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**Personnel**

**THE AETC SPONSORSHIP PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFPD 36-21, *Utilization and Classification of Air Force Military Personnel*. It establishes standards to ensure relocating personnel are prepared, welcomed, transitioned, and made mission ready in an efficient and effective manner. It applies to AETC commanders and sponsors of incoming military personnel. It also applies to Air Force Reserve Command (AFRC) members, military personnel flight (MPF) commanders, civilian personnel flight chiefs, base Individualized Newcomer Treatment and Orientation (INTRO) Program managers, unit INTRO monitors, and family support center (FSC) relocation assistance managers (RAM). It does not apply to Air National Guard (ANG) units and members. Attachment 1 contains a glossary of references and supporting information used in this publication. The reporting requirement in this publication is exempt from licensing in accordance with paragraph 2.11.12 of AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*. This publication requires collecting information protected by the Privacy Act of 1974 authorized by 10 U.S.C. 8013, *Secretary of the Air Force*. Maintain and dispose of records created as a result of prescribed processes in accordance with AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4).

**SUMMARY OF REVISIONS**

This revision changes the AETC standard (for normal permanent change of station [PCS]) to 10 duty days from the date a sponsor report on individual personnel (RIP) is generated to the date two-way contact between the sponsor and the newcomer is made (paragraphs 3.1 and 28.2.1); requires the military-personnel flight (MPF) commander to coordinate on quality indicators before forwarding to installation Relocation Assistance Coordinating Committee (RACC) (paragraphs 8.2, 9.11, and 30); adds roles and responsibilities of the civilian personnel officer (paragraphs 9.2, 14.1, and 14.2) and AETC Air Reserve Component Base Individual Mobilization Augmentee Administrator and/or Air Reserve Management Officer (paragraphs 9.2 and 20); changes suspense to appoint sponsors within 48 hours (paragraph 9.4.2); makes staff assistance visits an annual requirement for INTRO managers (paragraphs

9.6 and 21.4.2); adds guidance for base INTRO managers on including individual mobilization augmentees (IMA) in the base orientation program (paragraph 9.18); updates guidance for handling IMA assignments (paragraphs 11.2 and 28.2.3); adds requirement for unit INTRO monitor to prepare no-show letters for sponsorship training (paragraph 11.6); changes quality indicator reporting requirements to the installation RACC (paragraphs 21.3.4 and 27.2); updates guidance for students relocating (paragraph 25, 25.3, and 25.6); updates guidance on providing a course point of contact (POC) (paragraph 26); and updates references throughout the publication. A ★ indicates revision from the previous edition.

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### *Section A—Overview*

**1. Why Sponsorship?** Commanders need new personnel to be ready to dedicate their full attention to unit mission accomplishment—be "mission ready"—at the earliest possible time. Effective sponsorship initiates the mission-ready process before a member departs the losing base.

### **2. Introducing the AETC Sponsorship Program:**

2.1. The AETC Sponsorship Program is a commander's program. The commander's emphasis on the importance of sponsorship, both at the wing and unit level, drives the level of effort dedicated to a successful unit sponsorship program.

2.2. This publication provides minimum standards for a successful program. Sections on procedural guidance and roles and responsibilities outline what is required from wings and units, but each base has a different set of local challenges. Therefore, to the maximum extent possible and without compromising minimum standards, how to meet these standards is left to AETC wings and units.

2.3. This instruction addresses military and civilian permanent change of station (PCS) personnel and the sponsorship needs of the entire family. Section D addresses sponsorship needs of military personnel in a student status.

2.4. It is mandatory to appoint a sponsor for all military personnel below the grade of colonel and civilian equivalent.

### **3. Assignment Notification:**

**★3.1. Normal Assignments.** The AETC standard for normal assignments--from the date the unit generates the information for sponsor report on individual personnel (RIP) to two-way initial communication from the sponsor to the newcomer--is 10 duty days.

**3.2. Short-Notice Assignments.** The AETC standard for short-notice assignments--from the date the unit receives the notification message from the personnel employment element to initial two-way communication from the sponsor to the newcomer--is 3 duty days. A short-notice assignment is an inbound allocation notice or another document that notifies the base of inbound personnel with a report no later than date (RNLTDD) of 60 days or less.

### **4. Diversions:**

4.1. When a newcomer is diverted to a new base, all sponsorship activities stop.

4.2. When a newcomer is diverted to another unit on base, the unit to which the individual is currently assigned continues the sponsorship process until PC-III has been updated to reflect the new unit. A new sponsor from the *new* unit is then assigned and updated in PC-III.

**5. Geographically Separated Unit (GSU).** This instruction applies to AETC units separated from a supporting AETC installation or not serviced by an AETC installation. Section B lists the roles and responsibilities of the applicable AETC unit levels.

***Section B—Roles and Responsibilities***

**6. Headquarters AETC, Director of Personnel (HQ AETC/DP):**

6.1. Establishes, publishes, and monitors AETC sponsorship requirements.

6.2. Responds to questions from AETC units.

**7. Installation Commander.** Implements and monitors the AETC Sponsorship Program.

**8. MPF Commander:**

8.1. Manages INTRO according to AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Program*; AFCSM 36-699, Volume 1, *Personnel Data Systems User Manual*; and this publication.

★8.2. Coordinates on quality indicators before forwarding them to the installation Relocation Assistance Coordinating Committee (RACC).

8.3. Ensures the personnel employment element establishes procedures to advise the base INTRO manager of short-notice arrivals and diversions within 24 hours of receiving notification.

**9. Base INTRO Manager:**

9.1. Manages INTRO according to AFI 36-2103; AFCSM 36-699, Volume 1, Chapter 5; AETCI 10-301, *Management of Air Reserve Components*, for individual mobilization augmentees (IMA); and this publication.

★9.2. Downloads the inbound roster from PC-III on the first duty day of each week to monitor timely appointment of sponsors. Receives information from the civilian personnel flight on incoming civilian PCSs. Receives information from the MPF employment element on IMA gains.

9.3. Sends the inbound allocation notice and/or other document (for example, message, e-mail, etc.) to notify the base of inbound personnel to units without PC-III. Sends inbound assignment notices on IMAs to the base individual mobilization augmentee administrator (BIMAA) or air reserve management officer (ARMO) for sponsorship action.

9.4. Maintains contact with the MPF personnel employment element to obtain information on short-notice assignments and diversions.

9.4.1. Within 24 hours of notification, forwards messages on short-notice assignments and diversions to unit INTRO monitors.

★9.4.2. Suspends units to appoint sponsors within 48 duty hours. Suspends the BIMAA or ARMO to appoint IMA sponsors within 5 duty days after assignment notification.

9.5. Conducts training on unit INTRO monitor responsibilities as outlined in paragraph 11 within 30 days of the unit INTRO monitor assuming his or her position.

★9.6. Conducts annual staff assistance visits to each unit and provides feedback to the unit commander. **NOTE:** Commander can request additional staff assistance visits when deemed necessary.

9.7. Maintains a liaison with unit INTRO monitors.

9.8. Upon notification from the MPF personnel employment element, monitors diversions in the following manner:

9.8.1. When the newcomer is diverted to another base, notifies the unit INTRO monitor to ensure all sponsorship actions cease.

9.8.2. When the newcomer is diverted to another unit on base, notifies the gaining INTRO monitor to appoint a new sponsor and notifies the losing unit INTRO monitor to continue with sponsorship duties until the unit appoints a new sponsor.

9.8.3. Once a new sponsor is appointed, ensures the unit INTRO monitor and sponsor at the losing unit transfer the sponsorship folder and cease all sponsorship actions.

9.9. Notifies unit INTRO monitors of no-notice personnel arriving the base.

9.10. Manages the base newcomers' orientation according to AFI 36-2103.

9.10.1. Ensures newcomers are provided an AETC Form 542, **AETC Newcomer Sponsorship Satisfaction Survey**, during the base orientation program. Ensures newcomers complete and return the form.

9.10.2. Provides feedback to orientation speakers.

★9.11. Compiles quality indicators (on a quarterly basis) and sends them to the MPF commander for approval. Upon approval, forwards quality indicators to the installation RACC quarterly.

9.12. Provides feedback to unit commanders on the status of their unit sponsorship programs.

9.13. Informs installation commander of sponsorship program trends.

9.14. Collaborates with the FSC RAM and RACC on sponsorship training. Serves as a member of the RACC.

9.15. Collaborates with the civilian personnel flight (CPF) to include civilians in the base orientation program.

9.16. Maintains an up-to-date INTRO and sponsorship program continuity book.

9.17. Initiates information crossflow with other base INTRO managers and his or her HQ AETC counterpart.

★9.18. Collaborates with the BIMAA or ARMO to include IMAs in the base orientation program.

#### **10. Unit Commander:**

★10.1. Establishes and oversees the unit INTRO program according to AFI 36-2103; AFCSM 36-699, Volume 1; AETCI 10-301 (for IMAs); and this instruction.

10.2. Ensures spouses are afforded the benefits of the sponsorship process through implementation of a voluntary spouse-to-spouse sponsorship program.

10.2.1. If the sponsor's spouse is unable to sponsor the incoming spouse, identify volunteer sponsors in the unit.

10.2.2. The FSC RAM will assist if unit resources are unavailable.

10.3. Submits input for contact efficiency to the base INTRO manager.

#### **11. Unit INTRO Monitor:**

★11.1. Manages the unit INTRO program according to AFI 36-2103; AFCSM 36-699, Volume 1; AETCI 10-301 (for IMAs); and this instruction.

★11.2. Each duty day, checks for inbound allocation notices and/or other documents (for example, messages, e-mails, etc.) notifying the unit of inbound personnel. Immediately forwards the inbound allocation notice to the section or flight for completion of sponsor information with a unit suspense of 2 duty days. IMA suspense is 5 duty days after assignment notification.

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

11.2.2. Upon the 150th day, immediately forwards the inbound allocation notice to the section or flight for completion of sponsor information with a unit suspense of 2 duty days.

11.3. Ensures compatibility of the sponsor and the newcomer (for example, similar marital status, grade, etc.) and obtains commander's approval of sponsor selection. Within 2 duty days of sponsor selection, updates sponsorship data in PC-III and requests the system to produce a sponsor letter. The system will generate an information for sponsor RIP.

★11.4. Files a copy of the inbound allocation notice and/or other document that notifies the unit of inbound personnel and information for sponsor RIP in the sponsor folder and files the original in the newcomer's personnel information file (PIF).

11.5. Informs the unit commander of inbound personnel actions in a timely manner and prepares the unit commander's welcome memorandum or letter.

★11.6. Monitors and tracks sponsorship training to ensure assigned sponsors have been trained. Prepares and distributes no-show letters from the unit commander to those sponsors who fail to attend mandatory sponsorship training.

11.7. Determines whether the sponsor's spouse will sponsor the newcomer's spouse, if requested. If unable, identifies a volunteer in the unit. Contacts the FSC RAM for assistance if unable to identify a volunteer in the unit. (Does not apply for IMAs.)

11.8. If PC-III is unavailable for more than 2 days, notifies the base INTRO manager for assistance in updating the system.

11.9. Prepares and distributes a six-part sponsor folder (Attachment 2) to the sponsor within 48 hours of appointment. Reviews the following with the sponsor:

11.9.1. AETC Form 541, **Sponsor Checklist**. Ensures items 1 and 2 on the form are completed.

11.9.2. AETC Form 540, **Newcomer/Sponsor Contact Survey**.

11.9.3. Sponsor training guide (Attachment 3).

11.9.4. Sponsor's welcome memorandum or letter (Attachment 4).

11.10. Briefs sponsor on his or her "official tasking" to:

11.10.1. Attend sponsor training.

11.10.2. Make two-way contact with the newcomer within the required timeframe.

11.10.3. Send (or give to the unit INTRO monitor) a welcome memorandum or letter and personalized sponsor package within 5 duty days of initial two-way contact. NOTE: Advise sponsor of requirements regarding the unit commander's welcome memorandum or letter.

11.10.4. Keep sponsor folder up to date.

11.10.5. Keep the unit INTRO monitor advised of newcomer's departure and arrival dates. (Does not apply for IMAs.)

11.11. Keeps the commander informed about AETC quality indicator compliance, missed suspenses, and problems requiring commander involvement.

11.12. When a newcomer is diverted to another base, ensures the sponsor's supervisor is informed to cease all sponsorship contact.

11.13. Reviews the sponsor folder for completeness and forwards it to the unit commander.

11.14. Receives sponsor folder back from the commander and removes the contents of Parts I, III, IV, and VI. Files items not already in the PIF.

11.15. Replaces removed items in the six-part folder and reuses the folder.

11.16. Provides sponsor folders to sponsors of PCSing civilian personnel.

## **12. Military Sponsor's Supervisor:**

12.1. Provides the unit INTRO monitor with a sponsor nomination within 2 duty days of notification.

12.2. Notifies nominee of appointment and requirement to report to commander's support staff (CSS) within 48 hours.

12.3. Advises the unit INTRO monitor of any sponsor changes.

12.4. Gives the sponsor the time and support needed to accomplish sponsorship duties.

12.5. Introduces the newcomer to the work center's operation and responsibilities.

12.6. Reviews the sponsor folder and turns it in to the unit INTRO monitor after all sponsorship responsibilities have been completed.

## **13. Sponsor of Military Personnel:**

13.1. Understands that sponsor duties are *official* duties.

13.2. When advised of sponsor responsibilities, obtains a six-part sponsor folder (Attachment 2) and training from the unit INTRO monitor within 48 hours of notification. Attempts to make telephonic or e-mail contact with the newcomer upon assignment notification.

13.3. Reviews the sponsor training guide (Attachment 3) provided in the sponsor folder.

13.4. Attends sponsor training as scheduled by the unit INTRO monitor.

13.5. Meets all required suspenses and completes AETC Forms 540 and 541.

13.6. 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.

13.7. Advises the unit INTRO monitor of any sponsor changes.

13.8. After all sponsorship duties have been completed, turns in the completed sponsor folder to the supervisor.

**14. Civilian Personnel Officer (CPO):**

★14.1. Notifies the base INTRO manager and the FSC RAM of incoming civilian PCSs.

★14.2. Assists the base INTRO manager in designing an orientation program appropriate for civilian employees.

14.3. Works in partnership with FSC RAM to provide relocating civilians information and assistance.

**15. Supervisors of Inbound Civilian Personnel:**

15.1. Ensure a sponsor is appointed and the sponsor:

15.1.1. Obtains the six-part sponsor folder from the unit INTRO monitor and gives to the sponsor.

15.1.2. Makes two-way contact within 3 duty days of final selection.

15.1.3. Sends the sponsor package and welcome memorandum or letter within 5 days of two-way contact.

15.2. Collaborate with FSC RAM for relocation information and sponsor training.

**16. Newcomer:**

16.1. Provides information as requested on the AETC Form 540.

16.2. Keeps the sponsor informed about his or her exact itinerary and relocation needs.

16.3. Provides feedback on AETC Form 542 about the effectiveness and satisfaction of his or her sponsorship experience at the base orientation program.

**17. FSC RAM:**

17.1. Provides relocation services and sponsorship training according to AFI 36-3011, *Air Force Relocation Assistance Program (RAP)*.

17.2. Responds to sponsor or newcomer inquiries in a timely manner (preferably within 3 duty days).

17.3. Through partnership with the base INTRO manager and CPF, provides assistance to short-notice assignment personnel.

17.4. Collaborates with unit commanders and INTRO monitors on the voluntary spouse-to-spouse sponsorship program.

**18. Youth Director.** Provides youth transition and relocation assistance according to AFI 34-249, *Youth Programs*.

**19. Other Base Agencies:**

19.1. Respond to requests for information and support for relocating personnel and their family members in a timely manner (preferably within 3 duty days of a request).

19.2. Participate in the newcomers' orientation as directed by the installation commander.

**★20. AETC Air Reserve Components BIMAA or ARMO (for bases without an assigned BIMAA):**

20.1. Assists the base INTRO manager in identifying newly assigned IMAs.

20.2. Assists the base INTRO manager in designing an orientation program appropriate for newly assigned IMAs.

20.3. Works in partnership with the sponsor and the unit to provide information to newly assigned IMAs.

***Section C—Training***

**21. Base INTRO Managers.** MPF commanders are responsible for ensuring base INTRO managers are trained in the following areas:

21.1. The INTRO program and relocation support resources to include:

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

21.1.2. AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Program*.

★21.1.3. AFCSM 36-699, Volume 1, *Personnel Data Systems*, Chapter 5.

21.1.4. AETCI 36-2104, *The AETC Sponsorship Program*.

21.1.5. AFI 36-3011, *Air Force Relocation Assistance Program (RAP)*.

21.1.6. The FSC Relocation Assistance Program.

★21.1.7. AETCI 10-301, *Management of AETC Air Reserve Components*, if applicable.

21.2. PC-III and the personnel data system (PDS) reports regarding the sponsorship program, including:

21.2.1. Initial versus final allocation notices, information for sponsor RIPs, daily and weekly transaction registers (TR), and gains rosters.

21.2.2. The base INTRO manager's report.

21.3. AETC quality indicators for sponsorship program efficiency and effectiveness as follows:

21.3.1. Gathering and compiling data from units and AETC Form 542.

21.3.2. Preparing quality indicators for presentation.

21.3.3. Compiling the quality indicators for the MPF commander.

★21.3.4. Forwarding data to the installation RACC, as required.

21.4. Providing training and assistance to unit INTRO monitors as follows:

21.4.1. Initial training for new unit INTRO monitors within 30 days of appointment.

★21.4.2. Conducting annual staff assistance visits.

21.5. Collaboration with the FSC RAM on sponsor training.

21.6. Collaboration with the FSC RAM and the RACC to address problem areas in relocation.

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

**22. Unit INTRO Monitors.** The base INTRO manager and the noncommissioned officer in charge (NCOIC) of the CSS are responsible for training unit INTRO monitors in the following areas:

22.1. The purpose of AETC Form 541.

22.2. Effective sponsorship (providing examples, information, etc.).

22.3. Inbound allocation action and PC-III use, to include gains rosters, initial versus final allocation notices, information for sponsor RIPs, daily TRs, and/or other documents (for example, messages, e-mail, etc.) that notify the base of inbound personnel.

22.4. Advising the unit commander about:

22.4.1. Inbound personnel actions.

22.4.2. Nominated sponsors.

22.4.3. Problems requiring his or her involvement.

22.4.4. Missed suspenses.

22.4.5. Quality indicator compliance.

22.5. Notifying the supervisor of the gaining duty section about sponsor requirement to include:

22.5.1. Sponsor-newcomer compatibility.

22.5.2. Ensuring sponsor's availability.

22.5.3. Setting or tracking suspenses for sponsor nomination.

22.6. Scheduling sponsor training if nominee has not been formally trained on the AETC Sponsorship Program.

22.7. Preparing, distributing, and tracking the sponsor folder.

22.8. 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).

22.9. Short-notice assignments or no-notice arrivals, to include definitions, interim contact with the newcomer (before a sponsor is appointed), and appointing a sponsor.

22.10. Gaining and losing diversions.

22.11. Data collection from units for quality indicators.

22.12. Maintaining a continuity book.

**23. Sponsors.** Sponsors will be trained on the sponsor training guide (Attachment 3). Spouses are encouraged to attend sponsorship training programs.

**24. Newcomers.** Responsibility to train each newcomer rests with several individuals and organizations:

**24.1. Losing AETC Installation (Relocations Element).** These personnel:

24.1.1. Ensure outbound personnel are familiar with their responsibility to provide information to the sponsor and maintain contact.

24.1.2. Encourage personnel to visit the FSC at both the losing and gaining base for relocation information and assistance.

**24.2. Relocation Assistance Specialists at Losing AETC Training Wings.** These personnel:

24.2.1. Provide students an overview of the Relocation Assistance Program and AETC Sponsorship Program. Emphasize the availability and benefits of standard installation topic exchange services (SITES).

24.2.2. Encourage students to contact their sponsor (or unit if a sponsor has not been appointed) before they leave for their new assignment.

24.2.3. Ensure students are familiar with their responsibility to provide information to their sponsors and to maintain contact.

24.2.4. Encourage students to visit the FSC relocation office or center at both the losing and gaining base for information and assistance.

**24.3. Gaining Unit Commander.** He or she ensures the newcomer is familiar with his or her responsibilities in the welcome memorandum or letter (Attachment 5).

**24.4. Sponsor.** The sponsor ensures the newcomer is familiar with AETC Form 540 and his or her responsibility to provide the information requested on the survey. If unable to obtain the information telephonically, the sponsor sends the form to the newcomer as soon as possible (via fax, e-mail, or mail) and begins obtaining the information needed.

**24.5. FSC Relocation Staff.** The FSC relocation staff should never pass up the opportunity to inform relocating personnel about their responsibilities and entitlements.

#### *Section D—Students at Training Bases*

**★25. 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:

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

25.1.1. Provide an orientation for all incoming personnel from basic military training squadrons (BMTS).

25.1.2. 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.

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

**25.2. Student Assignments Section.** The MPF student assignments section will ensure departing students outprocess through the FSC relocation program.

**★25.3. Formal Training Element.** The MPF formal training element will:

25.3.1. 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> (formerly AFCAT 36-2223, *USAF Formal Schools*).

25.3.2. Ensure personnel traveling with family members outprocess through the FSC relocation program.

**25.4. 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.

**25.5. FSC RAM.** FSC RAM will work in partnership with training squadrons, formal schools, and unit or class POCs to respond to students' relocation needs.

**★25.6. FSC Relocation Technicians (RT).** FSC RTs will:

25.6.1. Work with MTLs to ensure their highest priority is responding to both student and sponsor-initiated inquiries.

25.6.2. Provide, as a minimum, personalized base information packages such as SITES, AF Crossroads, or website addresses for each base of assignment.

**★26. 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 managers or the student assignments sponsorship manager will maintain an updated roster of course POCs for their installation.

### *Section E—Evaluation*

#### **27. Sponsorship Program Evaluation:**

27.1. Measurements (quality indicators) of the AETC Sponsorship Program have been developed and designed to:

27.1.1. Provide AETC leadership with critical and pertinent information about the health of the program.

27.1.2. Increase understanding of the program and how and where it can be improved.

27.1.3. Enable commanders to tailor their program to achieve specific strategic objectives for mission accomplishment.

**★27.2.** The AETC Sponsorship Program quality indicators will be reported quarterly to the installation RACC and briefed to the Community Action Information Board (CAIB). These indicators encompass two areas--sponsorship contact efficiency (paragraph 28) and sponsorship program effectiveness (paragraph 29).

#### **28. Sponsorship Contact Efficiency:**

**28.1. Overview.** Sponsor contact efficiency measurements are taken from AETC Form 542 and compiled to reflect how efficiently new AETC 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.

**28.2. AETC Goals and Standards.** Ninety-nine percent of incoming personnel should be contacted within the following time allowances:

★28.2.1. For a normal PCS (more than 60 days notification), the standard is 10 duty days from the date the unit generates the information for a sponsor RIP to the date of two-way contact between the sponsor and the newcomer.

28.2.2. For short-notice PCS (60 days or less notification), the standard is 3 duty days from the date the unit received the message from the employment element to the date of two-way contact between the sponsor (or representative from the base or unit) and the newcomer.

★28.2.3. For IMA assignments, the standard is 10 duty days from the date the unit received assignment notification (or assignment date plus 10 duty days) to the date of two-way contact between the sponsor (or representative from the base or unit) and the IMA.

**28.3. Computation.** This is the number of inbound permanent party (functional category code A) military personnel contacted within the AETC standard divided by the total number of inbound permanent party military personnel. When unit notification of an inbound person overlaps into the next quarter, count the situation in the next quarter. Do not count diversions to a new base or assignment cancellations.

## **29. Sponsorship Program Effectiveness:**

**29.1. Overview.** Sponsorship program effectiveness measurements are taken from AETC Form 542 and compiled to provide decisionmakers 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.

**29.2. AETC Goal.** The AETC goal is a rating of 4.5 on a scale of 0 (unsatisfactory sponsorship) to 5 (outstanding sponsorship).

**29.3. Computation.** Use question 10 on AETC Form 542 to compute sponsor program effectiveness. The other questions are to be used at base and unit level to identify problem areas and to make improvements.

★**30. Reporting Requirements for Sponsorship Program Quality Indicators.** The MPF commander or his or her designee will report the following to the installation RACC quarterly or at the call of the RACC chairperson:

30.1. Sponsor contact efficiency data showing the percentage of new permanent party arrivals contacted by their sponsors within established AETC standards. If the percentage is below 99 percent, provide supporting documentation or data.

30.2. Sponsorship program effectiveness data extracted from the AETC Form 542. If the data is below the AETC standard, provide supporting documentation or data.

- 31. Forms Prescribed.** AETC Forms 540, **Newcomer/Sponsor Contact Survey**, 541, **Sponsor Checklist**, and 542, **AETC Newcomer Sponsorship Satisfaction Survey**.
- 32. Forms Adopted.** DD Form 2606, **Request for Care Record, Department of Defense Child Development Program**.

W. P. ARD, Colonel, USAF  
Director of Personnel

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

Title 10, United States Code, *Armed Forces*

AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*

AFI 34-249, *Youth Programs*

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

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

AFI 36-2103, *Individualized Newcomer Treatment and Orientation (INTRO) Program*

AFI 36-3011, *Air Force Relocation Assistance Program (RAP)*

★AFCSM 36-699, Volume 1, *Personnel Data Systems User Manual*

AFMAN 37-139, *Records Disposition Schedule* (will become AFMAN 33-322, Volume 4)

★AETCI 10-301, *Management of AETC Air Reserve Components*

★Education and Training Course Announcement (ETCA) (formerly AFCAT 36-2223, *USAF Formal Schools*)

***Abbreviations and Acronyms***

**AFRC**—Air Force Reserve Command

**ANG**—Air National Guard

★**ARMO**—air reserve management officer

★**BIMAA**—base individual mobilization augmentee administrator

**BITS**—Base Information Transfer System

**BMTS**—basic military training squadron

**CAIB**—Community Action Information Board

**CPF**—civilian personnel flight

**CPO**—civilian personnel officer

**CSS**—commander's support staff

**ETCA**—education and training course announcement

**FSC**—family support center

★**IMA**—individual mobilization augmentee

**INTRO**—individualized newcomer treatment and orientation

**GSU**—geographically separated unit

**MPF**—military personnel flight  
**MTL**—military training leader  
**NCOIC**—noncommissioned officer in charge  
**PCS**—permanent change of station  
**PDD**—projected departure date  
**PDS**—personnel data system  
**PIF**—personnel information file  
**POC**—point of contact  
**RACC**—Relocation Assistance Coordinating Committee  
**RAM**—relocation assistance manager  
**RIP**—report on individual personnel  
**RNLTD**—report no later than date  
**★RT**—relocation technician  
**SITES**—Standard Installation Topic Exchange Services  
**TDY**—temporary duty  
**TLF**—temporary living facility  
**TR**—transaction register

**Attachment 2**

**SPONSOR FOLDER**

- PART I: Copy of the inbound allocation notice and/or other document (for example, message, e-mail, etc.) notifying the unit of inbound personnel, and information for sponsor RIP.
- PART II: Sponsor training guide (see Attachment 3) and sample of a sponsor's welcome memorandum or letter (see Attachment 4).
- PART III: AETC Form 541, **Sponsor Checklist.**
- PART IV: AETC Form 540, **Newcomer/Sponsor Contact Survey.**
- PART V: Resources and referrals list.
- PART VI: Other correspondence and documentation.

### Attachment 3

## SPONSOR TRAINING GUIDE

**WHAT IS SPONSORSHIP?** A continuous process of providing information and assistance to the relocating personnel and their family members from the time they receive their new duty assignment until they are settled in their new community.

### EFFECTS OF GOOD SPONSORSHIP:

- Eases transition.
- Reduces culture shock.
- Increases productivity.
- Cultivates unit cohesiveness.
- Improves morale.

### OBJECTIVE:

- Ensure newcomers arrive feeling like members of the new team.
- Ensure newcomers and their families have a positive first impression.
- Ensure newcomers become mission ready in an efficient and effective manner.

### STRATEGY:

- Provide proactive assistance to newcomers and their families.
- Pave the way for a smooth transition from losing to gaining installations.

### TACTICS:

- Assess the needs of the newcomer and family.
- Tailor the service and be responsive to the customer.
- Do the job right the first time.

### WHY DO YOU (AS A SPONSOR) NEED TRAINING?

- A positive relocation experience is linked to a positive attitude toward work and duty station.
- Accurate information and helpful assistance reduce stress associated with change.
- Experience as a sponsor, or being sponsored, is insufficient training for effective sponsorship.

**SUPERIOR SPONSORSHIP IS  
UNDERSTANDING THE NEEDS OF THE NEWCOMER!**

### INGREDIENTS FOR EFFECTIVE SPONSORSHIP

The 3 C's of Effective Sponsorship:

**COMMUNICATION.** Provide information that is:

- Accurate
- Essential
- Timely

**CONCERN:**

- Positive attitude
- Helpfulness

**CREATIVITY:**

- Ingenuity. (For example, send pictures of the work center with personnel hard at work and hard at play.)

**SPONSOR RESPONSIBILITIES.** Your responsibilities are as follows: (*NOTE:* These are **official** duties.)

1. Ensure the unit INTRO monitor provides you with a six-part sponsor folder. Contents of the folder should include:

- Part I--notification of your assignment as a sponsor.
- Part II--Sponsor training guide and sample of a sponsor's welcome memorandum or letter.
- Part III--AETC Form 541, **Sponsor Checklist.** *NOTE:* Ensure dates for items 1 and 2 on the form have been noted.
- Part IV--AETC Form 540, **Newcomer/Sponsor Contact Survey.**
- Part V--resources and referrals list. Examples include local phone number listing, emergency numbers, utilities, child development center, schools, housing office, family support center, base command post, etc. See the base phone book quick reference list for other examples including hours of operation.
- Part VI--correspondence and documentation. Examples include a copy of orders, copy of billeting reservation, copies of memorandums or letters, messages, e-mails, faxes, etc.

The dates of sponsor notification and two-way contact with the newcomer are critical to the sponsorship timeline monitored by HQ AETC. The installation commander is required to track the time it takes for the sponsor to complete two-way contact with the newcomer.

2. Review this guide (Part II of the sponsor folder).
3. Attend sponsor training as instructed by the unit INTRO monitor (or supervisor for civilians).
4. Coordinate with unit INTRO monitor on sponsoring the newcomer's spouse, if requested.
5. Make two-way personal contact with the newcomer within **10 duty days** of assignment as a sponsor for a PCS of more than 60 days and **3 duty days** for a short-notice PCS of 60 days or less.
  - Note date of two-way communication on AETC Form 541, **Sponsor Checklist**. Report date to unit INTRO monitor (sponsors of military personnel only).
  - Complete AETC Form 540, **Newcomer/Sponsor Contact Sheet**.
  - (Sponsors of military personnel only) Provide a copy of the completed AETC Form 540 to the unit INTRO monitor within 1 workday of initial contact.

#### **ABOUT MAKING INITIAL CONTACT--THE TELEPHONE CALL**

- Call as soon as you are appointed as a sponsor – first impressions are lasting impressions.
- Be honest, constructive, and positive.
- Introduce yourself and welcome the newcomer.
- It isn't enough to say, "Let me know what you need." Be **PROACTIVE!** The needs of each newcomer and family member will be different. Find out their needs and tailor your assistance to respond to them.
- Confirm data about the newcomer (name; grade; work and home mailing addresses; work and home telephone number, fax number, and e-mail address; accompanied or unaccompanied, etc.).
- Ask for the information needed to complete AETC Form 540. Try to get as much information as possible at that time. If necessary, fax a copy to the newcomer.
- Ask the newcomer to keep you informed of any changes in plans.
- Provide the following information to the newcomer:
  - Your name and grade; work, home, and e-mail addresses; and work, home, and fax number.
  - Supervisor's name, telephone number, fax number, and e-mail address.
  - First sergeant's name, telephone number, fax number, and e-mail address.
  - Unit commander's name, telephone number, fax number, and e-mail address.
  - Orderly room's telephone number, fax number, and e-mail address.
- Encourage the newcomer to visit the family support center (FSC) for outbound information. Up-to-date information about the gaining base is available through the SITES booklet. (This information is also available on the world wide web.) Videos of most bases are also available at the FSC.

6. Make sure you make the newcomer feel you want to help him or her and family members. (Refer to "*Assess the Needs of the Newcomer and Family*" below.)

7. Collect information requested by the newcomer for inclusion in the sponsor package. (Examples of special requests include information on exceptional family member program, humanitarian, foreign-born family member, real estate or rental needs, first term, overseas, schools/education, family member employment, and sports sign-up dates.) Contact the FSC RAM and/or the unit INTRO monitor for help in obtaining package contents.

Send the sponsor package within **5 duty days** of making two-way contact with the newcomer!

8. Write a personal letter to the newcomer for inclusion in the sponsor package. Attach a copy of the correspondence to Part VI of the sponsor folder. (See Attachment 4 for a sample sponsor's welcome memorandum or letter.)

9. Ensure the sponsor package contains the following:

- A personal memorandum or letter from you.
- A memorandum or letter from the FSC RAM, explaining relocation support services available at the losing and gaining duty stations.
- A welcome memorandum or letter from the unit commander. (This may be sent under separate cover at the commander's discretion.)
- Maps of the base and local area.
- Information requested by the newcomer.

10. Annotate on AETC Form 541 the date the sponsor package was mailed (at Phase II of the form in Part III of the sponsor folder) and advise the unit INTRO monitor of the date (sponsors of military personnel only).

The sponsor package may be sent through the Base Information Transfer System (BITS). If it is sent through the US Postal System, it must be sent first class because it contains letters. Packages sent to overseas bases will require a customs form. Make every attempt to customize the sponsor package. Experience shows that a package filled with *large* amounts of *unnecessary* information results in the newcomer rejecting the whole package as useless.

### ASSESS THE NEEDS OF THE NEWCOMER AND FAMILY

Quality customer service is the hallmark of a successful organization, and good sponsorship is quality customer service. Below are some pointers about being responsive and making the newcomer feel like an important part of your team.

**LISTEN**--Many times a newcomer can reduce stress associated with a move by merely talking to someone already there who cares.

**DETERMINE THE NEED AND MEET IT**--Sometimes newcomers don't know what they need, so when they answer "nothing," try asking some detailed questions, but don't go overboard either.

**BE A SPONSOR TO THE ENTIRE INBOUND FAMILY**--Ask questions about the newcomer's family and their background. Get spouses or children involved by speaking and writing to them, or invite your family to do so.

**IF YOU MISS A CALL, ALWAYS CALL BACK THE SAME DAY**--You can even call the newcomer at home. This is considered an official call that can be placed through the newcomer's installation operator using DSN—OFFNET. Tell the newcomer who to call if you are going TDY or will otherwise be unavailable for a period of time.

**BE OPEN AND HONEST, BUT STAY POSITIVE**--Let the newcomer form his or her own impressions about the unit, installation, and local area.

**IF YOU CAN'T RESPOND TO YOUR NEWCOMER'S NEEDS, GET HELP**--Your supervisor, first sergeant, and FSC RAM are ready to help you. Don't despair if this is your first time as a sponsor; there is plenty of help available.

**KEEP IN MIND THAT BEING A SPONSOR IS BEING A FRIEND**--To understand your basic responsibility as a sponsor, simply think of the kind of help you would want if you were making a move. Do unto others . . .

**BE AN ACTIVE, RESPONSIVE SPONSOR**--Ignoring a problem doesn't make it go away, and it could have a devastating effect on the person or family you are sponsoring. If you don't know how to respond to a particular issue, get help from your supervisor, first sergeant, commander, or the FSC.

**PREPARING FOR THE NEWCOMER'S ARRIVAL:**

11. Provide postal mailing address (if desired).

The newcomer may have mail forwarded to:  
Grade and Name  
General Delivery  
Base, State Zip Code

12. On AETC Form 541 (at Phase II of the form in Part III of the sponsor folder), record the following:

- Whether billeting arrangements were made for the newcomer and indicate the date.
- Kennel or pet arrangements (if required). Frequently, base temporary living facilities (TLF) do not allow pets and have no available kennel facilities. Newcomers may need help obtaining kennel facilities for a month or more.
- Child care arrangements (if required). Finding child care is difficult for a new arrival. This is particularly critical for single parents and dual-military couples. Remind the newcomer that parents requiring child care receive priority for hourly spaces in Air Force child development centers during their first and last 2 weeks on base.

**Child Care Arrangements**

To be placed on the waiting list at the base child development center or family day care, the member must complete and send a DD Form 2606, **Request for Care Record, Department of Defense Child Development Program**, to the gaining base. Encourage the member to send the form upon receipt of orders.

13. Make arrangements to meet the newcomer and family members on their arrival.

14. Make an appointment for the newcomer to inprocess through the unit.

15. Make an appointment for the newcomer to inprocess through the MPF or CPF.

**ARRIVAL OF THE NEWCOMER:**

16. Personally meet the newcomer and family members on their arrival in the area. If temporary duty (TDY), exercises, or work schedules will interfere with this, discuss it with your supervisor. An alternate must be selected to greet them.

16.1. If the newcomer and family members are arriving by bus or airplane, meet them at their arrival location.

- Find out ahead of time whether special transportation is needed. For example, does the family size, wheelchair-bound family member, or pet travel cage require the use of a van?
- Welcome the newcomer and family members and help with their luggage.
- If they will be renting a vehicle, ensure they are able to acquire one.
- Help them get to their reserved lodging facility—take or escort them.
- Help them settle in.
- Offer to take them out for a meal.
- Ensure their needs are met and plans for the next few days are set before you depart.

16.2. If the newcomer and family members are arriving by personal vehicle, arrange a time to greet them on the day of (or day after) their arrival.

17. Accompany the newcomer to the orderly room or duty section and MPF.

18. Provide the newcomer with a tour of the unit and introduce him or her around the duty section.

Take the newcomer around to the work unit and introduce him or her to coworkers, supervisor, first sergeant, and commander. If possible, organize a unit WELCOME.

19. Provide the newcomer and family members with a tour of the base and community.

- Make sure the newcomer checks with the housing office before renting or buying a house.
- Introduce the newcomer and family members to the FSC RAM. (Prearrange the time with the RAM.)
- Encourage the newcomer and spouse to take advantage of the newcomers' orientation. They will experience a warm welcome, become more familiar with the local community, and make friends with others new to the base.

Provide the newcomer (and family members) with a base map. The *base* tour should include the MPF or CPF, pass & ID, hospital or clinic, claims office, FSC, child development center, youth center, arts & crafts, fitness center, dining hall, commissary, vet, housing office, and any other organization of interest to the newcomer and their family. The *community* tour should include locations of utility companies and where to obtain drivers' licenses and car tags.

20. Follow up with telephone calls or visits to see if the newcomer and family members need any additional help, information, etc.

### **FEEDBACK ON PROGRAM:**

21. Provide feedback on the sponsorship program on Phase IV of AETC Form 541 as follows:

- Verify whether the address initially provided for the newcomer is correct.
- Annotate the date of receipt of the sponsor folder.
- Identify problems encountered in collecting information for the personalized sponsor package.
- Identify problems encountered in completing sponsorship responsibilities.
- Indicate whether the newcomer responded to sponsorship efforts.
- Identify limitations encountered in conducting sponsorship responsibilities.
- Make recommendations for improving the sponsorship program.

22. (Sponsors of military personnel only) Upon completion of sponsorship duties, give the sponsor folder to the supervisor, who will forward it to the unit INTRO monitor.

### **SHORT-NOTICE SPONSORSHIP:**

The AETC definition of a short-notice assignment is a projected report no later than date (RNLTD) of 60 days or less. By the nature of the situation, persons with this type of assignment need special attention. With leave or TDY en route common to PCS personnel, the newcomer may already be ready to depart from his or her losing unit. Therefore, rapid contact is critical. The AETC standard for two-way contact between the gaining unit and newcomer is 3 days. This may prevent the normal sequence of events and require interim contact by the base INTRO manager or unit INTRO monitor to obtain critical information, such as arrival date and time, transportation means, required billeting arrangements, pet or child care needs, and leave address or telephone number. The sponsor can complete remaining sponsorship duties.

### **SPECIAL CONSIDERATIONS:**

**Exceptional Family Member Program.** If the newcomer has a family member with special needs, you may need to accommodate those needs.

**First Termers or Newly Hired Civilians.** Relocation is a new experience for first termers or newly hired civilians. Take more time and make an extra effort to familiarize them with base resources.

**Overseas Returnees:**

- Returning to the continental United States after being overseas for several years can be a culture shock.
- The newcomer may have married a foreign-born spouse on his or her recent tour, and the spouse may need a translator or special orientation to our culture.
- Transportation is certain to be an issue.

FIRST IMPRESSIONS ARE LASTING IMPRESSIONS--YOU CAN MAKE A DIFFERENCE!

**Attachment 4****SAMPLE OF A SPONSOR'S WELCOME MEMORANDUM OR LETTER**

**NOTE:** Consider the following tips and hints when writing your memorandum or letter to the newcomer:

- Be sincere and friendly.
- Make recommendations.
- Keep a positive tone.
- Put yourself in his or her place and provide the information you would need and want.
- Don't overdose on memorandum or letter writing—tailor it to what the newcomer needs to know.
- Use a personal tone—write as if you were sending a letter to a friend.
- Be sure to include your name, address, and phone number!

**1. Congratulate the newcomer on his or her assignment to your installation. Tell him or her who you are.**

*Welcome to your new assignment at (XYZ) AFB. It is currently one of the (most requested, most interesting, etc.) installations in the Air Force. I've been appointed as your sponsor and point of contact until you have inprocessed and settled in. I'm here to provide you with information and assistance to ensure you have a smooth transition from (his/her base) to (XYZ) AFB.*

**2. Include your duty, home, and fax numbers as well as your e-mail address, if available. Also include your current residential address.**

*The first order of business is to let you know where you can reach me during the next few (months/weeks).*

*NAME AND GRADE:*

*ORGANIZATION NAME:*

*DUTY SECTION:*

*DUTY PHONE (DSN/COMMERCIAL):*

*HOME PHONE:*

*E-MAIL (if available):*

*FAX (if available):*

**3. Tell the newcomer a little about yourself.**

*I've been in the Air Force for (years) and at (XYZ) AFB for (months/years).* **NOTE:** If you are married, you're encouraged to give your spouse's name and the names and ages of any children who live with you.

**4. Tell the newcomer a little about the base and area.**

*(EXAMPLE: The weather is fairly constant—hot in summer and only a little cooler in winter. The scenery is pretty flat, with small trees. The beach is only a 2-hour drive, and there's lots of sunshine to enjoy. The city is one of the largest in the south. There's lots to do—a zoo, museums, an amusement park, concerts, sports, and shopping. The base has an excellent running/jogging track, a first class fitness center, two pools (open during summer), a movie theater, one of the best golf courses in this part of the country, and lots of recreational activities.)*

**5. Ask for any information required on AETC Form 540 that you did not obtain during your initial contact.**

*Since we talked on (date/day), I was able to find out the information you wanted:*

---

*Be sure to provide me with the information on the AETC Form 540 I've enclosed. And keep me informed of any changes in your plans.*

**6. Suggest the newcomer contact his or her local FSC for relocation information and assistance. If you want, you can call your FSC and get the name of the RAM at the newcomer's current base and include it in the letter.**

*I recommend you contact the relocation assistance manager (RAM) at your family support center (FSC) soon. He or she has a SITES booklet full of up-to-date information about this base. Ask if the FSC has a base video about (XYZ) AFB for you to review. The FSC also conducts programs on how to prepare for your move (usually called SMOOTH MOVE). The RAM can help you (and your family) by answering questions, providing information, preparing travel maps, and much more—just ask!*

*The FSC should also be your first "port call" when you arrive—the center offers all types of services such as employment assistance, volunteer opportunities, and financial counseling. You can find answers to just about any question you can think to ask.*

**7. Arrange a general post office box for the newcomer. (Does not apply for IMAs.)**

*With a copy of your orders, I can arrange a general delivery post office box for you before you arrive.*

**8. Provide vehicle registration information.**

*You can obtain installation decals for your vehicle through the unit orderly room. Insurance is mandatory.*

**9. Ask the newcomer if there are any questions or special concerns that need your assistance. Offer to send additional information. Make sure you follow up with the request.**

*Transient quarters are available on a reservation basis—(number of days) days inbound with PCS orders. Other than that, they are on a space-available basis only. Make those reservations early or tell me what you want and I will do it for you. You only get temporary lodging facilities for (number of days) days, so it is important that you start house hunting immediately. Don't do anything before checking with the housing office first, though. You need that "off-base briefing" to acquaint you with (State/County) laws and areas that are best avoided.*

**10. Mention permanent housing and utilities.** (Does not apply for IMAs.)

**10.1. If the newcomer is married:**

*Remember to go to the housing office at your base with a copy of your orders and fill out an advance housing request application if you're eligible for onbase housing. If you don't have access to a housing office, let me know and I'll assist you with the process through our base housing office.*

**EXAMPLE OF WHAT YOU MIGHT ADD:** *This is considered a high cost area. The BAQ and VHA will not generally cover your rent, so BE PREPARED! You will need to pay 1 month's rent, security deposit, pet fee, credit screening fee, and utility deposits just to move in. The average two-bedroom apartment begins at \$\_\_\_\_\_. Rental homes are more expensive and difficult to obtain. There are waiting lists in all categories of onbase quarters for all grades.*

**EXAMPLE OF WHAT YOU MIGHT WRITE ABOUT UTILITIES:** *There are several utility companies. When you are about to rent, check what company your unit is serviced by and call it. Ask what types of payment plans they have to offer. For example, one of the most expensive offers a "budget plan." You pay the same amount of money during summer and winter. That can be a help. Whenever you ask for any service downtown, state you are an active duty Air Force member—they often offer discounts or waive fees for us.*

**10.2. If newcomer is single:**

*Contact me or the first sergeant to secure a dorm room for you.*

**11. If the newcomer has children needing child care:** (Does not apply for IMAs.)

**EXAMPLE:** *Child care is a challenge here. There is currently a waiting list, and waiting time is approximately (amount of time) for the base child development center. We also have family day care homes—authorized child care in onbase quarters.*

**12. Advise the newcomer to visit the health benefits advisor before leaving his or her base.** (Does not apply for IMAs.)

*Check with the hospital or clinic at your base to find out what you need to do about your CHAMPUS or TRICARE health plan enrollment. In case you have a medical emergency in transit, call your health*

*benefits advisor using the telephone number provided by the hospital or clinic at your base. Otherwise, you may end up spending a lot of your own money without being reimbursed.*

**13. Tell the newcomer about both base and unit inprocessing procedures.**

**14. Conclusion.**

*I'm sure you have a million questions running around in your head, and I have probably only covered a few of them. Contact me or go to the FSC RAM on your base if you have any questions. Remember to keep me informed of any changes in your plans.*

*Again, welcome to (XYZ) AFB. I look forward to meeting you.*

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

*Congratulations on your upcoming assignment at (XYZ) 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 inprocess 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 Family Support Center would like to contact your spouse when you arrive. The center's Happy Landings Program is designed to help your spouse become familiar and comfortable with our military community. Specifically, the FSC 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 their responsibilities as a newcomer:**

*As an incoming AETC 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 already, to have you complete AETC Form 540, **Newcomer/Sponsor Contact Survey**. 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 \_\_\_\_\_.*