

Army Regulation 600–8–8

Personnel—General

The Total Army Sponsorship Program

**Headquarters
Department of the Army
Washington, DC
4 April 2006**

UNCLASSIFIED

SUMMARY of CHANGE

AR 600-8-8

The Total Army Sponsorship Program

This rapid action revision, dated 4 April 2006--

- o Requires mandatory sponsorship of first-time Soldiers (para 2-2a).
- o Provides guidance on the assignment of same-gender sponsors for first-time Soldiers (para 2-8(c)2).
- o Provides further guidance and responsibilities for sponsors of first-time Soldiers (paras 2-11g, 2-11h, 2-11i, and 2-11j).

This administrative revision, dated 21 October 2004--

- o Changes Commanding General U.S. Total Army Personnel Command (PERSCOM) to Commander, U.S. Army Human Resources Command (USAHRC) (para 1-4e).
- o Directs Installation Management Agency (IMA) to ensure garrison support (para 2-1g).
- o Updates appendix A.

This revision dated 3 April 2002 requires--

- o Commanders of major Army commands and field operating agencies to submit a summary of sponsorship issues and trends to the U.S. Army Community and Family Support Center within 30 calendar days at the end of the fiscal year (para 1-4).
- o Installation commanders to use DA Form 7274 (Sponsorship Program Survey) and the sponsorship questions (Appendix B) in the Organizational Inspection Program (para 1-4).
- o Installation commanders to ensure that a trained sponsorship pool exists at the unit or installation level to respond to programmed and unprogrammed arrivals (para 1-4).

Personnel—General

The Total Army Sponsorship Program

By Order of the Secretary of the Army:

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General, United States Army
Chief of Staff

Official:


JOYCE E. MORROW
Administrative Assistant to the
Secretary of the Army

History. This publication is a rapid action revision. The portions affected by this rapid action revision are listed in the summary of change.

Summary. This regulation prescribes policies, operating tasks, and steps governing the Total Army Sponsorship Program as a function.

Applicability. This regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. It also applies to Department of the Army and non-Department of the Army civilian employees whose assignment to a position within the Department of the Army requires a permanent

change of station move. During mobilization, the requirements of this regulation are limited. However, there is a requirement to ensure that rear detachment sponsorship is provided to family members during deployment of Soldier or civilian employee sponsor.

Proponent and exception authority.

The proponent of this regulation is the Assistant Chief of Staff for Installation Management (ACSIM). The proponent has the authority to approve exceptions to this regulation that are consistent with controlling law and regulations. The proponent may delegate this authority, in writing, to a division chief within the proponent agency or a direct reporting unit or field operating agency of the proponent agency who holds the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

Army management control process.

This regulation contains management control provisions in accordance with AR

11–2 and identifies key management controls that must be evaluated; however, it does not contain checklists for conducting internal control reviews.

Supplementation. Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from Headquarters, Department of the Army (DAIM–ZA), 600 Army Pentagon, Washington, DC 20310–0600.

Suggested improvements. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, U.S. Army Community and Family Support Center (CFSC–FP), 4700 King Street, Alexandria, VA 22302–4415.

Distribution. This publication is available in electronic media only and is intended for command levels A, B, C, D, and E for the Active Army, D for the Army National Guard/Army National Guard of the United States, and B for the U.S. Army Reserve.

Contents (Listed by paragraph and page number)

Chapter 1

Introduction, page 1

Purpose • 1–1, page 1

References • 1–2, page 1

Explanation of abbreviations and terms • 1–3, page 1

Responsibilities • 1–4, page 1

Manpower resources • 1–5, page 2

Levels of work • 1–6, page 2

Principles of support • 1–7, page 2

*This regulation supersedes AR 600–8–8, dated 21 October 2004.

Contents—Continued

Standards of service • 1–8, *page 2*

Chapter 2

Sponsorship Program, *page 3*

Section I

Program Overview, page 3

Elements of the sponsorship program • 2–1, *page 3*

Participation • 2–2, *page 3*

Selecting and training sponsors • 2–3, *page 3*

Sponsor feedback and recognition • 2–4, *page 3*

Section II

Task: Process DA Form 5434 for Soldiers and Civilian Employees, page 4

Rules for processing DA Form 5434 for Soldiers and civilian employees • 2–5, *page 4*

Steps for processing DA Form 5434 for Soldiers and forwarding addresses • 2–6, *page 4*

Steps for processing DA Form 5434 for civilian employees • 2–7, *page 7*

Section III

Task: Appoint a Sponsor, page 8

Rules for appointing a sponsor • 2–8, *page 8*

Steps for appointing a sponsor for Soldiers • 2–9, *page 8*

Steps for appointing a sponsor for civilian employees • 2–10, *page 9*

Section IV

Task: Sponsor a Soldier or Civilian Employee, page 9

Rules for sponsoring a Soldier or civilian employee • 2–11, *page 9*

Steps for sponsoring a Soldier or civilian employee • 2–12, *page 10*

Section V

Task: Appoint a Reactionary Sponsor, page 10

Rules for appointing a reactionary sponsor • 2–13, *page 10*

Steps for appointing a reactionary sponsor • 2–14, *page 10*

Section VI

Task: Greet Soldier or Civilian Employee, page 11

Rules for greeting Soldier or civilian employee • 2–15, *page 11*

Steps for greeting Soldier or civilian employee • 2–16, *page 11*

Appendixes

A. References, *page 12*

B. Sponsorship Questions for Organizational Inspection Program, *page 13*

Table List

Table 2–1: Steps for processing DA Form 5434 for Soldiers, *page 4*

Table 2–2: Forwarding addresses for DA Form 5434, *page 5*

Table 2–3: Steps for processing DA Form 5434 for civilian employees, *page 8*

Table 2–4: Steps for appointing a sponsor for Soldiers, *page 9*

Table 2–5: Steps for appointing a sponsor for civilian employees, *page 9*

Table 2–6: Steps for sponsoring a Soldier or civilian employee, *page 10*

Table 2–7: Steps for appointing a reactionary sponsor, *page 10*

Table 2–8: Steps for greeting a Soldier or civilian employee, *page 11*

Glossary

Chapter 1 Introduction

1–1. Purpose

This regulation prescribes the Total Army Sponsorship Program (Active Army, civilian employees, and Reserve Component (RC)). It provides principles of support, standards of service, policies, functions, and tasks governing the program. A system is provided to help commanders exercise their basic responsibility to assist Soldiers, civilian employees, and families successfully relocate into and out of their commands. Sponsorship is a commander's program in which commanders and individual sponsors are key to success.

1–2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

1–3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

1–4. Responsibilities

a. The Assistant Chief of Staff for Installation Management (ACSIM) will develop policy guidance to implement the Total Army Sponsorship Program.

b. The Chief, National Guard Bureau, will ensure that a valid sponsorship program, per this regulation, is in place for National Guard Soldiers serving in an Active Guard Reserve (AGR) status.

c. The Chief, U.S. Army Reserve, will ensure that a valid sponsorship program, according to this regulation, is in place for U.S. Army Reserve (USAR) AGR program participants.

d. The Commanding General, U.S. Army Community and Family Support Center (USACFSC), will—

(1) Appoint an individual to coordinate and manage the sponsorship program.

(2) Establish policy, procedures, and administrative controls for the program.

(3) Monitor and evaluate the program. Surveys, inspections, and reports should be used.

e. Commander, Army Human Resources Command (CG, USAHRC), will ensure that assignment instructions are issued for Active Army Soldiers with sufficient lead time to appoint sponsors, per requirements of this regulation.

f. The commanders of major Army commands (MACOMs) and field operating agencies will—

(1) Appoint an individual to coordinate and manage the sponsorship program.

(2) Establish sponsorship programs throughout their command for all Soldiers, civilian employees, and family members affected. In addition, they will—

(a) Ensure that the program includes Army National Guard of the United States (ARNGUS) and USAR Soldiers attached or assigned for short tours of active duty, newly assigned individual mobilization augmentees, civilian employees making permanent change of station (PCS) moves, and family members during deployment of Soldier or civilian employee sponsor.

(b) Ensure that the program details in this regulation, which pertain to all Soldiers and civilian employees undergoing PCS moves, are followed as closely as possible for RC Soldiers not serving in an AGR status.

(c) Ensure that RC Soldiers not serving in an AGR status receive, at least, a welcome letter and the opportunity to request a sponsor and have one appointed.

(3) Monitor and evaluate the program. Surveys, inspections, and reports should be used.

(4) Provide technical assistance through field visits.

(5) Submit a summary of sponsorship issues and trends to USACFSC, ATTN: CFSC-FP-A, 4700 King Street, Alexandria, Virginia 22302-4418 within 30 calendar days from the end of the fiscal year.

g. Installation commanders will—

(1) Appoint an individual to coordinate and manage the sponsorship program at installation level.

(2) Implement the sponsorship program, per this regulation.

(3) Monitor and evaluate the program. Evaluation will include the use of DA Form 7274 (Sponsorship Program Survey) and the sponsorship questions for Organizational Inspection Program, located in appendix B. DA Form 7274 may be provided to Soldiers and civilian employees during in-processing.

(4) Ensure that Army Community Service (ACS) relocation readiness services—counseling, welcome packets, pre-move destination information (including the Standard Installation Topic Exchange Service), and overseas orientation briefings are used to support sponsorship. (See AR 608-1.) (ACS will provide a sponsor training support package and may provide other assistance to train sponsors upon request.)

(5) Ensure that rear detachment sponsorship is provided to family members during the deployment of the Soldier or civilian employee sponsor. This will include—

(a) Maintaining the status of the family within the military and civilian community, providing the same respect and consideration as if the Soldier or civilian employee sponsor were present.

(b) Keeping the family informed about the activities of the deployed unit or activity and of the services offered by the local installation.

(c) Maintaining an effective communication link between families, the community, and the command (on and off the installation).

(d) Acting as a sounding board and action agent for family needs, problems, and ideas.

(e) Serving as a referral point for goods and services offered by unit or activity and community support systems (on and off the installation).

(6) Ensure that Soldiers, civilian employees, and sponsors comply with the provisions of this regulation.

(7) Ensure that a trained sponsorship pool exists at the unit or installation level to respond to programmed and unprogrammed arrivals.

h. Battalion (activity) commanders will supervise and evaluate their sponsorship program.

1-5. Manpower resources

The Manpower Staffing Standards System measures tasks required by this regulation to determine military manpower requirements for local sponsorship programs as part of the personnel reassignments and strength management work centers.

1-6. Levels of work

a. Personnel activities for Soldiers are conducted primarily at three levels: unit, battalion, and installation. The guidance in this regulation refers to those levels or some equivalent for other types of organizations such as exist in the ARNGUS and USAR.

b. Personnel activities for civilians are primarily conducted in the civilian personnel advisory center (CPAC).

1-7. Principles of support

The Total Army Personnel System directs the sponsorship function to—

a. Assist Soldiers, civilian employees, and families during the reassignment process.

b. Assist families geographically separated from the Soldier or civilian employee sponsor because of duty requirements.

c. Improve unit or organizational cohesion and readiness by decreasing distractions that hamper personal performance and mission accomplishment, specifically by providing support and assistance, teaching teamwork, and encouraging development of a sense of responsibility.

d. Support the Army's personnel life-cycle function of sustainment.

1-8. Standards of service

a. The sponsorship program—

(1) Is an important personnel function requiring command involvement. When units deploy, the responsibility for assigning sponsors remains with the unit, particularly with the rear detachment commander to ensure that first-term Soldiers get sponsored if they are inbound followed by immediate deployment.

(2) Is the functional responsibility of the Strength Management Branch (military) and CPAC (civilian).

b. Personnel will be advised to make known their sponsorship needs as part of the reassignment management process.

c. A welcome letter will be sent from the battalion (activity) commander (for officers), command sergeant major (for enlisted Soldiers), or commander or activity director (for civilian employees) to the incoming Soldier or civilian employee within ten calendar days following receipt of DA Form 5434 (Sponsorship Program Counseling and Information Sheet) by the battalion (activity).

d. Sponsors will be appointed as part of the strength management process for military personnel. Sponsors for civilian employees will be appointed by supervisors.

e. Strength managers or commanders and supervisors will ensure that DA Form 5434 is forwarded and responded to in a timely manner. Standards are to forward DA Form 5434 received by higher echelons within 3 working days of receipt; to appoint sponsors, unless the Soldier declines, within 10 calendar days of receipt of DA Form 5434; and to forward the sponsor welcome letter and information within 10 calendar days of appointment.

f. Sponsors will respond to correspondence within 10 working days of receipt.

g. Installations will operate out-processing systems to minimize disruptions in the departure process.

Chapter 2 Sponsorship Program

Section I Program Overview

2-1. Elements of the sponsorship program

a. DA Form 5434. DA Form 5434 is used to transmit sponsorship requirements to gaining commands. It is completed by the departing Soldier during initial reassignment interview or by the civilian employee following selection notification and acceptance of a position. The completed form will be forwarded from—

- (1) The losing activity to the gaining MACOM or activity.
- (2) The gaining MACOM or activity to the unit of assignment (military) or supervisor (civilian).
- (3) The unit of assignment or supervisor to the sponsor.

b. Welcome letter. A welcome letter will be sent from the battalion (activity) commander (for officers), command sergeant major (for enlisted Soldiers), or commander or activity director (for civilian employees) to the incoming Soldier or civilian employee. The sponsor will also send a welcome letter.

c. ACS relocation readiness services. ACS will provide counseling, pre-move destination information (including the Standard Installation Topic Exchange Service), and overseas orientation briefings. ACS will also provide welcome packets upon request. These packets will normally be obtained by the new arrival or the sponsor for the new arrival, rather than being mailed to the departing individual at the losing installation. Departing individuals should be encouraged to use, upon assignment alert, the Standard Installation Topic Exchange Service or welcome packet files at their local ACS.

d. Reception. When possible, the sponsor should plan to greet the incoming Soldier or civilian employee and family upon arrival. Specifics should be worked out between the sponsor and the incoming Soldier or civilian employee.

e. Orientation. The sponsor should familiarize the new Soldier or civilian employee and family to the unit or activity and community, including an early visit to ACS. This general orientation should be in addition to the formal orientation briefings the new arrival receives during inprocessing.

f. Inprocessing. The sponsor does not conduct inprocessing. The sponsor assists the new arrival with inprocessing only when necessary.

g. Garrison support. The Installation Management Agency (IMA) will ensure garrison support is provided to unit commanders when conducting sponsorship training and providing relocation information and assistance.

2-2. Participation

a. Every Soldier in the ranks of private through colonel (excluding Soldiers completing advanced individual training (AIT) and Soldiers making PCS moves to student detachments at long-term schools) and civilian employees through grade 15, undergoing a PCS move, will be offered the opportunity to participate in the advance arrival sponsorship program. Sponsorship is mandatory for first-term Soldiers. Long-term military schools will provide welcome and sponsorship information, but they are not required to provide individual sponsors. Gaining commanders will change pinpoint or ultimate assignments of Soldiers assigned sponsors only in rare or exceptional cases. When assignments are changed, sponsorship will be transferred and coordinated immediately with the gaining command or activity.

b. Reactionary sponsorship will be offered to all Soldiers in ranks private through colonel, and civilian employees through grade 15, who arrive at an installation without an assigned sponsor.

c. Every departing Soldier and civilian employee will be offered outsponsorship assistance.

2-3. Selecting and training sponsors

a. Selecting sponsors. Sponsors represent the first impression of a new assignment for an incoming Soldier or civilian employee. Only those individuals who can represent the gaining unit or activity in a positive manner will be selected as sponsors.

b. Training. Commanders will ensure sponsors are adequately trained to perform tasks related to sponsorship. Commanders may request a training support package or other assistance from ACS to train sponsors.

2-4. Sponsor feedback and recognition

Sponsors will receive feedback on their performance. The effective sponsor should be recognized on the same basis as any other Soldier or civilian employee performing in an exemplary manner. Recognition should be given by the appropriate commander and agree with existing award policies. The act of sponsorship and welcome for new Soldiers, civilian employees, and their families is a low-cost but labor-intensive activity that, when performed with care, knowledge, and sincerity, will benefit the unit (activity), Soldier, civilian employee, and their families. Therefore, recognizing a deserving sponsor is important.

Section II

Task: Process DA Form 5434 for Soldiers and Civilian Employees

2-5. Rules for processing DA Form 5434 for Soldiers and civilian employees

DA Form 5434 will be forwarded through official mail channels to the gaining MACOM or activity.

2-6. Steps for processing DA Form 5434 for Soldiers and forwarding addresses

a. The steps for processing DA Form 5434 for Soldiers are shown in table 2-1.

Table 2-1

Steps for processing DA Form 5434 for Soldiers

Step	Work level	Required action
1	Personnel reassignments work center (PRSG)	Receive assignment instructions (AI).
2	PRSG	Schedule initial reassignment interview per AR 600-8-11.
3	PRSG	Forward notification of assignment to the Battalion S1 (BNS1).
4	BNS1	Inform Soldier to report to the military personnel division (MPD) or personnel service battalion (PSB).
5	PRSG	Screen Soldier for assignment eligibility; proceed only if qualified.
6	PRSG	Counsel Soldier about sponsorship program.
7	PRSG	Require Soldier to complete DA Form 5434.
8	Soldier (SLDR)	Complete DA Form 5434 (may be typed or handwritten).
9	PRSG	If a Soldier is on continental United States (CONUS) AI, send original copy of DA Form 5434 immediately following initial reassignment interview to gaining MACOM or activity shown in table 2-2. File duplicate copy of DA Form 5434 in the Soldier's reassignment file.
10	PRSG	If the Soldier is on outside continental United States (OCONUS) AI, establish suspense of 120 days before report date for forwarding DA Form 5434 to gaining MACOM or activity shown in table 2-2. Upon reaching suspense, remove original copy of DA Form 5434 from file and send forward. File duplicate copy of DA Form 5434 in Soldier's reassignment file.
11	PRSG	Refer departing Soldier to the local ACS for relocation readiness services.
12	Unit	Assist departing Soldier with tasks essential to leaving installation (per AR 600-8-101), and with additional outsponsorship requirements.

b. Forwarding addresses for DA Form 5434 are shown in table 2-2.

**Table 2–2
Forwarding addresses for DA Form 5434**

If the Soldier is being assigned to—	Forward DA Form 5434 to—
Alaska	
6th ID (L)	Commander, 6th ID (L), ATTN: APVR–PR, Fort Wainwright, AK 99703–5100.
U.S. Army Information Systems Command	Commander, 1117th Signal Battalion, Fort Richardson, AK 99505–7100.
Europe	
Germany and England (U.S. Army Europe and Seventh Army)	Commander, 1st PERSCOM, ATTN: AEUPE–PSSD–PMD, APO AE 09081 or to gaining unit (activity), if known.
Italy Vicenza area	Commander, U.S. Army Southern European Task Force, ATTN: AESE–AG–OM, APO AE 09630.
Livorno area	Commander, Military Community Activity, ATTN: AESE–BSL–PS, APO AE 09613.
U.S. European Command	HQ, U.S. European Command, ATTN: ECJ1–PA, Unit 30400, Box 1000, APO AE 09128.
U.S. Army Information Systems Command Germany	Commander, 5th Signal Command, APO AE 09056; Commander, USAISEC–Europe, APO AE 09056.
Italy	Commander, 509th Signal Battalion, APO AE 09613.
Saudi Arabia	Commander, 54th Signal Battalion, APO AE 09852.
Allied Command Europe	
Norway (U.S. Army Element, AFNORTH)	Commander, U.S. Army Element, AFNORTH, ATTN: ACAN–AG, APO AE 09706.
The Netherlands (U.S. Army Element, AFCENT)	Commander, U.S. Army Element, AFCENT, ATTN: ACAC–AG, APO AE 09703.
Belgium (U.S. Army Element, SHAPE; 357th Avn Det; 650th MI Group)	Commander, U.S. Army Element, SHAPE, ATTN: ACDP–SMT, APO AE 09705.
Germany (U.S. Army Element, CENTAG, and 97th Sig Bn)	Commander, U.S. Army Element, CENTAG, ATTN: ACCT–AG, APO NY 09099.
Italy (U.S. Army Element, AFSOUTH, including duty stations at Verona, Italy; Greece; and Ankara, Turkey)	Commander, U.S. Army Element, AFSOUTH, ATTN: ACAS–AG, FPO NY 09620.
Turkey (U.S. Army Element, Allied Land Forces, Southeastern Europe)	Commander, U.S. Army Element, Allied Land Forces, Southeastern Europe, ATTN: ACLE–PSC, APO AE 09821.
Hawaii	
U.S. Army, Pacific	U.S. Army, Pacific, ATTN: APAG, Fort Shafter, HI 96858.
25th ID (L)	Commander, 25th ID(L), ATTN: APVG–PA, Schofield Barracks, HI 96857–6000. For nondivisional units: U.S. Army Support Command, Hawaii, ATTN: APVG–GA, Fort Shafter, HI 96858–5000.
Tripler AMC	Commander, TAMC, Chief Personnel Division, ATTN: HSHK, PDT, TAMC, HI 96859–5000.
U.S. Army Activity, PACOM	Commander, HQ, USPACOM, ATTN: J112, Camp Smith, HI 96861.
U.S. Army Information Systems Command	Commander, 516th Signal Brigade, Fort Shafter, HI 96858–5410; Commander, USAISEC–Pacific, Fort Shafter, HI 96858.
Japan	

Table 2-2
Forwarding addresses for DA Form 5434—Continued

If the Soldier is being assigned to—	Forward DA Form 5434 to—
HQ, U.S. Army, Japan/IX Corps	HQ, U.S. Army, Japan/IX Corps, ATTN: APAJ-GA-AG-HM, Camp Zama, Japan APO AP 96376-0054.
10th Area Support Group	10th Area Support Group, USARJ/IX Corps, MPD Support Team, ATTN: APAJ-GA-AG-O, Okinawa, Japan APO AP 96376-5115.
U.S. Army Information Systems Command	Commander, 58th Signal Battalion, APO AP 96376; Commander, 78th Signal Battalion, APO AP 96343.
Korea	
Eighth U.S. Army	Commander, Eighth PERSCOM, ATTN: EAPC-R, Unit 15316, APO AP 96205-0089.
U.S. Army Information Systems Command	Commander, 1st Signal Brigade, APO AP 96205; Commander, USAISEC-Pacific (Far East), APO AP 96301.
Puerto Rico	
U.S. Army activities, less U.S. Army Information Systems Command	Commander, U.S. Army South, ATTN: SOPR-AG, Fort Buchanan, Puerto Rico 00934-3400
U.S. Army Information Systems Command	Commander, USAISC-Fort Buchanan, Puerto Rico 34040-5080.
Other oversea areas	The proper subordinate commander. (See note.)
CONUS	
Fort Bragg, NC	Commander, XVIII Corps and Fort Bragg, ATTN: AFZA-AG-M, Fort Bragg, NC 28307-5000.
Fort Benning, GA U.S. Army Inf Center	Commander, U.S. Army Inf Center, ATTN: ATZB-AG, Fort Benning, GA 31905.
197th Inf Brigade	Commander, 197th Inf Brigade, ATTN: AFVE-AG, Fort Benning, GA 31905.
Fort Hood, TX	Commander, III Corps and Fort Hood, ATTN: AFZF-AG-EPA, Fort Hood, TX 76544.
U.S. Army ROTC regions Region I Region II Region IV	Commander, U.S. Army ROTC Region (number) Fort Bragg, NC 28307 Fort Knox, KY 40121 Fort Lewis, WA 98433
U.S. Army Engineer Divisions Huntsville Div	Commander, U.S. Army Engineer Division, Huntsville, P.O. Box 1600, Huntsville, AL 35807-4301.
Lower Mississippi Valley Div New Orleans St. Louis Vicksburg Memphis	Commander, U.S. Army Engineer Division, Lower Mississippi Valley, P.O. Box 80, Vicksburg, MS 39181-0080.
Missouri River Div Kansas City Omaha New England Div	Commander, U.S. Army Engineer Division, Missouri River, P.O. Box 103, Downtown Station, Omaha, NE 68101-0103. Commander, U.S. Army Engineer Division, New England, 424 Trapelo Road, Waltham, MA 02254-9149.
North Atlantic Div Baltimore Capital Area New York Norfolk Philadelphia	Commander, U.S. Army Engineer Division, North Atlantic, 90 Church Street, New York, NY 10007-2979.

Table 2-2
Forwarding addresses for DA Form 5434—Continued

If the Soldier is being assigned to—	Forward DA Form 5434 to—
North Central Div Buffalo Chicago Detroit Rock Island St. Paul	Commander, U.S. Army Engineer Division, North Central, Ill North Canal Street, Chicago, IL 60606-7205.
North Pacific Div Alaska Portland Seattle Walla Walla	Commander, U.S. Army Engineer Division, North Pacific, P.O. Box 2870, Portland, OR 97208-2870.
Ohio River Div Huntington Louisville Nashville Pittsburgh	Commander, U.S. Army Engineer Division, Ohio River, P.O. Box 1159, Cincinnati, OH 45201-1159.
South Atlantic Div Charleston Jacksonville Mobile Savannah Wilmington	Commander, U.S. Army Engineer Division, South Atlantic, Room 313, 77 Forsyth Street, SW., Atlanta, GA 30335-6801.
South Pacific Div Los Angeles Sacramento San Francisco	Commander, U.S. Army Engineer Division, South Pacific, 630 Sansome Street, Room 720, San Francisco, CA 94111-2206.
Southwestern Div Albuquerque Fort Worth Galveston Little Rock Tulsa	Commander, U.S. Army Engineer Division, Southwestern, 1114 Commerce Street, Dallas, TX 75242-0216.
Trans-Atlantic Div	Commander, U.S. Army Engineer Division, Trans-Atlantic, P.O. Box 2250, Winchester, VA 22604-1450.

Other CONUS activities

Installations	The gaining MPD/PSB
Other activities not on an installation.	The commander of the activity in the assignment instructions
Joint activities (CONUS and overseas)	The U.S. Army element or senior Army representative.

Notes:

¹ Forward to the gaining activity or organization if forwarding instructions do not appear above. Do not forward forms below divisional or separate brigade level unless the divisional element or brigade element cannot be identified.

² See glossary for explanation of acronyms and abbreviations.

2-7. Steps for processing DA Form 5434 for civilian employees

The steps for processing DA Form 5434 for civilian employees are shown in table 2-3.

Table 2–3
Steps for processing DA Form 5434 for civilian employees

Step	Work level	Required action
1	CPAC	Receive selection notification.
2	CPAC	Inform employee to report to the CPAC within 3 working days after notification and acceptance of position.
3	CPAC	Counsel employee about sponsorship program.
4	CPAC	Require employee to complete DA Form 5434.
5	Employee	Complete DA Form 5434. (It may be typed or handwritten.)
6	CPAC	Send original copy of DA Form 5434 to the gaining CPAC. File duplicate copy of DA Form 5434 in employee's official personnel folder.
7	CPAC	Refer departing employee to the local ACS for relocation readiness services.
8	CPAC	Assist departing employee with tasks essential to leaving installation and with additional out-sponsorship requirements.

Section III

Task: Appoint a Sponsor

2–8. Rules for appointing a sponsor

a. A sponsor will be appointed within 10 calendar days after battalion (activity) receives DA Form 5434, unless Soldier or civilian employee declines.

b. If no sponsor is desired, a welcome letter from battalion (activity) commander (for officers), command sergeant major (for enlisted Soldiers), or commander or activity director (for civilian employees) will still be sent. However, no further sponsorship action will be taken until arrival. Upon arrival, the Soldier or civilian employee will be offered a reactionary sponsor.

c. The sponsor selected will be—

(1) In a grade equal to or higher than the incoming Soldier or civilian employee, when practical.

(2) Of the same gender, marital status, and military career field or occupational series as the incoming Soldier or civilian employee, when feasible. Commanders will make every attempt possible to assign same-gender sponsors for Soldiers and civilians, especially for first-term Soldiers. In the event that the unit does not have a same-gender sponsor, commanders will request support from their higher headquarters or subordinate units to provide a sponsor.

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

d. The sponsor will normally not be—

(1) The person being replaced by the incoming Soldier or civilian employee.

(2) Within 60 days of PCS.

2–9. Steps for appointing a sponsor for Soldiers

The steps required for appointing a sponsor for Soldiers are shown in table 2–4.

Table 2-4
Steps for appointing a sponsor for Soldiers

Step	Work level	Required action
1	Strength management work center (SMGT)	Receive DA Form 5434.
2	SMGT	Determine incoming Soldier's unit of assignment.
3	SMGT	Forward DA Form 5434 to gaining BNS1 within 3 working days of receipt.
4	BNS1	Prepare and mail a welcome letter.
5	BNS1	Appoint a sponsor, unless declined, within 10 calendar days.

2-10. Steps for appointing a sponsor for civilian employees

The steps required for appointing a sponsor for civilian employees are shown in table 2-5.

Table 2-5
Steps for appointing a sponsor for civilian employees

Step	Work level	Required action
1	CPAC	Receive DA Form 5434.
2	CPAC	Forward DA Form 5434 to gaining supervisor within 3 working days of receipt.
3	Supervisor	Prepare and mail a welcome letter within 10 calendar days.
4	Supervisor	Appoint a sponsor, unless declined, within 10 calendar days.

Section IV

Task: Sponsor a Soldier or Civilian Employee

2-11. Rules for sponsoring a Soldier or civilian employee

a. Sponsors will be given reasonable duty time and administrative support (such as access to the Defense Switched Network (DSN) telephone system) to perform their sponsorship duties.

b. A welcome letter from the battalion (activity) commander (for officers), command sergeant major (for enlisted Soldiers), or commander or activity director (for civilian employees) will be prepared and forwarded to the incoming Soldier or civilian employee within 10 calendar days following receipt of DA Form 5434.

c. Sponsors will forward a welcome letter to the incoming Soldier or civilian employee within 10 calendar days of appointment. The letter must contain a work address and telephone number where the sponsor may be reached. Sponsors are encouraged, but not required, to include their home address and telephone number to facilitate contact. Information requested on DA Form 5434 will be included with the letter. Other information that may be needed in advance of arrival, such as information on the unit or activity, should also be provided.

d. The sponsor should telephone the incoming Soldier or civilian employee, if possible.

e. The sponsor will answer followup correspondence from the incoming Soldier or civilian employee within 10 working days of receipt of correspondence.

f. The Soldier or civilian employee will reply immediately to letters or other material from the sponsor. If assignment status changes, the Soldier or civilian employee will inform the sponsor as soon as possible.

g. Sponsors of first-term Soldiers will remain sponsors to the inbound Soldier for a period consistent with the needs of the individual.

h. Sponsors of first-term Soldiers will act as big brothers or big sisters for their inbound Soldiers in order to orient inbound Soldiers to their new surroundings, in all aspects of Army life, and to provide support and assistance during the transition period.

i. Sponsors of first-term Soldiers will develop a sense of responsibility for their fellow Soldiers in order to improve safety and reduce the likelihood and opportunity for sexual assault, misconduct, and suicide gestures/attempts during the Soldier's first year in the unit.

j. Sponsors of civilian employees will support and assist in the transition of newly assigned personnel to the unit/ organization consistent with the needs of the sponsored individuals in concert with local policy and this regulation.

2-12. Steps for sponsoring a Soldier or civilian employee

The steps required for sponsoring a Soldier or civilian employee are shown in table 2-6.

Table 2-6 Steps for sponsoring a Soldier or civilian employee		
Step	Work level	Required action
1	Sponsor (SPON)	Write a welcome letter or telephone, if possible.
2	BNS1/ Supervisor	Review and mail sponsor letter through official channels.
3	SLDR/ Employee	Reply to sponsor's letter and notify sponsor of travel plans or any change of assignment (deletion or deferment); request specific information needed.
4	SPON	Keep chain of command informed of any changes in status of incoming Soldier or employee.
5	SPON	Provide followup information as requested by incoming Soldier or employee and family.
6	SPON	Arrange for temporary lodging and local transportation to be available upon arrival of incoming Soldier or employee and family, if required.
7	SPON	Advise incoming Soldier or employee of arrangements for initial reception.
8	SPON	Greet and receive new Soldier or employee as described in paragraph 2-15.

Section V

Task: Appoint a Reactionary Sponsor

2-13. Rules for appointing a reactionary sponsor

Follow instructions in paragraphs 2-8c and 2-8d.

2-14. Steps for appointing a reactionary sponsor

The steps required for appointing a reactionary sponsor are shown in table 2-7.

Table 2-7 Steps for appointing a reactionary sponsor		
Step	Work level	Required action
1	SGMT/CPAC	Interview new arrival to determine if person has a sponsor.
2	SGMT/CPAC	If new arrival does not have a sponsor, offer appointment of a sponsor.
3	SGMT/CPAC	If new arrival desires a sponsor, contact the gaining unit or activity to have a sponsor appointed.
4	BNS1/ Supervisor	Appoint a reactionary sponsor.
5	SPON	Meet Soldier at processing center and civilian employee at CPAC.

Table 2-7
Steps for appointing a reactionary sponsor—Continued

Step	Work level	Required action
6	SPON	Greet and receive new Soldier or civilian employee as described in paragraph 2-15.

Section VI

Task: Greet Soldier or Civilian Employee

2-15. Rules for greeting Soldier or civilian employee

a. Commanders will provide the sponsor with the following:

- (1) For military only, Government transportation (if required and available) to pick up Soldier and family.
- (2) Adequate time away from assigned duties to perform sponsorship duties.

b. Commanders will provide the new arrival with adequate time for inprocessing. This should include minimizing family separation during the period the family is settling in at the new duty station (that is, avoid field duties, and temporary duty).

2-16. Steps for greeting Soldier or civilian employee

The steps required for greeting a Soldier or civilian employee are shown in table 2-8.

Table 2-8
Steps for greeting a Soldier or civilian employee

Step	Work level	Required action
1	SPON	Arrange transportation to meet Soldier or civilian employee and family at arrival point, if appropriate.
2	SPON	Meet Soldier or civilian employee and family as arranged.
3	SPON	Assist Soldier or civilian employee with inprocessing, as needed. Ensure an early orientation visit to ACS.
4	SPON	Set up appointments and introduce Soldier or civilian employee to immediate chain of command and supervisors.
5	SPON	Acquaint Soldier or civilian employee and family members with unit or activity and community.
6	SPON	Provide assistance and need-to-know information required by family members.

Appendix A References

Section I Required Publications

AR 600–8–11

Reassignment. (Cited in table 2–1.)

AR 600–8–101

Personnel Processing (In-, Out-, Soldier Readiness, Mobilization, and Deployment Processing). (Cited in table 2–1.)

AR 608–1

Army Community Service Center. (Cited in para 1–4g(4).)

Section II Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication.

AR 55–46

Travel Overseas

AR 210–50

Housing Management

AR 215–1

Morale, Welfare, and Recreation Activities and Nonappropriated Fund Instrumentalities

AR 340–21

The Army Privacy Program

AR 608–75

Exceptional Family Member Program

AR 614–30

Overseas Service

AR 614–100

Officer Assignment Policies, Details and Transfers

AR 614–185

Requisitions and Assignment Instructions for Officers

AR 614–200

Enlisted Assignments and Utilization Management

DOD 1000.21–R

DOD Passport and Passport Agent Services Regulation (Available at <http://www.dtic.mil/whs/directives>.)

DOD 5500.7–R

Joint Ethics Regulation (JER) (Available at <http://www.dtic.mil/whs/directives>.)

Section III Prescribed Forms

The following forms are available on the APD Web site (www.apd.army.mil).

DA Form 5434

Sponsorship Program Counseling and Information Sheet. (Prescribed in paras 1–8, 2–1, 2–5 through 2–11, table 2–2.)

DA Form 7274

Sponsorship Program Survey. (Prescribed in para 1–4.)

Section IV

Referenced Forms

This section contains no entries.

Appendix B

Sponsorship Questions for Organizational Inspection Program

This appendix contains sponsorship questions that are used in the evaluation of the Organizational Inspection Program.

B–1. The following questions will be used in the Organizational Inspection Program:

- a.* Are outbound Soldiers completing DA Form 5434 during the initial reassignment interview? (para 2–6)
- b.* Are outbound civilian employees completing DA Form 5434 within 3 working days of selection notification and acceptance of position? (para 2–7)
- c.* Are outbound Soldiers offered out-sponsorship assistance? (para 2–2)
- d.* Are outbound civilian employees offered out-sponsorship assistance? (para 2–2)
- e.* Are outbound Soldiers being referred to ACS during the initial reassignment interview? (para 2–6)
- f.* Are outbound civilian employees being referred to ACS following selection notification and acceptance of position? (para 2–7)
- g.* Are outbound Soldiers in ranks of private through colonel (excluding AIT Soldiers and Soldiers making PCS moves to student detachments at long-term schools) receiving advance arrival sponsorship, unless declined? (para 2–2)
- h.* Are outbound civilian employees through grade 15 receiving advance arrival sponsorship, unless declined? (para 2–2)
- i.* Are new arrivals receiving reactionary sponsorship, unless declined? (para 2–2)
- j.* Are incoming Soldiers appointed sponsors within 10 calendar days of receiving DA Form 5434, unless declined? (para 2–8)
- k.* Are incoming civilian employees appointed sponsors within 10 calendar days of receiving DA Form 5434, unless declined? (para 2–8)
- l.* Is welcome letter forwarded from battalion (activity) commander or command sergeant major to incoming Soldier within 10 calendar days following receipt of DA Form 5434? (para 2–11)
- m.* Are welcome letter and information forwarded from sponsor to incoming Soldier within 10 calendar days following appointment of sponsor? (para 2–11)
- n.* Is welcome letter forwarded from commander or activity director to incoming civilian employee within 10 calendar days following receipt of DA Form 5434? (para 2–11)
- o.* Are welcome letter and information forwarded from sponsor to civilian employee within 10 calendar days following appointment of sponsor? (para 2–11)
- p.* Are inbound Soldiers completing DA Form 7274? (para 1–4)
- q.* Are inbound civilian employees completing DA Form 7274? (para 1–4)
- r.* Are arriving Soldiers receiving an early orientation visit to ACS? (para 2–16)
- s.* Are arriving civilian employees receiving an early orientation visit to ACS? (para 2–16)
- t.* Are sponsors being trained? (para 2–3)
- u.* Is ACS providing, upon request, a sponsor training support package and other assistance to train sponsors? (para 1–4)
- v.* Is ACS relocation readiness services supporting sponsorship with counseling, welcome packets, pre-move destination information (including the Standard Installation Topic Exchange Service), and overseas orientation briefings? (para 1–4)

B–2. Responses to questions.

Responses to questions will help monitor and evaluate the Total Army Sponsorship Program.

Glossary

Section I Abbreviations

ACS

Army Community Service

ACSIM

Assistant Chief of Staff for Information Management

AGR

Active Guard Reserve

AHRC

Army Human Resources Command

AI

assignment instructions

AIT

advanced individual training

ARNGUS

Army National Guard of the United States

CONUS

continental United States

CPAC

Civilian Personnel Advisory Center

DSN

Defense Switched Network

IMA

Installation Management Agency

MACOM

major Army command

MPD

Military Personnel Division

OCONUS

outside continental United States

PCS

permanent change of station

PSB

personnel service battalion

RC

Reserve Components

USAR

U.S. Army Reserve

Section II

Terms

Advance arrival sponsorship

Sponsor support offered before actual arrival of the Soldier or civilian employee.

Installation

The organization, activity, or military community that has overall command responsibility for the sponsorship program where the Soldier or civilian employee is assigned.

Installation commander

The commander of the organization, activity, or military community who has overall command responsibility for the sponsorship program where the Soldier or civilian employee is assigned.

Outsponsorship

Sponsor support provided departing Soldiers from an installation after reassignment notification. This includes assistance in clearing transportation obstacles or providing information on items of interest, such as application for use of transient quarters, use of banks, use of medical and other supporting facilities.

Reactionary sponsorship

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

Rear detachment sponsorship

Sponsor support provided family members of Soldiers and civilian employees whose unit or activity is deployed from an installation and is scheduled to return to that installation.

Section III

Special Abbreviations and Terms

This publication uses the following abbreviations, brevity codes, and acronyms not contained in AR 310–50.

BNS1

Battalion Adjutant (U.S. Army) S1

PRSG

Personnel Reassignments Work Center

SMGT

Strength Management Work Center

USACFSC

U.S. Army Community and Family Support Center

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