



UNITED STATES ARMY
CIVILIAN ACCULTURATION



Army Civilian Acculturation Program

Supervisor's Guide to Onboarding New Employees



Supervisor's Guide

Introduction

This guide has been developed for supervisors (Military or Civilian) of Army Civilians to support an effective and successful onboarding process for new employees. 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 the Army.

The process begins with your first notification from the Civilian Personnel Advisory Center (CPAC) informing you of your new employee's Entrance on Duty (EOD) date followed by a phone call to the new employee and leading to a meeting with your new team member on their first day. An employee's initial impression of their job extends far beyond that first contact. What transpires after the first day is referred to as the *onboarding experience*. The onboarding experience offers a better strategic approach for your new employee's success and provides them with a better sense of the Army and its culture.

To assist you in understanding the importance and process of onboarding, we have created this Supervisor's Guide for Onboarding new employees.

If you have any questions regarding new employee orientation and onboarding, please contact your organization's Civilian Human Resources Office, G-1 Office, and/or local CPAC.

Role of Human Resources

Formal employee orientation and onboarding consists of a carefully planned welcome that is often coordinated between the local CPAC and your organization's Human Resources Office. The Human Resources Office plays a vital role in building a strong foundation for new employees and presents a positive effect on their productivity, longevity, and morale. This includes ensuring a successful transition from the first day of employment through the employee's first year with the Army. The services of the Human Resources Office 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, as well as completing paperwork.
- Partnering with the hiring manager to follow up and coordinate new employee activities.

Role of the Supervisor

Responsibility for new employee onboarding rests with the Human Resources Office, the supervisor and the new employee. The supervisor's role in getting the new employee off to a good start cannot be overemphasized, especially since the most important relationship within any organization is the one between the employee and his or her immediate supervisor. The relationship generally begins before their first day and is most important during the first few weeks and months of employment.

Some things to remember during the onboarding:

- Work closely with Human Resources to ensure a new employee's 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.

Please know that this is not about giving you something more to do. We know that, as Army supervisors, you are already stretched thin and juggle many projects, responsibilities, and priorities. Rather, its purpose is to provide you with a process to create a more engaging and effective experience for both you and your new employee. This guide provides the tools and suggestions you need to accomplish a successful onboarding program. By attending to the items in this guide and *Supervisor's Checklist*, you will create a stronger bond with your employee and ensure a shorter path to productivity for both of you.

Orientation vs. Onboarding

New employee orientation generally involves a first-day session at the local CPAC and could also include a first week of activities that familiarizes the employee with the organizations structure, mission, and policies. It typically includes the review and completion of necessary payroll and benefits paperwork.

Onboarding is a much more comprehensive approach that starts before orientation and extends well beyond the first few days. In fact, the onboarding process will extend throughout the employee's first year of employment.

Onboarding is 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 members of the Army Profession.

Why Onboarding

According to the research conducted by HR firms and think tanks, new employees decide within the first 30 days whether they feel welcome in their organization, and as many as 1 in 25 people leave their job just because of a poor or non-existent onboarding program, while 4 percent of new employees leave their new jobs after a disastrous first day or week.

Research published by the Gallup Organization, a global research-based consultancy, has shown that engaged employees are more productive employees. Gallup's findings suggest that engaged employees are more profitable, more customer-focused, safer, and more likely to withstand temptations to leave.

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 embedded in the organization. Onboarding will help you do that.

Effective employee onboarding serves three interrelated purposes. First, it ensures that the employees feel welcome, comfortable, prepared, and supported. Second, these feelings increase the new employees' ability to make an impact and be productive within their role, both immediately and over time. Finally, this employee success leads to satisfaction and retention, which allows the Army to achieve its goals and continue to meet its mission.

While onboarding is a yearlong process, the first 30 days are critical. So, let's get started!

Getting Started

ONBOARDING CHECKLIST

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.

A checklist has been created to help you will all of the steps involved and the timelines associated with each. You can access this checklist at the end of this guide or from the [Supervisor Toolkit](#) on the Acculturation web site. The checklist provides an overview of the areas that need to be covered during the first 90 days. It is

your responsibility to ensure that all of these items are covered with your new employee.

PRIOR TO NEW EMPLOYEE'S ARRIVAL

Send a welcome letter to your new employee. A [welcome letter template can be downloaded](#) for your convenience, simply modify to meet your needs. Ensure you have included the name and contact information for the Sponsor, if requested. Have the sponsor call or you may call your new employee a couple of days later and introduce yourself, welcoming him/her to your organization and arrange a time to meet.

BEFORE THE END OF THE FIRST 30 DAYS ON THE JOB

On the first day and during the first 30 days, you want to meet with your new employee several times to review the expectations of the organization, his/her expectations, to discuss progress and to continue efforts toward integration into the organization and the Army.

During this time, supervisors should:

1. Discuss the employee's initial experience and how it is matching their expectations. Ask:
 - How is your job going?
 - Is it what you expected when you were hired?
 - Do you have all the work tools and resources you need?
2. 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?
3. Review progress toward initial goals.
4. Create an Individual Development Plan (IDP), this is an Army requirement.
5. Identify any additional training needed in the IDP.
6. Identify any upcoming opportunities to meet with key individuals.
7. Answer any questions.

During these meetings, you will want to solicit feedback from the employee. Once you have determined the training needed, be sure to schedule it or help the employee learn how to do so. Be sure to

provide tools and resources needed as well. You may want to enlist the assistance of the new employee's sponsor to help with these things. Be aware of opportunities to integrate new hires into their work groups and into the organization as a whole.

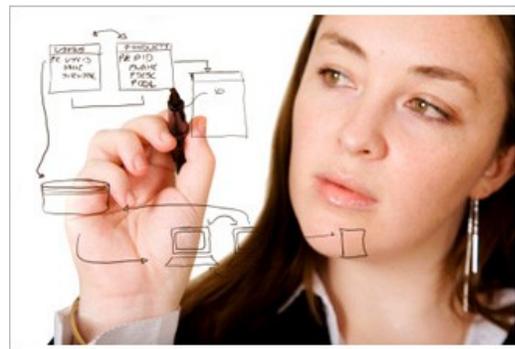
BEFORE THE END OF THE FIRST 90 DAYS ON THE JOB

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

1. Discuss experiences and how they match the employee's expectations.
2. Review progress toward initial goals, and adjust if necessary.
3. Discuss any concerns or issues the employee may have.
4. Provide feedback on the employee's performance to date and solicit feedback from the employee.
5. Answer any questions.
6. Solicit feedback from the employee about the onboarding process and their suggested changes.
7. Discuss the career planning philosophy at the Army and how it applies to the employee.
8. Update or refine the IDP.

SETTING EXPECTATIONS AND RESPONSIBILITIES

Without a doubt, you, as the direct supervisor, are the most influential person in the onboarding 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. Help them thrive during the critical transition period and your efforts will pay off.

Following are seven 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 for the position, it 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 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. Spell out important points about organizational and departmental goals, culture, and dynamics.

Be sure to cover "priority" topics for Army and your organizations--mission, overall strategy, strategic plans, and especially how your team supports the organization's mission. Also talk about the Army and organizational culture. How do we all succeed? Be realistic when sharing this information, and make sure you are positive and supportive of the larger organization, your internal and external customers, and the Army.

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

4. 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.

5. 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 Directorate. Help them know what influences employee success and talk with your new employee about possible obstacles to success (e.g., not meeting client needs) and the strategies to overcome them.

6. Hold regular discussions.

The "honeymoon period" can last anywhere from three 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 difficult for them.
- Ask what you can do to help them.
- Provide feedback on how you think they are doing.

7. 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 within your Agency. Who makes a good coach, sponsor, preceptor or mentor? A good resource:

- Listens to what is being said.
- Helps the person understand why something didn't work as expected.
- Offers suggestions for improvement.

DEFINING THE CULTURE

In addition to feeling welcome and learning about the unit's vision, mission, and goals, the new employee needs to have some introduction to the culture of the organization and the Army.



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 an internal practitioner.

Your role as Supervisor, especially during the first year, is critical to retention and helping your new employee be successful through understanding the specific organizational and office culture within the Federal Government and Department of Defense. To prepare for a conversation about office culture, it might be helpful to ask yourself these questions:

- How would you describe the environment (e.g., is it fun, serious, stressful, data driven, complex, etc.)?
- What does this organization value most? (For example: customer service, meeting deadlines, a collaborative process, observing the hierarchy, etc.)
- How are decisions made? Who is involved in the process?
- Who, outside the organization, are important stakeholders in decision making?
- What do you need to be successful in the workgroup or team?
- What lessons have you learned that you wish to pass on to your new employee?
- What are the three most important things to know about the organization?

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 with understanding and working in the new environment.

WELCOMING NEW EMPLOYEES TO THE GROUP

One of the best ways to help new employees get acclimated is to create a welcoming environment with their new team. Following are some ideas on how to do just that. These can be assigned to employees or be assigned as a team project facilitated by you, their sponsor, or a team members over several sessions.



1. **Create a “Welcoming Book.”** Ask current employees to write about themselves in the book and include pictures.
2. **Create a “New Employee Discussion Group.”** Establish a schedule for all new employees to get together with a facilitator to discuss their experiences, identify successes, describe moments of pride, ask questions, etc.
3. **Plan a “Welcome Event.”** Put together a welcoming breakfast or lunch. Consider doing something at a staff meeting when employees regularly gather together. Make it fun.
4. **Create a “New Employee Get-to-Know-You Questionnaire.”** Ask new employees to profile themselves. Use some unintimidating questions such as:
 - What is your hidden talent?
 - Who is your most admired person and why?
 - What do you like to do in your spare time?
 - What’s one thing you would really like other people to know about you?
 - Create a “favorites list” and have all employees complete it. (Ask, what’s your favorite: snack, restaurant, hobby, actor, sport, store, music, color, dream job, dream vacation, etc.)

5. **Think of your own idea.** Poll your team and invite ideas about what would have made them feel more welcome. Then involve them in creating the experience for the new employees.
6. **Send an e-mail.** Prior to your new employee's arrival, it is best to send an e-mail to your team introducing them. A suggested format is below as well as an example is provided in the supervisor's tool kit web site under the welcome letter tab: [welcome letter template](#)

<p>To: Team</p> <p>Subject: Welcome NEW EMPLOYEE NAME</p> <p>Please welcome <u>NAME, TITLE</u> to our team. <u>NAME's</u> first project will be BRIEFLY EXPLAIN. (if you don't know this information, tell them what this person's role will be.)</p> <p><u>NAME</u> comes to us from PLACE, where s/he was <u>TITLE / YEARS</u>. Before that s/he worked as <u>TITLE</u>. <u>NAME</u> brings with her/her DESCRIBE experience, knowledge, certifications and the like. (If you have it, you can share some information about the new employee such as where they are originally from, information about their family, hobbies, etc.)</p> <p><u>NAME's</u> first day of work is <u>DATE</u>, and s/he will sit it LOCATION. Please stop by and introduce yourself.</p> <p>Sincerely,</p> <p>YOUR NAME</p>

ONBOARDING WEB PORTAL

The [Acculturation Onboarding Web Portal within the Army Career Tracker \(TBD\)](#) is a great resource for you and your new employee.

As you will see, the portal contains a wealth of information, including forms, due dates, Agency information and links, pay and benefits information, training, and what to expect during their onboarding.

In addition, this portal will serve as a great resource for you, the new employee and their sponsor during the first few months of employment.

The Role of the Sponsor

As we have discussed throughout this guide, transitioning into a new job can be stressful. Another way to smooth this transition is to assign a sponsor. A sponsor is someone who partners with a new employee to offer advice and guidance in helping foster and promote the skill and professional development of a new employee.

Sponsors will be in the grade equal to or higher than the incoming employee when practical. Commanders and/or supervisors will make every attempt possible to assign same-gender sponsors as available. In addition, all Civilians will complete DA Form 7274 (survey) as part of their initial-inprocessing at the gaining command and turn in their survey to the staff designated to perform sponsorship integration functions at installation level.

A sponsor should be a superior performer with strong people skills. The sponsor knows the ropes and, more importantly, knows what actions to take to be successful in achieving our mission. The sponsor is a source of advice and encouragement who can succeed in steering new employees in the right direction, as well as help create and maintain a positive and productive culture of excellence.

The sponsor should be someone who the new employee can trust. Part of this role is to create a comfortable, more informal environment in which the employee can ask and receive information about the culture and norms, including those everyday (mostly unwritten) procedures and policies that help to explain how things really work.

Finally, a major goal of the sponsor is to establish a sense of belonging for the new employee. With an effective sponsor, each new employee will quickly become a contributing member of his or her new Agency.

Please access the [Sponsor Guide](#), of the Acculturation portal. This guide will provide more information on the sponsor's responsibilities.

MANAGEMENT RESPONSIBILITIES

As the supervisor of the new employee, you have the most critical relationship. 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. Part of your responsibility will be to select a sponsor for the new employee. Some things to keep in mind as you do so:

1. Select a positive role model as a sponsor.
2. Ensure the sponsor has time to be accessible to the new employee.
3. Provide the sponsor with the tools and resources needed to be effective in their role.

- Review the Sponsor Guide so that you are familiar with the sponsor's role and responsibilities.
 - Respect the confidentiality agreement between the sponsor and the new employee.
4. Check in with the sponsor regularly to ensure he or she has what they need to be successful.
- At the end of the program, ask for feedback on what went well and what might be needed to improve the program.

SPONSOR SELECTION CRITERIA

Selecting a sponsor is an important step in this process. There are a number of ways this can be accomplished: you can nominate someone, you can request nominations or you can request volunteers. Regardless of your method, please consider the following criteria in selecting a sponsor:

- Is a high performer in their current job.
- Is a positive role model.
- Understands the new employee's job.
- Understands the organization's mission and culture.
- Has patience and good communication skills.
- Has strong interpersonal skills.
- Shows interest in taking on the responsibilities associated with the sponsor role.

Remember, the sponsor will be part of the new employee's integration into the organization, so it is important to choose this person with care. We strongly recommend that any sponsors you select take the sponsor duties seriously.

If you have any questions regarding this or any aspect of the onboarding process, please contact your Human Resources Specialist.



SUPERVISOR CHECKLIST - New Employee

NEW EMPLOYEE INFORMATION

Name:	_____	Start date:	_____
Position:	_____	Rater:	_____
Assigned Sponsor:	_____	Senior Rater:	_____

WITHIN 3 DAYS OF FIRM ACCEPTANCE OF JOB

- Obtain firm start date from CPAC _____
- Contact new employee to welcome him/her to the Army team; send a welcome letter and/or email; provide New Employee Checklist and brochure and confirm start date.
_____ (If different, notify CPAC)
- Assign sponsor for new employee and explain sponsor responsibilities (e.g. checklist, welcome packet, timelines, etc.)

AT LEAST 1 WEEK BEFORE START DATE

- Announce pending arrival of new employee to staff and senior leaders; send announcement email
- Identify needed training / administrative tasks for new employee's first 1-2 weeks
- Review work area and confirm an assigned workstation, desk, work bench, chair, computer, network, telephone, office supplies or other required tools and equipment

FIRST DAY

- Ensure sponsor meets and escorts new employee upon arrival. Pre-arrange alternate in case of sponsor's absence
- Arrange to have senior leader administer the Oath of Office, if possible
- Meet with new employee to discuss first day activities

- Provide Army Acculturation Handbook and/or website location
- Ensure technical assistance is available to help new employee set up computer and access network resources

FIRST DAY – INTRODUCTIONS, TOURS, AND ADMINISTRATIVE PROCEDURES

- Try to personalize experience with something unique for the new employee – welcome note, name plate, etc
- Give introductions to department staff and key personnel (unless pre-arranged for sponsor to perform these introductions)

- Tour Facility, including:
 - Office / Desk / Work Station
 - Copy Centers
 - Printers
 - Kitchen / Cafeteria / Break Areas
 - Fax Machines
 - Restrooms
 - Mail Rooms
 - Bulletin Boards
 - Authorized Work Areas
 - Security Office
 - Conference Rooms
 - Parking
 - Office Supplies
 - Tools / Equipment
 - Coffee / Water / Vending Machines
 - Emergency Exits and Procedures
- Review general administrative procedures:
 - Keys / Access Cards
 - Telephone Alert Roster
 - Picture ID Badges
 - Telephone Access Policy & Procedures
 - Building and/or Computer Access Cards

WITHIN FIRST WEEK – MEET WITH NEW EMPLOYEE ABOUT POSITION DUTIES

- Initial performance counseling session: Review position description, work assignments, performance expectations, training & education requirements (e.g. CES Level 1 / SDC) and Individual Development Plan (IDP). Date: _____
- Discuss work schedule, hours, payroll, time cards (if applicable), labor accounting & leave / absence policies and procedures
- Ensure that a senior leader (including rater and senior rater) welcomes new employee as soon as possible
- Provide new employee with overview of Organization and its mission
- If the employee is in a bargaining unit position, inform the employee who their union representative is
- Ensure new employee understands his/her role in support of the Organization and the Army missions
- Introduce new employee to the Army Values – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage
- Assist new employee to learn about military rank and insignia and titles of address for senior civilians
- Provide meaningful work - either training or substantive task assignments related to the new

job and career program

WITHIN FIRST WEEK – POLICIES AND ADMINISTRATIVE PROCEDURES

Ensure employee is issued DoD Common Access Card (CAC) as soon as SF50 is posted in DCPDS

Ensure employee completes DoD Information Assurance (IA) Awareness Training
(<https://ia.signal.army.mil/login.asp>)

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

Review key policies:

- Time and Attendance Reporting
- Family & Medical Leave Act (FMLA) / Leaves of Absence
- Vacation and Sick Leave
- Overtime
- Official Use of Govt. Property
- Diversity Awareness
- Sexual Harassment / Assault
- Holidays
- Performance Reviews
- Appropriate Attire
- Safety
- Ethics / Joint Ethics Regulation
- Standards of Conduct
- Progressive Disciplinary Actions
- Visitors / Security
- Emergency Procedures
- Confidentiality (specific procedures to safeguard confidential / sensitive material)

Review computer use policies:

- Establish Email
- Intranet / SharePoint
- Shared Drives
- Databases
- Internet Use
- VPN / Mobile Phone
- Outlook Address List Profile
- Microsoft Office
- Other Software / Applications

Review general administrative procedures:

- Business Cards
- Purchase Requests
- Vehicle Registration
- Govt. Travel Card
- Conference Rooms
- Organizational Policies
- Official Travel
- Mail (incoming and outgoing)
- Shipping (FedEx, DHL, and UPS)
- Military Driver Requirement
- Severe Weather Procedures

WITHIN FIRST 30 DAYS

Schedule Command / Organization Onboarding Session:

--Work Unit Orientation --Army CPOL MyBiz --Army Career Tracker (ACT) --
GoArmyEd

--Army Profession/Army Civilian Corps

Identify short / long term training requirements (CES, SDC, Career Program, AR 350-1 required training as well as organizational training, etc.)

Accept request in ACT as supervisor for new employee

Arrange for employee to meet the Career Program representative DATE: _____

Meet with new employee to review and finalize performance objectives, standards, and sign performance plan. Arrange for senior rater to meet with and counsel new employee
DATE: _____

Set development goals for IDP with employee in ACT DATE: _____

- Arrange for new employee to meet key partners from other departments
- Provide feedback to new employee about work assignments, training and seek feedback about job satisfaction to date

WITHIN FIRST 90 DAYS

- Discuss what it means to be a part of the Army Profession according to Army Doctrine Reference Publication (ADRP) 1
- 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 (Recommend once a month)

WITHIN FIRST 180 DAYS

- Continue to talk with new employee about expectations, culture, and the Army Profession
- Ensure new employee is on track to complete Level-1 CES course and/or Supervisor Development Course (SDC)
- Conduct mid-point performance counseling. Meet with new employee for formal performance feedback, review of IDP and career goals. Arrange for senior rater to meet with and counsel new employee. DATE: _____
- Continue to provide and/or arrange coaching, counseling, and mentoring (Explore ACT for mentoring opportunities)

WITHIN FIRST YEAR

- Encourage participation in training, webinar sessions, learning activities, and other outreach / developmental activities
- Ensure employee completes onboarding requirements, including CES training requirements and SDC (if required)
- Continue to meet regularly with new employee to review and revalidate performance and training plans and developmental goals. Discuss performance as an Army Professional and monitor progress in competence (knowledge, skills, abilities), character (ethical conduct and behavior) and commitment (to duty, mission accomplishment and Army Values)
- Complete annual performance appraisal. Meet with employee. Arrange for senior rater to meet with and counsel employee DATE: _____

Arrange recognition of onboarding completion and award certificate as an Army Professional (IAW ADRP 1)

Complete New Employee Supervisor Survey when received

HELPFUL LINKS AND INFORMATION

Forms and Resources:

- Army Civilian Personnel Online (CPOL): <http://cpol.army.mil/>
- Army Career Tracker (ACT): <https://actnow.army.mil/>
- GoArmyEd: <https://www.goarmyed.com/>
- ADRP 1: <http://usarmy.vo.llnwd.net/e2/c/downloads/303970.pdf>
- Center for the Army Profession and Ethic (CAPE) Civilian Video: <http://cape.army.mil/civilians.php>
- New Employee Checklist (webpage link TBD)
- Army Civilian Acculturation Handbook (webpage link TBD)

Required Training:

- Information Assurance Training: <https://ia.signal.army.mil/login.asp>
- AR 350-1, Army Training and Leader Development: http://armypubs.army.mil/epubs/pdf/r350_1.pdf
- AR 350-1 Mandatory Training with resource information/web links and other training information: <http://www.civiliantraining.army.mil/Pages/MandatoryTraining.aspx>
- Joint Ethics Regulation: http://www.dod.mil/dodgc/defense_ethics/ethics_regulation/
- CES and SDC enrollment: <https://www.atrrs.army.mil/channels/chrtas/student/logon.aspx>
- Any additional organizational requirements

**For additional resources refer to the Army Civilian Acculturation Handbook