



## **4<sup>TH</sup> Infantry Division Sponsorship Handbook**

**“Steadfast and Loyal”**

**February 2019**

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## Chapter 1 – Sponsorship Introduction

Effective sponsorship has a direct and significant impact on unit readiness. Ensuring proper sponsorship occurs both prior to, and upon arrival, and may reduce instances of non-deploy ability for newly arrived personnel. Engaged leadership is vital to an effective and successful sponsorship program. This handbook defines the processes, roles and responsibilities related to Total Army Sponsorship Program and how it will be implemented within 4th Infantry Division and Fort Carson. It also provides Commanders, Leaders, and Soldiers with recommendations to effectively implement and maintain sponsorship programs within their respective units and formations.

TASP has numerous components as well as specific timelines that must be adhered to so that incoming Soldiers are contacted as expeditiously as possible prior to their Permanent Change of Station (see figure 1-1). Advanced contact and assistance has a direct impact on decreasing the stress and challenges associated with a move to a different installation.

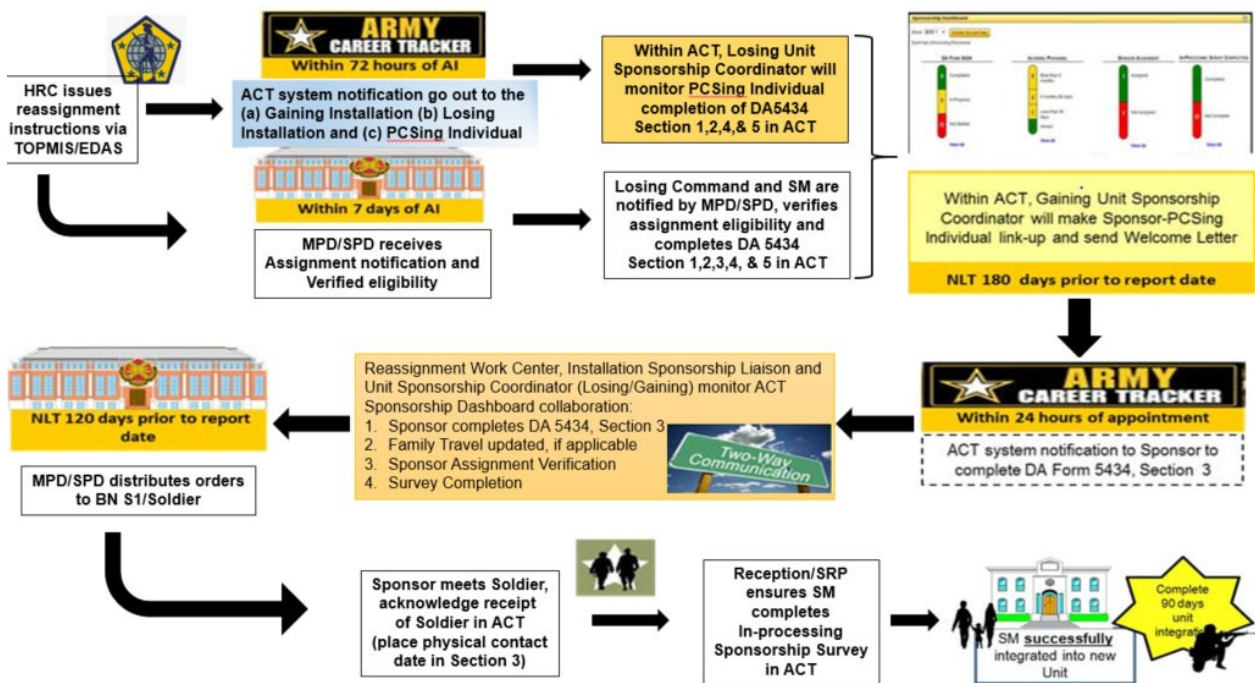


Figure 1-1. Sponsorship Crosswalk

## Chapter 2 – Commander Responsibilities

Sponsorship is a Commander's program. As a result, Commanders have several responsibilities to ensure an effective sponsorship program within their organizations. Commanders will:

### **1. Battalion and Brigade Commanders will appoint a Unit Sponsorship Coordinator (primary and alternate) to coordinate and manage the sponsorship program**

- a. Unit Sponsorship Coordinator will be appointed at every level of command. Coordinators will be SPC (E-4) or above and will be placed on appointment orders. Appointment orders will be kept at the brigade level.
- b. Commanders will ensure that personnel identified as the Unit Sponsorship Coordinator have longevity with the unit, and have been with the unit for at least **120** days.
- c. Unit Sponsorship Coordinator will be provided adequate time, equipment and support to conduct their duties by their command.

### **2. Establish sponsorship programs throughout their command for all Soldiers and Family members**

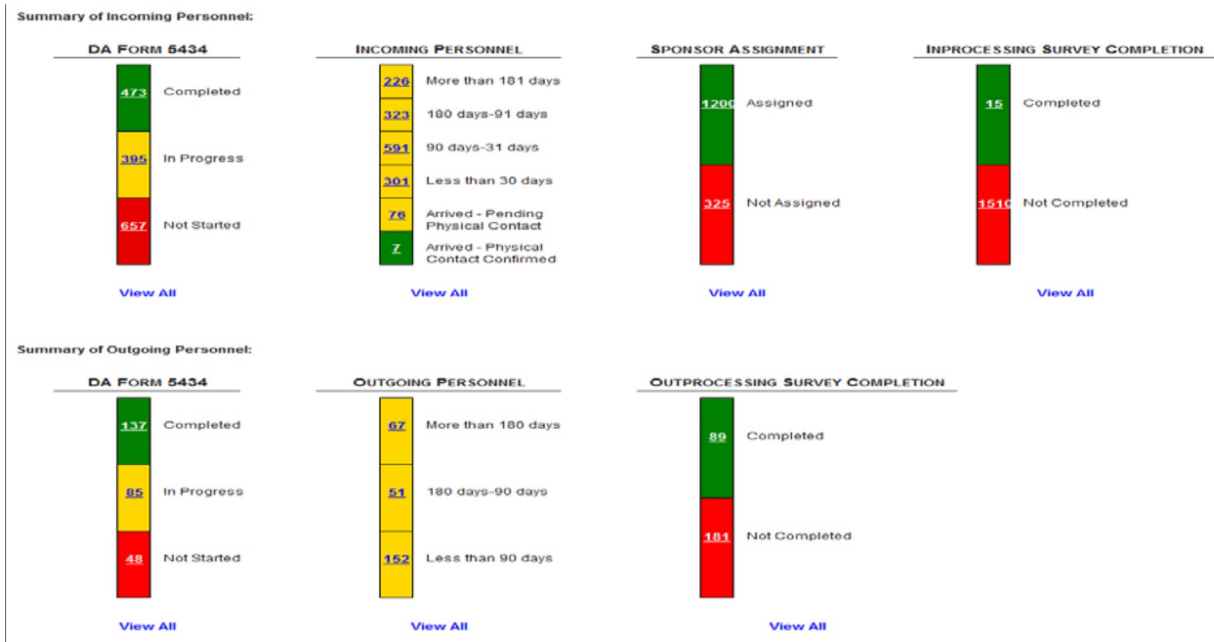
- a. The sponsorship program is an important personnel function requiring command involvement. When units deploy, the responsibility for assigning sponsors remains with the unit's rear detachment commander.
- b. Sponsors should be provided to all ranks and pay scales through Colonel (O-6) but are only required for Private (E1) through Staff Sergeant (E6), Warrant Officer 1 (WO1) through Chief Warrant Officer 2 (CW2), and Second Lieutenant (2LT) through Captain (CPT). Sponsors selected will be:
  - (1) In a grade equal to or higher than the incoming Soldier when practical; sponsors will be in the grade of E4 or above.
  - (2) Of the same gender, marital status, and military career field or occupational Series as the incoming Soldier, when feasible.
  - (3) Completed TOTAL ARMY SPONSORSHIP TRAINING COURSE (1B-F43 (V)\_ ) in the Army Learning Management System (ALMS).
  - (4) Familiar with the unit or activity and community.
  - (5) Sponsor must be stationed on Fort Carson, CO for at least 90 days and have a minimum of 90 days of stability upon the arrival of the sponsored Soldier.

**(6)** All efforts should be made to have one sponsor per newly arrived Soldier; at no time will a sponsor be responsible for more than five newly arrived Soldiers at one time.

- c. Commanders will establish a pool of reactionary sponsors. Reactionary sponsors will be ALMS trained and used only in extreme cases. The reactionary sponsor is typically utilized when the newcomer is diverted or time between notification of assignment and arrival is significantly reduced. The reactionary sponsor pool will consist of each rank so that, if needed, all incoming personnel can be assigned a sponsor upon arrival.
- d. Immediate face-to-face contact is imperative for a successful integration into a unit. Commanders will ensure that sponsors meet incoming Soldiers as soon as possible upon arrival to FCCO.
- e. Commanders will provide the newly arrived Soldiers with adequate time for in-processing. This should include minimizing family separation during this period to allow full integration at the new duty station (specifically field duties and temporary duty).
- f. Commanders will establish a sponsorship feedback and recognition program. Sponsors will receive feedback on their performance. The effective sponsor should be recognized on the same basis as any other Soldier performing in an exemplary manner. Recognition should be given by the appropriate commander and support existing award policies. The act of sponsorship and integration for new Soldiers and their Families is a low-cost but labor-intensive activity that, when performed with care, knowledge and sincerity, will benefit the unit/activity, the Soldier and their Family.

### **3. Monitor and evaluate the program**

- a. Success of the program is directly impacted by the efforts and emphasis placed on the program by commanders, command sergeants major, and first sergeants. In order to monitor and evaluate sponsorship programs within their respective commands, leaders will utilize the following tools:
- b. The Sponsor Dashboard: The Sponsor Dashboard located on the Army Career Tracker (ACT) website (<https://actnow.army.mil>) can be utilized to monitor the status of incoming Soldiers to respective commands, how far out they are from arrival, as well as how many have received sponsors and have been contacted. Access can be obtained by contacting the Unit Sponsorship Coordinator for access. Please see figure 2-1.



**Figure 2-1. ACT Sponsorship Dashboard**

- c. Sponsorship Data: Fort Carson units will pull weekly sponsorship reports and utilize data to improve sponsorship program for the installation. Battalion and Brigade S1 shops will present the data using three measures from the Army Career Tracker (ACT): Sponsors Assigned, DA5434 Section 3 completion, and survey completion.
- d. Command Inspection Program (CIP): Commanders will incorporate the sponsorship program into their annual CIP. The CIP occurs at battalion level commands and above and will be utilized to assess the effectiveness of the programs and processes and the adherence to current regulations, guidelines and policies.

### Chapter 3 – Incoming/Departing Soldier Responsibilities

Although sponsorship is a commander’s program, it is unable to succeed simply on the efforts of the command. Sponsorship is only effective if there is two-way communication between commands, sponsors and incoming Soldiers. Incoming Soldiers must take a proactive stance when it comes to contacting units/sponsors to ensure they have a direct line of communication with their gaining organization. In order to facilitate this two-way communication the following actions must be taken by the incoming Soldier:

#### 1. Complete DA Form 5434

Within three days of receiving assignment instructions, access ACT Sponsorship tab and complete sections 1, 2, 4 and 5 of the DA Form 5434 (Appendix C). DA Form 5434 is used to transmit sponsorship requirements to gaining commands, allowing

the organization the ability to assign a sponsor and facilitate contact with the incoming Soldier. Ensure each portion is completed in its entirety so that assigned sponsors can assist with and provide information on all aspects of the upcoming transition (child care, schooling, pets, etc.).

## **2. Maintain contact**

Successful and effective sponsorship is accomplished with the establishment and maintenance of two-way communication. Throughout the entire transition process, incoming Soldiers must remain in contact with their assigned sponsor and provide any changes to their status, to include their Families' status.

## **Chapter 4 – Unit Sponsorship Coordinator Responsibilities**

This chapter describes the roles and responsibilities of the Unit Sponsorship Coordinator. The Unit Sponsorship Coordinator plays a vital role in working with the reassignments section at the local Military Personnel Division and units within their command.

### **1. Assign incoming Soldiers to units**

- a.** Unit Sponsorship Coordinator will utilize the sponsorship portal located on the ACT Website (<https://actnow.army.mil>) to assign incoming Soldiers to specific units within their command. To accomplish this task coordinators will complete the following steps for each incoming Soldier to their command:
- b.** Once logged into ACT sponsorship tab, click on the “incoming personnel” hyperlinks which are the respective numbers associated with each timeframe (see figure 4-1).

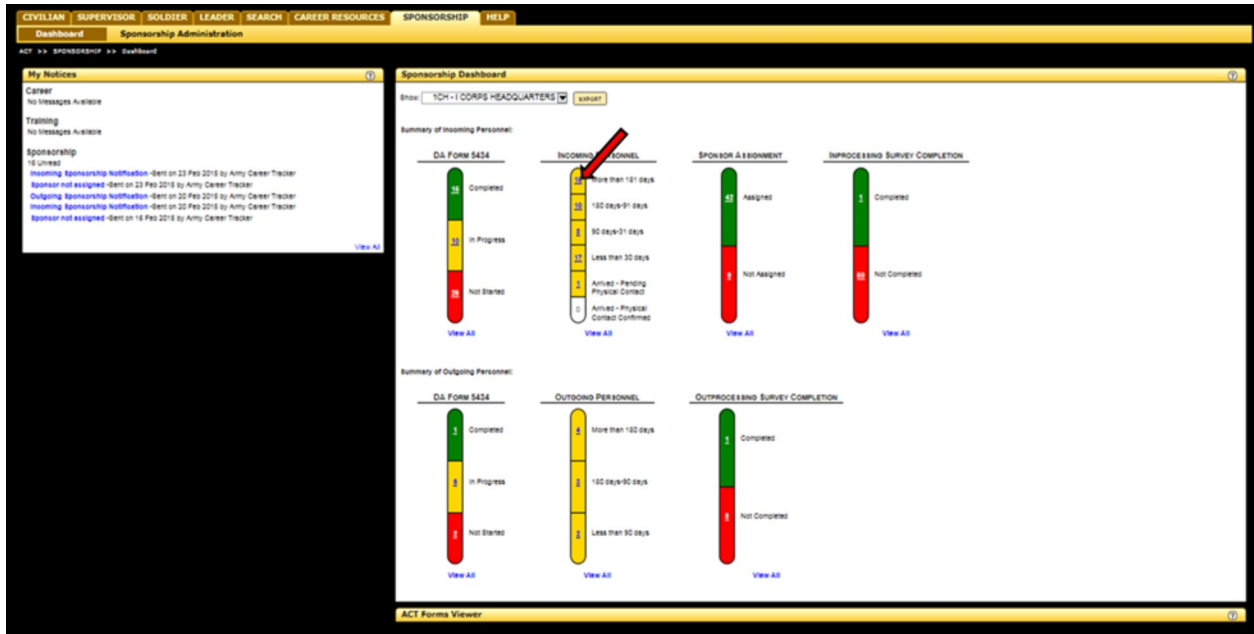


Figure 4-1. Sponsorship Dashboard (Incoming Personnel)

- c. When the list of incoming Soldiers is displayed it is necessary to edit the Gaining unit Identification Code to reflect the organization to which they will be assigned. Simply click the “edit” button under the “Gaining UIC” column to manipulate this data (see figure 4-2).

The screenshot displays a table of incoming personnel details. The table has the following columns: Name, Rank, MOS, Sponsor Name, Report Date, Report Timeframe, Losing UIC, Gaining UIC, Gender, Marital Status, Welcome Letter Sent Date, Welcome Letter Read Date, Family Travel (OCONUS only), and Contact DEM. A red arrow points to the 'edit' button located under the 'Gaining UIC' column for the first row, Christopher Bentheimer.

Name	Rank	MOS	Sponsor Name	Report Date	Report Timeframe	Losing UIC	Gaining UIC	Gender	Marital Status	Welcome Letter Sent Date	Welcome Letter Read Date	Family Travel (OCONUS only)	Contact DEM
BENTHEIMER, CHRISTOPHER	Pvt2	42A10	DOB, BASSHEEN	10 Sep 2015	More than 151 days	WA4FTD - HHC	WAT3TC - HQSPT CO HH	Male	Single	16 Jan 2015	10 Feb 2015		UNK
CARTER, MICHAEL	SPC	35F10	VERAB, EDGAR	10 Oct 2015	More than 151 days	WO03TC - HHC ATK RECO	WAT380 - INTEL CO B	Male	Single	10 Feb 2015	11 Feb 2015		UNK
DEMBKE, MICHAEL II	BOT	35F20	Not Assigned	10 Sep 2015	More than 151 days	VAJHTC - HHT RSTA	WAT380 - INTEL CO B H8CT	Male	Single				UNK
EMORE, GEORGE	BOT	31B20	ELECCION, DARRYL	10 Oct 2015	More than 151 days	WBK2AA - COMBAT SUPPORT	WAT380 - INTEL CO B	Male	Married	15 Dec 2014	30 Dec 2014		UNK
GIBSON, BINH	LTC	11A02IX	Not Assigned	01 Sep 2015	More than 151 days	WAH401 - REPL INBOUND	WAT3AD - OPNS CO A	Male	Married				UNK

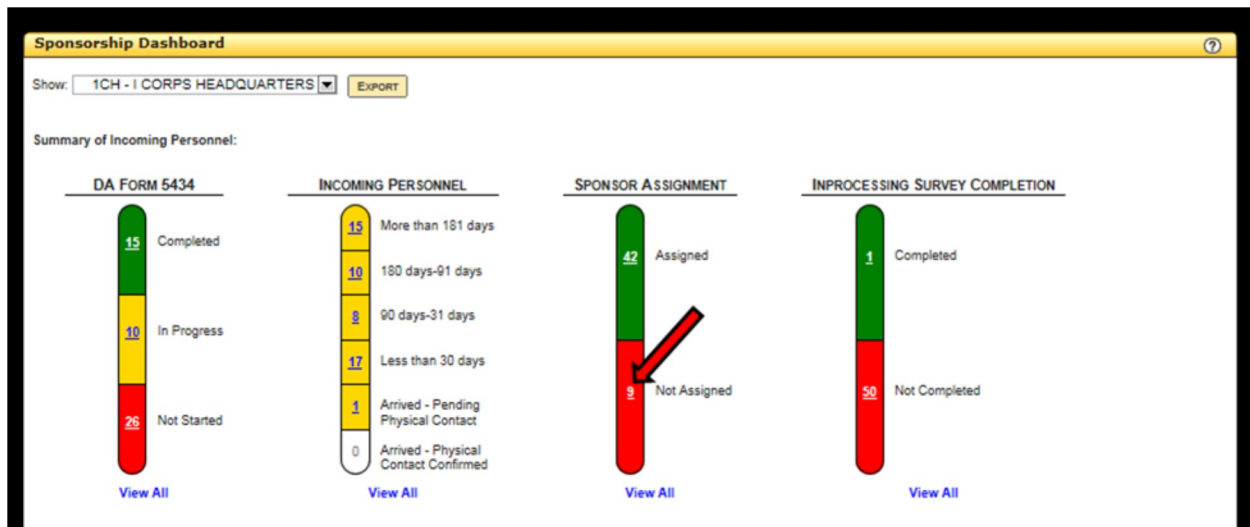
Figure 4-2. Assign Gaining Unit to Incoming Soldier



- d. When this step is completed a drop box will appear with available units within the coordinator’s organization. Select the appropriate gaining unit and press the “submit” button to confirm the selection.
- e. Ensure this step is taken for ALL incoming personnel identified within the ACT System, regardless of associated timeframes. Coordinators should make changes if unit assignments are amended.
- f. This ACT requirement does not alleviate the responsibility of manually tracking Inbound personnel for the strength manager IAW applicable regulations, policies and unit standard operating procedures.

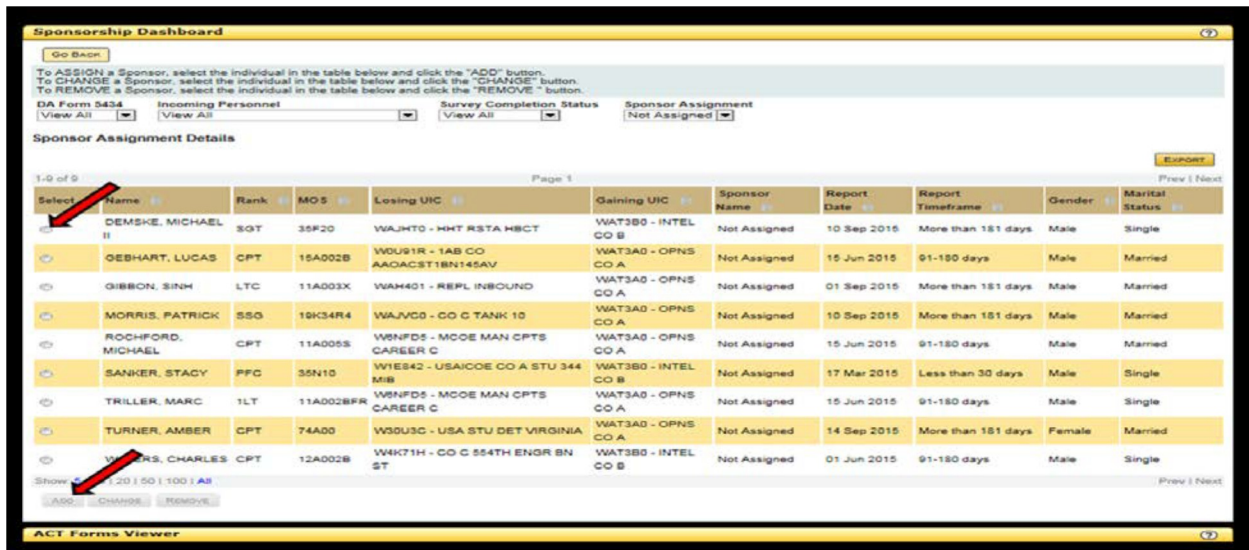
**2. Assign sponsors to incoming Soldiers**

- a. Coordinators ICW commanders will appoint sponsors for incoming Soldiers as their units are identified and NLT 10 days after the Soldier is reflected as incoming within ACT. If incoming personnel are not reflected in ACT, manual DA Form 5434s will be completed and forwarded to the respective commands listed in AR 600-8-8, table 2-2, within 10 days of receipt.
- b. For Soldiers identified as incoming within ACT, coordinators will contact the gaining command and request a sponsor. To accomplish this task within ACT, first select the hyperlink for personnel who have not been assigned a sponsor (see figure 4-3).



**Figure 4-3. Appointing a Sponsor**

- c. Once the names of unsponsored personnel has populated, “select” the individual for sponsorship and click the “add” tab at the bottom to designate a specific person to be appointed as sponsor for that individual (see figure 4-4).



**Figure 4-4. Select Soldier for Sponsorship**

- d. A pop-up screen will appear for the Unit Sponsorship Coordinator to assign a sponsor (see figure 4-5). Complete all required fields and hit "submit" to assign a sponsor. Only personnel within the coordinator's command will populate when assigning a sponsor for the incoming Soldier.



**Figure 4-5. Selecting Sponsor**

- e. Once a sponsor has been selected, the Unit Sponsorship Coordinator will receive a prompt to send the Commander and/or the Command Sergeant Major's welcome letter on their behalf, which must be completed before assignment is confirmed (see figure 4-6). A welcome letter dialogue box will display which will require additional

data fields to be populated (see figure 4-7). Ensure this is completed by previewing the letter for accuracy, then close the window (see figure 4-8), and click “submit.”

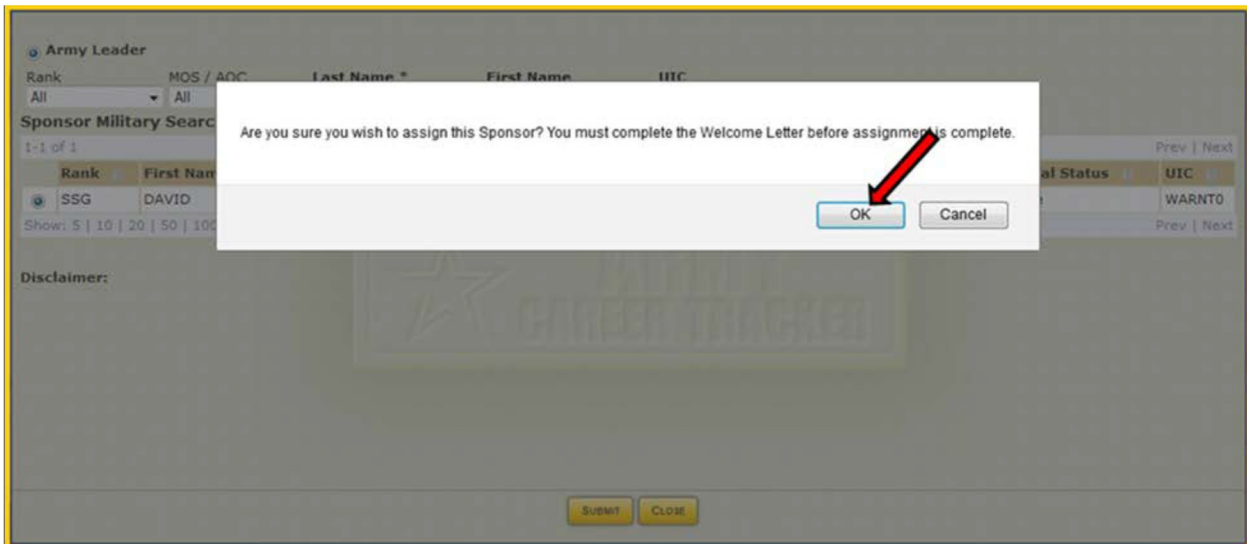


Figure 4-6. Welcome Letter Verification

**Welcome Letter**

Please complete the following fields to send the Welcome Letter. These fields will populate into the PCSing Individual's Welcome Letter. Use the "Preview" button to see the populated Welcome Letter. When you have completed all fields, select the "Send" button to send the Welcome Letter and complete Sponsor Assignment. The Sponsor Assignment will not be complete until you send the Welcome Letter. Pressing "Close" will return you to the Sponsor Assignment Search.

Installation	<input type="text"/>
Name of Directorate/Division/Unit	INF BN SBCT, CO A RIF
Sponsor Phone Number #1	123-456-7890
Sponsor Phone Number #2	987-654-3210
Coordinator Phone Number #1	777-777-7777
Coordinator Phone Number #2	888-888-8888
Installation website link #1	http://lewis.mil
Installation website link #2	https://infbnsbct.mil
Free-form text entry	Welcome to _____ Rifle Division, _____ Rifle Company A here at Fort Lewis! We look forward to your joining the team!
Coordinator Signature	Charlie Conway

Figure 4-7. Welcome Letter Preparation



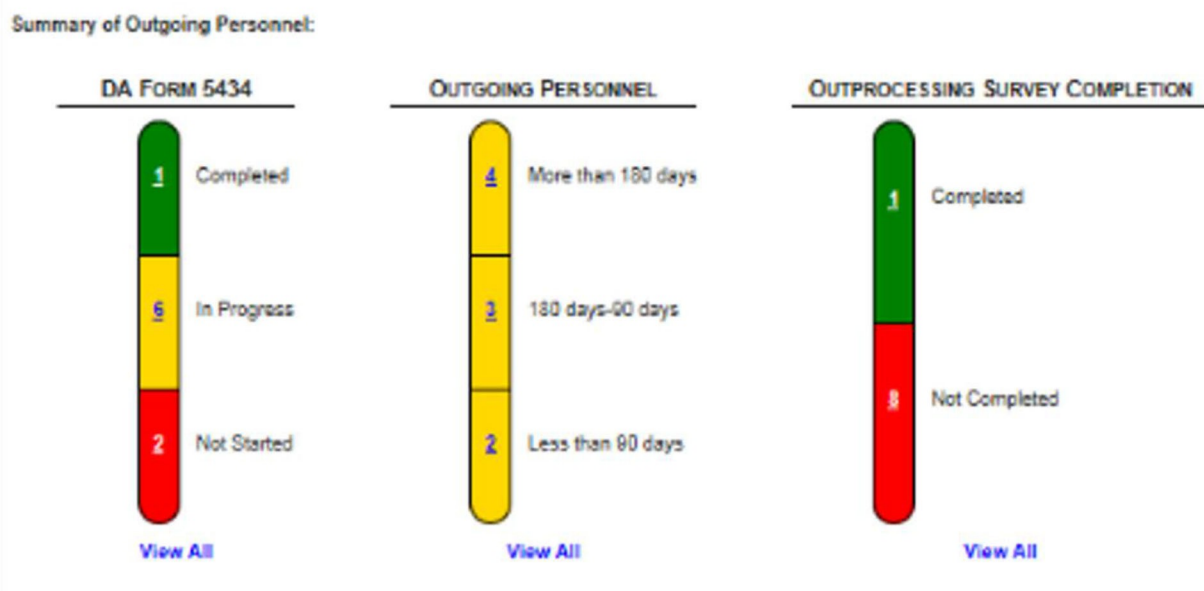
**Figure 4-8. (ACT Welcome Letter Review)**

- f. In addition to appointing sponsors within ACT, and manually as required, Unit Sponsorship Coordinators will continually monitor ACT and gains rosters to ensure that all incoming Soldiers have been appointed sponsors within 10 days.

**3. Monitor in-processing sponsorship survey.**

- a. In order to measure the effectiveness of the organization's sponsorship program, ACT has an automated Sponsorship Program Survey to be completed by in-processing personnel. Coordinators must work with commands to ensure these surveys are completed by the newly assigned Soldier. Findings from these surveys will help further refine and improve the program within the unit.
- b. **Unit Sponsorship Coordinator roles.** The Division Sponsorship Coordinator will grant access to at least two coordinators per brigade/separate battalion in ACT. Brigade Sponsorship Coordinators will grant access to at least two battalion coordinators in order for them to accomplish their assigned duties and responsibilities. Each 1SG or Soldier serving in a 1SG capacity will be granted access in ACT.
- c. **Outbound sponsorship.** Sponsorship does not solely focus on inbound personnel; it pertains to Soldiers departing the organization and installation as well. The same amount of effort allocated to inbound personnel will be provided to those departing the unit. Unit Sponsorship Coordinators will ensure that the DA Form 5434 for outbound personnel and out-processing sponsorship surveys are completed and will

monitor the progress of sponsorship for the outbound Soldier and assist as necessary (see figure 4-9).



**Figure 4-9. Outbound Sponsorship**

## **Chapter 5 – Sponsor Responsibilities**

The sponsor is the most vital component in a successful and effective sponsorship program. Sponsors represent the first impression of the new organization for an incoming Soldier. Only those individuals who can represent the gaining unit or activity in a positive manner should be selected as sponsors.

### **1. Sponsor responsibilities prior to arrival to the installation**

- a. There are several tasks that need to be accomplished by the sponsor prior to the actual arrival of the Soldier. The following provide the required steps to be completed prior to inbound installation arrival:
- b. Sponsor Training: Sponsors are required to be formally trained prior to assuming duties as an appointed sponsor. Training will be completed upon notification of being a sponsor which includes being identified as a reactionary sponsor for the unit. The sponsorship training can be found at <https://www.lms.army.mil/> or through Army Knowledge Online (AKO) (Self-Service-My Education-ATRRS). Search “Total Army Sponsorship Training Course”, course number 1B-F43 (V). Click “register” and fill out the application (see figure 5-1).

**ATRRS**  
Army Training Requirements and Resources System  
"The Link To a Trained and Ready Force"

HOME INFORMATION ATRRS CHANNELS LINKS SUPPORT PORTALS LOGON

**Information For Course 1B-F43 (V)**

Back to Course Listing New Search

School: 034 Location: SAN ANTONIO, TX  
 Course: 1B-F43 (V) Phase:  
 Course Title: TOTAL ARMY SPONSORSHIP TRAINING COURSE  
 Academic Hours: 2 DL Academic Hours: 2  
 Military Career Development Crs Completion (Resident):  
 Military Career Development Crs Completion (DL):

View Course Prerequisites

Class Schedule  Nonconducted Classes  Cancelled Classes  Rescheduled Classes View

Class Schedule										
FY: 2015		School: 034		Course: 1B-F43 (V)		Phase:		Course Length: 1 Weeks 5.0 Days		
Course Title: TOTAL ARMY SPONSORSHIP TRAINING COURSE										
Class Maximum: 0 Class Optimum: 0 Class Minimum: 0										
Class	Prereqs	Report Date	Start Date	End Date	Capacity	Class Type	Street	City	State	Zip
<a href="#">Register</a>	501	01 Oct 2014	01 Oct 2014	30 Sep 2015	9999	Internet				

Classes that have been nonconducted or cancelled or rescheduled have been excluded

**Figure 5-1. ATRRS Sponsorship Course**

c. Sponsors will send a welcome letter to the incoming Soldier within 10 calendar days of appointment. Welcome letters will be sent via ACT, USPS or email. ACT instructions are as follows:

(1) Utilizing the ACT sponsorship web-portal (<https://actnow.army.mil>), sponsors will identify the person they are responsible for assisting. They will “create a new recommendation” to begin drafting a welcome letter (see figure 5-2).

SOLDIER CAREER RESOURCES SEARCH ACT EVALUATION GETTING STARTED SPONSORSHIP

Sponsor Home

ACT >> SPONSORSHIP >> Sponsor Home

**My Notices**

**Career**  
No Messages Available

**Training**  
No Messages Available

**Sponsorship**  
0 Unread  
Sponsor Assignment -Sent on 15 Feb 2014 by Army Career Tracker

**Recommendation Kit**

**Recommendations Sent**  
No Messages Available

CREATE NEW RECOMMENDATOR VIEW ALL

**Sponsor View**

To view a DA Form 5434, click on the Name of the PCSing Individual and add additional information to Section 3. You are the PCSing Individual.

**DA Form 5434 Details**

EXPORT

1-1 of 1

Name	MOS	Rank
GONZALEZ, JESSIE	31D40	SSG

Show: 5 | 10 | 20 | 50 | 100 | All

**ACT Forms Viewer**

No form to load

**Figure 5-2. Sponsor Page**

(2) Next the sponsor will select the appropriate checkbox for the PCSing individual (see figure 5-3).

**Create Recommendation Notice**

Recommendation Type:  Career  Training

Originator: David Madison Today's Date: 03 Feb 2014 High Priority

Subject:  Notice Expiration: 03 Feb 2015

Notes:

Send To PCSing Individuals:

SSG JESSIE GONZALEZ

**SUBMIT RECOMMENDATION**

**CLOSE**

**Figure 5-3. Recommendation Notice**

- (3) At this point, the sponsor will create an email to the inbound Soldier. The email must contain a work address, email and telephone number where the sponsor may be reached. Sponsors are encouraged, but not required, to include their personal email 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, on the unit or activity, should also be provided. Sponsor will select “career” and change the “notice of expiration date; he/she may place this as a high priority as well (see figure 5-4).

**Create Recommendation Notice**

Recommendation Type:  Career  Training

Originator: David Madison Today's Date: 24 Feb 2014 High Priority

Subject: Welcome to Fort Lewis! Notice Expiration: 24 Feb 2015

Notes:

Welcome to 3D Brigade, 2D Inf Div, Inf BN SBCT, A Rifle Company! We look forward to your joining the team! If I can be of assistance, please let me know. I can be reached 123-456-7890.

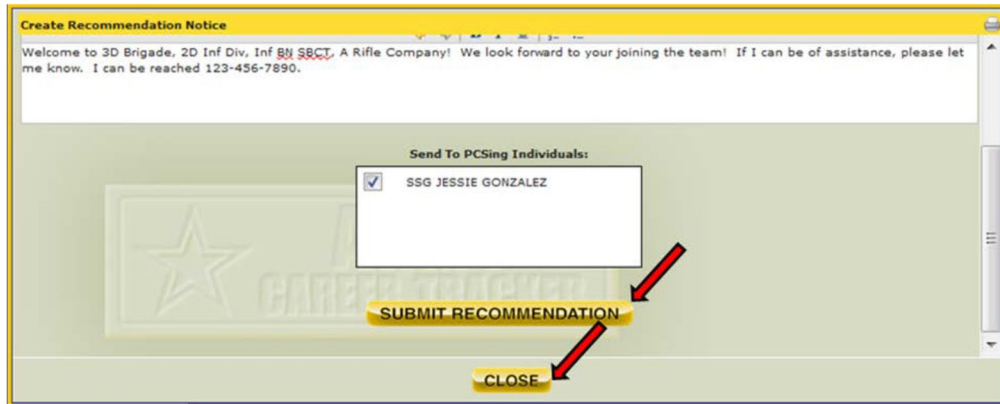
Send To PCSing Individuals:

SSG JESSIE GONZALEZ

**CLOSE**

**Figure 5-4. Welcome Letter Initiation**

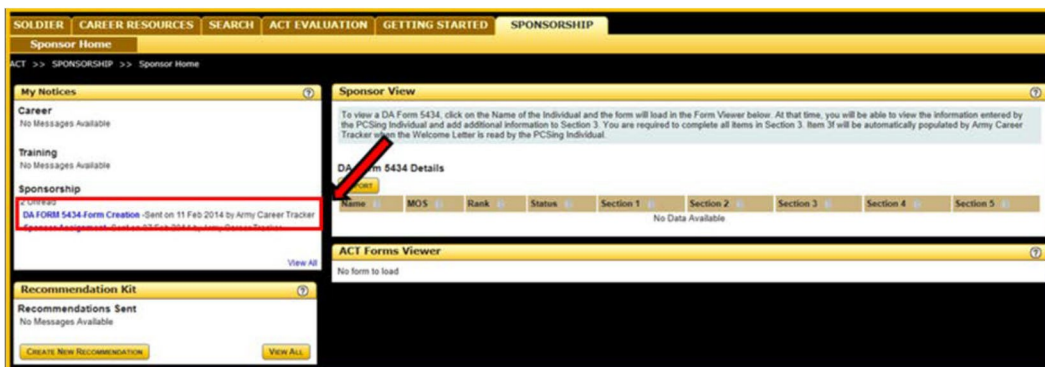
- (4) Once the letter is written simply scroll to the bottom of the window and select the “submit recommendation” and then “close” buttons to complete the action (see figure 5-5).



**Figure 5-5. Welcome Letter Submission**

- d. DA Form 5434. Section 3 (Gaining Unit/Activity Information) of the DA Form 5434 must be completed by the sponsor. If the DA Form 5434 is not received via ACT, it will be completed and sent to the applicable commander listed in AR 600-8-8, table 2-2. The steps to complete this portion on the ACT portal are listed below:

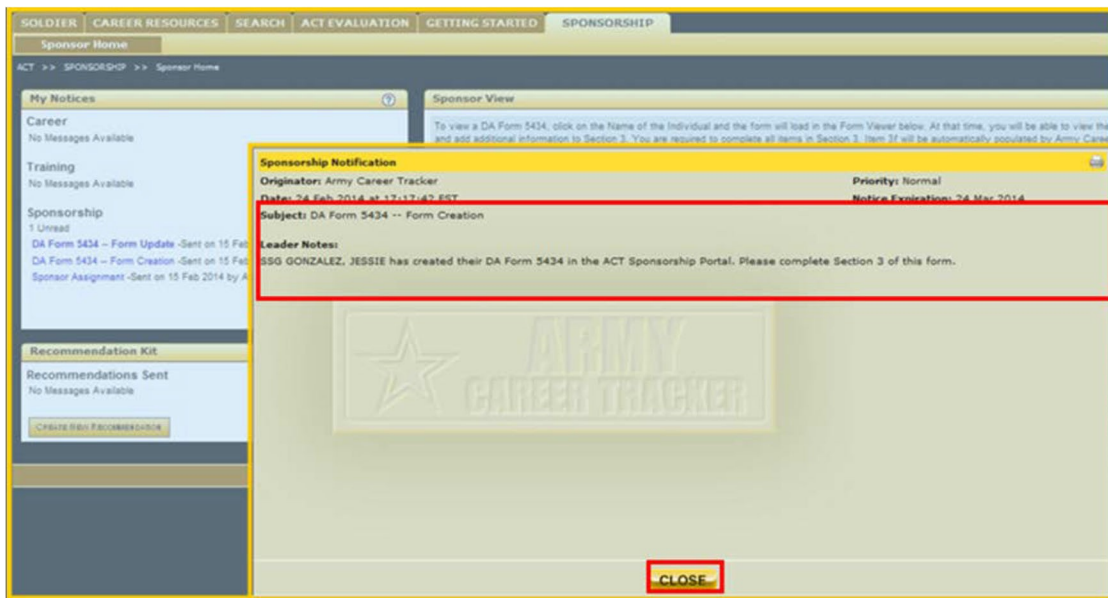
- (1) The sponsor is first notified they have a DA Form 5434 awaiting them from the inbound individual. From the sponsor home page within ACT, under the “My Notices” portal, on the left hand side, select the “DA Form 5434 – Form Creation” hyperlink under sponsorship (see figure 5-6).



**Figure 5-6. Initiated DA Form 5434**

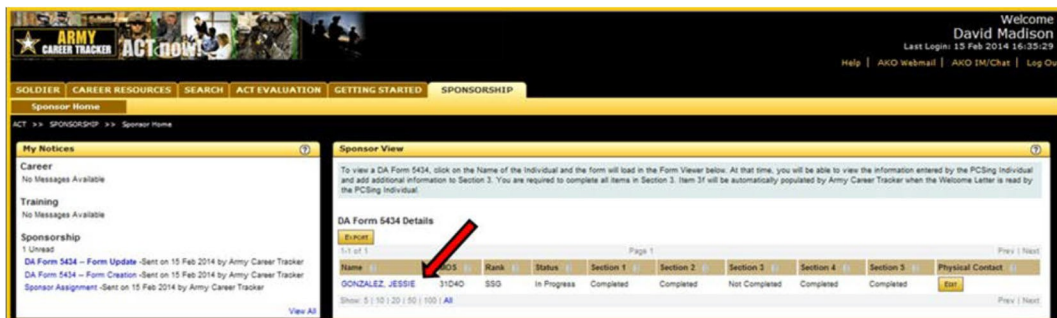
- (2) Once the sponsor has received and read the notification (see figure 5-7) they can close the document and proceed to complete Section 3 of DA Form 5434.





**Figure 5-7. DA Form 5434 Notification**

- (3) The next step is to input the necessary information into the DA Form 5434, Section 3. The sponsor will enter the ACT portal under the sponsorship tab and click on the name of the individual they have been appointed to sponsor (see figure 5-8).



**Figure 5-8. Inbound Soldier**

- (4) The automated DA Form 5434 is displayed. The sponsor can then scroll Down to section 3 and complete fields a through e (see figure 5-9), and scroll to the bottom of the page and click “save.”

3. GAINING UNIT/ACTIVITY INFORMATION: <i>If additional space is necessary, please attach your documentation to the</i>	
<p>a. Gaining Unit/Activity:</p> <input type="text"/>	<p>d. Unit 1SG/Supervisor:</p> <input type="text"/> Phone number: <input type="text"/> Email address: <input type="text"/>
<p>b. Unit CDR/Supervisor:</p> <input type="text"/> Phone number: <input type="text"/> Email address: <input type="text"/>	
<p>c. Unit sponsor:</p> <input type="text"/> Phone number: <input type="text"/> Email address: <input type="text"/>	<p>e. TASP Unit Coordinator:</p> <input type="text" value="SFC CONWAY, CHARLIE"/> Phone number: <input type="text"/> Email address: <input type="text"/>
	<p>f. Date of initial contact:</p> <input type="text" value="11 Feb 2014"/>

**Figure 5-9. DA Form 5434, Section 3**

(5) Once the sponsor has saved the data, he/she should return to the sponsor screen and verify section 3 has been completed.

d. The sponsor will initiate telephone or email contact within three days after being notified of sponsorship duties.

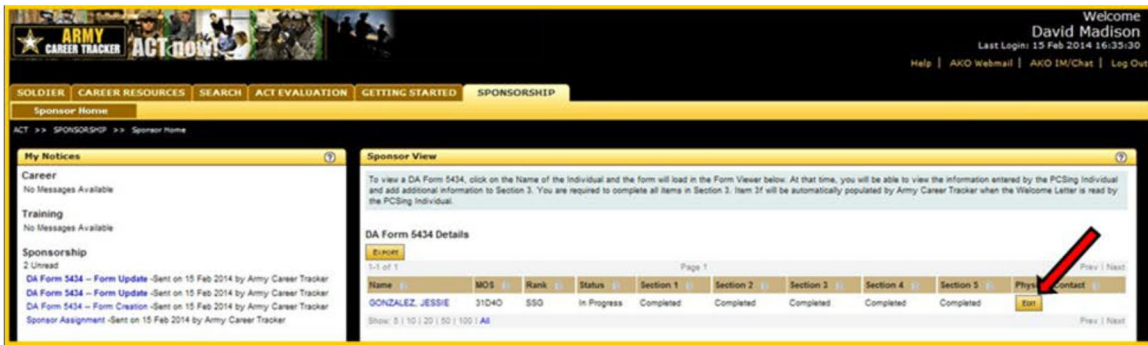
e. The sponsor will answer follow-up correspondence from the incoming Soldier within 10 working days of receipt of correspondence.

## 2. Sponsor responsibilities upon arrival at installation

a. Several actions occur once the Soldier and their Families arrive to the installation. Depending on the specific needs and how sponsorship was performed prior to arrival, the inbound individual may require additional assistance after the initial greeting. Some of the installation arrival tasks that should be completed include:

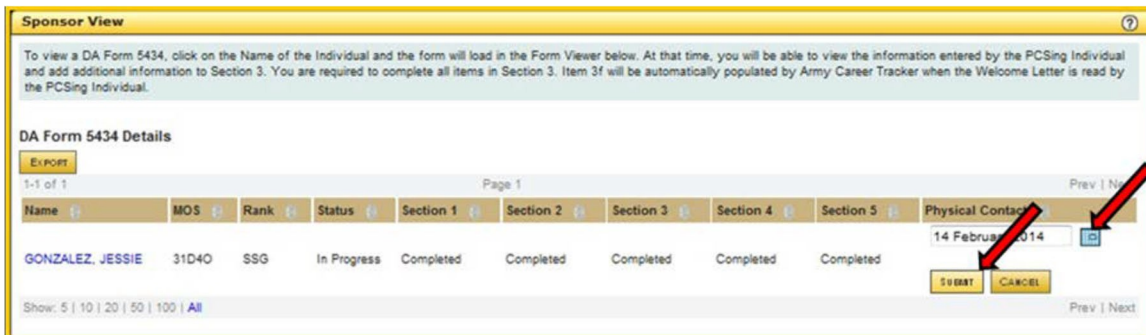
b. Sponsor will greet the incoming Soldier and Family upon arrival. Specifics (arrival time/date) should be worked out between the sponsor and incoming personnel prior to arrival. Once physical contact is established, update ACT accordingly.

(1) Log into the ACT sponsorship portal and locate the sponsored Soldier and click the “edit” button under the Physical Contact tab (see figure 5-10).



**Figure 5-10. Sponsor Physical Contact**

- (2) On the edit page, choose the calendar option and the corresponding date physical contact was made with the Soldier. Once the date has been annotated, press “submit” to save the changes (see figure 5-11).



**Figure 5-11. Physical Contact Date Edit**

- c. Sponsors of first-term Soldiers will take a more involved role 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. This has the potential to mitigate the risk of the likelihood or opportunity for sexual assault, misconduct and suicide gestures/attempts during the Soldier’s first year in the unit.
- d. The sponsor should familiarize the new Soldier with the local policies and discuss unit SHARP procedures and resiliency programs.
- e. The sponsor should familiarize the new Soldier and their 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 in-processing.
- f. Escort the Soldier and their Family to temporary lodging as needed, and ensure basic needs are met (meals, pets, and emergency contact numbers).

- g. Assist with children's school selection, school registration or Community Youth Support Scheme registration (if applicable).
  - h. Assist with locating temporary transportation (public transportation, carpool, rental Car, etc.), if needed.
  - i. Provide a tour of the community. Ensure to include places relevant to the person being sponsored (PX, gas station, hospital, gym, commissary, veterinary services, etc.).
3. Sponsors will continue to assist new Soldiers until no longer needed by the individual or their Family (as determined by the new arrival) or officially relieved of duties by the unit commander.

## **Chapter 6 – FCCO Best Practices for Sponsorship**

1. The G1 has compiled numerous best practices and lessons learned. These are listed to aid commanders refining their sponsorship programs. They are not the only practices that exist, but serve as a foundation from which to build a robust unit-level sponsorship program.
2. Creating policy letters that clearly states the commander's intent and expectations, as well as the duties and responsibilities of subordinate commanders. This holds commanders accountable for the effectiveness of their programs as well as creates a baseline for which to develop their own programs. Below are a few essential aspects to include in a sponsorship policy letter:
  - a. Every incoming Soldier and Family is sponsored prior to and upon arrival.
  - b. Brigades and Battalions designate a Unit Sponsorship Coordinator (primary and alternate).
  - c. Sponsors will be appointed within **10** working days from receipt of a sponsorship request or the date the Soldier is identified as a gain to the unit.
  - d. Sponsors have **10** working days from designation to contact the inbound Soldier.
3. Sponsor/New Soldier link-up will occur during installation in-processing. The importance of physical contact between the inbound and sponsor prior to unit/activity arrival cannot be understated. Demonstrating the importance of taking time to meet a newly arrived Soldier and their Family upon arrival to the installation represents the command in a positive light and aids full integration into the organization.
4. Completing surveys during in-processing allows inbound members the time to immediately highlight areas of potential improvement and helps to solve challenges early in the process. Having a command representative administer these surveys enhances the emphasis of the sponsorship program and helps the incoming individual successfully integrate into the unit.

5. G1 produces sponsorship reports containing statistics based on survey results; sponsorship reports are compiled, analyzed and disseminated to BDE command teams and S1s in order to ascertain the effectiveness of unit sponsorship programs. Surveys will be non-attributional and will be used to improve programs. Those programs and processes demonstrating exemplary performance will be shared across the installation so that all may benefit.
6. Iterative G1 Reviews to discuss issues, trends, and best practices. Sharing of knowledge benefits organizations at all levels to improve existing sponsorship programs.

# Appendix A: DA Form 5434, Sponsorship Program Counseling and Information Sheet

SPONSORSHIP PROGRAM COUNSELING AND INFORMATION SHEET				
For use of this form, see AR 600-5-8; the proponent agency is ACSIM.				
DATA REQUIRED BY THE PRIVACY ACT OF 1974				
AUTHORITY:	Title 5, USC Section 301.			
PRINCIPAL PURPOSE:	Personnel service support. To counsel Soldier or civilian employee about sponsorship program entitlements, and provide information to gaining battalion or activity of new members.			
ROUTINE USES:	None. The DoD Blanket Routine Uses set forth at the beginning of the DoD's compilation of systems of records notices may apply to this system.			
DISCLOSURE:	Mandatory for service members. Nondisclosure may prevent participation in the sponsorship program.			
1. NOTE: Soldiers/Family members/Civilians may retrieve information regarding their new assignment at Army Knowledge Online - <a href="https://www.us.army.mil">https://www.us.army.mil</a>				
<input type="checkbox"/> I have been counseled on the Total Army Sponsorship Program		FOR CIVILIAN EMPLOYEES ONLY: <input type="checkbox"/> I would like to have a sponsor assigned to me. (Complete remainder of form.) <input type="checkbox"/> I decline the offer of sponsorship. (Complete Section 1 only.)		
Typed or Printed Name: _____		Rank/Grade: _____		
MOS/Branch/Civilian Occupational Series: _____		Signature: _____ Date: _____		
2. ARRIVAL INFORMATION TO ASSIST GAINING UNIT OR ACTIVITY: <i>if additional space is necessary, please attach your documentation to the form</i>				
3. I (Rank/Grade and Name): _____, am on assignment to (Gaining installation): _____ and expect to arrive on/about (Month and Year): _____				
d. Soldier's/Civilian's contact information:				
Current Unit/Activity Address: _____				
DSN Phone number: _____ Cell Phone number: _____ Email address: _____				
Other (i.e., Social Media): _____				
Leave Address and Phone number at this address unit: _____				
c. Status (check one): <input type="checkbox"/> Married-accompanied <input type="checkbox"/> Single-accompanied <input type="checkbox"/> Married-unaccompanied <input type="checkbox"/> Single-unaccompanied				
d. Accompanied by Family members:				
NAME	AGE	SEX	RELATIONSHIP	Exceptional Family Member Program (EFMP)
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
				<input type="checkbox"/> Yes <input type="checkbox"/> No
3. GAINING UNIT/ACTIVITY INFORMATION: <i>if additional space is necessary, please attach your documentation to the form</i>				
3. Gaining Unit/Activity: _____		d. Unit 1SG/Supervisor: _____		
b. Unit CDR/Supervisor: _____		Phone number: _____		
Phone number: _____		Email address: _____		
Email address: _____		e. TASP Unit Coordinator: _____		
c. Unit sponsor: _____		Phone number: _____		
Phone number: _____		Email address: _____		
Email address: _____		f. Date of initial contact: _____		
4. LOSING UNIT/ACTIVITY INFORMATION: <i>if additional space is necessary, please attach your documentation to the form</i>				
3. Losing Unit/Activity: _____		c. Unit 1SG/Supervisor: _____		
b. Unit CDR/Supervisor: _____		Phone number: _____		
Phone number: _____		Email address: _____		
Email address: _____		d. TASP Unit Coordinator: _____		
		Phone number: _____		
		Email address: _____		
5. FAMILY CONSIDERATIONS: <i>if additional space is necessary, please attach your documentation to the form</i>				
3. Housing requirements (check one): <input type="checkbox"/> On-post housing <input type="checkbox"/> Off-post housing		d. Pets: <input type="checkbox"/> Yes <input type="checkbox"/> No		
		If yes, list pet and type: _____		
d. Spousal Employment info: <input type="checkbox"/> Yes <input type="checkbox"/> No		e. List of local schools: <input type="checkbox"/> Yes <input type="checkbox"/> No		
If yes, list type of work: _____				
f. Contact by Unit Family Readiness Group (FRG): <input type="checkbox"/> Yes <input type="checkbox"/> No		g. Additional comments: _____		
If yes, list Email address: _____				

DA FORM 5434, DEC 2012 PREVIOUS EDITIONS ARE OBSOLETE. APO LC v1.02ES

# Appendix B – DA Form 7274, Sponsorship Program Survey

**SPONSORSHIP PROGRAM SURVEY**  
For use of this form, see AR 600-8-6; the proponent agency is ACSIM.

UNIT OR ACTIVITY	RANK/GRADE																																																																								
<p>This survey is being conducted as part of a continuing effort to improve the sponsorship program. INSTRUCTIONS: Check the appropriate box for each question or write in the information requested.</p>																																																																									
<p>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</p>																																																																									
<p>2. If you had a sponsor, when did that sponsor first contact you?</p> <p><input type="checkbox"/> a. 90 or more days prior to my arrival</p> <p><input type="checkbox"/> b. Less than 90, but more than 30 days prior</p> <p><input type="checkbox"/> c. 30 or less days prior</p> <p><input type="checkbox"/> d. Upon arrival at the installation</p>	<p>4. How helpful was your new unit or activity during your PCS move?</p> <p><input type="checkbox"/> a. Extremely helpful</p> <p><input type="checkbox"/> b. Very helpful</p> <p><input type="checkbox"/> c. Moderately helpful</p> <p><input type="checkbox"/> d. Slightly helpful</p> <p><input type="checkbox"/> e. Not at all helpful</p>																																																																								
<p>3. How helpful was your sponsor during your PCS move?</p> <p><input type="checkbox"/> a. Does not apply; I did not have a sponsor</p> <p><input type="checkbox"/> b. Extremely helpful</p> <p><input type="checkbox"/> c. Very helpful</p> <p><input type="checkbox"/> d. Moderately helpful</p> <p><input type="checkbox"/> e. Slightly helpful</p> <p><input type="checkbox"/> f. Not at all helpful</p>	<p>5. How helpful was your old unit or activity during your PCS move?</p> <p><input type="checkbox"/> a. Extremely helpful</p> <p><input type="checkbox"/> b. Very helpful</p> <p><input type="checkbox"/> c. Moderately helpful</p> <p><input type="checkbox"/> d. Slightly helpful</p> <p><input type="checkbox"/> e. Not at all helpful</p>																																																																								
<p>6. Using the scale below, indicate how helpful each type of service below was for you (and your family)? Mark a response for each.</p> <p style="margin-left: 40px;">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</p>																																																																									
<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 80%;"></th> <th style="width: 5%;">a</th> <th style="width: 5%;">b</th> <th style="width: 5%;">c</th> <th style="width: 5%;">d</th> <th style="width: 5%;">e</th> <th style="width: 5%;">f</th> <th style="width: 5%;">g</th> </tr> </thead> <tbody> <tr> <td>Letter from your sponsor</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Welcome packet</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Installation newcomer orientation</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>Unit orientation</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>ACS overseas orientation briefings</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>ACS overseas video</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>ACS individual relocation counseling</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>ACS automated relocation information system</td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </tbody> </table>			a	b	c	d	e	f	g	Letter from your sponsor								Welcome packet								Installation newcomer orientation								Unit orientation								ACS overseas orientation briefings								ACS overseas video								ACS individual relocation counseling								ACS automated relocation information system							
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ACS automated relocation information system																																																																									
<p>7. Overall, how satisfied are you with the sponsorship assistance you received at your current location?</p> <p><input type="checkbox"/> a. Very satisfied</p> <p><input type="checkbox"/> b. Satisfied</p> <p><input type="checkbox"/> c. Neither satisfied nor dissatisfied</p> <p><input type="checkbox"/> d. Dissatisfied</p> <p><input type="checkbox"/> e. Very dissatisfied</p>	<p>8. Overall, how well is the sponsorship program working?</p> <p><input type="checkbox"/> a. Very well</p> <p><input type="checkbox"/> b. Well</p> <p><input type="checkbox"/> c. Not sure</p> <p><input type="checkbox"/> d. Poorly</p> <p><input type="checkbox"/> e. Very poorly</p>																																																																								
<p>9. Why is the sponsorship program not working well? Mark all that apply.</p> <p><input type="checkbox"/> a. Does not apply; it is working well</p> <p><input type="checkbox"/> b. Sponsors are not carefully selected</p> <p><input type="checkbox"/> c. Sponsors are not well informed or trained</p> <p><input type="checkbox"/> d. Sponsors do not take the job seriously</p> <p><input type="checkbox"/> e. Commanders do not fully support the program</p> <p><input type="checkbox"/> f. Soldiers or civilian employees do not know about it</p> <p>g. Other reason</p> <div style="border: 1px solid black; height: 40px; width: 100%; margin-top: 5px;"></div>																																																																									

## Appendix C – Sponsorship Inspection Checklist

ACofS, G1, 4ID & FCCO, OIP / SAV Checklist		Checklist #	Date of Inspection:		
<b>Functional Area: Sponsorship</b>		Type of Inspection: CIP SAV Other: _____			
		Revision date: 26 FEB 19	Page ____ of ____		
Unit and Section Being Inspected:		Inspector (Name, Rank, Unit and Phone):			
<b>REFERENCES</b>					
1	AR 600-8-8 (4 APRIL 2006), HQDA EXORDs 018-12, 037-13, 151-16	2	4th ID Sponsorship Handbook (February 2019)		
<b>STANDARDS</b>		<b>C</b>	<b>S</b>	<b>NI</b>	<b>REMARKS</b>
1. Are Sponsorship Programs established for each level of Command (Company, Battalion) SOP, OPORDs/FRAGOs, and/or policy letter?					CRITICAL TASK
2. Are Unit Sponsorship Program Coordinators appointed with appointment orders at BDE and BN level to monitor sponsorship activities within the unit? BN/BDE has two or more Soldiers with ACT access.					CRITICAL TASK
3. Are Sponsorship Liaison Officers and NCOs appointed at all levels of command (CO, BN)? The sponsorship liaison officer and NCO are responsible for tracking inbound Soldiers for the unit and confirming a sponsor is assigned within 5 calendar days of notification of their pending arrival (i.e. receipt of updated gains roster, sponsorship request through unit website, request through email or phone, receipt of DA Form 5434, or upon arrival to garrison Replacement Detachment).					CRITICAL TASK
5. Are units maintaining a record of sponsorship requests received through their carson.army.mil website? Are units responding within 72 hours to these sponsorship requests?					
7. Is the unit maintaining a trained sponsorship pool no smaller than one trained sponsor per squad and consisting of all categories of Soldiers/civilians? Training should be tracked at both company and battalion level.					
8. Are all first term new arrivals receiving reactionary sponsorship (cannot be declined)?					CRITICAL TASK
9. Are new arrivals (other than first term) receiving reactionary sponsorship, unless declined?					
10. Are incoming Soldiers appointed sponsors within 5 calendar days of notification of their pending arrival (i.e. sponsorship request through unit website, request through email or phone, receipt of DA Form 5354, or upon arrival to Fort Carson Replacement Detachment)?					CRITICAL TASK
11. Are tracking mechanisms in place to monitor the gains rosters, appointment of sponsors, and subsequent contact by both the unit and sponsor?					
12. Do sponsors receive a "Sponsorship Checklist" within 72 hours of being appointed as a sponsor? Are completed checklists maintained at the company orderly room or BN S1 to monitor completion of sponsorship duties and responsibilities?					
13. Are incoming civilian employees appointed sponsors within 10 calendar days of receiving DA Form 5434, unless declined?					
14. Is a welcome letter forwarded from the battalion (activity) commander or command sergeant major to incoming Soldier within 10 calendar days following notification of their pending arrival (i.e. receipt of updated gains roster, sponsorship request through unit website, request through email or phone, receipt of DA Form 5434, or upon arrival to Fort Carson Replacement Detachment)?					CRITICAL TASK



STANDARDS	C	S	NI	REMARKS
15. Is a welcome letter and community/unit information forwarded from sponsor to incoming Soldier within 10 calendar days following appointment of sponsor?				CRITICAL TASK
16. Is welcome letter forwarded from commander or activity director to incoming civilian employee within 10 calendar days following receipt of DA Form 5434?				
17. Are welcome letter and information forwarded from sponsor to civilian employee within 10 calendar days following appointment of sponsor?				
18. Are inbound Soldiers completing DA Form 7274?				
19. Are inbound civilian employees completing DA Form 7274?				
21. Are outbound Soldiers completing DA Form 5434 during the initial reassignment interview (Levy Briefing)?				
22. Are outbound civilian employees completing DA Form 5434 within 3 working days of selection notification and acceptance of position?				
23. Are outbound Soldiers offered out-sponsorship assistance?				
24. Are outbound civilian employees offered out-sponsorship assistance?				
<b>OVERALL COMMENTS</b>				

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