

11 August 2006

Personnel-General

Military and Civilian Sponsorship

*This regulation supersedes AE Regulation 600-8-8, 1 August 2005.

For the Commander:

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Colonel, GS
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Official:



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Summary. This regulation prescribes policy and procedures for implementing and conducting the Military and Civilian Sponsorship Program.

Summary of Change. This revision—

- Adds a requirement for mandatory sponsorship of first-term Soldiers (para 5).
- Provides guidance for assigning sponsors for first-term Soldiers (para 10c(2)).

Applicability. This regulation applies to Soldiers and U.S. civilian employees assigned to U.S. Army organizations in Europe (including Army National Guard and Army Reserve Soldiers). This regulation is primarily for use in Germany. Sponsorship programs in countries other than Germany should follow the policy and procedures in this regulation as closely as possible.

Supplementation. Organizations will not supplement this regulation without USAREUR G1 (AEAGA-M) approval.

Forms. AE and higher-level forms are available through the Army in Europe Publishing System (AEPUBS).

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2. Record titles and descriptions are available on the Army Records Information Management System website (<https://www.arims.army.mil>).

Suggested Improvements. The proponent of this regulation is the USAREUR G1 (AEAGA-M, DSN 370-8571/7721). Users may suggest improvements to this regulation by sending DA Form 2028 to the USAREUR G1 (AEAGA-M), Unit 29351, APO AE 09014-9351.

Distribution. B (AEPUBS).

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SECTION I GENERAL

1. PURPOSE

This regulation provides policy and procedures for the Military and Civilian Sponsorship Program in Europe. The policy and procedures in this regulation apply primarily in Germany. Sponsorship programs in countries other than Germany should follow the policy and procedures in this regulation as closely as possible.

2. REFERENCES

Appendix A lists references.

3. EXPLANATION OF ABBREVIATIONS AND TERMS

The glossary defines abbreviations and terms.

4. RESPONSIBILITIES

a. USAREUR G1. The USAREUR G1 will—

(1) Develop policy for and evaluate the effectiveness of the Military and Civilian Sponsorship Program.

(2) Appoint an individual to coordinate and manage military sponsorship in Europe. This person will also be the proponent for the Sponsorship Gateway to Europe (S-GATE) sponsor-training program.

b. Commander, 1st Personnel Command (1st PERSCOM). The Commander, 1st PERSCOM, will—

(1) Coordinate with the United States Army Human Resources Command (HRC) to make pinpoint assignments for incoming Soldiers according to AE Regulation 614-2 and AE Regulation 614-3.

(2) Coordinate with HRC to make pinpoint assignments for advanced individual training (AIT) Soldiers at least 60 calendar days before their expected arrival date.

(3) Minimize diversions.

(4) Use the S-GATE, the Enlisted Distribution and Assignment System (EDAS), and Electronic Military Personnel Office (e-MILPO) to notify units of incoming Soldiers.

NOTE: There is no longer a requirement to complete and forward DA Form 5434 for incoming personnel. Soldiers departing Europe will be required to complete DA Form 5434 during reassignment processing until HQDA officially discontinues the form.

(5) Maintain the S-GATE website at <http://www.1perscom.army.mil>.

(6) Coordinate with commands to ensure permanent change of station (PCS) orders include information about S-GATE.

c. Commander, 64th Replacement Company. The Commander, 64th Replacement Company, will serve as an “interim sponsor” for arriving Soldiers and family members by—

(1) Entering information about arriving Soldiers and their family members in the USAREUR Personnel Database (UPDB) Theater Replacement Assignment Computer System (TRACS) for retrieval by central processing facilities (CPFs).

(2) Providing transportation for Soldiers and their family members from the Frankfurt International Airport to the 64th Replacement Company, and further transportation to gaining communities using the sponsorship bus (S-bus). Civilian employees may use the S-bus only when space is available.

(3) Arranging for billeting and meals for Soldiers and their family members requiring overnight stays.

d. Director, Civilian Personnel Directorate, Office of the G1. The Director, Civilian Personnel Directorate, will coordinate and manage the civilian employee portion of the sponsorship program and develop policy and procedures for sponsoring civilian employees (sec III).

e. Director, IMA-EURO. The Director, IMA-EURO, will—

(1) Direct United States Army garrison (USAG) commanders to appoint an installation sponsorship program manager (ISPM) to coordinate and manage the sponsorship program at the installation level.

(2) Provide relocation-assistance program services.

(3) Provide sponsor training on request using Army Community Service (ACS) assets.

(4) Maintain and provide community information packages, to include standardized welcome packets (AE Pam 600-8-8-1, Welcome to Europe).

(5) Provide installation newcomer orientations according to AR 608-1.

f. Brigade Commanders. Brigade commanders will be responsible for sponsorship in the brigade. The brigade commander will—

(1) Appoint a brigade sponsorship program manager (BDESPM) to coordinate and monitor sponsorship.

(2) Ensure battalions in their command carry out their sponsorship program using a sponsorship management plan.

(3) Incorporate sponsorship as an inspectable topic during command inspections.

g. BDESPMs. BDESPMs will—

(1) Monitor and evaluate their battalions' sponsorship programs using the command inspection program questions in appendix B, the organization inspection program questions in AR 600-8-8, and results of inspector general (IG) inspections and visits.

(2) Submit their battalions' sponsorship management plans, issues, and trends to the USAREUR G1 (para 20).

h. Battalion Commander. (The term “battalion” as used throughout this regulation applies to a battalion-, group-, separate brigade- or company-level organization responsible for sponsorship program management in that command.) The “battalion commander” will be responsible for sponsorship in the “battalion.” The battalion commander will—

(1) Appoint a battalion sponsorship program manager (BSPM) to coordinate and monitor sponsorship.

(2) Ensure S-GATE is used.

(3) Encourage innovation to improve sponsorship.

(4) Ensure all units within the command develop and execute their sponsorship program using a sponsorship management plan.

i. BSPMs. BSPMs will—

(1) Monitor and evaluate local sponsorship programs, to include reviewing DA Form 7274 (fig 1), command inspection program questions (app B), organization inspection program questions in AR 600-8-8, and results of inspector general (IG) inspections and surveys.

(2) Make recommendations to commanders on how to improve sponsorship.

(3) Use S-GATE to manage sponsorship in the battalion.

(4) Use S-GATE to identify and appoint sponsors, if done at the battalion level.

(5) Ensure sponsors greet Soldiers who arrive on the S-bus at the CPF.

(6) Mail a welcome letter to incoming Soldiers informing them of their sponsor and directing them to use S-GATE (para 10). Current information on the possession, registration, and transfer of privately owned firearms (POFs) and host-nation laws on dangerous dogs must be included in letters sent to Soldiers who will be stationed in Germany.

SPONSORSHIP PROGRAM SURVEY																																																																	
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1. Were you offered a sponsor either before or after arrival? <input type="checkbox"/> Yes <input type="checkbox"/> Yes, but I declined <input type="checkbox"/> No																																																																	
2. If you had a sponsor, when did that sponsor first contact you? a. 90 or more days prior to my arrival b. Less than 90, but more than 30 days prior c. 30 or less days prior d. Upon arrival at the installation	4. How helpful was your new unit or activity during your PCS move? a. Extremely helpful b. Very helpful c. Moderately helpful d. Slightly helpful e. Not at all helpful																																																																
3. How helpful was your sponsor during your PCS move? a. Does not apply; I did not have a sponsor b. Extremely helpful c. Very helpful d. Moderately helpful e. Slightly helpful f. Not at all helpful	5. How helpful was your old unit or activity during your PCS move? a. Extremely helpful b. Very helpful c. Moderately helpful d. Slightly helpful e. Not at all helpful																																																																
6. Using the scale below, indicate how helpful each type of service below was for you (and your family)? Mark a response for each. <table style="margin-left: auto; margin-right: auto; border: none;"> <tr> <td style="padding: 0 10px;">a. Did not need the service</td> <td style="padding: 0 10px;">b. Service was not available</td> <td style="padding: 0 10px;">c. Extremely helpful</td> <td style="padding: 0 10px;">d. Very helpful</td> <td style="padding: 0 10px;">e. Moderately helpful</td> <td style="padding: 0 10px;">f. Slightly helpful</td> <td style="padding: 0 10px;">g. Not at all helpful</td> </tr> </table>		a. Did not need the service	b. Service was not available	c. Extremely helpful	d. Very helpful	e. Moderately helpful	f. Slightly helpful	g. Not at all helpful																																																									
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ACS individual relocation counseling																																																																	
ACS automated relocation information system																																																																	
7. Overall, how satisfied are you with the sponsorship assistance you received at your current location? a. Very satisfied b. Satisfied c. Neither satisfied nor dissatisfied d. Dissatisfied e. Very dissatisfied	8. Overall, how well is the sponsorship program working? a. Very well b. Well c. Not sure d. Poorly e. Very poorly																																																																
9. Why is the sponsorship program not working well? Mark all that apply. <table style="width: 100%; border: none;"> <tr> <td style="padding: 0 10px;">a. Does not apply; it is working well</td> </tr> <tr> <td style="padding: 0 10px;">b. Sponsors are not carefully selected</td> </tr> <tr> <td style="padding: 0 10px;">c. Sponsors are not well informed or trained</td> </tr> <tr> <td style="padding: 0 10px;">d. Sponsors do not take the job seriously</td> </tr> <tr> <td style="padding: 0 10px;">e. Commanders do not fully support the program</td> </tr> <tr> <td style="padding: 0 10px;">f. Soldiers or civilian employees do not know about it</td> </tr> <tr> <td style="padding: 0 10px;">g. Other reason</td> </tr> </table>		a. Does not apply; it is working well	b. Sponsors are not carefully selected	c. Sponsors are not well informed or trained	d. Sponsors do not take the job seriously	e. Commanders do not fully support the program	f. Soldiers or civilian employees do not know about it	g. Other reason																																																									
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DA FORM 7274, JUN 93

USAPPC V2.00

Figure 1. Sample DA Form 7274

k. Unit Commanders. Unit commanders will—

(1) Appoint a unit sponsorship program manager (USPM) to oversee the unit’s sponsorship management plan.

(2) Ensure S-GATE is used to appoint and manage sponsorship.

(3) Ensure sponsors have enough time away from their regularly assigned duties to perform sponsorship duties and help incoming personnel complete their inprocessing. Family separations for newly arrived Soldiers (for example, field exercises, deployments, temporary duty) must be kept to a minimum until the Soldier has had time to obtain permanent housing, receive household goods, and obtain privately owned vehicles (POVs).

(4) Provide resources to sponsors so they can carry out sponsorship duties.

(5) Ensure families are integrated into the unit and community.

(6) Ensure sponsors are adequately trained (para 15).

(7) Implement a sponsor-recognition program (para 17).

(8) Provide sponsors feedback on their performance (para 17).

(9) Ensure sponsors greet Soldiers and families arriving on the S-bus at the CPF.

(10) Review and update the commander's letter in their unit S-GATE database at least once each quarter. Current information on the possession, registration, and transfer of POFs and host-nation laws on dangerous dogs must be included in letters sent to Soldiers who will be stationed in Germany.

l. USPMs. USPMs will—

(1) Coordinate and monitor the unit's sponsorship program.

(2) Ensure sponsors are adequately trained and resourced (para 15).

(3) Ensure reactionary sponsors (para 8) are available for arrivals who do not have pre-assigned sponsors.

(4) Ensure sponsorship assistance is offered to departing personnel.

(5) Keep the commander informed of the sponsorship program and problems relating to sponsorship that cannot be solved at their level.

(6) Ensure S-GATE is being used as the primary sponsorship-management tool.

(7) Ensure sponsors have and are familiar with AE Pamphlet 600-8-109-6 to assist new arrivals who may have post-reintegration challenges during the inprocessing period.

m. Rear Detachment Commanders (RDCs). RDCs will—

(1) Manage local sponsorship when the unit is deployed.

(2) Ensure incoming personnel and family members receive the same quality of sponsor support during unit deployments as when the unit is at the home station.

n. Sponsors. Sponsors will help incoming personnel and their family members during initial inprocessing as needed. After initial inprocessing, sponsors will provide assistance on a decreasing level based on the new person's ability to function independently. Generally, this should last no longer than 2 to 3 weeks after inprocessing is completed. The sponsor must encourage and teach new arrivals to function independently in the community as soon as possible. Sponsors are not responsible for performing such tasks as childcare, grocery shopping, laundry, house hunting, and other functions best performed by the new arrivals and not directly related to sponsorship. Section III lists responsibilities of sponsors of civilian employees. Responsibilities of sponsors of incoming Soldiers include, but are not limited to, the following:

(1) Contact the Soldier by telephone, e-mail, fax (if known), or mail if an incoming Soldier has not contacted the sponsor through S-GATE within 10 calendar days after the sponsor has been appointed. Government resources (telephone, fax, e-mail, postal) may be used to perform sponsorship duties.

(2) Provide current information on the possession, registration, and transfer of POFs and host-nation laws on dangerous dogs to Soldiers who will be stationed in Germany.

(3) Receive sponsorship training. Commanders, through their USPMs, will provide sponsor training based on the Soldier's grade, experience, and time in the unit and the community. Sponsors will complete training provided through S-GATE's online training program and receive training from ACS, the BSPM, or the USPM each year.

(4) Sponsors will immediately notify the USPM of critical information provided by an incoming Soldier that may affect his or her assignment (such as Exceptional Family Member Program (EFMP) status, changes to arrival dates, pending retirement or separation processing, or joint domicile status).

(5) Make temporary housing arrangements for the Soldier and family members within the Soldier's authorized per-diem rates.

(6) Personally greet the incoming Soldier and family members on arrival (para 14). The preferred greeting place is at the community CPF when the Soldier and family members arrive on the S-bus.

(7) Coordinate transportation during inprocessing. Community shuttle buses and public transportation should be used as the primary means of transportation. The unit commander may authorize the use of a nontactical vehicle (NTV) or reimbursement for POV use for this purpose (para 13). The sponsor will ensure the incoming Soldier is familiar with local transportation assets (for example, shuttle buses, public buses, streetcars).

(8) Arrange for the first meal at the new duty station.

(9) Escort the Soldier to inprocessing appointments and locations on the inprocessing checklist when needed. The sponsor will not conduct inprocessing. The sponsor will help the new arrival with inprocessing when necessary.

(10) Familiarize incoming personnel and family members with installation facilities and services (for example, ACS, bank, childcare, commissary, dental clinic, hospital, post exchange, schools, thrift shop, vehicle registration). This will include informing new personnel and family members of off-limit establishments (AE Cir 190-24).

(11) Introduce the new person to the members of the chain of command and familiarize the new person with the unit and its mission.

(12) Assist the Soldier in finding adequate housing and transportation to housing appointments.

(13) Assist the Soldier in registering his or her POV and obtaining a U.S. Forces certificate of license.

o. Public Affairs Officers (PAOs). PAOs will carry out a continuous command information program that promotes good sponsorship.

SECTION II MILITARY SPONSORSHIP

5. ADVANCE ARRIVAL SPONSORSHIP

All Soldiers in the grades of private through colonel and all civilian employees up to GS-15 who are undergoing a PCS move will be offered the opportunity to participate in the advance arrival sponsorship program. Sponsorship is mandatory for first-term Soldiers.

6. S-GATE

a. The Web-based S-GATE (<http://www.Iperscom.army.mil>) must be used as a sponsorship management tool by all commands. Commands must assign sponsors using S-GATE regardless of whether or not there has been any contact from an incoming Soldier. Sponsors will use S-GATE for sponsorship training and correspondence with incoming Soldiers. If a Soldier has not contacted his or her sponsor within 30 days after being assigned a sponsor on S-GATE, the sponsor will make reasonable attempts to contact the Soldier through the Soldier's losing unit. The sponsor should attempt such contact using conventional means (telephone, fax, and U.S. mail) in addition to S-GATE. Use of Government resources for this purpose is authorized. The losing installation post locator may be able to provide help in contacting inbound Soldiers.

b. S-GATE will be used according to the instructions in the S-GATE User's Manual and other S-GATE publications on the 1st PERSCOM website at <http://www.Iperscom.army.mil>.

c. S-GATE does not replace the human quality of sponsorship. Lasting impressions are determined largely by how well sponsors and units receive and treat Soldiers and family members during in- and outprocessing. Commanders must ensure these impressions are good.

d. The following is a brief explanation of how S-GATE works:

(1) When an incoming Soldier receives a pinpoint assignment, the battalion personnel office for the gaining unit will receive an e-mail notifying it of the incoming Soldier.

(2) After consulting with the unit first sergeant or other person who assigns sponsors for incoming personnel, the BSPM personnel officer will enter the sponsor's information into the system.

(3) Appointment orders will be e-mailed automatically to the sponsor with a sponsor checklist.

(4) The sponsor's contact information and a welcome letter will be available to the incoming Soldier when he or she logs onto S-GATE. When incoming Soldiers enter their e-mail addresses into the system, an e-mail will be sent to them with their sponsors' information. A second e-mail will be sent to the battalion personnel section and the sponsor with the e-mail address and needs-assessment checklist from the incoming Soldier.

(5) The incoming Soldier and the sponsor can then exchange information about the new assignment and family needs.

7. OUT-SPONSORSHIP

a. Every departing Soldier will be offered out-sponsorship help during outprocessing. This is particularly important for personnel who are departing because of an emergency PCS or for medical reasons, administrative separation, or retirement. Commanders must never assume Soldiers who have been at their current duty station for some time will not need help when they PCS.

b. Departing individuals will outprocess as much as possible on their own. Help from the sponsor normally will consist of providing local transportation after the Soldier has shipped his or her POV. Outprocessing assistance will not include personal activities that should be done by the departing Soldier (for example, cleaning quarters, providing childcare, or turning in vehicles). Emergency PCS and other similar circumstance may require help that normally is not provided. In the absence of a sponsor or responsible family member, a power of attorney or summary court officer may be required.

8. REACTIONARY SPONSORSHIP

A reactionary sponsor must be appointed for Soldiers in the grades of private through colonel and for civilian employees through grade 15 who arrive at an installation without an assigned sponsor. The duties of a reactionary sponsor are the same as those for a regular sponsor and will begin with the arrival and greeting of the incoming person.

9. DA FORM 5434

a. Incoming Soldiers. With S-GATE and e-MILPO pending-gains notification, 1st PERSCOM is no longer required to forward DA Forms 5434 from the losing station to the unit's higher headquarters.

b. Departing Soldiers. The departing Soldier will complete a DA Form 5434 during the initial reassignment interview, and the losing unit will forward it through 1st PERSCOM and the higher headquarters to the gaining unit.

10. SPONSOR SELECTION AND APPOINTMENT

a. A sponsor will be appointed using S-GATE within 10 calendar days after the unit has been notified of the incoming Soldier's arrival date.

b. Reactionary sponsors must be appointed for unexpected arrivals.

c. To the greatest extent possible, the sponsor should be—

(1) In a grade equal to or higher than the incoming or departing Soldier.

(2) Of the same sex, marital status, and military career field or occupational series as the incoming Soldier or civilian employee. Commanders will make every attempt possible to assign sponsors who are the same sex as the incoming Soldier or civilian employee—especially for a first-term Soldier. If the unit does not have a person who is the same sex as the incoming person who can be the sponsor, the commander will request support from the higher headquarters or subordinate units to provide a sponsor.

(3) Familiar with the unit, activity, and community.

d. Soldiers who represent the gaining unit or activity in a positive manner should be selected as sponsors. Serving as a sponsor for a group of Soldiers is generally prohibited, but may be allowed when there is a shortage of sponsors (for example, during unit deployments). During regular garrison activity, sponsors will sponsor only one Soldier at a time. A Soldier will be exempt from performing sponsor duties when he or she is—

(1) Being replaced by the incoming person.

(2) Outprocessing or within 60 days of a PCS.

(3) Undergoing administrative separation.

(4) Projected to be absent when the incoming Soldier will be inprocessing. Commanders should appoint trained reactionary sponsors to help Soldiers whose sponsor goes on unexpected emergency leave or other absence or can no longer provide adequate sponsorship for other reasons.

11. WELCOME LETTERS

a. Once a sponsor has been appointed, the sponsor's contact information and a welcome letter will be immediately available to the incoming Soldier through S-GATE.

b. Soldier surveys and reviews of incoming PCS orders indicate that only half of arriving Soldiers are informed of the S-GATE Program or had S-GATE information on their PCS orders. Because of this, commands must mail a sponsorship letter to incoming Soldiers to provide them with their sponsor's name and instructions on how to access S-GATE.

c. Welcome letters should include the following S-GATE instructions:

(1) Log-in to the 1st PERSCOM webpage at <http://www.1perscom.army.mil>, select *Personnel Services*, then *Sponsorship S-GATE* to see your sponsor's contact information, view the unit welcome letter, and obtain helpful information.

(2) Attempt to contact your assigned sponsor within 10 calendar days through e-mail or by telephone.

(3) Make your sponsor aware of any special needs for your family and your flight arrangements as soon as you know them.

(4) Immediately notify your sponsor of changes to your travel plans or orders.

(5) Complete the sponsorship program survey form and give it to your unit sponsorship program manager as soon as your inprocessing is completed.

12. ACS RELOCATION ASSISTANCE PROGRAM SERVICES

Incoming and outgoing Soldiers should be encouraged to visit their servicing ACS for relocation assistance.

13. TRANSPORTATION

a. Commanders may authorize the use of NTVs from existing resources to transport Soldiers and family members on official PCS travel orders when air terminals are located where other means of transportation (including commercial transportation) are not available or cannot meet mission requirements. Before authorizing the use of NTVs, commanders must consider the use of the S-bus. If the S-bus will not meet mission requirements, an NTV may be authorized according to AR 58-1 and AE Regulation 58-1.

b. Commanders may authorize the use of an NTV for official use during in- and outprocessing when scheduled DOD transportation (for example, military shuttle buses) or public transportation does not meet immediate sponsorship needs. Use of NTVs for personal use and domicile-to-duty transportation is prohibited.

c. Pets may be transported on the S-bus if the pet carrier fits in the cargo compartment. If the pet carrier does not fit in the cargo compartment, other means of transportation must be arranged. In all cases, the bus driver has the final word and may refuse pets that cannot be accommodated or pose a health risk or safety hazard.

d. Commanders may authorize mileage reimbursement for sponsors who use their POVs to perform official sponsorship duties when an NTV is not available. Reimbursement may be obtained by completing a SF 1164 (fig 2). The SF 1164 must include a unit fund cite and be signed by an approving official. The completed form must be submitted to the servicing finance office for processing. Individuals may also file for reimbursement through the Defense Travel Service (DTS).

14. ARRIVAL AND RECEPTION

a. The designated greeting point for sponsors to greet new Soldiers and family members arriving on the S-bus is the CPF.

b. Sponsors picking up arrivals at the Frankfurt International Airport in Germany will ensure that Soldiers inprocess through the 64th Replacement Company before proceeding to their assigned communities. Sponsors who pick up arrivals in Italy at Marco Polo Airport (Venice) or at the Aviano Air Base will ensure Soldiers inprocess through the Vicenza CPF (Davis Hall, Caserma Ederle).

c. When Government transportation (such as the S-bus) is provided to incoming Soldiers, sponsors will not be authorized reimbursement for transportation.

d. The 64th Replacement Company will enter arrival information in TRACS. Information also will be entered for Soldiers who do not use the S-bus. CPFs and units will use TRACS to plan and arrange for arrivals.

e. CPFs and BSPMs will check the TRACS S-bus arrival manifest daily.

CLAIM FOR REIMBURSEMENT FOR EXPENDITURES ON OFFICIAL BUSINESS		1. DEPARTMENT OR ESTABLISHMENT, BUREAU, DIVISION OR OFFICE	2. VOUCHER NUMBER
		3. SCHEDULE NUMBER	
Read the Privacy Act Statement on the back of this form.			5. PAID BY
CLAIMANT	4. a. NAME (Last, first, middle initial)	b. SOCIAL SECURITY NO.	
	c. MAILING ADDRESS (Include ZIP Code)	d. OFFICE TELEPHONE NUMBER	

6. EXPENDITURES (If fare claimed in col. (g) exceeds charge for one person, show in col. (h) the number of additional persons which accompanied the claimant.)

DATE	CODE	Show appropriate code in col. (b):		MILEAGE RATE	AMOUNT CLAIMED				
		(Explain expenditures in specific detail.)			MILEAGE	FARE OR TOLL	ADD PER-SONS	TIPS AND MISCEL-LANEOUS	
		(c) FROM	(d) TO						NO. OF MILES (e)
19 01 Jan	A	BLDG 16, CAMPBELL BKS	CPF, HEIDELBERG	3	0'00				
01 Jan	A	CPF, HEIDELBERG	BLDG 16, CAMPBELL BKS	3	0'00				
01 Jan	A	BLDG 16, CAMPEBLL BKS	CPF, HEIDELBERG	3	0'00				
02 Jan	A	CPF, HEIDELBERG	BLDG 16, CAMPBELL BKS	3	0'00				
02 Jan	A	BLDG 16, CAMPBELL BKS	CPF, HEIDELBERG	3	0'00				
02 Jan	A	CPF, HEIDELBERG	BLDG 16, CAMPBELL BKS	3	0'00				
04 Jan	A	BLDG 16, CAMPBELL BKS	CPF, HEIDELBERG	3	0'00				
04 Jan	A	CPF, HEIDELBERG	BLDG 16, CAMPBELL BKS	3	0'00				
If additional space is required continue on the back.				SUBTOTALS CARRIED FORWARD FROM THE BACK					

7. AMOUNT CLAIMED (Total of cols. (f), (g) and (i).) ▶ \$ 0.00 TOTALS 18 0'00

8. This claim is approved. Long distance telephone calls, if shown, are certified as necessary in the interest of the Government. (Note: If long distance calls are included, the approving official must have been authorized, in writing, by the head of the department or agency to so certify (31 U.S.C. 680a).)
 Sign Original Only

APPROVING OFFICIAL SIGN HERE ▶ **JOHN BROWN, CPT**
 Commanding DATE 4 JAN 03

9. This claim is certified correct and proper for payment.
 Sign Original Only

AUTHORIZED CERTIFYING OFFICER SIGN HERE ▶ DATE

10. I certify that this claim is true and correct to the best of my knowledge and belief and that payment or credit has not been received by me.
 Sign Original Only DATE

CLAIMANT SIGN HERE ▶

11. CASH PAYMENT RECEIPT

a. PAYEE (Signature) b. DATE RECEIVED

c. AMOUNT \$

12. PAYMENT MADE BY CHECK NO.

ACCOUNTING CLASSIFICATION

Figure 2. Sample SF 1164

f. Commanders will ensure sponsors and CPF representatives greet Soldiers and family members arriving on the S-bus at the CPF. Family members will not be held at the CPF for an unreasonable amount of time while the sponsor performs initial inprocessing. Family members should be provided the option of going to their temporary quarters as soon after arrival as possible to rest. Sponsors will join family members after they complete initial inprocessing.

g. Sponsors should arrive at the CPF at least 30 minutes before the arrival of the S-bus to receive necessary instructions or changes from the CPF staff.

15. TRAINING

Commanders will ensure that sponsors, program managers, and other leaders are adequately trained. First-time sponsors are required to receive training initially from the S-GATE website and through the local ACS or the USPM. After the initial sponsorship training, Soldiers will be recertified each year using S-GATE and by ACS, the BSPM, or the USPM.

a. During sponsorship training, at least the following items must be addressed:

(1) Duties and responsibilities of sponsors and new Soldiers.

(2) Use of NTVs and POVs.

(3) When and where to greet Soldiers.

(4) Requirement to in-process Soldiers at the 64th Replacement Company (in Germany) or Vicenza CPF (in Italy).

(5) Sponsor feedback and recognition.

(6) Available community and informational resources.

b. Sponsorship leader's training is mandatory for BSPM and USPM. Commanders will request sponsorship leader training through ACS. As a minimum, the following items will be covered during sponsorship leader's training:

(1) Duties and responsibilities of leaders.

(2) Authorization to use NTVs and mileage reimbursement.

(3) Available community and information resources.

(4) Sponsorship feedback and recognition.

(5) S-GATE management.

16. SPONSORSHIP SURVEYS

a. Battalion and unit commanders will evaluate the success of their sponsorship programs and the performance of their sponsors through newcomer interviews and their review of sponsorship program survey results (DA Form 7274 (fig 1)).

b. Commanders will use sponsorship survey results to assess and improve their sponsorship programs. These surveys will be completed by every new Soldier after he or she finishes inprocessing. The unit commander or first sergeant will review surveys and forward them to the battalion for review by the BSPM, command sergeant major, and battalion commander.

c. Use of the survey is an inspectable item during command inspection program inspections. Commands may change the survey to better assess their local sponsorship programs. Completed surveys must be maintained according to AR 25-400-2. They will be kept for at least 1 year after the last command inspection.

17. SPONSOR COUNSELING, FEEDBACK, AND RECOGNITION

Sponsors must be counseled before they begin their sponsorship responsibilities. This counseling sets the stage for ensuring that sponsors understand the importance of their role in assisting and receiving the newcomer for the command. Sponsors must also receive feedback on their performance. Supervisors should use DA Form 4856 for this counseling. An example of developmental counseling is at figure 3. Commanders should recognize effective sponsors who perform their duties in an exemplary manner with a 3- or 4-day special pass, a certificate of achievement, a commander's coin, or another appropriate recognition.

18. COMMAND INSPECTION PROGRAM

Commanders will ensure sponsorship is included in local command inspection programs. The questions in appendix C must be included in the inspection. Items to be inspected will include S-GATE use, sponsor training, sponsor feedback, recognition and sponsorship program surveys (app B). Units will not be held accountable for items outside their ability to control (such as an incoming Soldier's failure to use S-GATE).

19. INNOVATIVE SPONSORSHIP PROGRAMS AND SPONSORSHIP MANAGEMENT PLAN

The goal of the sponsorship program is to take care of Soldiers and families. Commands should establish innovative programs to improve sponsorship. Figure 4 is an example of a successful and innovative battalion-level program currently working in a USAREUR organization. The program in the figure is provided only as an example; however, all units must develop a written sponsorship management plan. Commanders should share their successes for others to emulate. Commanders should also seek the guidance of higher headquarters about the appropriateness of innovations.

20. ANNUAL SPONSORSHIP MANAGEMENT PLAN REPORTING REQUIREMENTS

Unit commanders will review their unit's sponsorship management plans and forward them through their BSPM to their major subordinate command (MSC) (AE Reg 10-5, app A) 30 calendar days before the end of the fiscal year. MSCs will send a memorandum to the USAREUR G1(AEAGA-MP), Unit 29351, APO AE 09014-9351, at least 10 calendar days before the end of the fiscal year verifying that all subordinate units have a sponsorship management plan in place. This memorandum will also address the command's sponsorship program strengths, trends, and any shortfalls in resources that are affecting sponsorship. The intent of this annual reporting requirement is to ensure that the sponsorship program remains effective and that sponsors have the resources they need.

Developmental Counseling FORM			
For use of this form see FM 22-100; the proponent agency is TRADOC			
DATA REQUIRED BY THE PRIVACY ACT OF 1974			
Authority: 5 USC 301, Departmental Regulations; 10 USC 3013, Secretary of the Army and EO 9397, SSN.			
Principal Purpose: To assist leaders in conducting and recording counseling data pertaining to subordinates.			
Routine Uses: For subordinate leader development IAW FM 22-100. Leaders should use this form as necessary.			
Disclosure: Disclosure is voluntary.			
PART I - ADMINISTRATIVE DATA			
Name (Last, First, MI) Joes, Smith	Rank / Grade SPC	Social Security No. 000-00-0000	Date of Counseling 1 March 2006
Organization HQ USAREUR/7A, Unit 29351, APO AE 09014		Name and Title of Counselor SGT Daniel Barbosa, NCOIC S-1	
PART II - BACKGROUND INFORMATION			
Purpose of Counseling: <i>(Leader states the reason for the counseling, e.g. Performance/Professional or Event-Oriented counseling and includes the leaders facts and observations prior to the counseling):</i>			
To discuss sponsorship duties and responsibilities			
PART III - SUMMARY OF COUNSELING			
Complete this section during or immediately subsequent to counseling.			
Key Points of Discussion:			
1. The Soldier you are sponsoring is SPC Jose Sanchez.			
2. You never get a second chance to make a good first impression.			
3. Maintain a positive attitude.			
4. Do the best job you can in making SPC Sanchez's transition into the organization and community as smooth as possible.			
5. If SPC Sanchez is unaccompanied, you need to provide him just as much information and assistance as you would provide an accompanied individual.			
OTHER INSTRUCTIONS			
This form will be destroyed upon: reassignment (other than rehabilitative transfers), separation at ETS, or upon retirement. For separation requirements and notification of loss of benefits/consequences see local directives and AR 635-200.			

DA FORM 4856, JUN 99

EDITION OF JUN 85 IS OBSOLETE

Figure 3. Sample DA Form 4856

Plan of Action: (Outlines actions that the subordinate will do after the counseling session to reach the agreed upon goal(s). The actions must be specific enough to modify or maintain the subordinate's behavior and include a specific time line for implementation and assessment (Part IV below):

The following are minimum duties and responsibilities you are expected to perform as a sponsor:

1. Follow the instructions in AE Regulation 600-8-8, section II, and AE Pamphlet 600-8-8.
2. Try to contact the newcomer. Use of Government resources for this purpose is authorized.
3. Continue to keep in contact with the newcomer. Answer questions and provide information.
4. Greet the newcomer on arrival. Make arrangements for temporary billeting for the newcomer and his family.
5. Take care of the newcomer's immediate needs, such as money exchange, food, personal necessities, and emergency contact numbers.
6. Provide assistance in locating a newcomer's orientation packet, which should include a guide to conversational language for the host country.
7. Make arrangements for the first meal. You should ensure newcomers know where they can eat and how to get there.
8. Assist the newcomer during inprocessing. All assistance within reason should be provided.
9. Familiarize the newcomer with the local community (for example, post exchange, commissary, hospital, dental clinic, education center, schools).
10. Encourage the newcomer to test for the U.S. Forces certificate of license or request an exception to policy as soon as possible. A U.S. Forces POV license is normally required to operate vehicles, including rental vehicles. AE Regulation 190-1 allows the USAG commanders to grant an exception to allow some new arrivals to drive class 3 POVs in Germany for up to 30 days.
11. Make arrangements for someone else to help the newcomer if you are unavailable.
12. Notify me of any problems or issues that you encounter while performing your sponsorship duties

Session Closing: (The leader summarizes the key points of the session and checks if the subordinate understands the plan of action. The subordinate agrees/disagrees and provides remarks if appropriate):

Individual counseled: I agree disagree with the information above

Individual counseled remarks:

I will attend the ACS training during the first week of April and attempt to call SPC Sanchez to ensure that he receives a community welcome packet from ACS. I will also ensure that he knows where to get European driver's information so that he may study the rules and signs prior to arriving.

Signature of Individual Counseled Joes Smith Date: 1 March 2006

Leader Responsibilities: (Leader's responsibilities in implementing the plan of action):

1. Provide the necessary resources to accomplish the above plan of action.
2. Provide adequate time for the sponsor to accomplish sponsorship duties.
3. Ensure sponsor completes required sponsorship training (S-GATE training program and ACS sponsorship training).

Signature of Counselor: SGT Daniel Barbosa Date: 1 March 2006

PART IV - ASSESSMENT OF THE PLAN OF ACTION

Assessment: (Did the plan of action achieve the desired results? This section is completed by both the leader and the individual counseled and provides useful information for follow-up counseling):

You did a great job sponsoring SPC Sanchez. You provided your full attention to ensure that he was taken care and integrated into the unit in a smooth manner. I will recommend to the unit commander that you are awarded a 3-day pass for your outstanding performance during your duty as a sponsor.

Counselor: SGT Daniel Barbosa Individual Counseled: Joes Smith Date of Assessment 15 May 2006

Note: Both the counselor and the individual counseled should retain a record of the counseling.

DA FORM 4856, JUN 99 (Reverse)

Figure 3. Sample DA Form 4856 (Continued)

BATTALION SPONSORSHIP MANAGEMENT PROGRAM

1. The battalion sponsorship program manager (BSPM) will monitor and manage all aspect of the unit's sponsorship program from assignment notification through completion of community inprocessing. This serves the following purposes:
 - a. The BSPM is the expert in all matters of sponsorship and can readily answer all of the new Soldiers or civilian employee questions.
 - b. It reduces the frustration of individual sponsors investing their time, only to have Soldiers diverted or deleted from assignment. Sponsors have to concern themselves only with Soldiers who physically arrive in the community.
 - c. It frees up Soldiers to perform regularly assigned duties.
 2. To accomplish sponsorship duties, the BSPM will be provided the following:
 - a. Internet capability and in-depth S-GATE training.
 - b. Exemption from other additional duties. This is necessary to make the BSPM available to newly arrived Soldiers or civilian employees.
 - c. Full-time use of a nontactical vehicle (NTV) (usually a large van) to transport Soldiers to appointments, meals, and other locations associated with in- and outprocessing if no other means of transportation is available and the commander authorizes the use of the vehicle (for military personnel only) according to AR 58-1 and AE Regulation 58-1.
 - d. A cell phone, if available.
 3. The BSPM may be an active-duty Soldier or a civilian employee. The BSPM is usually an additional duty, but may require the full-time attention of the BSPM during peak PCS seasons. There are no military authorizations for sponsorship program managers. Borrowed military manpower may be used for a maximum of 90 days. The BSPM should—
 - a. Have a military driver's license.
 - b. Have computer skills to operate S-GATE.
 - c. Have knowledge of the local community.
 - d. Have good verbal and written skills.
 - e. Be familiar with available local transportation and be able to instruct newcomers on its availability and use.
 - f. Be of high moral character.
 4. Before arrival, the BSPM will—
 - a. Ensure that the unit sponsorship program managers (USPM) and sponsors have made arrangements for temporary housing.
 - b. Answer questions by the Soldier, the civilian employee, or their family members.
 - c. Ensure USPM and sponsors are properly appointed and trained to assist newly assigned personnel.
 - d. Provide family support group contact information to the new Soldier's or civilian employee's spouse.
 - e. Provide other appropriate assistance, as needed.
 5. On arrival in the community (generally at the central processing facility), the incoming Soldier will be greeted by both the USPM and the unit sponsor. Both the USPM and the unit sponsor are responsible for ensuring that the Soldier's initial needs are met.
 6. The sponsor will usually assist the new Soldier and the Soldier's family members during their community-inprocessing phase (until the completion of inprocessing training center (ITC) requirements). This will take about 2 weeks. The newly assigned personnel will then be told to complete the sponsorship survey and give it to his or her unit first sergeant, supervisor, or commander. During the ITC phase, the sponsor will help the Soldier and the Soldier's family members with—
 - a. Transportation. This is generally needed until the Soldier's or the civilian employee's privately owned vehicle (POV) arrives and he or she receives a U.S. Forces POV license or an exception to the requirement for one from the USAG commander. After the Soldier has completed ITC requirements, the unit sponsor will be responsible for helping with transportation, which may include going to and from the guesthouse, dining facility, and medical appointments for both the Soldier and the Soldier's family members. Neither the USPM nor the unit sponsor is a chauffeur, and transportation by NTV must comply with AR 58-1 and AE Regulation 58-1. Use of community and host-nation transportation will be encouraged.
 - b. Community familiarization (including the location of the commissary, post exchange, medical and dental facilities, schools, childcare, and youth services, and other services).
-

Figure 4. Sample Battalion Sponsorship Management Program

SECTION III CIVILIAN EMPLOYEE SPONSORSHIP

21. PURPOSE

Newly assigned personnel and their families develop their first—and perhaps most critical—impression of the organization and installation based on how well they are received. This section—

- a. Establishes procedures for sponsoring civilian employees.
- b. Applies to all command-sponsored DOD civilian personnel.

22. RESPONSIBILITIES

- a. The Director, Civilian Personnel Directorate, will—

- (1) Develop policy for sponsoring civilian employees.
- (2) Appoint an individual to coordinate and manage civilian sponsorship in Europe.

- b. Directors of civilian personnel advisory centers (CPACs) will—

- (1) Inform supervisors about civilian employees who have accepted employment and provide information (for example, name, address, e-mail address, work and home telephone numbers) needed to contact new employees.

- (2) Send DA Form 5434 to the new employee's supervisor on receipt of inprocessing documents.

23. SPONSOR SELECTION AND APPOINTMENT

- a. The supervisor will appoint a sponsor in writing within 5 calendar days after receiving DA Form 5434 or other notification of a new employee's pending arrival.

- b. Sponsors must attend ACS sponsorship training. Supervisors are responsible for coordinating with ACS to schedule sponsorship training for their employees.

- c. Reactionary sponsors must be trained and appointed in writing to perform sponsorship duties. Reactionary sponsors will assist new employees who arrive without an assigned sponsor.

- d. When possible, the sponsor will be in a grade equal to or higher than the incoming or departing employee. When possible, sponsors will be of the same sex, marital status, and occupational series as the person they sponsor. Sponsors should be familiar with their organization or activity and the community.

- e. Only individuals who represent the organization in a positive manner should be selected as sponsors. Group sponsorship is prohibited. Sponsors will sponsor only one person at a time. Individuals specifically excluded from being sponsors are those—

- (1) Being replaced by the incoming person.
- (2) Outprocessing or within 60 days before a change of station.

(3) Undergoing administrative separation.

(4) Projected to be absent during parts of the inprocessing period.

f. Persons scheduled to be absent during the first 60 days after a new employee's arrival generally should not be appointed as a sponsor. If a sponsor must be absent during the first 60 days after the new employee arrives, the sponsor will ensure the needs of the new employee are met in advance or arrange for a substitute sponsor to assist the incoming employee. Supervisors will appoint trained reactionary sponsors to help incoming employees whose sponsors go on emergency leave or other unexpected long-term absences, and when an appointed sponsor can no longer provide adequate sponsorship for other reasons.

24. ARRIVAL AND RECEPTION

Sponsors will greet newcomers and their families at their point of entry (usually the airport). Civilian employees are authorized to ride the military S-bus only on a space-available basis. Incoming command-sponsored civilian employees will—

a. Complete and return the DA Form 5434. This form is included in the inprocessing package provided by the CPAC. The DA Form 5434 is also available at <http://www.chra.eur.army.mil> by clicking on *Living/Working Overseas* in the left column, then *Inprocessing Information* in the right column.

b. Provide a written assessment of their sponsor's performance approximately 60 days after their arrival. A sponsorship survey is at <https://www.civilian-sponsorship-survey.hqusareur.army.mil>. This survey will be provided to the supporting CPAC.

25. ORGANIZATIONAL RESPONSIBILITIES

The organization receiving incoming command-sponsored civilian employees must—

a. Appoint a sponsor for incoming command-sponsored civilian employees within 5 calendar days after notification of a new employee's pending arrival. Figure 5 is a sample appointment memorandum.

b. Train sponsors before assigning them sponsorship duties.

c. Counsel sponsors before they begin their sponsorship responsibilities. This counseling will ensure that sponsors understand the importance of their role in assisting and receiving the new employee. Supervisors should use a written counseling form similar to the developmental counseling form used for counseling military sponsors (fig 3).

d. Ensure new command-sponsored civilians fill out the DA Form 5434. Figure 6 provides instructions for completing this form.

e. Provide sponsors time and resources to perform sponsorship duties.

f. Allocate time and arrange for sponsors to meet incoming personnel at their point of arrival.

g. Provide sponsors with feedback on how they performed in their sponsor duties.



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY,
UNITED STATES ARMY GARRISON, HEIDELBERG
UNIT 29245
APO AE 09102-9245

IMEU-HD-C

4 August 2006

MEMORANDUM FOR Johnathan Doer, Job Planning Branch, Work Management Division,
United States Army Garrison, Heidelberg, Unit 29245, APO AE 09102-9245

SUBJECT: Appointment as a Sponsor

1. In accordance with AE Regulation 600-8-8, you are appointed as sponsor for the following civilian employee:

NAME: William Jenkins
OFFICIAL ADDRESS: U.S. Army Engineer Division, South Atlantic, Room 9,
Forsyth St, Atlanta, GA 30303-8801
CIVILIAN ADDRESS: 713 Hillvalley Drive, Lithonia, GA 30058
TELEPHONE: (404) 555-5011
E-MAIL: william.jenkins@usace.army.mil

2. You should make initial contact with the above employee by telephone or e-mail within the next 72 hours.

3. You should write and mail an initial sponsorship letter before 14 August 2006. Provide a copy of your letter to your supervisor, Mr. Bobby Jones, and keep him and the CPAC informed of any change in the new employee's reporting date.

4. You will attend sponsor training on 11 August 2006 at 1300 at the ACS office at the Shopping Center facility.

5. Familiarize yourself with AE Pamphlet 600-8-8, How To Be a Good Sponsor, which is enclosed with this appointment memorandum.

6. You will follow instructions on the Sponsorship Plan of Action and return the document to Mr. Bobby Jones after the new employee has completed inprocessing.

Encl

PAUL ROSNOPS
LTC, IN
Commanding

Figure 5. Civilian Sponsor Appointment Memorandum

Block 1, Sponsorship Program Entitlements. Human resources office (HRO) or CPAC representatives will provide the civilian employee a copy of the DA Form 5434 with their inprocessing package. The form must be completed within 3 workdays after the employee has accepted employment. On receipt of the DA Form 5434 from the employee, the CPAC will forward a copy of it to the gaining organization. Civilian employees may be referred to local ACS offices for relocation services. These are some of the key entitlements of the sponsorship program:

a. Welcome letter. The gaining activity must send a welcome letter to incoming civilian employees.

b. A sponsor for information and help. The gaining activity must assign a sponsor to the civilian employee to help with the overseas transition.

c. Army Community Service relocation services. ACS offices will provide welcome packets that can be mailed to the new employees before they arrive.

d. Greeting upon arrival. Sponsors must greet new employees and their families when they arrive in the overseas area.

e. Assistance with inprocessing. Sponsors must escort the employee to inprocessing activities.

f. Orientation to the new unit or activity and the community. Sponsors must introduce the newcomer to the immediate chain of command, supervisors, and coworkers. Sponsors also will provide a tour of essential post and community locations.

Block 2, Sponsorship Program Election. If this block is left blank on the DA Form 5434, a sponsor must be assigned. Incoming civilian employees should initial the block only if they do not wish to have a sponsor assigned.

Block 3, Arrival information To Assist Gaining Battalion or Activity. To be completed by the new employee as part of the inprocessing package.

Block 4, Locator Information. To be completed by the new employee as part of the inprocessing package.

Block 5, Request Information On. Incoming civilian personnel should indicate information that they would specifically like to have (for example, on housing, medical facilities, schools). They should also complete the blocks at the end of the form and sign and date it.

NOTE: This form must be sent with employee inprocessing forms to the CPAC. The CPAC will provide this form to the gaining organization's personnel POC.

Figure 6. Instructions for Completing DA Form 5434

26. SPONSOR DUTIES AND RESPONSIBILITIES

a. General. Sponsors will—

(1) Attend sponsorship training provided by ACS.

(2) Review AE Pamphlet 600-8-8 and other community sponsorship guidance.

(3) Provide timely and accurate information, be available to provide assistance, and make new personnel and their families feel welcome.

b. Before the New Employee Arrives. The sponsor will—

- (1) Initiate telephone or e-mail contact within 72 hours of being notified of sponsorship duties.
- (2) Send the newcomer a letter and welcome packet (available from ACS) within 10 calendar days.
- (3) Refer the newcomer to the Civilian Human Resources Agency, Europe Region (CHRA-E), website (<http://www.chra.eur.army.mil>) for inprocessing information and community links.
- (4) Find out about specific needs and concerns the newcomer may have. Sponsors should try to determine sponsorship needs and meet them. For example, sponsor should ask whether the new employee—
 - (a) Is bringing pets. Sponsor should let them know that pets may not be able to stay in billeting and help make alternate pet-lodging arrangements if necessary.
 - (b) Is shipping a vehicle. Sponsor should provide information about public transportation and shuttle bus routes.
 - (c) Will be accompanied by school-age children. Sponsor should provide information about Department of Defense Dependents Schools (DODDS).
 - (d) Will need to place children in childcare. Sponsor should provide information about availability and waiting lists.
 - (e) Plans to arrive on a weekend. Sponsors are highly encouraged to advise new personnel to arrive on a duty day. If this is not possible, sponsor must provide hints and realistic expectations of what to do in the community without having inprocessed (for example, they will not be able to use facilities without an ID card).
- (5) Promptly provide information requested by the newcomer. Sponsors should ask for assistance when they need it.
- (6) Provide details about the organization, its mission and duties, and inprocessing.
- (7) Provide specific local housing and cost-of-living information.
- (8) Sponsor the entire family and initiate contact between spouses and children when appropriate. This includes—
 - (a) Contacting ACS for spouse-employment information for Federal employment opportunities in the geographic area.
 - (b) Checking with Youth Services and DODDS to see if a youth sponsorship program is available.
 - (c) Checking with ACS to see what newcomer-orientation programs are available for family members.

- (9) Provide driver's license information and website (<http://rmv.hqusareur.army.mil>) (app C).
- (10) Tell newcomers where they will be met when they arrive.
- (11) Arrange temporary lodging and transportation.
- (12) Send information on billeting accommodations and local hotels.
- (13) Inform the chain of command and CPAC of any change of status for the incoming person, such as—
 - (a) Travel status changed from “deferred” to “accompanied.”
 - (b) Change in marital status.
 - (c) Sudden changes in medical condition or illness.
 - (d) Change in family status (for example, sudden illness, death, or emergency).
- (14) Promptly follow-up with the newcomer and answer all correspondence.
- (15) Discuss travel plans, arrival date and number in party, confirmation of lodging, local currency, and pet arrangements.
- (16) Locate the appropriate office to help the newcomer acquire a Government credit card or transfer an existing card when appropriate.
- (17) Assist in determining up-front costs (such as housing, utilities, telephone, and similar expenses).

c. When the New Employee Arrives. The sponsor will—

- (1) Welcome the new employee at the arrival point (including family members when appropriate).
- (2) Escort the new employee and family to temporary lodging and ensure immediate basic needs are met (meals, currency, pets, and emergency contact numbers).
- (3) Assist with locating temporary transportation (for example, public transportation, carpool) until other means are established. Civilian personnel and their family members are not authorized to drive rental vehicles in Germany until they get a U.S. Forces Certificate of License (AE Form 190-1F) or an exception to policy in accordance with AE Regulation 190-1.
- (4) Be prepared for the unexpected. For example—
 - (a) If a family member is ill, know which medical facility will treat the family member.
 - (b) If a pet becomes ill, know which veterinary facility can provide service. Know how to contact an emergency host-nation veterinary service if a problem comes up during non-duty hours.

(c) If the newcomers arrive without weather-appropriate clothing, direct them to the local post exchange.

(d) Help newcomers make telephone calls to let their family know they have arrived safely. Do this by explaining the local telephone system (for example, how to dial calls to the United States and how people in the United States dial to the overseas location).

(e) Ensure family members know how to contact the sponsor or organization in case of emergency while the employee is inprocessing.

(f) Ensure the newcomer has local contact information (home and work). Encourage newcomers to provide information to relatives in the United States in case the Red Cross needs to contact them.

(g) Encourage newcomers to establish an account with the community bank or credit union to make financial transactions.

(5) Escort the new employee to inprocessing locations. After inprocessing is completed, escort the new employee and family members, if applicable, to the CPF to be scheduled for the newcomer orientation and Headstart.

(6) Introduce the new employee to the immediate chain of command, supervisors, and coworkers.

(7) Provide a tour of essential post and community locations.

(8) Escort new personnel and their families to billeting and other support agencies.

(9) Assist in POV registration and obtaining a U.S. Forces POV drivers license.

(10) Keep in touch with the newcomer. Remember to help newcomers settle in and take care of immediate needs.

27. WHERE TO GET HELP

The following are places to find help when sponsoring new employees:

a. ACS office.

b. USAG websites.

c. Chain of command.

d. Chaplain's office.

e. Child and Youth Services offices.

f. CPAC.

g. DODDS.

h. Housing or billeting office.

i. Red Cross.

j. Transportation office.

k. Inspector general office.

l. Miscellaneous helpful websites:

(1) Morale, welfare, and recreation information (<http://www.armymwr.com>).

(2) CHRA-E (<http://www.chra.eur.army.mil>).

(3) Army in Europe publications (<https://www.aeaim.hqusareur.army.mil/library/>).

(4) POV drivers manual (<https://www.aeaim.hqusareur.army.mil/library/pam/pdf/aep190-34.pdf>).

APPENDIX A REFERENCES

SECTION I PUBLICATIONS

AR 25-400-2, The Army Records Information Management System (ARIMS)

AR 58-1, Management, Acquisition, and Use of Motor Vehicles

AR 600-8-8, The Total Army Sponsorship Program

AR 608-1, Army Community Service Center

AE Regulation 10-5, HQ USAREUR/7A and Select Commands

AE Regulation 58-1, Management, Acquisition, and Use of Nontactical Vehicles

AE Regulation 190-1, Registering and Operating Privately Owned Motor Vehicles in Germany

AE Regulation 614-2, Officer Use and Management

AE Regulation 614-3, Enlisted Distribution Policy

AE Pamphlet 190-34, Drivers Handbook and Examination Manual for Germany

AE Pamphlet 600-8-8, How To Be a Good Sponsor

AE Pamphlet 600-8-8-1, Welcome to Europe

AE Pamphlet 600-8-109-6, Leader Post-Reintegration Guide

AE Circular 190-24, Consolidated List of Off-Limits Areas, Establishments, Firms, Individuals, and Organizations

AE Miscellaneous Publication 690-8, Guide to Civilian Sponsorship

SECTION II FORMS

SF 1164, Claim for Reimbursement for Expenditures on Official Business

DA Form 2028, Recommended Changes to Publications and Blank Forms

DA Form 4856, Developmental Counseling Form

DA Form 5434, Sponsorship Program Counseling and Information Sheet

DA Form 7274, Sponsorship Program Survey

AE Form 190-1F, U.S. Forces Certificate of License

APPENDIX B

COMMAND INSPECTION PROGRAM QUESTIONS

The following questions should be used with the questions in AR 600-8-8; appendix B. Commanders should add questions of local concern or interest.

1. Does the unit have a written sponsorship management plan?
2. Is the unit using the Sponsorship Gateway to Europe (S-GATE)?
3. Is a sponsorship program managers appointed (brigade, battalion, unit)?
4. Is the unit reviewing sponsorship program surveys and instituting improvements where appropriate (AE Reg 600-8-8, app B)?

NOTE: Review at random the sponsorship survey for 5 to 10 recently arrived Soldiers. Ask about negative responses with the sponsorship program manager or unit first sergeant or commander.

5. Is sponsorship support provided during unit deployments or training?
6. Does the unit sponsorship program include—
 - a. Counseling and feedback to sponsors?
 - b. Recognition of outstanding sponsors?
 - c. Out-sponsorship support to departing Soldiers?
7. Does Army Community Service offer sponsor training if requested by the unit?
8. Are Soldiers and civilian properly trained through S-GATE and ACS to perform sponsorship tasks?
9. Are military sponsors appointed through S-GATE?
10. Are sponsors allowed enough time away from work to perform their duties?
11. Are Soldiers and civilians required to work before completing inprocessing?
12. Are sponsors provided nontactical vehicles or reimbursement for using their privately owned vehicle?
13. Does the unit maintain a pool of reactionary sponsors?

APPENDIX C DRIVERS LICENSING AND INSURANCE

C-1. GENERAL

The Status of Forces Agreement requires U.S. Forces personnel to have a valid and current stateside, foreign national, or military vehicle operator's license to obtain an AE Form 190-1F. Family members should obtain a stateside drivers license before departing for Europe to avoid the high cost of obtaining a license from another country.

C-2. CERTIFICATE OF LICENSE

In addition to the requirement to have a valid and current drivers license (para C-1), personnel must pass a written multiple-choice and street-sign test to obtain a U.S. Forces Certificate of License (AE Form 190-1F). Soldiers, civilian employees, and their family members are not authorized to drive rental vehicles in Germany until they get a U.S. Forces Certificate of License or an exception to policy (AE Reg 190-1). The cost of a U.S. Forces Certificate of License is \$10. Specific requirements to obtain a license apply in the following countries:

a. Belgium. Soldiers and family members must be at least 18 years old and have a valid stateside drivers license for more than 6 months before they depart the United States. Without a valid stateside drivers license, family members may receive a Belgian drivers license after attending a drivers training class and passing a drivers test. A Belgian drivers license, however, is valid only in Belgium.

b. Germany. Family members with a valid stateside driver's license must be at least 17 years old to drive in Germany. Without a valid stateside drivers license, however, family members must be at least 18 years old and attend a German professional driving instruction school. Course instruction costs range from \$1,500 to several thousand dollars.

c. Italy. Family members must be at least 18 years old to obtain a drivers license. Without a valid stateside drivers license, family members must pay about \$800 to complete a 6-month Italian driving course.

d. Netherlands. Personnel must be at least 18 years old to obtain a drivers license in the Netherlands.

C-3. INTERNATIONAL DRIVERS LICENSE

Driving with only a U.S. Forces Certificate of License is not valid in some European countries (for example, Austria and Spain); therefore, personnel are encouraged to obtain an international drivers license (AE Pam 190-34, app D).

NOTE: An international driver's license is not valid in the country where it was issued. Soldiers and family members should apply for an international driver's license before departing the United States. A U.S. Forces Certificate of License should be obtained as soon as possible after arrival. A U.S. Forces Certificate of License is required to operate all vehicles, including rental cars, unless the United States Army garrison commander grants an exception (AE Reg 190-1, para 2-1b).

C-4. CAR INSURANCE

Car insurance is expensive and prices are based on different factors in Europe. Variables (for example, age, engine size, make, model, and weight of the car) may influence the insurance rate.

GLOSSARY

SECTION I ABBREVIATIONS

1st PERSCOM	1st Personnel Command
ACS	Army Community Service
AIT	advanced individual training
BDESPM	brigade sponsorship program manager
BSPM	battalion sponsorship program manager
CHRA-E	Civilian Human Resource Management Agency, Europe Region
CONUS	continental United States
CPAC	civilian personnel advisory center
CPF	central processing facility
DA	Department of the Army
DOD	Department of Defense
DODDS	Department of Defense Dependents Schools
DTS	Defense Travel Service
e-MILPO	Electronic Military Personnel Office
EDAS	Enlisted Distribution and Assignment System
EFMP	Exceptional Family Member Program
G1	Deputy Chief of Staff, G1, United States Army, Europe
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
HQDA	Headquarters, Department of the Army
HRC	United States Army Human Resources Command
HRO	human resources office
IG	inspector general
IMA-EURO	United States Army Installation Management Agency, Europe Region
ISPM	installation sponsorship program manager
ITC	inprocessing training center
MSC	major subordinate command
NTV	nontactical vehicle
PAO	public affairs office
PCS	permanent change of station
POC	point of contact
POF	privately owned firearm
POV	privately owned vehicle
RDC	rear detachment commander
S-bus	sponsorship bus
S-GATE	Sponsorship Gateway to Europe
SITES	Standard Information Topic Exchange Service
TRACS	Theater Replacement Assignment Computer System
UCAS	USAREUR Community Automation System
UPDB	USAREUR Personnel Database
U.S.	United States
USAG	United States Army garrison
USAREUR	United States Army, Europe
USPM	unit sponsorship program manager

SECTION II

TERMS

advance arrival sponsorship

Support offered before the actual arrival of a Soldier or civilian employee.

battalion

Battalion, group, or separate brigade or company responsible for managing the sponsorship program in the individual command.

out-sponsorship

Support provided to departing Soldiers, civilian employees, and their family members after reassignment notification. This generally involves help with installation clearing and transportation.

reactionary sponsorship

Sponsor support offered to the Soldier or civilian employee arriving at an installation without an assigned sponsor.

rear detachment sponsorship

Support provided to family members while the sponsor is deployed.