

# SUPERVISOR

## Resource Guide to Onboarding



## Introduction

As a supervisor, it is critical that you make time to prepare for a New Hire's arrival long before their entry on duty (EOD) date. Studies show that when new employee onboarding and orientation is organized and well prepared, it increases job satisfaction, performance, commitment, and retention while reducing stress! This document will guide you through the basic processes of onboarding so that your new hire is set up for success at APHIS.

An employee's initial impression of their job extends far beyond the first contact they have with you. What transpires after the first day is 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 Agency and its culture.

The supervisor's role in getting the new employee off to a good start is vital, especially since the most important relationship within any organization is the one between the employee and their immediate supervisor. The relationship generally begins with your first phone call to the employee and is most important during their first few weeks and months of employment.

Some things to remember during orientation and onboarding:

- Work closely with the HR and IT Divisions to ensure a new hire's smooth transition
- Involve your Resource Management Staffs in the onboarding process for new employees
- Be enthusiastic and engage the new employee
- Align the new employee's work with Agency/Program/Support Unit mission, vision, goals, and plans
- Help the new employee assimilate as quickly as possible
- Provide guidance to ensure proper training and development

Please understand that this guide/process is not about giving you something more to do. Supervisors are 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, you will create a stronger bond with your employee and ensure a shorter path to productivity for both of you.

Regular contact builds rapport and provides an opportunity for you (both) to resolve any potential issues or questions before the first day of work.

## Supervisor/Manager Checklist

| NEW HIRE NAME:                    |  |                |
|-----------------------------------|--|----------------|
| When Legal Selection is Confirmed |  | Date Completed |
| <input type="checkbox"/>          | <p>Coordinate with MRPBS Human Resources Division (HRD) and your new hire to ensure that they complete the Onboarding System requirements. Refer to <a href="#">Table 1</a> for information on this process.</p>   |                |
| <input type="checkbox"/>          | <p>Send welcome email/letter (<a href="#">Appendix 1</a>) and/or call new hire. Ensure that they understand that they will:</p> <ul style="list-style-type: none"> <li>• Receive a Tentative Selection Notice (TSN) from HRD</li> <li>• Be provided logistics for the first day (time/place to meet, etc.)</li> <li>• Be required to provide <a href="#">Proof of identity</a> for I-9 forms</li> <li>• Receive a link to <a href="#">Before you Start</a> page</li> <li>• Be required to obtain two copies of their fingerprints and submit the <a href="#">HRO 1197</a> to HRD Personnel Security. (it is recommended that the supervisor complete this form for the New hire)</li> </ul> <p>*New hires located near DC/MD, Minneapolis, Ames, Fort Collins, or Raleigh can schedule an appointment to use the Live Scan machines (see Appendix 2)</p> <p>*Provide new hires located outside these areas two sets of <a href="#">fingerprint cards</a> and directed to a Police Station or other facility for fingerprinting. There may be a cost associated with fingerprinting. It is up to your Program to determine if you will reimburse the new hire.</p> <p>Fingerprints &amp; HRO 1197 need to be sent to HRD Personnel Security in Minneapolis using UPS or FedEx with a tracking number to:<br/> <b>250 Marquette Avenue - Suite 410 Minneapolis, MN 55401</b></p> |                |
| <input type="checkbox"/>          | <p>Maintain regular contact with your new hire by establishing calendar reminders.</p>   |                |
| <input type="checkbox"/>          | <p>Your servicing HR provider will alert you to any additional pre-hire tasks such as medical clearances, drug testing, or additional background and security clearances that may be required.</p> <p>It is best to get those started as soon as possible and verify that there is progress and ultimately completion.</p>   |                |

| When the Final Offer has been Accepted |  | Date Completed |
|--|--|----------------|
| <input type="checkbox"/>               | Coordinate with HR and the new hire to establish an EOD Date. Confirm with the New hire: the date, time, location and person to meet them on their EOD.  |                |
| <input type="checkbox"/>               | Communicate the new hire start date with the rest of the team. You can ask the new hire to prepare a brief bio about themselves. (This is especially important for teams dispersed throughout the country).  |                |
| <input type="checkbox"/>               | Obtain a status from the new hire on any drug testing or medical clearances required for the position.   |                |
| <input type="checkbox"/>               | Solicit the assistance and support from other team members, your resource management staff or your Administrative Officer to help you welcome your new hire from the first day through the first week by assigning a <a href="#">sponsor</a> or “buddy” ( <i>this is strongly recommended</i> ). For more information about sponsors, refer to <a href="#">Box A</a> . |                |
| <input type="checkbox"/>               | Determine how to provide a New Employee Orientation (NEO)  |                |
| <input type="checkbox"/>               | Develop orientation/training schedules for the new hire’s first two weeks or as workable for the group. See <a href="#">Box B</a> for suggestions.   |                |
| <input type="checkbox"/>               | Ensure equipment (laptop, printer, mobile phone, etc.) are ordered and imaged  |                |
| <input type="checkbox"/>               | Prepare workspace for office employees or work equipment for field employees. See <a href="#">Table 3</a> for details standard office space or standard field equipment.   |                |
| <input type="checkbox"/>               | Provide as much useful information about the physical aspects of the work location such as public transportation/commuting/parking options, physical security (security gates) and local lunch options. Having more information decreases anxiety in the new employee and allows them to absorb more information on their first day.                                   |                |
| <input type="checkbox"/>               | Secure physical access for the new hire for the first day. This may mean a visitor or site badge. Each location has its own procedures.  |                |
| <input type="checkbox"/>               | Create an agenda for your new hire’s first few days. Plan on the new hire having <b>NO</b> computer access. The more structure you provide during this hectic time, the easier it is for all for a smooth transition to the organization.  |                |
| <input type="checkbox"/>               | Keep in contact with POCs on the workspace setup and applicable tools such as government owned vehicle, mobile phone, desk phone, desk/office supplies, laptop, fleet card, purchase card, travel card, official passport, visa, etc.<br><br><b><i>This task is ongoing until all the new hire is fully functioning</i></b>  |                |

During your new hire’s first days, help acquaint them to their new environment and team. Make the first day a compelling and valuable experience so that they can sustain that energy.

| <b>First Day – First Week</b> |  | <b>Date Completed</b> |
|-------------------------------|--|-----------------------|
| <input type="checkbox"/>      | Ensure the new hire attends a NEO Webinar, takes the Oath of Office, supplies a photo & form to LPA for “ <a href="#">APHIS New Faces</a> ” and completes their I9 documentation.  |                       |
| <input type="checkbox"/>      | Inform the new hire of resources found on the <a href="#">My APHIS Site</a> (must have eAuth & @aphis.usda.gov email to access).   |                       |
| <input type="checkbox"/>      | Personally welcome and introduce your new hire to the rest of the team. Distribute the new hire’s bio to the team if you have not already done so.   |                       |
| <input type="checkbox"/>      | Have new hire complete the <a href="#">New Employee Emergency Contact Form</a>   |                       |
| <input type="checkbox"/>      | Submit <a href="#">Service Now (SNOW) request</a> for 30 day Personal Identity Verification (PIV) exclusion and network access via the ATAC Portal   |                       |
| <input type="checkbox"/>      | Provide a facility tour  |                       |
| <input type="checkbox"/>      | Arrange a meeting between new hire and their administrative support personnel or Resource Management Staff to go over any office procedures  |                       |
| <input type="checkbox"/>      | Update & distribute team phone or email contact lists with the new hire’s information. Add new hire’s email to applicable meeting invitations.   |                       |
| <input type="checkbox"/>      | <p><b>Meet personally with the new hire to:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Introduce yourself, if you have not already and describe your position</li> <li><input type="checkbox"/> Communicate clearly job roles and responsibilities</li> <li><input type="checkbox"/> Review APHIS and Program organizational charts</li> <li><input type="checkbox"/> Provide overview of your staff and its mission, vision, values – Sell the Agency in a positive, yet truthful way. Describe as simple as possible the importance and connection of their work position to is meaningful and connected to the mission!</li> <li><input type="checkbox"/> Conduct an overview of administrative items – position description, performance plan, performance evaluation timeframes, policies, tour of duty, telework, IDP and training, etc.</li> <li><input type="checkbox"/> Discuss expectations – open communication, confidentiality, regular feedback, cubicle etiquette, continual learning, etc.</li> </ul> <p><b>Locate and know the answer to questions such as:</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Workplace safety (e.g. fire alarm protocol, injury reporting, health clinic info, etc.)</li> <li><input type="checkbox"/> Job policies (e.g. tour of duty, overtime, comp time, telework, schedules, WebTA, inclement weather, use of equipment, etc.)</li> <li><input type="checkbox"/> Building access for employee and visitors</li> <li><input type="checkbox"/> What is prohibited (e.g. weapons, recording devices, etc.)</li> <li><input type="checkbox"/> Other (e.g. dress code, <a href="#">Ethics</a>, <a href="#">FOIA</a>, <a href="#">Employee Assistance Program (EAP)</a>, <a href="#">Dress Code</a>, <a href="#">Work Life Wellness</a>, etc.)</li> </ul> <p><b>A list of <a href="#">Departmental Regulations</a></b></p> |                       |

| 14 to 30 Days after Entry on Duty (EOD) |   | Date Completed |
|---|---|----------------|
| <input type="checkbox"/>                | Confirm that the New hire has received eAuthentication and Linc Pass enrollment invitation at either their home or work email address<br><ul style="list-style-type: none"> <li>* If eAuth email is not received – contact ATAC at <a href="mailto:Help@usda.gov">Help@usda.gov</a></li> <li>* If Linc Pass enrollment email is not received – contact HRD PSS at <a href="mailto:LincPass.Security@usda.gov">LincPass.Security@usda.gov</a></li> </ul> |                |
| <input type="checkbox"/>                | Check Linc Pass status via the <a href="#">Linc Pass Tracker</a>  |                |
| <input type="checkbox"/>                | Review performance expectations and issue Performance Plan ( <a href="#">Box C</a> ). Additional information about <a href="#">Performance Standards</a> is in the HR Desk Guide.   |                |
| <input type="checkbox"/>                | Guide and coach employee on MS Outlook, WebTA, Skype, Cisco VOIP, APHIS eVPN and other program specific software. If you are not the expert on program specific software, connect with a team member or with ITD.   |                |
| <input type="checkbox"/>                | Follow-up with respective teams to determine the status and or completion for access to Outlook, AgLearn, WebTA, etc.   |                |
| <input type="checkbox"/>                | Review training requirements and <a href="#">AgLearn</a> (include required training and requesting training). A full list of required training is available <a href="#">here</a> .  |                |
| <input type="checkbox"/>                | Check in with your New Hire about how the first week went.<br><a href="#">See suggested discussion topics</a> .   |                |
| <input type="checkbox"/>                | Confirm that new hire completes their WebTA timesheet by the end of the pay period  |                |
| <input type="checkbox"/>                | Review the new hire’s checklist with them to address any outstanding items that need completion   |                |
| <input type="checkbox"/>                | Guide the new hire on tracking performance items and accomplishments. Explain which items should be a part of the upcoming 90-day performance review, at the mid-year review, and at the year-end review.   |                |
| <input type="checkbox"/>                | Ensure all property assigned to the new hire is accounted for per Program and/or APHIS requirements   |                |
| <input type="checkbox"/>                | Contact the Acquisition & Asset Management Division (AAMD) if a Government Purchase Card is needed for the new hire   |                |
| <input type="checkbox"/>                | Contact the Acquisition & Asset Management Division (AAMD) if a Government Fleet Card PIN is needed for the new hire or if there are any questions about Government Owned Vehicles (GOV) training or usage requirements   |                |
| <input type="checkbox"/>                | Contact your Program’s Federal Agency Travel Administrator (FATA) if a Government Travel Card is needed for the new hire  |                |
| <input type="checkbox"/>                | Contact the Travel Team within the Financial Management Division (FMD) if a Government Passport is needed for the new hire  |                |
| <input type="checkbox"/>                | Connect with International Services around training or medical clearance requirements or State Department guidance if the new hire will be traveling internationally  |                |

| 30 to 90 Days after Entry on Duty (EOD) |   | Date Completed |
|---|---|----------------|
| <input type="checkbox"/>                | Arrange for New hire to meet other internal and external stakeholders and/or Program Leaders  |                |
| <input type="checkbox"/>                | Discuss, review and approve Individual Development Plan (IDP) ( <a href="#">Box D</a> ). Direct new employee to the <a href="#">APHIS Career Development Center</a> on SharePoint and review leadership competencies. |                |
| <input type="checkbox"/>                | <b>REMINDER:</b> Check-in around days 30 and 45, with New hire to ensure they have made all <a href="#">Benefits</a> decisions  |                |
| <input type="checkbox"/>                | Begin discussions on the opportunity of entering into a mentoring partnership   |                |
| <input type="checkbox"/>                | Ensure New hire has completed their Electronic Questionnaire for Investigations Processing (e-QIP). If you have questions about e-QIP contact HRD PSS   |                |
| <input type="checkbox"/>                | <b>REMINDER:</b> Give performance feedback early and often. Check-in regularly to ensure he/she continues to build knowledge to perform successfully.   |                |
| <input type="checkbox"/>                | <b>REMINDER:</b> Provide training, as needed to help your new hire understand internal systems, standard operating practices, and obtain information and skills required for their duties.                            |                |
| <input type="checkbox"/>                | Continue to review both your checklist and the employee's checklists to ensure you both are on the same page or timeline on task completion.  |                |

## **APPENDIX 1: The Role of the Hiring Official**

As of August 2015, APHIS MRPBS ITD has required all APHIS computers to use two-factor authentication (2FA) for computer (desktop, laptop, Windows tablet, iPhone) access. That means that all APHIS employees need a Linc Pass and a Personal Identification Number (PIN) to gain access to their equipment and the APHIS network. This is important for the security of personal information, the personal information of USDA's customers, and the safety of our nation.

In an effort to align the requirements of the 2FA with our new APHIS employees, there have been some changes in the Onboarding process and **Hiring Officials are key to the success of this process**. HRD will set the EOD date and issue the Final Offer Letter ONLY AFTER the Tentative Selection Notice (TSN) has been accepted, the Information Security Awareness (ISA) test is finished, all onboarding documents are received, a fingerprint Special Agency Check (SAC) is completed and a favorable suitability determination has been made. Completion of these steps prior to the employee's EOD ensures that the new hire can receive their eAuthentication and their Linc Pass within the 30-day grace period allowed by ITD.

### **Hiring Official's Role**

1. Guide the New hire in getting fingerprinted either by providing them the SF87 fingerprint cards and a location (police or TSA station) to go to or help them make an appointment at a Live Scan location.
2. Provide the completion certificate for the Information Security Awareness Test as requested
3. Ensure the new hire's fingerprints and the HRO 1197 are sent to the HRO Personnel Security Section **as soon as possible** after the new hire accepts the tentative offer. An Entry on Duty (EOD) date will not be set for the new hire until these requirements are met.
4. Submit a computer/network request via the Service Now application as soon as the new hire's name appears in the Global Address Listing (GAL). This request ensures that the new hire can obtain computer/network access during the first 30 days via a User Name and Password. After which they will be required to access via the Linc Pass & PIN or eAuth ID and Password.
5. Confirm with the new hire that they have received and responded to the registration email messages coming from eAuthentication and HSPD12 (Linc Pass). These messages are delivered 1-5 days after the new hire comes on board.
  - The eAuth message will come from [eems.support@ocio.usda.gov](mailto:eems.support@ocio.usda.gov). Employees need to follow the instructions in the message to **Register** their account in order to create a User ID and Password
  - The Linc Pass message will come from [HSPD12Admin@usaccess.gsa.gov](mailto:HSPD12Admin@usaccess.gsa.gov). Employees need to make an appointment to **Enroll** at nearest Enrollment Station

If the new hire is not onboarding through the Onboarding Application – the Hiring Manager must send them the link to complete the ISA Test via the public portal <http://deliver.courseavenue.com/Login/usda>

If the new hire is not expected to receive or respond to Government email and therefore won't be provided with a Government email address but does need eAuthentication access to WebTA, Concur, AgLearn or another application behind eAuthentication protections; a personal email address can be used to facilitate this.

## **APPENDIX 2: The Role of the Human Resources & Information Technology Divisions**

Regardless of what APHIS Program or Support Unit a new hire works for, they will need to interact with employees from the Marketing and Regulatory Programs Business Services (MRPBS) Human Resources and Information Technology Divisions.

### **Human Resources Division will:**

1. Ensure that all new hires who need a Government email address have that requested prior to their entry on duty (EOD) date
2. Process the Personnel Action Request (PAR) within seven days of the new hire’s EOD date
3. Sponsor and Adjudicate the new hire for their Linc Pass
4. Update AgLearn with the new hire’s ISA completion date if that new hire came through the Onboarding system or if the ISA certificate was sent to HR
5. Respond to questions sent to [HR Service Providers](#)

If a new hire is on a temporary appointment not lasting more than six months OR they will have no access to government information systems (even email on an iPhone) – they are exempt from the Linc Pass requirement. Hiring Managers should check the “NO” neither a USDA Linc Pass nor Site Badge is needed for this employee on the HRO 1197 when returning it to the Personnel Security Section.

### **USDA – LincPass Credential Required? (You MUST ✓ one of the four boxes)**

|                                      |   |   |   |
|--------------------------------------|---|---|---|
| <input type="checkbox"/> <b>YES</b>  | Criteria (any 1 of the following) <ul style="list-style-type: none"> <li>• Full-Time Employee, or</li> <li>• Govt Issued Computer, or</li> <li>• Govt Issued email Address, or</li> <li>• Access to Mission Critical Facility, or</li> <li>• At Program’s Request</li> </ul>                            | <input type="checkbox"/> <b>NO</b>            | However a <a href="#">Site ID Badge<sup>(1)</sup></a> is required for Identification Purposes (Send an AD-1197 Form to your Individual Security Office in charge of issuing site IDs; i.e. APHIS: Keisha Durette, Riverdale, MD or AMS: E. Shelly Busky, Room 2711 South Building – 202-720-2763) |
| <input type="checkbox"/> <b>BOTH</b> | Employee Requires <b>BOTH</b> a LincPass Credential and <a href="#">Site ID Badge<sup>(1)</sup></a> (Send an AD-1197 Form to your Individual Security Office in charge of issuing site IDs; i.e. APHIS: Keisha Durette, Riverdale, MD or AMS: E. Shelly Busky, Room 2711 South Building – 202-720-2763) | <input checked="" type="checkbox"/> <b>NO</b> | Neither a USDA LincPass Credential nor a Site ID Badge is needed for this employee  |

If the new hire does not receive either the eAuthentication or the HSPD12 email messages within the first two weeks of employment, they need to check their deleted items or junk mail folders within Outlook before contacting ATAC or Human Resources.

### **Information Technology Division will:**

1. Create the Government email address in the Global Address Listing (GAL)
2. Enable the Active Directory Account for the new hire
3. Configure equipment & network access (laptop, cell phone, printer, etc.) as requested
4. Process the 30 day PIV exception forms
5. Troubleshoot issues sent to ATAC at [APHIS.Help@usda.gov](mailto:APHIS.Help@usda.gov) or through the Service Now Portal

### **Acquisition & Asset Mgmt and/or Emergency Mgmt Safety & Security Divisions will:**

1. Troubleshoot issues related to the Linc Pass and facility access
2. Deal with workplace safety & security issues

**APPENDIX 2: Live Scan Locations & Operator List (use link for up to date copy)**

<https://www.aphis.usda.gov/mrpbs/hr/downloads/livescan-operator-list.pdf>

| LiveScan Locations/Operator List |  |  |                       |   |
|----------------------------------|--|--|-----------------------|---|
| Site:                            | Ames, IA   |  |                       |   |
| Machine Name:                    | AAPIAAM4LIVSCN   |  |                       |   |
| Operator:                        | Daniel Grause  | <a href="mailto:Daniel.J.Grause@aphis.usda.gov">Daniel.J.Grause@aphis.usda.gov</a>               | VS                    | 515-337-7300                            |
|                                  | Mary Souers  | <a href="mailto:Mary.C.Souers@aphis.usda.gov">Mary.C.Souers@aphis.usda.gov</a>                   | VS                    | 515-337-7821                            |
| Site:                            | Ft. Collins, CO  |  |                       |   |
| Machine Name:                    | AAPCOFC4MHLVSCN  |  |                       |   |
| Operator:                        | Sharlene K. Horton   | <a href="mailto:Sharlene.K.Horton@aphis.usda.gov">Sharlene.K.Horton@aphis.usda.gov</a>           | VS                    | 970-494-7156                            |
|                                  | Paula D. Bovee   | <a href="mailto:Paula.D.Bovee@aphis.usda.gov">Paula.D.Bovee@aphis.usda.gov</a>                   | AC                    | 970-494-7480                            |
|                                  | Ally K. Yeager   | <a href="mailto:Ally.K.Yeager@aphis.usda.gov">Ally.K.Yeager@aphis.usda.gov</a>                   | APHIS/AMS/GIPSA       | 970-494-7110                            |
|                                  | Alexander D. Nuckols   | <a href="mailto:Alexander.D.Nuckols@aphis.usda.gov">Alexander.D.Nuckols@aphis.usda.gov</a>       | APHIS/AMS/GIPSA       | 970-494-7155                            |
|                                  | Allie A. Mitchell  | <a href="mailto:Alexandra.A.Mitchell@aphis.usda.gov">Alexandra.A.Mitchell@aphis.usda.gov</a>     | APHIS/AMS/GIPSA       | 970-494-7119                            |
| Site:                            | Minneapolis, MN  |  |                       |   |
| Machine Name:                    | AAPMNM14MHLVSCN  |  |                       |   |
| Operator:                        | Personnel Security   | <a href="mailto:livescan@aphis.usda.gov">livescan@aphis.usda.gov</a>                             | Federal Employees     | 612-336-3308                            |
|                                  | Tiana Richardson   | <a href="mailto:tiana.a.richardson@aphis.usda.gov">tiana.a.richardson@aphis.usda.gov</a>         | Non-Federal Employees | 612-336-3294                            |
| Site:                            | Raleigh, NC  |  |                       |   |
| Machine Name:                    | AAPNCRA4MHLVSCN  |  |                       |   |
| Operator:                        | Brielle Wright   | <a href="mailto:brielle.s.wright@aphis.usda.gov">brielle.s.wright@aphis.usda.gov</a>             | MRPBS                 | 919-855-7013                            |
|                                  | Allen Boyer  | <a href="mailto:allen.t.boyer@aphis.usda.gov">allen.t.boyer@aphis.usda.gov</a>                   | Wildlife Services     | 919-855-7208                            |
|                                  | Jackie Principe  | <a href="mailto:jackie.principe@aphis.usda.gov">jackie.principe@aphis.usda.gov</a>               | Veterinary Services   | 919-855-7231                            |
|                                  | Karen Hart   | <a href="mailto:Karen.K.Hart@aphis.usda.gov">Karen.K.Hart@aphis.usda.gov</a>                     | EMSSD                 |   |
|                                  | Cheryl Reed  | <a href="mailto:cheryl.a.reed@aphis.usda.gov">cheryl.a.reed@aphis.usda.gov</a>                   | IES                   | 919-855-7085                            |
|                                  | Dmitry Timofeev  | <a href="mailto:dmitry.timofeev@aphis.usda.gov">dmitry.timofeev@aphis.usda.gov</a>               | IES                   | 919-855-7086                            |
|                                  | James Ryals  | <a href="mailto:james.d.ryals@aphis.usda.gov">james.d.ryals@aphis.usda.gov</a>                   | BRS                   | 919-855-7629                            |
|                                  | Alisha Mcdowell<br>Jonnie Meek<br>Jamie Shultz<br>Ashley Herzich | <a href="mailto:fopparmo@aphis.usda.gov">fopparmo@aphis.usda.gov</a>                             | All PPQ               |   |
| Site:                            | Riverdale, MD  |  |                       |   |
| Machine Name:                    | AAPMDRD4MHLVSCN  |  |                       |   |
| Operator:                        | Niquana Montero  |  |                       |   |
|                                  | Tiara Dunn   | <a href="mailto:Riverdale.Fingerprints@aphis.usda.gov">Riverdale.Fingerprints@aphis.usda.gov</a> | APHIS                 | *E-mail is preferred method of contact* |
|                                  | Azzizi Gilchrist   |  |                       |   |
| Site:                            | Washington DC  |  |                       |   |
| Machine Name:                    | AAPDCWA4MHLVSCN  |  |                       |   |
| Operator:                        | Robin Dickerson  | <a href="mailto:robin.d.dickerson@aphis.usda.gov">robin.d.dickerson@aphis.usda.gov</a>           | AMS, APHIS, & GIPSA   | 202-799-7089                            |

**APPENDIX 6: Welcome Email/Letter Example**

**SUBJECT:** Welcome to Our Team!

Dear:

Welcome to the U.S. Department of Agriculture's (USDA) Animal and Plant Health Inspection Service (APHIS)! We are the lead U.S. Government Agency that keeps American agriculture healthy. Within our organization and through our mission, you will be able to achieve great things and know that, at the end of the day, you truly made a difference in the lives of many. I am happy you chose APHIS as your new employer.

[Insert some general information about your office/branch/division within your Agency – one paragraph. If you recently reorganized, you might mention that. You might mention special recognition recently received or special programs you are doing to support USDA or the President's Agenda].

As an APHIS employee, you are vital to shaping America's agricultural future by helping us achieve our mission. Your success is fundamental to the Agency's success. This is why we are committed to investing in you, in your training and development, and in your health and safety. My role as your supervisor is to ensure that you have the tools, skills, leadership, and motivation to reach your full potential in support of USDA's mission.

Welcome to APHIS! I am looking forward to working with you!

Sincerely,

## **APPENDIX 7: Selecting a Sponsor/Buddy**

Selecting a sponsor is an important step in this process. There are a number of ways to accomplish this: 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 Agency'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
- Has the time to be accessible to the new employee

Remember, the sponsor will be part of the new employee's life for a year or more, so it is important to choose this person with care. You will also want to check in with the Sponsor regularly to ensure that have what they need to be successful. Ask for feedback at the end of the program to determine how to improve the program.

The USDA has created a [Sponsor Guide](#) and an AgLearn course entitled "USDA Sponsor Onboarding Training" to provide more information on the sponsor's responsibilities.

**Note: These tables are for the supervisor's information & reference.**

**TABLE 1: Pre-Employment Paperwork/Tasks - Collected by Onboarding System\***

- Please note that items marked with an asterisk\* will be collected outside the Onboarding system.

| <b>PRE-EMPLOYMENT FORMS</b> |   |
|-----------------------------|---|
| <b>STEP 1</b>               |   |
| <input type="checkbox"/>    | <a href="#">OF-306</a> (Completed by the applicant with signature in block 17A)   |
| <input type="checkbox"/>    | <a href="#">Information Security Awareness Test</a>   |
| <b>STEP 2</b>               |   |
| <input type="checkbox"/>    | Original Official Transcripts *   |
| <input type="checkbox"/>    | DD-214, Certificate of Release or Discharge from Active Duty that includes the nature of the discharge, (e.g., Honorable) |
| <input type="checkbox"/>    | SF-15, Application for 10-point Veteran Preference  |
| <input type="checkbox"/>    | OF-178, Certificate of Medical Examination (if required)  |
| <input type="checkbox"/>    | <a href="#">AD-349, Employee Address</a>  |
| <input type="checkbox"/>    | <a href="#">SF-1199A, Direct Deposit Sign Up Form</a>   |
| <input type="checkbox"/>    | <a href="#">W-4 (Federal) Tax Form</a>  |
| <input type="checkbox"/>    | <a href="#">State Tax Withholding</a>   |
| <input type="checkbox"/>    | <a href="#">SF-256, Self-Identification of Disability</a>   |
| <input type="checkbox"/>    | <a href="#">SF-181, Race and National Origin Identification</a>   |
| <input type="checkbox"/>    | Drug Testing (if applicable) *  |
| <input type="checkbox"/>    | SF-87 Fingerprint Cards or Live Scan Fingerprints and <a href="#">HRO 1197</a> Form                                       |

**TABLE 2: Day One Paperwork**

- The Oath of Office and Day One paperwork is typically handled by the Administrative Staff within your Program. In order to meet the requirements related to e-Verify, the I-9 documents must be returned to HRD in Minneapolis no later than three (3) days after the new hire's reporting date. If you are unsure of who this may be, please contact your Onboarding Point of Contact.

| <b>FIRST DAY FORMS</b>  |  |
|---|--|
| <i>There are instructions in both the email and congratulatory letter sent to selectees stating that these forms are not to be signed until prompted to do so during orientation.</i> |  |
| <input type="checkbox"/>  | <a href="#">Appointment Affidavit (SF-61)</a>                |
| <input type="checkbox"/>  | <a href="#">Employee Eligibility Verification (Form I-9)</a> |
| <input type="checkbox"/>  | <a href="#">New Hire Gallery on APHIS Portal</a>             |

### TABLE 3: The Workspace

It is important to identify a workspace and/or required field equipment. This is very important for a positive orientation experience.

| PREPARING THE WORKSPACE           |   | Date completed |
|-----------------------------------|---|----------------|
| <input type="checkbox"/>          | Identify a workstation, clear out old equipment, and install a nameplate  |                |
| <input type="checkbox"/>          | Acquire filing cabinets   |                |
| <input type="checkbox"/>          | Harmonize keys for filing cabinets, office cabinets, and drawers  |                |
| <b>Work with APHIS Remedy to:</b> |   |                |
| <input type="checkbox"/>          | Request computer equipment and network/email account  |                |
| <input type="checkbox"/>          | Image computer  |                |
| <input type="checkbox"/>          | Set up telephone, docking station, monitor, and access to a printer   |                |
| <b>Office Supplies:</b>           |   |                |
| <input type="checkbox"/>          | Provide the standard office supply package prior to his/her arrival, including but not limited to: <ul style="list-style-type: none"> <li>• Pens/pencils/highlighters</li> <li>• Pencil holder</li> <li>• Notebook</li> <li>• Sanitary phone wipes</li> <li>• Sticky notes</li> <li>• Stapler/staples</li> <li>• Paperclips</li> <li>• Tape dispenser</li> <li>• Chair</li> <li>• Trashcan</li> </ul> |                |
| <b>Field Equipment:</b>           |   |                |
| <input type="checkbox"/>          | For employees who won't be located in a traditional office space: <ul style="list-style-type: none"> <li>• Keys to the GOV</li> <li>• Mobile Printer (copy paper/ink)</li> <li>• Personal Protective Equipment (PPE)</li> <li>• Mobile Phone Charger</li> <li>• Gloves</li> <li>• Waders</li> <li>• Field Glasses</li> </ul>  |                |
| <input type="checkbox"/>          | Provide relevant documents, including the organizational charts, phone lists, and a printout of your program's mission, values, and values, if applicable.  |                |
| <input type="checkbox"/>          | Provide welcome note  |                |

## BOX A: The Importance of Sponsors

A sponsor is a co-worker that will help your new employee learn the ropes during their first year. They collaborate with a new employee during his/her first year of employment to offer guidance and advice that help foster and promote the skills and professional development of a new employee. They are a critical peer link and an essential part of a new employee's early employment.

### Duties:

- Sponsors help employees feel welcome and reduce anxiety.
- Project a positive perception of the USDA and the employee's new staff.
- Help create a bond between the new employee and the USDA.
- Help ensure understanding of the structure, culture, policies, procedures, and practices of the USDA.
- Support new employees during their first year of employment.

Once you have identified your new employee's sponsor, it is important that you communicate your expectations and provide them with a copy of [USDA's Sponsor Guide](#) to assist them in taking on this

## BOX B: Orientation Schedule

Suggested meetings and activities to welcome your new employee:

### *Day 1*

- Arrange a tour of the building
- A meeting with you

### *First Week*

- A meeting with the Unit Director (if it's not you)
- A meet-and-greet with your team
- Meeting with respective administrative personnel to discuss office policies and procedures, T&A's, purchase requests, travel, etc.
- Staff meetings and other meetings pertaining to new employee's work.

### *First Month:*

- Continue with staff meetings and other meetings pertaining to student's work
- Any critical/mandatory training

## BOX C: Within the First 30 Days

### **WITHIN THE FIRST 30 DAYS:**

*During the first 30 days, you want to meet with your new hire several times to review the expectations of the Agency, their expectations, to discuss progress and to continue efforts toward integration into the Agency.*

[See suggested discussion topics](#)

During this time, you should:

1. Discuss the employee's initial experience and how is it matching their expectations
2. Discuss any of the employee's concerns or issues
3. Review progress toward initial goals
4. Create & discuss a performance plan/performance standards
5. Identify any additional training needed
6. Identify any upcoming opportunities to meet with key individuals
7. Answer any questions

## BOX D: Within the First 90 Days

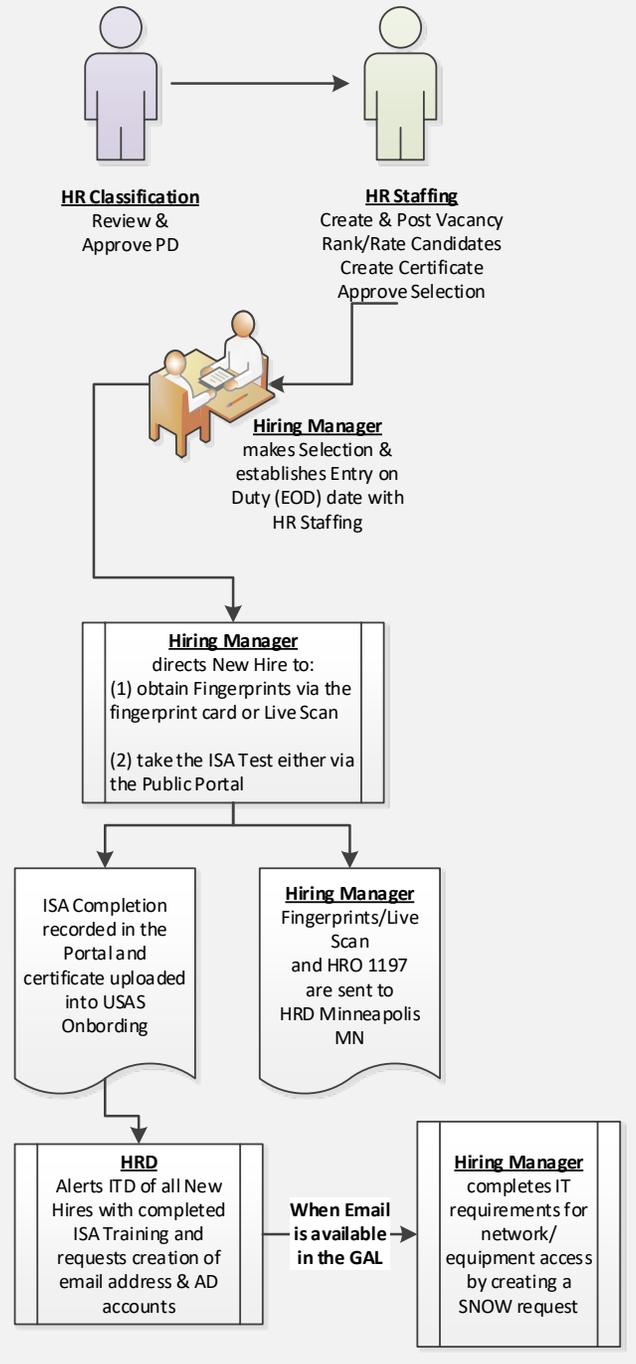
### **WITHIN THE FIRST 90 DAYS:**

*The goal is to provide guidance and feedback to ensure continued success and to make plans for their future with the Agency. The items on this list are not mandatory.*

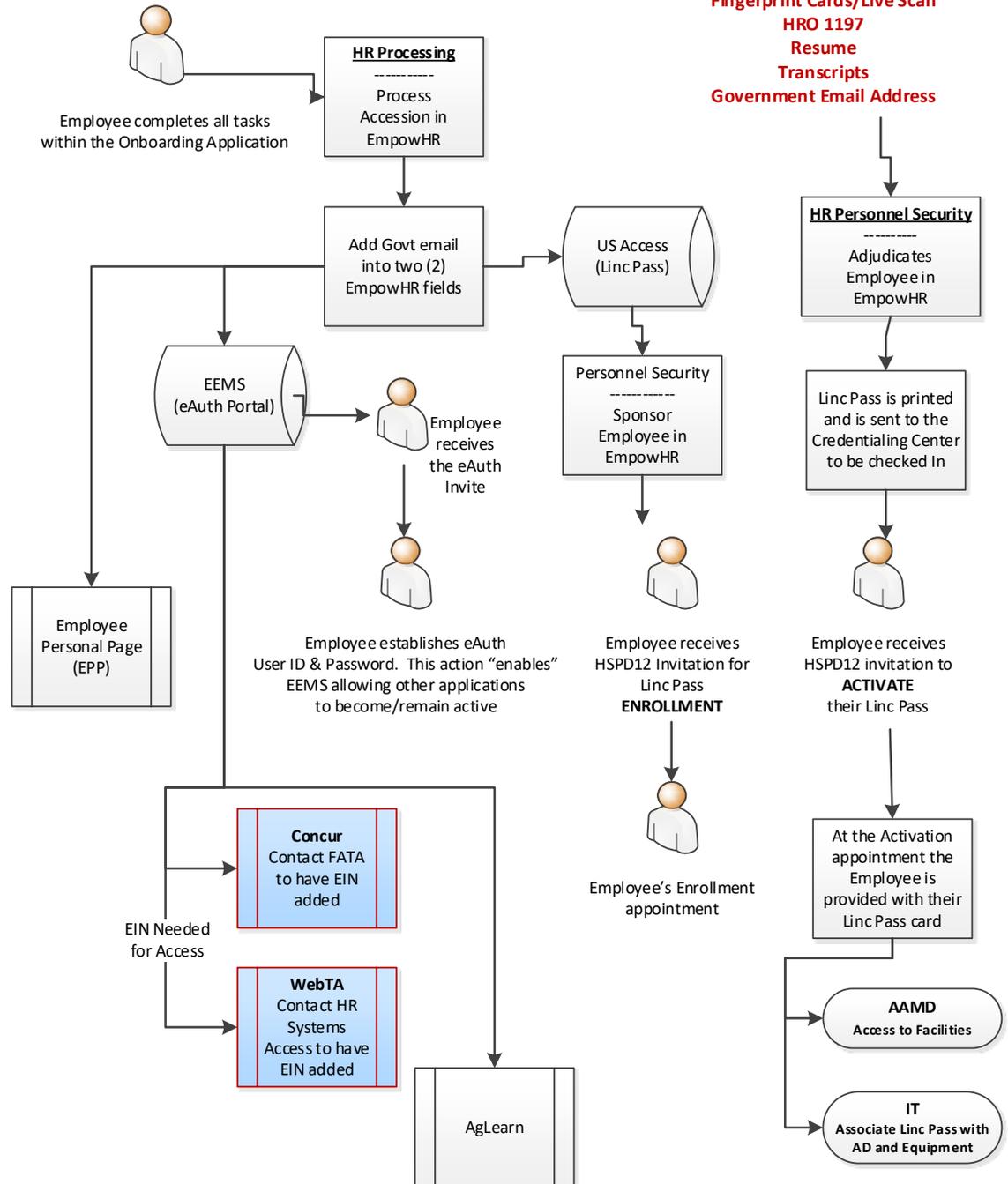
During the first 90 days, you will want to meet with your new hire several times to:

1. Discuss experiences and their alignment with his/her expectations
2. Review progress toward initial goals and adjust if necessary
3. Discuss any of his/her concerns or issues
4. Provide feedback on the intern's performance to date and solicit feedback from the employee
5. Answer any questions
6. Solicit feedback about the onboarding process and their suggested changes. (Provide this information to Human Resources.)
7. Discuss the career planning philosophy at the Agency and employee level
8. Discuss and approve Individual Development Plan (IDP)
9. Discuss and identify a mentor

## Before Hire



## After Hire



## Typical Hiring Timeframe

- Note: Helping the New hire navigate through the fingerprinting process by knowing when and where fingerprints can be done as well as having cards on hand can speed up the Onboarding process significantly

| October 2017          |  |  |   |   |  |          |
|-----------------------|--|--|---|---|--|----------|
| Sunday                | Monday   | Tuesday  | Wednesday   | Thursday  | Friday   | Saturday |
| 1<br><br><b>PP20</b>  | 2<br><br>Make Hiring Selection   | 3<br><br>Provide Selected Candidate the TSN                            | 4<br>Selected Candidate completes the Pre-Employment Forms            | 5<br><br>HR waits for fingerprints  | 6<br><br>HR waits for fingerprints                         | 7        |
|                       | 9<br><br>HR waits for fingerprints                                       | 10<br><br>HR waits for fingerprints                                    | 11<br><br>HR waits for fingerprints                                   | 12<br><br>HR waits for fingerprints   | 13<br><br>HR waits for fingerprints                        | 14       |
| 15<br><br><b>PP21</b> | 16<br><br>HR waits for fingerprints                                      | 17<br><br>HR waits for fingerprints                                    | 18<br><br>HR waits for fingerprints                                   | 19<br><br>HR receives fingerprints & submits to OPM   | 20   | 21       |
|                       | 23   | 24<br><br>SAC/Fingerprint results are favorable                        | 25<br><br>HR consults with Hiring Manager on EOD Date of PP23 or PP24 | 26<br><br>Selected Candidate completes the Pre-EOD Forms  | 27   | 28       |
| 29<br><br><b>PP22</b> | 30<br><br>Selected Candidate Personnel Action (PAR) is built             | 31<br><br>Selected Candidate email address is established              | Nov 1   | Nov 2   | Nov 3<br><br>Selected Candidate's eAuth invitation is sent | Nov 4    |
|                       | Nov 6<br><br>Selected Candidate is sponsored & adjudicated for Linc Pass | Nov 7<br><br>Selected Candidate's Linc Pass enrollment message is sent | Nov 8   | When the selected candidate arrives on Day 1 – both their eAuth and their Linc Pass messages can be awaiting them in their email. Depending on the volume at an enrollment station – <b>they can have their Linc Pass within 7 days</b> |  |          |