

3 JUNE 1994



Personnel

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

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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OPR: HQ AFMPC/DPMASC
(SSgt Keith F. Lawrence)
Supersedes AFR 35-35, 15 June 1988.

Certified by: HQ AFMPC/DPMA
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Pages: 9
Distribution: F

This instruction implements Air Force Policy Directive 36-21, *Utilization and Classification of Air Force Military Personnel*. It establishes the responsibilities of major commands (MAJCOM), field operating agencies (FOA), and installations for the INTRO program. It also applies to Air Force Reserve (AFRES) members, but not to Air National Guard (ANG) units and members. Process supplements that affect any military personnel function as shown in Air Force Instruction (AFI) 37-160, volume 1, table 3.2, *The Air Force Publications and Forms Management Programs--Developing and Processing Publications* (formerly AFR 5-8).

SUMMARY OF REVISIONS

This is the initial publication of Air Force Instruction 36-2103, revising AFR 35-35, 15 April 1988.

1. Responsibilities:

- 1.1. Headquarters Air Force Military Personnel CenterHeadquarters Air Force Military Personnel Center (HQ AFMPC). HQ AFMPC, Directorate of Personnel Program Management, Personal Programs Branch (DPMASC), 550 C Street West, Suite 12, Randolph AFB TX 78150-4714, is the Office of Primary Responsibility.
- 1.2. MAJCOMs and FOAs. MAJCOM and FOA commanders provide guidance and ensure staff agencies fulfill their responsibilities.
- 1.3. See **Table 1.** for active duty unit responsibilities.
- 1.4. See **Table 2.** for Air Force Reserve responsibilities.

- 2. Form Prescribed.** AF Form 60, Request for Sponsor.
- 3.** See **Attachment 1** for a Sample Joint Civilian and Military INTRO program.
- 4.** See **Attachment 2** for a Sample Questionnaire.
- 5.** See **Attachment 3** for a Sample Feedback Checklist.

Table 1. Intro Responsibilities.

L	A	B
I N E	To ensure adequate and timely sponsorship and orientation, the	will
1	Installation Commander	Implement INTRO program.
2	Chief, Military Personnel Flight Chief, Civilian Personnel Flight	Develop joint INTRO program. Appoint an INTRO Program Manager. Appoint Employee Development Manager. Use a questionnaire to assess the program.
3	INTRO Program Manager Employee Development Manager	Plan, organize, and administer the base orientation program.
4		Work with Public Affairs to develop base fact sheet.
5		Establish a 24 hour arrival point.
6		Use the Personnel Data System (PDS) for automated support. (See AFM 30-130, volume 6.) Use the Defense Civilian Personnel Data System for automated support. (See AFM 30-130, volume 4.)
7		Use AF Form 60 when system-generated products aren't available (Maintain in the INTRO office.).
8		Exchange program information between bases.
9		Collect and distribute newcomer feedback (attachment 2).
10		Prepare a sponsor kit with base fact sheet, base guide, city map, welcome letters and newcomer requested information.
11		Coordinate preparation of kit with Family Services and Public Affairs.
12		Give a checklist to unit INTRO managers for sponsors (attachment 3).
13		Schedule all newcomers for mandatory training.
14	Relocation Section	Provide information on sponsorship.
15	Unit Commander	Establish a unit INTRO program. Appoint INTRO manager. Select individuals for sponsorship duties. Send a personalized welcome letter.
16	Immediate Supervisor	Introduce the newcomer to duty section personnel and familiarize the individual with the work center's operation and responsibilities.
17	HQ Air Education and Training Command (HQ AETC)	Develop a Technical Training Center (TTC) and Lackland Military Training Center (LMTC) presentation appropriate for first assignments.

18		Develop a plan to forward sponsorship packages to the proper location (member's school squadron, enroute training assignment, leave address or gaining unit).
19	HQ Air University	Furnish student addresses to gaining unit.
20	Public Affairs	Develop base fact sheet.

Table 2. Intro Responsibilities (AFRES).

L	A	B
I	To ensure adequate and timely sponsorship and orientation, the	will
N		
E		
1	Office of the Chief, Career Motivation (HQ AFRES/DPRV)	Review AFRES unit INTRO programs.
2		Ensure that Public Affairs (HQ AFRES/PA) and Audio-Visual Services Division (HQ AFRES/SCV) have a presentation for base orientation.
3	Numbered Air Force	Review unit INTRO program.
4	Wing or Group Commander	Implement INTRO program.
5	Wing and Group Career Advisor	Manage the sponsorship and orientation program.
6	Unit Commander	Establish a unit INTRO program.
7	Chief, MPF (Reserve)	Develop an INTRO program.
8	Immediate Supervisor	Introduce the newcomer to duty section personnel and familiarize the individual with the work center's operation and responsibilities.
9		Ensure the newcomer has a sponsor.
10	Base Individual Mobilization Augmentee Administrator	Ensure commanders appoint IMA sponsors.

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DCS/Personnel

Attachment 1

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 2

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. NoComments:
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 sponsorComments:
3. If you received a base fact sheet, was it informative?
 - a. Yes (explain briefly)
 - b. NoComments:
4. Did your sponsor meet you upon arrival?
 - a. Yes
 - b. No, my choice
 - c. No, had to get help from 24-hour pointComments:
5. Did your sponsor make you feel welcomed and help you settle in the area?
 - a. Yes
 - b. NoComments:
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 3
CHECKLIST FOR SPONSOR

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.

A3.1. 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.

A3.2. 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?

A3.3. Pick up a sponsor kit from your Orderly Room or Family Support Center. Personalize it by taking out unnecessary information and adding information requested. Mail it within seven calendar days.

A3.4. 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.

A3.5. 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.

A3.6. If the newcomer is single, contact the Orderly Room. If the newcomer is married or a single parent, ask the billeting office for information about on-base guest quarters and off-base facilities. Offer assistance where needed.

A3.7. After the newcomer's arrival, help arrange for in-processing. Take the newcomer to the orderly room and duty section. Continue to provide assistance as necessary. Offer to show the newcomer around the base and local area.