

**MINISTRY OF DEFENSE OF UKRAINE
HETMAN PERTO SAHAIDACHNYI NATIONAL ARMY ACADEMY**

**STAFF INITIAL ORIENTATION (ADAPTATION) PROGRAM
AT HETMAN PERTO SAHAIDACHNYI NATIONAL ARMY ACADEMY**

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PREFACE

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CONTENTS

1. Organizational and methodological guidelines	4
2. Structure and components of the adaptation program.....	7
2.1. PART 1 General adaptation program	7
2.2. PART 2 Specialized adaptation program	9

1. ORGANIZATIONAL AND METHODOLOGICAL GUIDELINES

Staff adaptation is the process of familiarizing employees with the conditions and rules of work in the organization, as well as helping to integrate the staff member into the team.

The staff training process at Hetman Petro Sahaidachnyi National Army Academy (hereinafter referred to as the Academy) is conducted with the aim of maximizing its potential for the further development of the Academy, as well as forming loyalty to its values and mission.

The main objectives of the adaptation program are: to familiarize new staff with working conditions, job requirements, rights, internal rules, collective agreement, code of ethics, work standards, etc. During the orientation period, the employee familiarizes himself with the documents: policies, regulations, provisions, procedures, instructions.

Adaptation management involves a system of activities aimed at accelerating the adaptation of new staff to new conditions, as well as supporting them in establishing professional and interpersonal contacts.

The most effective mechanism for the functioning of the staff adaptation system in practice is the development and implementation of an initial orientation (adaptation) program for staff.

The staff initial orientation (adaptation) program is a document that contains all the available stages of the adaptation process, the corresponding program activities, the deadlines for their implementation, and the persons responsible for their implementation.

The staff initial orientation (adaptation) program at Hetman Petro Sahaidachnyi National Army Academy is the main document summarizing the content of the initial orientation of personnel and consists of two parts: a general and specialized adaptation program.

The general adaptation program is introductory training for new employees. The optimal period for the general adaptation program is one week.

The specialized adaptation program is aimed at familiarizing the employee with his/her functional duties and includes a more detailed introduction to the activities of the Academy's structural unit, the position and specifics of the work (service), and the acquisition of specific skills that are specific to the position (e.g., level of proficiency in software products, internal documentation skills, etc.). This part of the adaptation is recorded in the Individual Development Plan. An Individual Development Plan is drawn up for junior commanders, officers during their career growth, and for teachers/researchers/administrative staff. The deadlines for the implementation of the specialized adaptation program are specified in the individual development plan.

Спеціалізована програма визначається керівником підрозділу, погоджується начальником відділу персоналу та стройового, затверджується начальником Академії

Building the adaptation process

The adaptation process consists of several stages, including assessing the level of preparedness of the new employee, their orientation (adaptation), and functioning.

1. Preparatory stage (first working day)

At this stage, the employee is familiarized with the order of employment (service), introduced to the chief of the structural unit, and provided with a workplace and access to electronic resources (e-mail, Moodle, etc.).

2. Orientation (first week of work). At this stage, the new employee gets acquainted with the Academy as a whole, undergoes introductory safety and health training, and gets acquainted with the staff of the structural unit where they will work. The optimal period for the general adaptation program is one week.

3. Adaptation (first month of work) is the stage when the level of knowledge and skills of the new employee is determined. At this stage, the new employee is assigned a mentor and given an adaptation package with information about the functions, tasks, structure of the department, job responsibilities and their priority, responsibilities, necessary reporting, procedures, rules, regulations, and an Individual Development Plan is developed. (For scientific and pedagogical staff who are starting their teaching career, a Plan for the first (second) year of professional development of a scientific and pedagogical employee is developed). The new employee establishes contact with colleagues and begins to perform more responsible tasks.

4. Functioning. At this stage, the employee fully performs their duties and achieves the expected results.

The following tools are used in the implementation of the adaptation program for different categories of Academy staff:

Welcome - тренінг (transfer of knowledge about the Academy and the rules in force within it for the purpose of quickly familiarizing employees with general information). Conducted in the format of an electronic course.

Immersion method (rapid integration of employees into the work process, which involves developing the skills and abilities necessary for the effective performance of functions at a particular workplace).

Mentoring (an adaptation tool that involves training new staff by experienced employees directly at the workplace through the transfer of knowledge, skills and abilities, and monitoring their activities).

Participants in the adaptation process

Chief of department - supervises the adaptation process, appoints mentors.

Chief of personnel department - coordinates the initial orientation (adaptation) procedure for personnel, organizes introductory activities.

Mentor - provides daily support to new employees.

Newly hired staff - are required to actively participate in adaptation activities.

Final stage

Assessment of the results of the initial orientation (adaptation) of the new employee (questionnaire, interview, mentor's report, recommendations for further professional development, etc.).

Monitoring and evaluation of adaptation

Conducting a staff questionnaire at the end of the adaptation period.

Evaluation of task performance and compliance with the Academy's Ethical Code.

Mentor's report on the progress of adaptation.

Feedback from the chief of the structural unit.

1. STRUCTURE AND COMPONENTS OF THE STAFF ADAPTATION PROGRAM

2.1. PART 1. GENERAL ADAPTATION PROGRAM

The general adaptation program is aimed at familiarizing new employees with the Academy in general and includes the following components:

Module 1: General overview of the Academy

Historical information about the Academy

Goals and visions, key vision guidelines

Structure of the NAA (system network)

Module 2: Academy Policies

Ukraine's education and training policies and directives:

Constitutional and legislative framework

Regulatory and legal documents of the defense sector

Educational standards and approaches

Integration with NATO standards

Internal documents: Education Quality Policy, Regulations on Educational Programs, Individual Development Plans, Internal Rules and Regulations.

NATO policies and directives on education and training:

NATO's strategic vision for education and implementation tools

Standardization documents (STANAG)

Key principles of NATO military education

Implementation in Ukraine and other partner countries

Module 3: Organizational and individual roles and responsibilities

Organizational roles of the Academy in the system of officer training and development of the Land Forces of the Armed Forces of Ukraine

Organizational roles of the Academy (at the institutional level)

Individual roles and responsibilities

Interconnection of responsibilities

Module 4: Ways of communicating with leadership, colleagues, and related departments

Business communication

Electronic communication

Communication within a department/between departments

Informal communication

Module 5: Rules, standards, and ethical code

Basic rules and standards of the Academy

Organization of the educational process

Requirements for cadets

Ethical Code

Module 6: Support services, routine issues

Basic support services of the Academy and their functions

Module 7: Occupational health and safety

Occupational health and safety service of the Academy

Types of occupational health and safety training

Module 8: Remuneration and non-material motivation

Salary structure

Incentive and compensation payments

Establishment of additional payments for work in difficult and hazardous working conditions

Module 9: Working hours and rest periods

Working hours

Leave and types of leave

Module 10: Additional benefits. Guarantees. Bonuses

Module 11: Trade union competencies

Activities of the Academy's trade union organization

2.2. PART 2. SPECIALIZED ADAPTATION PROGRAM

Specialized adaptation program is a set of activities designed to quickly and effectively introduce a new employee to the position, familiarize them with the specifics of work in a particular department, individually developed for each department and position, taking into account the specifics of the work and the needs of the staff. It includes the following modules:

Module 1: Functions, tasks, and structure of the department

Module 2: Job responsibilities and their priority, accountability

Module 3: Required reporting

Module 4: Procedures, rules, regulations

Module 5: Technical support and infrastructure

Module 6: Organizational culture and values

Information and methodological support:

1. Balabanova L.V. Personnel management: textbook. Kyiv: Center for Educational Literature, 2011. 468 p.
2. Lobza A.V., Bykova A.L., Ryabukha T.V. Development of an adaptation program for personnel. Young Scientist. 2021 No. 1, pp. 174-177.

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