

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

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Personnel

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

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This publication implements Air Force Policy Directive (AFPD) 36-21, *Utilization and Classification of Air Force Military Personnel*. It establishes the responsibilities of major commands (MAJCOM), field operating agencies, and installations for the INTRO program. It applies to active duty personnel, including Air Force Reserve Command (AFRC) personnel. Air National Guard Instruction (ANGI) 36-2607, *Air National Guard Retention Programs*, implements the policies and procedures for Air National Guard (ANG) members. This Air Force Instruction (AFI) may be supplemented at any level, but all local policy letters and direct supplements must be routed to AFPC/DPSIM for coordination prior to certification and approval. This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974, authorized by Title 10, U.S.C., Section 8013 and Executive Order 9397, as amended. The applicable Privacy Act System Notice, F036 AF PC C, Military Personnel Records System, is available at <http://www.defenselink.mil/privacy/notices/usaf>.

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SUMMARY OF CHANGES

This publication should be reviewed in its entirety as substantial changes have been made. This revision added clarification to responsibilities, minimum training requirements for INTRO Program Managers and sponsors, instructions for students at training bases, and evaluation tools to help manage the program at base-level.

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Chapter 1

OVERVIEW

1.1. What is the INTRO program? The INTRO Program includes base in-processing, base newcomer orientation, and the Sponsorship Program. The INTRO Program is a tool that commanders use to ensure members who have a pending relocation assignment are able to obtain personal assistance through sponsorship. It is also used to provide members with the following information concerning relocation to an overseas duty assignment:

- 1.1.1. Availability of housing.
- 1.1.2. Household goods weight limitations.
- 1.1.3. Concurrent travel for family members.
- 1.1.4. Non-concurrent travel for family members.

1.2. What is the Sponsorship Program? A continuous process of providing information and assistance to relocating personnel and their family members from the time they receive their new duty assignment until they are settled into their new community. The Sponsorship Program is part of the INTRO Program which is designed to facilitate permanent change of station (PCS) moves by welcoming and assisting newly arrived Airmen and their families. Sponsors provide valuable service to inbound Airmen and help reduce the stress and anxiety that often accompanies a PCS move through positive, open and honest communication.

1.3. Administering the INTRO Program. The INTRO Program provides assistance to newly assigned personnel so they become effective contributors to their unit's mission as soon as possible. The unit commander is responsible for this program and must establish procedures to ensure the program runs effectively. Each individual being reassigned to a new organization requires timely and accurate information about his or her new duty assignment. All personnel are entitled to maximum assistance, within available resources, to minimize problems that may accompany relocation. The sooner personnel settle into their new duty station, the sooner they can contribute to mission accomplishment.

Chapter 2

RESPONSIBILITIES

2.1. Air Force Policy Integration Branch (AF/A1SRQ). Establishes and directs policy for Air Force Management & Personnel.

2.2. Office of the Chief of Promotion, Retention and Customer Service (AFRC/A1KP).

2.2.1. Reviews AFRC unit INTRO Programs.

2.2.2. Ensures that Public Affairs (AFRC/PA) and Audio-Visual Services Division (AFRC/SCV) have a presentation for base orientation.

2.3. Installation Commander. Implements the INTRO Program.

2.4. Career Advisor (AFRC). Manages the sponsorship and orientation program.

2.5. Chief, Military Personnel Section (MPS) and Chief, Civilian Personnel Section.

2.5.1. Develops Joint INTRO Program IAW Joint Pub 1-02, Department of Defense Dictionary of Military & Associated Terms, joint connotes activities in which elements of two or more Military Departments participate (e.g., Air Force, Army, Navy, and the Marines).

2.5.2. The MPS Chief will appoint Base INTRO Program Manager(s) within the MPS.

2.6. Base INTRO Program Manager.

2.6.1. Plans, organizes, and administers the base orientation program.

2.6.2. Receives system generated officer and airmen allocation notices, *Report on Individual Personnel (RIP)*, and forwards to the gaining unit.

2.6.2.1. If the member is not within 150 days of the projected departure date (PDD), holds sponsor MilPDS update until the 150th day before the PDD.

2.6.2.2. Upon the 150th day, immediately forwards the inbound allocation notice to the Unit INTRO Program Manager with a suspense of 5 duty days for completion of sponsor information.

2.6.2.3. Utilizes emails or telephone calls to assist or resolve individual problems in cases where a relocating member is within 30 days of departure and sponsorship actions are not completed.

2.6.3. Coordinates with Public Affairs to develop base fact sheet.

2.6.4. Establishes a 24 hour arrival point.

2.6.5. Uses the Personnel Data System (PDS) for automated support.

2.6.5.1. Updates sponsor information using MilPDS. This update generates a sponsor RIP at the losing unit giving the relocating member information such as the sponsor's name, grade, duty phone number, home phone number, duty address, and home address.

2.6.5.2. Updates the projected duty information.

2.6.5.3. Updates the “Arrival Confirmation Off/Amn” application to “gain” an individual to file within 2 duty days. Gaining an individual to file is crucial to strength accountability and Defense Joint Military Pay System processing.

2.6.5.4. If a member is determined to be a no-show, updates no-show status in MilPDS. This update will generate a notice to the losing MPS, requesting the status of the member. Once you receive information about the member’s whereabouts from the losing unit, notify the gaining unit of the member’s status.

2.6.6. Uses Management Assessment Products (MAPs) and transaction register notices to monitor unit sponsorship effectiveness, projected gain, and arrival updates. MAP7A-CUSTSVC-NO SPONSOR lists all projected gains scheduled to arrive within the next 60 days according to their Report Not Later Than Date (RNLTD) and have no sponsor information on file. Immediate action must be taken to notify the appropriate unit for action.

2.6.7. Exchanges program information between bases.

2.6.8. Collects and distributes newcomer feedback ([Attachment 3](#)).

2.6.9. Coordinates preparation of sponsor kit with the Airman & Family Readiness Center and Public Affairs. Prepares a sponsor kit with the following information:

2.6.9.1. Base fact sheet.

2.6.9.2. Base guide.

2.6.9.3. City map.

2.6.9.4. Welcome letters ([Attachment 5](#)).

2.6.9.5. Newcomer requested information.

2.6.10. Gives a checklist to Unit INTRO Program Managers for sponsors ([Attachment 4](#)).

2.6.11. Administers in-processing and schedules all newcomers for base newcomer orientation.

2.7. Unit Commander.

2.7.1. Establishes a Unit INTRO program.

2.7.2. Appoints a primary and alternate Unit INTRO Program Manager via official memorandum and provide a copy of the memorandum to the Base INTRO Program Manager.

2.7.3. Selects individuals for sponsorship duties who can best provide assistance, extend welcome, orient newcomers, have transportation, and knows the local area (for example, matching officers with officers, Senior Non Commissioned Officers (SNCO)s with SNCOs, Airman (AMN) with Amn, married with married, etc.).

2.7.4. Sends a personalized welcome letter to inbound personnel.

2.7.5. Determines if member is a no-show (applies to gaining commander).

2.8. Unit INTRO Program Manager.

- 2.8.1. Administers the INTRO program at unit level.
- 2.8.2. Ensures newcomer's personal data (e.g., total number of family members, children's sex/age, current duty station, office symbol, and accompanied status) is provided to help the unit commander match the newcomer with an appropriate sponsor.
- 2.8.3. Once the sponsor is selected, ensures the allocation RIP is completed and returned to the MPS by the specified suspense times established by the MPS.
- 2.8.4. Maintains memorandum signed by sponsor acknowledging his or her appointment and understanding of official duties.
- 2.8.5. Assists sponsors by providing them a checklist that is tailored to the unit needs and identifies the sponsors' duties and responsibilities ([Attachment 4](#)).
- 2.8.6. Uses gains roster to track RNLTDs of inbound personnel.
- 2.8.7. Contacts the Base INTRO Program Manager to determine an inbound personnel's status, as necessary.

2.9. Sponsor of Military Personnel.

- 2.9.1. Acknowledges that sponsor duties are official duties by signing a memorandum.
- 2.9.2. Attempts to make contact via telephone or e-mail with the newcomer within 2 duty days.
- 2.9.3. Completes sponsor training via Electronic Sponsorship Application & Training (eSAT).
- 2.9.4. Meets all required suspenses and completes the sponsor checklist ([Attachment 4](#)).
- 2.9.5. Provides information and assistance to the newcomer and his or her family members from the time they receive their new duty assignment until they are settled in their new community.
- 2.9.6. Advises the Unit INTRO Program Manager of any sponsor changes.
- 2.9.7. After all sponsorship duties have been completed, reports any quality indicators to Unit INTRO Program Manager.

2.10. Newcomer.

- 2.10.1. Provides the sponsor with the following information to provide necessary service:
 - 2.10.1.1. Name and grade.
 - 2.10.1.2. Home address.
 - 2.10.1.3. Contact numbers (i.e., home phone and cell phone).
 - 2.10.1.4. Personal e-mail address.
 - 2.10.1.5. Work address/fax (if available).
 - 2.10.1.6. Itinerary dates and locations.

- 2.10.1.7. Leave addresses and telephone numbers if taking leave enroute or TDY enroute.
- 2.10.1.8. Family members accompanying you to new duty station (if applicable).
- 2.10.1.9. Name of spouse.
- 2.10.1.10. Status of spouse (e.g., military or civilian).
- 2.10.1.11. Transportation required upon arrival (if applicable).
- 2.10.1.12. Names, gender, and ages of children (if applicable).
- 2.10.1.13. Child care required upon arrival (if applicable).
- 2.10.1.14. Pets (if applicable).
- 2.10.1.15. Kennel arrangements required upon arrival for pets (if applicable).
- 2.10.1.16. Lodging reservations.
- 2.10.1.17. Special needs or concerns (e.g., exceptional family member program, real estate/rental needs, first term, overseas, humanitarian, schools/education, family member employment, sports sign-up dates, foreign-born family member, etc.).
- 2.10.2. Keeps the sponsor informed about itinerary and relocation needs.
- 2.10.3. Provides feedback about the effectiveness and satisfaction of his or her sponsorship experience with the base orientation program ([Attachment 3](#)).

2.11. Airman and Family Readiness Center (A&FRC) Relocations Assistance Program.

- 2.11.1. Provides relocation services and sponsorship training according to AFI 36-3009, *Airman & Family Readiness Centers*.
- 2.11.2. Through partnership with the Base INTRO Program Manager, provides assistance to personnel selected for a short-notice assignment.
- 2.11.3. Design and run a base newcomer orientation program appropriate for civilian and military newcomers ([Attachment 2](#)).

2.12. Base Individual Mobilization Augmentee Administrator (BIMAA) or Unit Reservist Coordinators (for bases without an assigned BIMAA).

- 2.12.1. Assists the Base INTRO Program Manager in identifying Individual Mobilization Augmentees (IMAs) and attached Participating Individual Ready Reserve (PIRR) personnel and designing an orientation program appropriate for newly assigned IMAs and newly attached PIRR.
- 2.12.2. Through partnership with the sponsor and the unit, provides information to newly attached PIRR.

Chapter 3

TRAINING

3.1. Base INTRO Program Manager. The MPS Chief is responsible for ensuring the primary and alternate Base INTRO Program Managers are trained in the following areas:

3.1.1. The INTRO program and relocation resources to include:

3.1.1.1. AFI 36-2102, *Base-Level Relocation Procedures*.

3.1.1.2. INTRO Personnel Services Delivery Guide.

3.1.1.3. AFI 36-3009.

3.1.1.4. MilitaryHOMEFRONT, Military One Source, Move.mil, and Automated Housing Referral Network (AHRN) websites.

3.1.1.5. eSAT.

3.1.2. PDS reports regarding the sponsorship program which include:

3.1.2.1. Processing allocation notices, monitoring transaction registers (TR), working MAPS, and utilizing gains rosters.

3.1.3. Identifying quality indicators for sponsorship program efficiency and effectiveness as follows:

3.1.3.1. Gathering and compiling data from units and newcomer surveys.

3.1.3.2. Preparing quality indicators for presentation.

3.1.3.3. Compiling the quality indicators for the MPS Chief.

3.1.4. Providing training and assistance to Unit INTRO Program Managers as follows:

3.1.4.1. Initial training for new Unit INTRO Program Managers within 30 days of appointment.

3.1.4.2. Conducting annual staff assistance visits.

3.1.5. Collaboration with the A&FRC and the MPS Chief to address problem areas with relocation.

3.1.6. Unit response to short-notice assignments, diversions, and no-notice arrivals.

3.2. Unit INTRO Program Managers. The Base INTRO Program Manager is responsible for training Unit INTRO Program Managers in the following areas:

3.2.1. The purpose of Sponsor Checklist.

3.2.2. Effective sponsorship (i.e., providing examples, information, etc.) from eSAT website.

3.2.3. Inbound allocation actions to include gains rosters, retrieving information for sponsor RIPs and any documents (for example, messages, email, etc.) that notify the base of inbound personnel.

3.2.4. Advising the unit commander and Base INTRO Program Manager about:

- 3.2.4.1. Inbound personnel actions.
- 3.2.4.2. Nominated sponsors.
- 3.2.4.3. Problems requiring his or her involvement.
- 3.2.4.4. Missed suspenses.
- 3.2.4.5. Quality indicator that affect sponsorship program efficiency and effectiveness.
- 3.2.5. Notifying the supervisor of the gaining duty section about sponsor requirement to include:
 - 3.2.5.1. Sponsor-newcomer compatibility.
 - 3.2.5.2. Ensuring sponsor's availability.
 - 3.2.5.3. Establishing and managing suspenses for sponsor nomination.
- 3.2.6. Completing sponsor training on eSAT if nominee has not been formally trained on the Sponsorship Program.
- 3.2.7. Briefing newly assigned sponsors on overall program awareness and goals, responsibilities and accountability, sponsor checklist content and timeliness, and sponsor folder preparation (including the unit commander's welcome memorandum or letter, ([Attachment 5](#))).
- 3.2.8. Short-notice assignments or no-notice arrivals, to include definitions, interim contact with the newcomer (before a sponsor is appointed), and appointing a sponsor.
- 3.2.9. Assignment diversions.
- 3.2.10. Maintaining a continuity book.
- 3.2.11. Collects INTRO Sponsorship Questionnaires and distribute to the Base INTRO Program Manager.
- 3.2.12. Report quality indicators for the Sponsorship Program quarterly to the Base INTRO Program Manager. These indicators encompass two areas--sponsorship contact efficiency and sponsorship program effectiveness.

3.3. Sponsors. Sponsors will be trained via eSAT on:

- 3.3.1. What is sponsorship?
- 3.3.2. Effects of good sponsorship:
 - 3.3.2.1. Eases transition.
 - 3.3.2.2. Reduces culture shock.
 - 3.3.2.3. Increases productivity.
 - 3.3.2.4. Cultivates unit cohesiveness.
 - 3.3.2.5. Improves morale.
- 3.3.3. Objective:
 - 3.3.3.1. Ensure newcomers arrive feeling like members of the new team.

3.3.3.2. Ensure newcomers and their families have a positive first impression.

3.3.3.3. Ensure newcomers become mission ready in an efficient and effective manner.

3.3.4. Strategy:

3.3.4.1. Provide proactive assistance to newcomers and their families.

3.3.4.2. Pave the way for a smooth transition from losing to gaining installations.

3.3.5. Tactics:

3.3.5.1. Assess the needs of the newcomer and family.

3.3.5.2. Tailor the service and be responsive to the newcomer and family.

3.3.5.3. Do the job right the first time.

3.3.6. Why do you (as a sponsor) need training?

3.3.6.1. A positive relocation experience is linked to a positive attitude toward work and duty station.

3.3.6.2. Accurate information and helpful assistance reduce stress associated with change.

Chapter 4

STUDENTS AT TRAINING BASES

4.1. Sponsoring Students. Meeting the relocation needs of students is a unique challenge. Ensuring training readiness for our students and mission readiness for personnel relocating upon course completion requires a team effort from the following:

4.1.1. Training Squadron Military Training Leader (MTL). The training squadron MTLs will:

4.1.1.1. Provide an orientation for all incoming personnel from basic military training squadrons.

4.1.1.2. Collaborate with follow-on training courses to obtain training course points of contact (POC), if applicable. Ensure outbound students contact POCs before departing for follow-on training.

4.1.1.3. Ensure students receive a sponsor and have contact with the sponsor or gaining unit before departing for their permanent duty station.

4.1.2. Student Assignments Section. The MPS student assignments section will ensure departing students out-process through the A&FRC relocation program.

4.1.3. Formal Training Element. The MPF formal training element will:

4.1.3.1. Brief permanent party personnel PCSing to formal training courses on reporting instructions, according to the education and training course announcement (ETCA) available at <https://etca.keesler.af.mil>.

4.1.3.2. Ensure personnel traveling with family members out-process through the A&FRC relocation program.

4.1.4. Officer Training School (OTS) and Reserve Officer Training Corps (ROTC) Detachments. OTS and ROTC will ensure departing personnel receive a sponsor and have contact with the sponsor or gaining unit before they depart for their permanent duty station.

4.1.5. A&FRC will:

4.1.5.1. Work in partnership with training squadrons, formal schools, and unit or class POCs to respond to students' relocation needs.

4.1.5.2. Work with MTLs to ensure both student and sponsor initiated inquiries are answered.

4.1.5.3. Provide, as a minimum, relocation websites to include MilitaryHOMEFRONT, MilitaryOneSource; Move.mil and the AHRN.

4.2. Course POC. As a minimum, training squadrons will provide a website address and/or designate a POC to provide information and assistance for incoming students. Base INTRO Program Managers or the student assignments sponsorship manager will maintain an updated roster of course POCs for their installation.

Chapter 5

EVALUATION

5.1. INTRO Questionnaire. Measurements (quality indicators) of the Sponsorship Program have been developed and designed to:

- 5.1.1. Provide leadership with critical and pertinent information about the health of the program.
- 5.1.2. Increase understanding of the program and identify areas for improvement.
- 5.1.3. Enable commanders to tailor their program to achieve specific strategic objectives for mission accomplishment.
- 5.1.4. The MPS commander or designated representative will report Sponsor Program Quality Indicators to the installation commander quarterly.

5.2. Sponsorship Contact Efficiency. Sponsor contact efficiency measurements are taken from the newcomer sponsorship survey and compiled to reflect how efficiently new arrivals are being contacted. They directly link to the overall success or failure of the program because without timely two-way communication with newcomers, the established goals and objectives of the program are not being met. Efficient communication is vital to the program's success. Also, reviewing these measurements over time provides critical trend information.

5.3. Sponsorship Program Effectiveness. Sponsorship program effectiveness measurements are derived from the newcomer sponsorship survey and compiled to provide decision makers with information about the overall health of the program. These measurements also provide trend information, which may be useful for making informed decisions. Individual questions may be added at base level to identify areas needing closer analysis.

DARRELL D. JONES, Lieutenant General, USAF
DCS, Manpower, Personnel and Services

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

Title 10, United States Code, *Armed Forces*

AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*, 1 April 1998

AFI 36-2102, *Base-Level Relocation Procedures*, 18 September 2006

AFI 36-3009, *Airman & Family Readiness Centers*, 18 January 2008

ANGI 36-2607, *Air National Guard Retention Program*, 30 January 1998

Education and Training Course Announcement (ETCA)

Prescribed Forms:

AF Form 60, *Request for Sponsor*

Adopted Forms:

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

A&FRC—Airman & Family Readiness Center

AFB—Air Force Base

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AHRN—Automated Housing Referral Network

AMN—Airman

ANG—Air National Guard

ANGI—Air Force Guard Instruction

BIMAA—Base Individual Mobilization Augmentee Administrator

e SAT—Electronic Sponsorship Application & Training

ETCA—education and training course announcement

IAW—In accordance with

IMA—Individual Mobilization Augmentees

INTRO—Individualized Newcomer Treatment and Orientation

MAJCOM—Major Command

MAP—Management Assessment Product

MilPDS—Military Personnel Data System

MPS—Military Personnel Section

MTL—Military Training Leader

OPR—Office of Primary Responsibility

OTS—Officer Training School

PCS—Permanent Change of Station

PDD—Projected Departure Date

PDS—Personnel Data System

PIRR—Participating Individual Ready Reserve

POC—Point of Contact

RIP—Report on Individual Personnel

RNLTD—Report Not Later Than Date

ROTC—Reserve Officer Training Corps

SNCO—Senior Noncommissioned Officer in Charge

Attachment 2**JOINT INTRO PROGRAM FOR CIVILIAN AND MILITARY NEWCOMERS****IT: Introduction Time**

Wing commander welcome

Mission of the command

Wing, and unit missions and heritage

Overview of base (items of interest)

Safety, Health, Substance Abuse, and Equal Opportunity and Sexual Harassment Policy

Security and safeguarding of military information

PT: Paperwork Time

Required paperwork

Finance

Civilian Personnel Flight

Military Personnel Flight

Transportation

CT: Customized Time

Be innovative, set up an information exchange like a "job fair" to address the individual needs of the newcomer

Civilian orientation requirements

Base services available

Community services available

Points of interest for family member

UT: Unit Time

Personalized welcome for member and family members

Commander involvement

Unit mission, goals and heritage

Safety, Health, Substance Abuse, and Equal Opportunity and Sexual Harassment Policy

Key on needs of the newcomer for family members

ST: Sponsorship Time

On going from the moment appointed to the time the newcomer and family members feel part of the team.

Attachment 3**INTRO SPONSORSHIP QUESTIONNAIRE**

To help us continually improve our INTRO program, we need your feedback. Please take a few minutes to help us. Thank you.

Name (optional): _____

Grade: _____

Duty Phone: _____

Unit: _____

1. If you requested a sponsor, was one appointed before you left your last assignment?

a. Yes

b. No

Comments:

2. Which of the following did you receive before arriving at this station (circle all that apply)?

a. Welcome letter from new commander

b. Welcome letter from sponsor

c. Base information package (sponsor kit)

d. Base fact sheet

e. Phone call from sponsor

Comments:

3. If you received a base fact sheet, was it informative?

a. Yes (explain briefly)

b. No

Comments:

4. Did your sponsor meet you upon arrival?

a. Yes

b. No, my choice

c. No, had to get help from 24-hour point

Comments:

5. Did your sponsor make you feel welcomed and help you settle in the area?

a. Yes

b. No

Comments:

6. How would you rate the overall information and assistance you received?

a. Outstanding

b. Good

c. Poor

Comments:

7. What could your unit do to make you feel more welcomed?

Comments

8. What could we do to improve the INTRO program?

Comments:

Attachment 4

CHECKLIST FOR SPONSOR

A4.1. The first impression a newcomer gets of a base comes from his or her sponsor. The success of a good INTRO program is tied to first impressions. Since the needs of each newcomer vary, a sponsor must find out what those needs are and respond to them.

A4.2. Call the newcomer and tell them you're there to provide information and assistance to make the move smooth as possible. Listen: Many times a newcomer can reduce stress by merely talking to someone "already there." Be open and honest and stay positive.

A4.3. Remember, it's not good enough to just say "let me know what you need," anticipate their needs.

Ask these questions:

- Will your family members accompany you? Names, ages, interests?
- Do you need information about other services? Banking, child care, education, etc.?
- Do you want me to meet you when you arrive? Date, time, location.
- Do you want a post office box?
- Is there anything else you need?

A4.4. Pick up a sponsor kit from your Unit INTRO Program Manager. Personalize it by taking out unnecessary information and adding information requested. Mail it within seven calendar days.

A4.5. Include a personalized letter from your commander and your own personal letter. Include your home and duty phone numbers and address. Remind newcomers to let you know of any changes to their plans. Reconfirm the departure date, arrival date, and reporting-in date and ensure member is aware of the 24 hour arrival point. Upon arrival, personally meet the newcomer. Make the member feel welcomed.

A4.6. Visit the base housing office and get information about on- and off-base housing. If the newcomer is interested in residing on-base, remind them to apply in advance.

A4.7. Make temporary lodging arrangements for the newcomer and family and communicate details by personal email or phone.

A4.8. Personally meet your newcomer upon arrival or arrange for them to be met if you are unable to do so personally due to duty commitments. Make sure that you directly email and/or phone them to tell them who will be meeting them upon arrival or where to go for transportation at an airport etc. Make sure you bring transportation that will accommodate the entire family as well as pets.

A.4.9. Personally take the newcomer to lodging.

A.4.10. Personally take the newcomer to A&FRC and encourage them to use the Relocation Program.

A.4.11. Introduce the newcomer to his/her commander, supervisor, key personnel and fellow co-workers.

A.4.12. Show the newcomer around the base facilities such as commissary, fitness centers, chapel, and Family Center.

A.4.13. Give the newcomer a community tour.

A.4.14. Accompany the newcomer through in-processing and check-in procedures.

Attachment 5**SAMPLE OF A UNIT COMMANDER'S WELCOME MEMORANDUM OR LETTER****1. Welcome statement:**

Congratulations on your upcoming assignment at (XYZ) Air Force Base (AFB) and welcome to the unit!

2. Statement about the squadron:

We look forward to including you on our team of professionals who are responsible for _____ . In (name of squadron), we want to make sure you get all the information and help you (and your family) need to make this the best move you've ever had and to help you feel at home as soon as possible. Your sponsor, (name of sponsor), is a part of a team, and (his/her) job is to find information for you, help solve your problems, meet you when you arrive, and make it easier for you to in-process and get settled. Please keep (him/her) advised of your plans and relocation needs.

3. Statement about the community:

If this is your first trip to the _____ area, you'll find it (make some mention about the weather, environment, community activities, etc.).

4. Statement about house hunting: (Does not apply for IMAs.)

Up to 8 days permissive leave is authorized for house hunting, and it begins after you sign in. If you take house-hunting time before signing in, it counts as regular leave. Remember, if you decide to make an advance trip to XYZ AFB for house hunting, you can take up to 10 days; but you'll have to return to your current unit of assignment before being released from the base. Be sure to check with the housing office before you sign a contract. It is required and they can provide you with useful information about desirable areas to live. You will be able to get some things done before you sign in, but certain items (such as travel pay), can only be done after you sign in. I encourage you to sign in as soon as possible. Remember, your sponsor is here to help you walk through the first few weeks and (he/she) has my support in doing that—be sure to use (him/her).

5. Statement about spouse or family (if relevant):

The (XYZ) AFB Airman and Family Readiness Center would like to contact your spouse when you arrive. The center's Heart Link is designed to help your spouse become familiar and comfortable with our military community. Specifically, the A&FRC can help your spouse navigate the military and local support system by providing information about employment, child care, medical services, and area activities.

6. Statement about his or her responsibilities as a newcomer:

*As an incoming unit asset, you are responsible for helping us ensure you have a smooth transition to your new duty station. You are responsible for keeping your sponsor informed about your exact itinerary and relocation needs. Your sponsor will be contacting you shortly, if not, complete an INTRO Sponsorship Questionnaire (**Attachment 3**). Your sponsor is responsible for assisting you during your relocation. Therefore, please provide the information as soon as possible. Advise your sponsor of your departure plans. If you have delays or problems en route, contact your sponsor and/or the first sergeant.*

7. Conclusion:

Again, let me welcome you to (XYZ) AFB (or [XYZ] squadron). Please contact me directly if there is anything I can do to make your move better. DSN _____, Commercial () _____, Fax _____, E-Mail _____.