequent assignments. The overall expectation should be that new auditors will work on multiple audits during their first year, with supervisors gradually expanding their assignments to include the planning and command reply phases as skill proficiency progresses.

### **New Hire Job Assignment Criteria**

#### *Type of Work*

- Appropriate for on-the-job training under the day-to-day guidance of an experienced, co-located auditor.

- Not overly complex, broad, or long; best if focused on a single audit objective.
- Exposure to the Army at the installation/operational level.
- Auditor actively engaged in:
  - Gathering and documenting audit evidence.
  - Interviewing clients.
  - Conducting analyses, drawing conclusions, and summarizing results.
  - Communicating audit results orally and in writing.

*Supervisor/Auditor-in-Charge/Team Lead*

- Has a positive, forward-looking attitude towards Agency mission, goals, leadership, and values.
- Embodies Agency values in his/her behavior.
- Displays sincere interest in promoting employee's learning and professional development.
- Technically competent in assisting employees with their work, as well as competence in interpersonal human relations with their staff.
- Good teacher/coach, who assesses and adjusts to employees' learning needs, styles, and personal characteristics.
- Sensitive to individual differences (gender, race, age, workstyle, education level, etc.)
- Comfortable with an authoritative role and evaluating others' work and conduct.
- Physically available, accessible, and approachable.
- Listens respectfully to the ideas and concerns of staff.
- Provides constructive, honest, and critical feedback in a manner that respects the employee's strength and growth towards independence.
- Flexible.
- Supportive of work-life balance, but not intrusive on employee's private concerns.

*Other Environmental Factors*

- Team not experiencing any type of serious behavior or performance issues (problem employees under formal discipline/Performance Improvement Plan).

- Adequate work/office space available.
- Positive office atmosphere.

## B – HUMAN RESOURCES CHECKLIST

Timing	Activity
Once offer has been accepted and suitability check is complete	<ul style="list-style-type: none"> <li>• Send welcome e-mail to new employee, with link to New Hire Web site (sample provided).</li> <li>• Notify Chief of Staff of acceptance and provide employee contact information.</li> <li>• Request sponsor and team assignment from Chief of Staff and ask that they share contact information with assigned sponsor and supervisor.</li> <li>• Provide information to onboarding program manager for initiating network access request and creating automated task lists in AKO</li> </ul>
2-3 days after welcome e-mail	<ul style="list-style-type: none"> <li>• Follow up with new employee by phone and walk them through the Web site/checklist of forms and timeframes.</li> </ul>
Upon receipt of pre-employment forms	<ul style="list-style-type: none"> <li>• Confirm receipt of pre-employment forms from new employee as they are received.</li> <li>• Follow up on whether the new employee has reviewed the information on the Web site on pay, benefits, etc., and if he/she has any questions.</li> <li>• Once forms are reviewed and complete, send e-mail confirming report date with important first day logistics (report time, address, and field office contacts).</li> </ul>
On employee's first day	<ul style="list-style-type: none"> <li>• Receive remaining pre-employment forms from field office manager and submit to CPAC for processing by noon EST, if possible.</li> </ul>
After first week (Monday following report date)	<ul style="list-style-type: none"> <li>• Follow up with processing center on status of personnel action and inform managing auditor, supervisor, and employee once they are in the system (DCPDS), so they can get a CAC.</li> </ul>
After employee receipt of CAC	<ul style="list-style-type: none"> <li>• Contact employee and walk him/her through benefits options and election periods and the ABC Web site and other helpful tools.</li> <li>• Answer any questions.</li> </ul>
During first 90 days	<ul style="list-style-type: none"> <li>• Check in to see how new employee is doing.</li> </ul>

## C – HUMAN RESOURCES TOOLKIT

### SAMPLE WELCOME E-MAIL

Subject: Congratulations on Your New Job!

Ms. Doe:

Congratulations on your recent selection for a Developmental Staff Auditor GS-511-07 position with the U.S. Army Audit Agency, Huntsville Field Office. We're excited that you will be joining us for your first day on 12 June 2011. Our goal is to assist you in becoming a productive member of the U.S. Army Audit Agency workforce as quickly as possible, by providing you with the tools, resources, and assignments that will help you grow in your career.

One of the first things you should do is check out our New Employee Web site at: [http://www.hqda.army.mil/aaaweb/NewEmployee/New\\_Hire.html](http://www.hqda.army.mil/aaaweb/NewEmployee/New_Hire.html). The site contains a wealth of information including a list of pre-employment steps you must complete as soon as possible to secure this employment offer. To access this information, you should click on the *New Employee Checklist* Tab once you are on the Web site. Here are a few other highlights of the Web site:

- Welcome message from our Auditor General.
- Our Agency's strategic plan, organizational chart, and leader biographies.
- Information about your benefits, pay, and training and development.
- Frequently asked questions.

I will call you in a few days to see if you were able to successfully navigate the Web site and understand what information we need from you to confirm and process your appointment, effective 12 June 2011.

As part of our formal Onboarding Program, you will also receive a new employee sponsor. The sponsor will e-mail you directly and explain his/her role in helping you transition to your new job.

We're glad to welcome you to our organization. If you have any questions, I may be contacted at 301-677-\_\_\_\_\_.

## D – SPONSOR CHECKLIST

Timing	Activity
Once notified of your Sponsor role	<ul style="list-style-type: none"> <li>• Meet with field office manager and audit manager to discuss your role.</li> <li>• Send e-mail to employee introducing yourself and the role of the sponsor (sample provided).</li> <li>• Arrange your schedule to be available on the employee's first day.</li> <li>• Talk with new employee to find out what he or she needs to transition to the new job and area.</li> </ul>
Before first day	<ul style="list-style-type: none"> <li>• Coordinate with managing auditor to:               <ul style="list-style-type: none"> <li>◦ Add new employee's name to local directories.</li> <li>◦ Set up employee's desk with office supplies, name plate, and business cards.</li> <li>◦ Submit a workorder to get phone and voice mail connected.</li> <li>◦ Pre-register with security office at visitor registration (if applicable).</li> </ul> </li> </ul>
2-3 days before employee's entry on duty	<ul style="list-style-type: none"> <li>• Contact employee by phone or e-mail to make sure he or she has all necessary items for the first day (directions, report time, proof of citizenship, etc.).</li> <li>• Arrange to meet with employee at visitor center or gate to escort employee to field office (if necessary).</li> </ul>
First day	<ul style="list-style-type: none"> <li>• Greet employee and introduce him/her to field office manager for in-processing activities.</li> <li>• Introduce employee to Audit Manager, AIC, and other office personnel and acquaint him/her with office procedures.</li> <li>• Have lunch with employee and help acquaint him/her with the area, local resources, etc.</li> <li>• Contact AAA Help Desk or field office LAN administrator to set up computer employee if a new computer hasn't arrived before the employee's first day and to get a temporary password to access New Hire Information located on C: drive of their computer, before receipt of CAC.</li> </ul>
After notified that employee is in personnel system (DCPDS)	<ul style="list-style-type: none"> <li>• Accompany employee to get their CAC, vehicle decals, building passes, etc.</li> <li>• Ensure the employee has notified the Help Desk &amp; the Payroll Customer Service Rep (D. Thompson) with the EDIPI number located on their new CAC.</li> </ul>
End of first day, first week, and periodically	<ul style="list-style-type: none"> <li>• Check in to see how employee is doing.</li> </ul>

## E – SPONSOR TOOLKIT

### GETTING STARTED

You were selected to be a sponsor because you're helpful, have good judgment and communication skills, are trustworthy, and will give the new employee a positive image of the office and the Agency.

As a sponsor, you can provide a variety of services for new employees and are responsible for making sure the Agency is prepared to welcome the new employee. Your responsibilities start immediately after the new employee is selected and may continue for 1 to 12 months after the reporting date.

Being a sponsor is voluntary and shouldn't interfere with your work. Because the assignment doesn't entitle you to compensatory or overtime pay, your supervisor will ensure you have the time necessary to dedicate to your sponsor duties.

How well you carry out each activity will affect the success of the new employee, so take on this role with enthusiasm!



### HOW TO BE A GOOD SPONSOR

- Be friendly and sincere: Emphasize that you are really interested in the new employee.
- Encourage the employee to be open: Let them know that they can talk to you at any time.
- Help define the organizational culture.
- Promote a positive image of the Agency.
- Help the employee meet his or her own needs.
- Be open and honest.
- Help build the employee's confidence.
- Work together with the supervisor and employee, as a team, to complete the onboarding process.

## SAMPLE INTRODUCTORY E-MAIL

SUBJECT: Welcome to U.S. Army Audit Agency

Dear Jane Doe,

Welcome to the U.S. Army Audit Agency Huntsville Field Office. We're excited that you will be joining us for your first day on 12 June 2011.

I am your sponsor – someone who can help you become accustomed to the local area, our office, and the Agency way. I will be communicating with you in the weeks leading up to your first day to discuss your needs and will stay connected with you during your first year of employment with the Agency. If you don't need anything before your first day, I will contact you closer to your report date to provide important first day logistics.

On your first day, I will be introducing you to key personnel at our office, assisting you with in-processing activities, familiarizing you with local resources, and helping you in any way I can. I would like to also meet you for lunch, so we can discuss your first day experiences.

You can reach me via e-mail or telephone at \_\_\_\_\_. I look forward to meeting and working with you.

Best regards,  
(insert name here)

## F – FIELD OFFICE MANAGER CHECKLIST

Timing	Task
Before first day	<ul style="list-style-type: none"> <li>• Meet with sponsor and supervisor to discuss first day plans for the employee.</li> <li>• Coordinate with sponsor to make sure office essentials (computer, phone, e-mail, AKO, AAAsist, nameplate, and business cards) are set up.</li> <li>• Send e-mail to field office announcing employee’s arrival (sample provided).</li> </ul>
On first day	<ul style="list-style-type: none"> <li>• Make sure that a senior leader welcomes the new employee either by personal note, e-mail, phone call, or in person.</li> <li>• Welcome employee and explain your role as the field office manager.</li> <li>• Introduce employee to his/her supervisor.</li> <li>• Administer formal oath (in group setting whenever possible).</li> <li>• Facilitate completion of first day items on in-processing checklist, including verification of citizenship.</li> <li>• Submit required forms to human resources by noon EST.</li> <li>• Help communicate Agency mission, vision, values, etc. (Agency Message Video).</li> <li>• Take photo of the employee and upload to the Employee Photo Gallery.</li> </ul>
After receipt of CAC	<ul style="list-style-type: none"> <li>• Ensure the employee has notified the Help Desk &amp; the Payroll Customer Service Rep (D. Thompson) with the EDIPI number located on their new CAC.</li> <li>• Follow up with employee to facilitate completion of additional items on the in-processing checklist that require a CAC.</li> </ul>
End of first week, month, and periodically throughout first year	<ul style="list-style-type: none"> <li>• Check in to see how employee is doing.</li> </ul>

## G – FIELD OFFICE MANAGER TOOLKIT

### GETTING STARTED

As a field office manager, you have a very important role in welcoming new employees to your field office. Often you are one of the first contacts the employee makes with the Agency, in your role as selecting official. You may be the only familiar face on their first day. You probably made the decision that the new employee was a good fit for the Agency and now it's time to make sure their first day with your office is a memorable one.

Sometimes we take for granted employees coming into our offices for the first time. We forget we have established an office culture that may overwhelm new employees. It's your role to help create a welcoming environment.

Following the tips listed will help you welcome new employees.

#### Template Welcome E-mail to Field Office:

Please welcome Jane Doe, a new auditor, to our field office. Jane's first audit assignment will be to the audit of systems maintenance and she will be working on the ALM team.

Jane's first day of work is 12 June 2011 and she will sit in Cubicle 314. Please stop by and introduce yourself. Also join us in administering her oath of office at 9 a.m.

### TIPS FOR A MEMORABLE FIRST DAY

- Send an e-mail to the office announcing the new employee's arrival and ask for their help in welcoming him/her.
- Be prepared for the arrival and add a personal touch (such as a personalized nameplate, a welcome breakfast, etc.)
- Invite staff to witness the oath of office and ensure it's administered in a formal setting with a flag.
- Have oath administered by a senior person and emphasize its importance.
- Request the presence of a senior executive when onboarding large groups.

## H – AUDIT MANAGER/AUDITOR-IN-CHARGE CHECKLIST

Timing	Task
Before first day	<ul style="list-style-type: none"> <li>• Meet with sponsor and field office manager to discuss first day plans for new hire.</li> <li>• Call new hire and find out a little about them (where they went to school, family, etc.). Describe your team, their first assignment, etc.</li> <li>• Send e-mail to team announcing employee’s arrival (sample provided).</li> </ul>
On first day	<ul style="list-style-type: none"> <li>• Introduce yourself to employee.</li> <li>• Attend his/her oath of office ceremony.</li> <li>• Arrange team staff meeting, if possible, to get to know the new employee.</li> <li>• Check in with the employee at end of the day.</li> </ul>
During first week (Prior to Receipt of CAC)	<ul style="list-style-type: none"> <li>• Assist the employee with reviewing the Agency orientation, located in SharePoint, Training area, as follows:  <a href="https://aaashare.aaa.army.mil/DocumentLibrary/PolAuditSpt/Training0/Schools">https://aaashare.aaa.army.mil/DocumentLibrary/PolAuditSpt/Training0/Schools</a> </li> </ul>
After receipt of CAC	<ul style="list-style-type: none"> <li>• Ensure the employee has notified the Help Desk &amp; the Payroll Customer Service Rep (D. Thompson) with the EDIPI number located on their new CAC.</li> </ul>
During first 90 days	<ul style="list-style-type: none"> <li>• Discuss performance expectations, job objectives, and appraisal system.</li> <li>• Discuss development plans in terms of on-the-job-training (OJT) plan and training schedule.</li> <li>• Discuss individual workstyles and preferences.</li> <li>• Facilitate execution of items on the team checklist.</li> <li>• Plan activities for initial periods of downtime or lack of network access pending receipt of CAC by using the Practice Audit Exercise – available through the Onboarding Program Manager.</li> <li>• Assign meaningful work and explain how his/her individual contributions will help the Army.</li> <li>• Complete New Hire Supervisory Assessment.</li> </ul>
Every 90 days during first year	<ul style="list-style-type: none"> <li>• Conduct performance progress discussions with employee and document them on 440 Job Appraisal Form.</li> <li>• Revisit employee’s OJT plan and make sure the employee is on track for meeting required competencies.</li> </ul>

## I – AUDIT MANAGER/AUDITOR-IN-CHARGE TOOLKIT

### GETTING STARTED

Remember your first days at USAAA? Those initial experiences go a long way in determining how quickly you became an effective, fully contributing member of our workforce.

Now, it's your turn to make sure that your new employee's first days on the job provide a successful start to their career. It's critically important that you provide them with the foundation tools, resources, and organizational perspective for rapid inclusion within our workforce and our culture. Your role in onboarding new employees is to:

- Embed a clear understanding of the Agency, our goals, and our responsibility to support the Soldier.
- Familiarize them with their job and team, your performance expectations, and their developmental goals.
- Provide opportunities, challenges, and direction to help them succeed in their career.
- Assign them an AIC that has the skills and time to provide quality on-the-job training.

### VALUING DIFFERENCES

In the workplace setting, it's important to understand how employees view the world, how they're motivated, and how they learn. Understanding differences among employees (generational, racial, sex, nationality, parental status, education level, etc.) can help supervisors successfully lead a team of employees composed of individuals from varying generations and backgrounds.

#### SUPERVISOR TIPS:

- Once the employee has been selected, call the new employee introducing yourself and your role
  - Work closely with the sponsor to make sure you know his or her involvement and have a plan for the new employee.
  - Display a sincere interest in promoting the employee's learning and professional development.
  - Assess and adjust to employee's learning needs, styles, and personal characteristics.
  - Be physically available, accessible, and approachable.
  - Be flexible and supportive of work-life balance, but not intrusive on employee's private concerns.
  - Provide constructive, honest, and critical feedback in a manner that respects the employee's strength and confident growth toward independence.
- 
- **ACKNOWLEDGE, ACCEPT, and VALUE DIFFERENCES!**

**SAMPLE E-MAIL TO TEAM**

SUBJECT: Welcome Jane Doe

Dear Team:

Please welcome Jane Doe, a new auditor, to our team. Jane’s first audit assignment will be to the audit of systems maintenance and she will be working in the Huntsville Field Office. Her Auditor-in-Charge will be Sally Butters and her sponsor will be Allan Richards.

Jane comes to us from the University of Maryland, where she studied and received her Master’s Degree in Accounting. She’s previously worked for a private accounting firm as a summer intern. Jane is originally from the Chicago area and is married with two children.

Jane’s first day of work is 12 June 2011. We’ll have a team meeting soon after to introduce the team and get her read up on the audit. Please help me in welcoming her to our team.

**TEAM CHECKLIST**

Topic	Description
<b>Prior to Receiving Computer</b>	
Agency and Team Organization	Review the organization chart, Agency and team mission, and types of audits.
Rating Chain	Explain the rating chain and the roles of the deputy auditor general, program director, the audit manager, and auditor-in-charge.
Yellow Book	Make sure employee received copy of the Yellow Book.
<b>After Receipt of Computer</b>	
New Hire Information	Guide employee through new hire information and resources on C: drive of computer.
<b>After Receipt of CAC</b>	
Microsoft Outlook	<ul style="list-style-type: none"> <li>• Enable all team members’ access to calendar.</li> <li>• Show how to view team members’ calendars.</li> <li>• Show how to schedule and accept appointments.</li> <li>• Review Microsoft Outlook options.</li> </ul>
Initials and Signature in Microsoft Word	<ul style="list-style-type: none"> <li>• Insert initials - AutoText (type initials in the space provided).</li> <li>• Insert signature - AutoText (type signature in the space provided).</li> </ul>

Topic	Description
Retrieving templates	<ul style="list-style-type: none"> <li>• Retrieve from Start menu/C: drive – USAAA Support.</li> <li>• Review various templates available (workpapers, training forms, etc.)</li> <li>• Save workpaper template to My Documents.</li> </ul>
Preparation of Travel Orders	<p>Review local voucher process in DTS. Review TDY request for travel orders and voucher process in DTS.</p>
AAAsist	<ul style="list-style-type: none"> <li>• Show how to access work schedule.</li> <li>• Discuss ABC - time codes, using Quick ABC time entry, etc.</li> <li>• Discuss the training module.</li> <li>• Update address, phone number, and emergency contact information.</li> <li>• Demonstrate features.</li> </ul>
ATAAPS	<ul style="list-style-type: none"> <li>• Show how to access work schedule, leave request and submit/concur Time and Attendance.</li> </ul>
Citrix	<ul style="list-style-type: none"> <li>• Saving files in Citrix.</li> <li>• Saving to my documents – use the V: drive.</li> </ul>
Network	<ul style="list-style-type: none"> <li>• Map the network drive to AAAops1. Don't forget to mention Archived Workpapers.</li> <li>• Select an active working paper drive to review how files are set up and create a shortcut for easy access to current working papers.</li> </ul>
Workpapers	<ul style="list-style-type: none"> <li>• Review Automated Working Paper Manual and focus on the sections regarding file set up and execution.</li> <li>• Familiarize employee with templates for preparing working papers. Begin with the template add-ins – Audit title, file # and name, and working paper title.</li> <li>• Cover following topics separately. <ul style="list-style-type: none"> <li>◦ Purpose– Go to Audit Program and review the corresponding step (review the AP).</li> <li>◦ Source – Cover the indexing of source documentation.</li> <li>◦ Scope – Cover dates, times, locations, and analysis parameters.</li> <li>◦ Conclusion – Answer the purpose specifically.</li> <li>◦ Results – Cover the information that supports the conclusion.</li> </ul> </li> </ul>

Topic	Description
Indexing	<ul style="list-style-type: none"> <li>• Review setup of folders on the working paper drive.</li> <li>• Review folder setup to include the 'Details' view and add comments to the 'Details' folder view.</li> <li>• Review how each folder typically starts all indexing of workpapers with H-01 - show how more than one working paper may answer one step (H-02, H-03.)</li> </ul> <p>Working paper indexing follows the Audit Program's indexing. Source documents - always use underscores (___) when indexing - (H_01a).</p>
MFR	Differentiate between a memorandum for record (MFR) and a working paper.
IT Support and Instructions	<a href="#">Review USAAA Online IT Users Manual.</a>

## J – EMPLOYEE CHECKLIST

Timing	Task
On first day	<ul style="list-style-type: none"> <li>• Meet with sponsor, field office manager, and Audit Manager/AIC.</li> <li>• Present your proof of citizenship and identity.</li> <li>• Take the oath of office and complete the Form SF61- Appointment Affidavit (to be provided upon your arrival).</li> <li>• Contact AAA Security Office at 703-545-5884 to schedule a security in-brief.</li> <li>• Contact Cynthia “Dusty” Herrick at 703-545-5866 or via e-mail <a href="mailto:cynthia.l.herrick.civ@mail.mil">cynthia.l.herrick.civ@mail.mil</a> for instructions on government travel card application and training.</li> <li>• Complete beneficiary forms and mail <b><i>original</i></b> copy to:            U.S. Army Audit Agency            Human Resources Office            393 Llewellyn Avenue            Fort Meade, Maryland 20755           <ul style="list-style-type: none"> <li>◦ -<a href="#">SF2823</a>, FEGLI Designation of Beneficiary</li> <li>◦ -<a href="#">SF3102</a>, FERS Designation of Beneficiary</li> <li>◦ -<a href="#">SF1152</a>, Designation of Beneficiary, Unpaid Compensation of Deceased Civilian Employees</li> </ul> </li> </ul> <p><b>*Please maintain copies of these important documents for your personal files.</b></p> <ul style="list-style-type: none"> <li>• Meet others in the office.</li> <li>• Have lunch with sponsor and/or team members.</li> </ul>
During first week (Prior to Receipt of CAC)	<ul style="list-style-type: none"> <li>• View the Agency orientation, this includes a series of informative information sessions facilitated by the employee’s sponsor, AIC or other field office representative. The orientation is located in SharePoint, as follows:  <a href="https://aaashare.aaa.army.mil/DocumentLibrary/PolAuditSpt/Training0/Schools">https://aaashare.aaa.army.mil/DocumentLibrary/PolAuditSpt/Training0/Schools</a></li> </ul>
After you have received notice from the HR office that your personnel information is in the database	<ul style="list-style-type: none"> <li>• With assistance from sponsor, follow local command procedures to obtain CAC and decal stickers for your vehicle.</li> <li>• After you get your CAC, enter your emergency contact information in MyBiz, with your sponsor’s assistance.</li> </ul>
After receipt of CAC (Usually 1 week after your first day)	<ul style="list-style-type: none"> <li>• Read and understand the <a href="#">Agency Acceptable Use Agreement</a> (AUA) for Computing and Information Technology Resources located. View the most current information under the “Protection of Sensitive Information” section of the Online User Manual.</li> </ul>

Timing	Task
	<ul style="list-style-type: none"> <li>• Immediately notify the Help Desk and the Payroll Customer Service Representative with the EDIPI number located on your new CAC. <a href="mailto:usarmy.pentagon.hqda-aaa.mbx.aaasist-help@mail.mil">usarmy.pentagon.hqda-aaa.mbx.aaasist-help@mail.mil</a> &amp; <a href="mailto:dawn.l.thompson23.civ@mail.mil">dawn.l.thompson23.civ@mail.mil</a></li> <li>• Sign and initial the consent and agreement form located at the end of the AUA and send the signed document from your own e-mail account to the electronic recordkeeping system at: <a href="mailto:itacct@conus.army.mil">itacct@conus.army.mil</a>, subject: employee name, AUA, with CAC digital signature on the message (this must be completed as soon as the employee receives the CAC). Retain the original for your records.</li> <li>• Once information technology and/or communication equipment is issued, the hand receipt must be signed and digitally sent to the <a href="mailto:itacct@conus.army.mil">itacct@conus.army.mil</a> mailbox with a descriptive subject line (for example, employee name HP NC6220 issue).</li> <li>• Register in the Army Training and Certification Tracking System (ATCTS) following these <a href="#">instructions</a>.</li> <li>• Access ABC-C at: <a href="https://www.abc.army.mil">https://www.abc.army.mil</a> or 1-877-ARMYCTR. As a newly hired Federal employee, you have <b>60 days</b> from entry on duty to elect health benefits and <b>31 days</b> to elect life insurance. All newly hired Federal employees are automatically covered under Basic Life Insurance. Should you desire to cancel or elect additional options, you must do so through the ABC-C.</li> <li>• Familiarize yourself with MyPay Web site: <a href="https://mypay.dfas.mil/">https://mypay.dfas.mil/</a> and set up an account if necessary. Should you need assistance with MyPay or need a new PIN number, please call 1-800-390-2348.</li> </ul>
<p>Within first 2 weeks</p>	<ul style="list-style-type: none"> <li>• Complete the following mandatory online training:               <ul style="list-style-type: none"> <li>• Computer User Security Training (IA Awareness) at <a href="http://ia.gordon.army.mil/ia_courses.htm">http://ia.gordon.army.mil/ia_courses.htm</a>.</li> <li>• Constitution Training at <a href="http://www.constitutionday.cpms.osd.mil">www.constitutionday.cpms.osd.mil</a>.</li> </ul> </li> <li>• Upload all completed training into AAAsist with supervisory assistance once you have access.</li> </ul>
<p>Once Thrift Savings Plan (TSP) deductions have been made from your pay (viewable on your Leave and Earnings Statement)</p>	<ul style="list-style-type: none"> <li>• Complete <a href="#">TSP-3 Designation of Beneficiary</a> and mail directly to TSP office at:                Thrift Savings Plan                P.O. Box 385021                Birmingham, AL 35238                or FAX to 1-866-817-5023</li> </ul>
<p>Within the First 90 days</p>	<ul style="list-style-type: none"> <li>• Complete Entrance Survey and provide honest feedback regarding your onboarding experiences.</li> <li>• Communicate openly with the Onboarding Program Manager regarding your experiences as a new employee</li> </ul>

## K – EMPLOYEE TOOLKIT

### ARMY BENEFITS CENTER TIPS:

(<https://www.abc.army.mil>)

- Obtain and retain a copy of each transaction for your records. This can be done by requesting a copy of your transaction through the Fax-Back feature in IVRS (Interactive Voice Response System) or by printing the transaction screen on EBIS (Employee Benefits Information System).
- Verify your transactions within 48 hours of making them by revisiting the Web site or calling the toll-free telephone number.
- Make note of the effective date of your transactions. Both the IVRS and EBIS will inform you of the effective date.
- Review your Leave and Earnings Statement (LES) covering the period in which the action is effective and verify the withholding(s). If this information is incorrect, call ABC-C and press “0” for a counselor.

**PLEASE NOTE THAT ONLY YOU HAVE ACCESS TO ENROLL AND CHANGE YOUR BENEFITS THROUGH ABC. USAAA HUMAN RESOURCES STAFF CAN'T ACCESS THE SYSTEM OR MAKE CHANGES ON YOUR BEHALF.**

**MyPay** is an innovative, automated system that puts you in control of processing certain discretionary pay data items without using paper forms. You can access MyPay nearly 24 hours a day, 7 days a week to change or review your current information, or to check your most recent pay data.

Familiarize yourself with the MyPay Web site (<https://mypay.dfas.mil/>) and set up an account if necessary.

Should you need assistance with MyPay or need a new PIN number, call:  
1-800-390-2348.

## HELPFUL AGENCY POINTS OF CONTACT FOR NEW EMPLOYEES

### **Human Resources Office**

(Tracy Morrison)  
DSN 622-2201 or 301-677-2201  
[tracy.l.morrison10.civ@mail.mil](mailto:tracy.l.morrison10.civ@mail.mil)

(Sharon Bliey)  
DSN 622-7584 or 301-677-7584  
FAX: DSN 622-6905 or 301-677-6905  
[sharon.a.bliey.civ@mail.mil](mailto:sharon.a.bliey.civ@mail.mil)

### **Budget/Travel**

(Sherry Harrington)  
[sherry.m.harrington.civ@mail.mil](mailto:sherry.m.harrington.civ@mail.mil)

### **Payroll Customer Service Representative (CSR)**

(Dawn Zebron)  
DSN 622-2214 or 301-677-2214  
[dawn.l.thompson23.civ@mail.mil](mailto:dawn.l.thompson23.civ@mail.mil)

### **Security**

(Michelle Jones)  
DSN 865-5889 or 703-545-5889  
[michelle.f.jones3.civ@mail.mil](mailto:michelle.f.jones3.civ@mail.mil)

### **Government Credit Card**

(Cynthia "Dusty" Herrick):  
[cynthia.l.herrick.civ@mail.mil](mailto:cynthia.l.herrick.civ@mail.mil)

### **Training**

(Linda Davidson)  
DSN 865-5834 or 703-545-5834  
[linda.a.davidson.civ@mail.mil](mailto:linda.a.davidson.civ@mail.mil)

### **USAAA Help Desk**

DSN 865-5827 or 703-545-5827  
[usarmy.pentagon.hqda-aaa.mbx.aaa-help-desk@mail.mil](mailto:usarmy.pentagon.hqda-aaa.mbx.aaa-help-desk@mail.mil)

### **AAAsist Help**

[usarmy.pentagon.hqda-aaa.mbx.aaasist-help@mail.mil](mailto:usarmy.pentagon.hqda-aaa.mbx.aaasist-help@mail.mil)