

**BY ORDER OF THE COMMANDER  
439TH AIRLIFT WING**

**439TH AIRLIFT WING INSTRUCTION  
36-2101**



**7 NOVEMBER 2016**

**Personnel**

**INDIVIDUALIZED NEWCOMER  
TREATMENT/ORIENTATION (INTRO)  
AND SPONSORSHIP PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 36-21, *Utilization and Classification of Air Force Military Personnel*. It is designed to encompass both the Individualized Newcomer Treatment and Orientation Program (INTRO) and the Sponsorship Program. It demonstrates to new Airmen they are welcome additions to the Air Force Reserve and the unit and provides structure for ensuring the newcomers' needs are met. It applies to all units assigned or attached to Westover ARB. This publication implements AFPD 33-3, *Information Management*. It provides guidance and procedures on creating, managing, and disseminating directive and non-directive publications and forms throughout the Air Force (AF). Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer any recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; to 439 FSS/FSO, 100 Starlifter Avenue, Box 65, Westover ARB, MA 01022-1818.

**SUMMARY OF CHANGES**

This revision makes minor editorial changes and attachments have been updated. Throughout this pub, all references to Customer Service have been changed to Customer Support.

## 1. Program Overview.

1.1. The Welcome Center is designed to correlate with the INTRO program. All newly assigned Airmen are scheduled by the Customer Support section of the Military Personnel Section (MPS) to attend the Welcome Center on their first scheduled Unit Training Assembly (UTA).

1.2. The sponsorship program is oriented to the unit and unit work center. It forms a connection with newly assigned Airmen prior to their report date to Westover ARB or, in the case of a non-prior service Airmen, the report date to Basic Military Training (BMT).

1.3. Each unit commander's involvement in these programs is vital to their success.

## 2. Program Responsibilities.

### 2.1. Unit Commander.

2.1.1. Establish a unit INTRO program and sponsorship program to meet the needs of the newcomer.

2.1.2. Appoint a unit INTRO manager/unit sponsors. Each unit should have at least one sponsor appointed in writing from each section with a copy of the memorandum forwarded to Customer Service ([Attachment 2](#), Sample Appointment Memorandum).

2.1.3. Ensure copies of appointment memorandums are on file for INTRO managers and unit sponsors.

2.1.4. Explain sponsor's job requirements and responsibilities and ensure they are met. ([Attachment 6](#), Sample Sponsor Appointment Memorandum)

2.1.5. Ensure newly assigned Airmen are designated a sponsor upon assignment to the unit. Sponsors should be assigned a period of time long enough for the newcomer to feel they are part of the team and are familiar with their unit, their assigned base, and the Air Force Reserve. It is recommended that the sponsor be assigned for a minimum of three unit training assembly's (UTA).

2.1.6. Personally meet and welcome all newcomers and conduct the initial orientation briefing documented on AF Form 158, United States Air Force Reserve (*USAFR Contact and Counseling Record*).

2.1.7. Ensure a personalized welcome memorandum ([Attachment 3](#), Sample Unit Welcome Memorandum) is sent to each new reservist's home address. Whether the Airman is leaving immediately upon enlistment, or awaiting BMT/technical training dates, contact needs to be established as soon as possible and maintained until the Airman returns from training and is participating with the unit.

2.1.8. Ensure each newcomer is greeted at the Welcome Center at 1100 hours by the unit career advisor or unit representative on the Saturday of the A UTA.

### 2.2. MPF Commander.

2.2.1. Develops an INTRO program.

2.2.2. Maintains contact with commanders and supervisors to identify potential problem areas.

2.2.3. Provides feedback from surveys to functional areas as necessary.

### 2.3. Customer Support.

2.3.1. Manages the Welcome Center to ensure it meets the needs of the newcomer.

2.3.2. Provides a space each month for the Welcome Center.

2.3.3. Provides INTRO guidance and suggestions to unit commanders when necessary.

2.3.4. Organizes and schedules all speakers for the Welcome Center.

2.3.5. Contacts unit first sergeant or commander support staff by 1000 hours if an Airman is a no-show to the welcome center. Report no-shows to Career Development for follow-up action.

2.3.6. Ensures a current memorandum, appointing INTRO program manager and unit sponsors, is received and kept on file for each unit.

2.3.7. Provides an INTRO survey to each new Airman and reviews the survey for possible improvements to the program.

2.3.8. Sends Welcome Center Schedule out to all briefers the Wednesday before the UTA for review and accuracy of times and briefings.

2.3.9. Provides an alternate location on base when there is over 30 Airmen scheduled for the Welcome Center.

2.3.10. Maintains a welcome package that includes a base fact sheet, base and city map, welcome memorandums, and other miscellaneous items.

2.3.11. Schedules newly assigned Airmen for the Welcome Center.

2.3.12. Mails welcome package to Airman's email address no later than one week prior to A UTA of each month.

2.3.13. Prepares the monthly list of newcomers scheduled to attend the Welcome Center and makes the list available to the units.

2.3.14. Notifies Career Development of newcomer no-shows, and reschedules the no-show for the next scheduled Welcome Center. Each Airman is notified of new report dates by mail. Subsequent no-shows are identified to the unit for appropriate action.

2.3.15. Customer Support will find an alternate locations when the number of airmen meet a maximum of 35.

### 2.4. Commander Support Staff (CSS).

2.4.1. Coordinates with Military Personnel Section (MPS); Customer Support, 557-3770, regarding any newcomer that contacts the CSS directly to inform the unit of their inability to make the scheduled Welcome Center times. CSS updates Unit Training Assembly Payroll System (UTAPS) appropriately.

2.4.2. Receives and coordinates all information regarding newly assigned Airmen to the proper agencies (i.e., immediate supervisor, duty section, unit career assistance advisor, sponsor).

2.4.3. Assists in mailing out newcomer memorandums upon notification (i.e., enlistment orders, BMT orders, school orders, AF Form 1288, *Application for Ready Reserve Assignment*).

2.5. Unit Career Assistance Advisor/INTRO Manager.

2.5.1. Greets newcomers at the Welcome Center each Saturday of the A UTA, building 1875 at 1100. If unavailable, ensures that a unit representative is present.

2.5.2. Schedules time for both the unit commander and first sergeant to meet with the newcomer as soon as possible during the first UTA.

2.5.3. Ensures initial orientation is conducted, documented on AF Form 158, and filed in the Airman's personal information folder.

2.5.4. Works with sponsors/supervisors to ensure the Airman's smooth transition into the unit and helps to identify problem areas.

2.6. Unit Sponsors.

2.6.1. Makes contact with the newly assigned Airmen prior to the first scheduled UTA via memorandum (**Attachment 4**, Sample Sponsor Memorandum). Let the newcomer know you are there to provide information and assistance to make the new assignment go as smoothly as possible. Listen to the Airman. Many times a newcomer's stress can be reduced by merely talking to someone "already there."

2.6.2. For Airmen awaiting BMT and/or technical training school, they will be assigned to the Development & Training Flight but, it is a good idea to begin contact immediately. The amount of time the Airman has to wait for ship dates can have an adverse effect on their morale. Establishing and maintaining contact with the Airman right away can help them feel a part of the unit during this time. (**Attachment 7**, Sample BMT Welcome Memorandum)

2.6.3. Upon return from BMT and technical training, make contact with the Airman prior to the first scheduled UTA. Congratulate them on completion of training and make arrangements to meet with them on their 1st UTA at Westover. (**Attachment 8**, Sample Technical School Return Memorandum)

2.6.4. Make sure newcomers are familiarized with the base and surrounding area (i.e., dining facility, clothing issue, security forces, Base Exchange, etc.).

2.6.5. Treat newcomers as welcome additions to the unit assisting them individually from the day they enter the unit until they become adjusted to their new unit.

2.7. Immediate Supervisor.

2.7.1. Ensures sponsor is assigned to assist the newcomer and that all responsibilities are fulfilled. Also, ensures sponsor is available during duty hours or schedule someone to replace them if the original sponsor is unavailable.

2.7.2. Introduces newcomer to duty section personnel and familiarizes the Airman with the work center's operation and responsibilities. Explains how this fits in with the overall mission of the unit, 439th Airlift Wing, and the Air Force Reserve.

2.7.3. Explains work center policies; i.e., duty hours, how to contact supervisor, breaks, smoking areas, uniform of the day, commander's call, Inspector General complaint system, review of on-the-job training records, course development completion training plan, etc. ([Attachment 5](#), Sample Unit Orientation Procedures).

JAY D. JENSEN, COLONEL, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*, 8 December 2014  
AFMAN 33-363, *Management of Records*, 1 March 2008

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009 AF Form 158,  
*USAFR Contact and Counseling Record*, 1 September 1987

AF Form 1288, *Application for Ready Reserve Assignment*, 3 August 2004

AF Form 55, *Employee Safety and Health Record*, 10 July 2013

AF Form 623, *Individual Training Record Folder*, 1 October 1996

Attachment 2

SAMPLE APPOINTMENT MEMORANDUM



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND

Day Month Year

MEMORANDUM FOR 439 FSS/FSMPS

FROM: UNIT/CC

SUBJECT: Appointment Memorandum for INTRO Program Manager and Unit Sponsors

1. The following individuals are appointed as the primary/alternate unit INTRO managers for the (unit):

- a. Primary: Rank, Name Duty Phone
- b. Alternate: Rank, Name Duty Phone

2. The following individuals are designated as sponsors for the (unit):

- a. Section Rank, Name Duty Phone
- b. Section Rank, Name Duty Phone
- c. Section Rank, Name Duty Phone
- d. Section Rank, Name Duty Phone

3. The above individuals have been briefed regarding their responsibilities in accordance with AFI 36-2612 and 439 AWI 36-2101.

4. If you should have any questions concerning this matter, please contact (name and phone number). This memorandum supersedes all previous memorandums, same subject.

FIRST M. LAST, Rank, USAFR  
Commander

## Attachment 3

## SAMPLE UNIT WELCOME MEMORANDUM (USE LETTERHEAD)



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND

Day Month Year

Rank First M. Last  
Duty Title  
Westover AFRB  
Street Address  
Chicopee, MA 01022-####

Rank First M. Last  
Street Address  
City, State, Zip

Dear Rank Last Name

Welcome to the (unit designation, i.e., 439th Force Support Squadron or 58th Aerial Port Squadron, etc.). Your orderly room is located in bldg. \_\_\_\_, room \_\_\_\_, and the phone number is 1-800-367-1110, ext. 557-XXXX or (413) 557-XXXX. Here is some other information to help make your transition as smooth as possible.

1. Commander (rank & name), ext. 557-XXXX
2. First Sergeant (rank & name), ext. 557-XXXX
3. Unit Career Advisor (rank & name), ext. 557-XXXX
4. Commander Support Staff (rank & name), ext. 557-XXXX
5. Training Management (rank & name), ext. 557-XXXX
6. Training NCO (rank & name), ext. 557-XXXX
7. Section supervisor (rank & name), ext. 557-XXXX
8. Sponsor (rank & name), ext. 557-XXXX

The squadron is comprised of the following sections:

1. 439 / \_\_\_\_, bldg. \_\_\_\_
2. 439 / \_\_\_\_, bldg. \_\_\_\_
3. 439 / \_\_\_\_, bldg. \_\_\_\_
4. 439 / \_\_\_\_, bldg. \_\_\_\_

There are approximately (#) Airmen assigned to our organization. The mission of the (abbreviated unit designation, i.e., 439 FSS or 58 APS) is to provide.....

Once again, welcome to the (unit) and to Westover Air Reserve Base. I am looking forward to meeting you on your first training weekend. If you have any questions, or if you are unable to attend your weekend, please call the commander support staff at (413) 557-XXXX.

Sincerely,

FIRST M. LAST, Rank, USAFR

Attachment 4

SAMPLE SPONSOR MEMORANDUM (USE LETTERHEAD)



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND

Day Month Year

Rank First M. Last  
Duty Title  
Westover ARB  
Street Address  
Chicopee, MA 01022-####

Rank First M. Last  
Street Address  
City, State, Zip

Dear Rank Last Name

Welcome to the (unit). My name is (Rank last name) and I have been assigned to be your sponsor. My goal as your sponsor is to help you get acquainted with the base, the unit, and the Air Force Reserve. If you are already familiar with the local area, that's great. If not, let me know and I'll fill you in on what's here in Chicopee.

I have been assigned here at Westover for the past (# of years) and look forward to helping you get settled in to the unit. If you have any questions at all please give me a call at (number). I look forward to meeting you at the Welcome Center on your first drill weekend. If you haven't already received a package with your scheduled dates to attend the Welcome Center, you should be receiving it soon.

Again, please give me a call if I can be of any assistance to you.

Sincerely

FIRST M. LAST, Rank, USAF  
Duty Title

**Attachment 5**

**SAMPLE UNIT ORIENTATION PROCEDURES**

(SAMPLE UNIT ORIENTATION PROCEDURES)	BRIEFED	INITIAL
Welcome employee, tour the unit and introduce to co-workers		
<p>Hours of Operation:</p> <p>Monday – Friday (Hours of Operation)</p> <p>Closed for Lunch from (Lunch Hour)</p> <p><b>A-UTA Weekend</b></p> <p>Saturday (Duty Hours)</p> <p>Sunday (Duty Hours)</p> <p><b>B-UTA Weekend</b></p> <p>Saturday (Duty Hours)</p> <p>Sunday (Duty Hours)</p>		
<p>Review Chain-of-Command. Indicate your relationship to the employee and to his/her Chain-of-Command.</p> <p>Supervisor:</p> <p>Appropriate Superintendent:</p> <p>Unit Commander:</p> <p>Group Commander:</p>		

439 AW/CC: Col Jay D. Jensen
Chain-of-Command – All issues/problems that are elevated are done so using the proper Chain-of-Command
<p>Brief Key Personnel:</p> <p>Security Manager</p> <p>Ancillary Training Monitor</p> <p>Safety Monitor</p> <p>Unit Career Advisor</p> <p>Wing Career Assistance Advisor</p> <p>First Sergeant</p> <p>Command Chief Master Sergeant: CMSgt Cullum</p> <p>Terminal Area Security Officer</p> <p>Workgroup Administrator</p>
<p>Request Email Account and Computer Passwords through unit administrator and NCC</p> <p>Email</p>
Brief designated smoking area. Smoke breaks should be limited, negotiate with employee regarding frequency and length of breaks
Review and provide a copy of current UTA Schedule. Discuss UTA Coverage and discuss the use of rescheduled UTAs, split UTAs, mandays, annual tour, and/or comp time to ensure coverage for both A and B UTAs

Schedule member for any Ancillary Training not covered during first UTA.  
d test

UTA rescheduling and orders requests are submitted IAW the above chain-of-command in the absence of the supervisor. Requests are required in advance except in very unusual circumstances. Also, explain UTA reschedule policies. Equivalent training is limited to 4 periods per fiscal year.

Review annual tour requirements, minimum of 14 days per year plus travel and up to a maximum of 15 days plus 4 days travel (i.e. an annual tour for AEF could be 19 days long)  
Discuss options for completing annual tour. Explain unit annual tour policies.

UTA sign-in/out. Unit sign-in/out procedures are as follows:

Review Retirement/Retention (R/R) and Satisfactory Service. Also, explain that participation requirements are 12 UTAs and 15 days of Annual Tour with the fiscal year, 1 Oct – 30 Sept. This may not always match up with their R/R year.

Conduct OJT Briefing:

Ensure trainee creates an electronic Training Record.

Review CFETP considering all tasks performed in duty position. Validate previously certified tasks

Ensure trainee time requirements and school prerequisites that must be met for upgrade to the next higher skill level.

Explain CDC requirements, if entering upgrade training

Explain PME requirements

Discuss individual's background and interests and determine previous knowledge to determine the best programs for them to work

Complete Initial Training Evaluation worksheet (if not already done)

Schedule appointment with unit training manager

Conduct initial Feedback and mentoring Session and provide documentation to the CSS.

Explain requirements that must be met for promotion. Let the Airman know where they stand in regards to promotion, i.e. skill level, PME, time in grade/service. Discuss promotion policy and that no promotion is "automatic."

Report to 439 AMDS for review of shot record and ensure DNA testing is complete.

## Attachment 6

## SAMPLE UNIT SPONSOR APPOINTMENT MEMORANDUM



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND

Day Month Year

MEMORANDUM FOR OFFICE SYMBOL OF SPONSOR (RANK FIRST M. LAST)

FROM: CC

SUBJECT: Unit Sponsorship Program

1. You have been selected to be a unit sponsor. As the unit sponsor, you have the important responsibility of welcoming the new Airmen to the unit and reflect a positive and professional attitude. Your responsibilities as a unit sponsor include, but are not limited to, the following:
  - a. Be available to assist the new Airman for no less than three months or the first three Unit Training Assemblies (UTAs).
  - b. Guide the new Airman to all sections identified on the In-Processing Checklist.
  - c. Ensure the new Airman is comfortable in his/her new work section.
  - d. Introduce the new Airman to all members of the unit.
  - e. Answer any questions the new Airman may have or direct him/her to someone who can.
  - f. Ensure the new Airman is familiar with the base and surrounding areas, (dining, clothing issue, lodging, security forces, Base Exchange, etc.).
2. You will receive a monthly listing of who is scheduled for the welcome center.
3. If you have any questions regarding your responsibilities as a unit sponsor, please contact your unit career advisor or intro manager at ext. 557-XXXX.

FIRST M. LAST, Rank, USAF

Commander

Attachment 7

SAMPLE BASIC MILITARY TRAINING WELCOME MEMORANDUM (USE LETTERHEAD)



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND

Day Month Year

Rank First M. Last  
Duty Title  
Westover AFRB  
Street Address  
Chicopee, MA 01022-XXXX

Rank First M. Last  
Street Address  
City, State, Zip

Dear Rank Last Name

Congratulations on your successful completion of Basic Training and Technical School. It is an accomplishment that you should be very proud of. I am (rank and name) and I will be your sponsor at the (unit). I have been assigned to Westover for (#) of years and look forward to sharing my experiences with you.

As your sponsor, I will help you to get acquainted with the unit, the base, and the Air Force Reserves. I would also be happy to familiarize you with the surrounding areas if you are from out of town.

I look forward to meeting you on your fist Unit Training Assembly. If you have any questions before then, don't hesitate to call me at (home/unit number). If you haven't already received a welcome package with your scheduled dates to attend the Welcome Center, you should be receiving it soon.

Again, please give me a call if I can be of assistance to you.

Sincerely

FIRST M. LAST, Rank, USAF  
Duty Title

## Attachment 8

## SAMPLE TECHNICAL SCHOOL RETURN MEMORANDUM (USE LETTERHEAD)



DEPARTMENT OF THE AIR FORCE  
AIR FORCE RESERVE COMMAND

Day Month Year

Rank First M. Last  
Duty Title  
Westover ARB  
Street Address  
Chicopee, MA 01022-####

Rank First M. Last  
Street Address  
City, State, Zip

Dear Rank Last Name

Congratulations on your successful completion of Basic Training and Technical School. It is an accomplishment that you should be very proud of. I am (rank and name) and I will be your sponsor at the (unit). I have been assigned to Westover for (#) of years and look forward to sharing my experiences with you.

As your sponsor, I will help you to get acquainted with the unit, the base, and the Air Force Reserves. I would also be happy to familiarize you with the surrounding areas if you are from out of town.

I look forward to meeting you on your first Unit Training Assembly. If you have any questions before then, don't hesitate to call me at (home/unit number). If you haven't already received a welcome package with your scheduled dates to attend the Welcome Center, you should be receiving it soon.

Again, please give me a call if I can be of assistance to you.

Sincerely

FIRST M. LAST, Rank, USAF  
Duty Title