

Headquarters, Employer Support of the Guard and Reserve INSTRUCTION

NUMBER 1250.02
August 11, 2010

OPERATIONS

SUBJECT: ESGR Structure & Operating Procedures

References: See Enclosure 1.

1. PURPOSE. This Instruction cancels National Committee for Employer Support of the Guard and Reserve Instruction (NCESGRI) 1250.02, reference (a), and updates procedures, criteria, and organizational structure for Employer Support of the Guard and Reserve (ESGR).
2. APPLICABILITY. This Instruction applies to HQ ESGR and State/Territory/District of Columbia Committees (hereafter referred to collectively as State Committees).
3. DEFINITIONS. See glossary.
4. POLICY. State Chairs will work with state ESGR members and HQ ESGR to carry out the requirements in Department of Defense Directive (DoDD) 1250.01 and ESGR Strategic Plan and Top Priorities (References (b) and (c)).
5. RESPONSIBILITIES. The Director, Operations shall review this Instruction annually with the Strategic Planning Subcommittee to ensure alignment with ESGR's strategic goals and update as appropriate.
6. ESGR ORGANIZATION.
 - a. Each State ESGR Committee shall be organized to support ESGR's mission and goals. Enclosure 2 is the standard organization chart. Chairs may add to this structure based on local needs.
 - b. The following are required positions. Descriptions are in Enclosures 3 - 10:
 - (3) State Chair (includes Chair Emeritus)
 - (4) Vice Chair
 - (5) Area Chair
 - (6) Employer Outreach Director

- (7) Military Outreach Director
- (8) Ombudsman Director
- (9) Training Director
- (10) Public Affairs Director

c. The following are optional positions to be filled at the discretion of the Chair
Descriptions are in Enclosures 11 - 19.

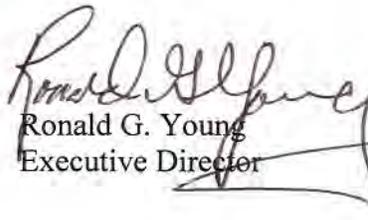
- (11) Employer Outreach Coordinator
- (12) Military Outreach Coordinator
- (13) Ombudsman
- (14) Training Representative
- (15) Public Affairs Representative
- (16) Bosslift Coordinator
- (17) Awards Coordinator
- (18) Volunteer Management Coordinator
- (19) Ombudsman Case Coordinator

d. Contracted support staff may be provided. Descriptions are in Enclosures 20 - 22.

- (20) Program Support Specialist (PSS)/Administrative Support Technician (AST)
- (21) Program Support Manager (PSM)
- (22) Reserve Component Liaison (RCL)

7. RELEASABILITY. UNLIMITED. This Instruction is approved for public release. Copies may be obtained from the ESGR Web site.

8. EFFECTIVE DATE. This Instruction is effective immediately.


Ronald G. Young
Executive Director

Enclosures

1. References
 2. State ESGR Committee Structure
 3. State Chair
 4. Vice Chair
 5. Area Chair
 6. Employer Outreach Director
 7. Military Outreach Director
 8. Ombudsman Director
 9. Training Director
 10. Public Affairs Director
 11. Employer Outreach Coordinator
 12. Military Outreach Coordinator
 13. Ombudsman
 14. Training Representative
 15. Public Affairs Representative
 16. Bosslift Coordinator
 17. Awards Coordinator
 18. Volunteer Management Coordinator
 19. Ombudsman Case Coordinator
 20. Program Support Specialist/Administrative Support Technician
 21. Program Support Manager
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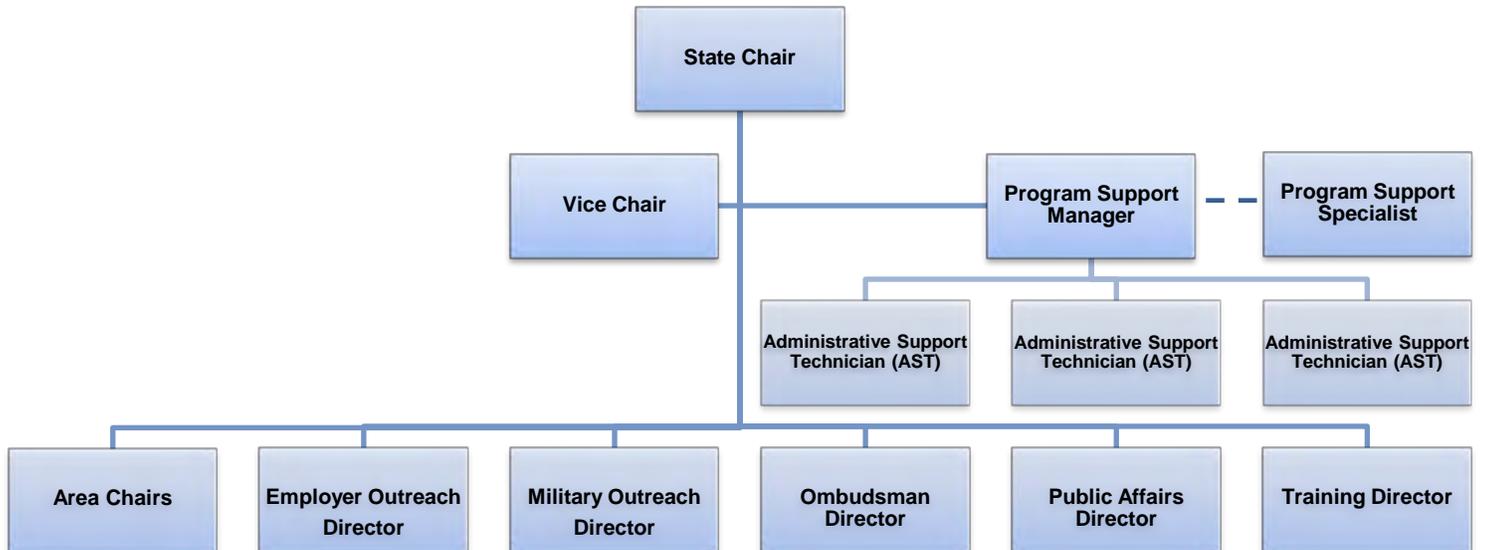
ENCLOSURE 1

REFERENCES

- (a) NCESGR Instruction 1250.02, Field Committee Structure, October, 2008 (hereby rescinded)
- (b) DoDD 1250.01, National Committee for Employer Support of the Guard and Reserve (NCESGR), April 13, 2004
- (c) NCESGR Strategic Plan, April 26, 2010
- (d) NCESGR Instruction 1250.32, Ombudsman Services, October 1, 2008
- (e) NCESGR Instruction 1250.31, Outreach Program, October 1, 2008
- (f) NCESGR Instruction 1250.40, Public Affairs Policy and Procedures, October 1, 2008
- (g) NCESGR Instruction 1250.10, Volunteer Management, October 1 2008
- (h) NCESGR Instruction 1250.28, Employer Awards, October 1, 2008
- (i) NCESGR Instruction 1250.12, Volunteer Training, October 1 2008
- (j) NCESGR Instruction 7000.1 Financial Operating Procedures for Field Committee (FC) Support, October 1, 2008
- (k) Joint Ethics Regulation (JER), DODD 5500.7, November 29, 2007

ENCLOSURE 2

STATE ESGR COMMITTEE STRUCTURE¹



ESGR Volunteers (General)

Enclosures 3 - 19 describe the various State ESGR positions in detail. Volunteers come from varied backgrounds, perform various missions within ESGR and have a variety of personal skills. Rather than repeating baseline skills in each enclosure, these skills are described here. Volunteer evaluation should begin with an assessment of the skills below. The remaining enclosures describe additional skills that are unique to that position.

Skills:

Organizational management and interpersonal skills.

Experience in public speaking.

Ability to communicate via e-mail. Proficiency in web interfaces and proficiency in using Microsoft Office products, especially Word, Excel, and PowerPoint.

The State Chair may place an inactive member in “alumni” status if the individual is to remain informally associated with the State ESGR.

¹ Note: not all states will have multiple contract employees; Contract employee supervisory relations defined by contract(s)

ENCLOSURE 3

STATE CHAIR

1. Description. Chairs are responsible for all aspects of State ESGR operations. Chairs organize, lead, direct, supervise, and motivate ESGR members with various backgrounds, abilities and interests. Chairs must have excellent leadership and communication skills. Chairs frequently address influential people, or groups of influential people, including governors, TAG, Guard/Reserve general/flag officers, federal, state, and local officials, legislators, mayors, CEOs, business and industry leaders, Chambers of Commerce, and civic groups. Chairs develop and execute the State's Annual Spending Plan and budget.

2. Selection/Term Limits. A Chair is the representative of ESGR within the state and will lead ESGR activities in accordance with References (b) and (c) of this Instruction.

a. The Chair is appointed for a three-year term and can serve no more than two terms; terms need not be consecutive. Partial terms will be handled on a case-by-case basis.

b. The outgoing Chair will work with the Chair Select for effective transfer of leadership.

c. The Chair Select normally assumes leadership on October 1st.

d. When necessary, Chairs will be asked to form a Search Committee to select a successor.

e. Chairs who successfully complete at least a three-year term will be permitted to retain the honorary title of "Chair Emeritus."

3. Responsibilities.

a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.

b. Execute State ESGR operations in support of ESGR mission, goals, objectives, and priorities as outlined in the Strategic and Operational Plans.

c. Develop and establish goals, objectives, priorities, and measurements for the State ESGR. Ensure all volunteers understand ESGR's purpose and goals and the expectations of the state leadership.

d. Oversee State ESGR organization and membership including recruiting a representative volunteer base, assignment of positions, monitoring of participation, and personnel accountability.

e. Oversee Ombudsman case management.

f. Appoint personnel to volunteer positions. With the exception of the Chair, there are no term limits for a volunteer serving in an Executive position.

g. Provide guidance, direction, support, resources, and supervision to Area Chairs.

h. Prepare and submit annual budget plans.

i. Ensure timely data collection and report submission.

j. Monitor progress of all State ESGR activities and core programs.

k. Represent ESGR and act as the principal spokesperson for ESGR with employers to promote employer support.

l. Provide feedback to ESGR regarding employer attitudes and opinions pertaining to participation of their employees in the Reserve components (RC).

m. Recommend programs and initiatives that enhance and sustain employer support.

n. Assess effectiveness and mission accomplishment.

o. Review support staff performance semi-annually. Provide that to RDD, who will in turn, provide to Contracting Officer's Representative (COR).

p. State Chairs shall appoint one support staff member as lead.

4. Skills and Qualifications.

a. Demonstrated leadership.

b. Time available to execute the ESGR mission as defined by the ESGR Strategic Plan.

c. Motivational, organizational and communication skills.

d. Understanding of the importance of National Guard and Reserve missions.
Understanding of business and industry.

e. Business experience (including basic information technology (IT) skills). Prior experience with volunteer organizations.

f. Commitment and willingness to lead the organization.

g. Ability to plan and organize the activities of a large number of volunteers.

h. Understanding of the strategic planning process.

i. Understanding of the Joint Ethics Regulations (Reference (k)) as they apply to representing Department of Defense (DoD) – specifically, the use of appropriated funds, gifts,

travel, and relationships with non-DoD organizations (public sector, private sector, and non-profit organizations).

5. Priority of Effort. The following is a listing of primary areas of focus for Chairs in order to support the ESGR Strategic Plan.

- a. Operations.
- b. Policy development.
- c. Strategic planning.
- d. Volunteer training.
- e. Employer outreach.
- f. Military outreach.
- g. Strategic partnerships.
- h. Resource management.
- i. Budget development and execution.
- j. Recruiting.
- k. Public Affairs/Marketing.

6. New Chair Selection Process

- a. Responsibilities
 - (1) State - Form search committee and make selection recommendation
 - (2) Operations
 - (a) Receive and process nomination packages.
 - (b) Provide National Outreach and Plans (NOP) with the list of new Chairs and home addresses.
 - (c) Manage internal (ESGR) communication plan process.
 - (3) NOP
 - (a) Create/review letters for all appropriate military commanders, Governors, Senators, and House Representatives. Provide addresses and letters to Executive Assistant.

(b) Create press releases for use in local media publications by applicable State Public Affairs volunteers.

b. Procedure

(1) The Chair will appoint an individual to form a Search Committee composed of five to seven representatives. The Search Committee should aim to identify at least three candidates.

(2) At the conclusion of the search, the Search Committee will forward a nomination package to the RDD which should include a cover letter from the Search Committee indicating the committee's recommendation. Describe the search process, the method of nomination and assessment, and list all the candidates considered. For each nominee provide:

(a) Biography or résumé.

(b) Letters from all the nominees stating their willingness to accept the position, reason(s) for interest in serving, and thoughts and plans for leading the State ESGR.

(c) Other supporting material as appropriate (recommendations, photos, etc).

(3) Upon receipt and review of Search Committee nomination packages, the Director, Operations will ensure packages are staffed with the appropriate OSD/DoD organizations

c. Timeline

(1) December

(a) Director, Operations notifies those Chairs who are beginning the third year of their current term to begin the search process for a successor.

(b) Chairs appoint a volunteer to serve as the Search Committee Chairman.

(2) January - Search Committee Chairman selects five to seven members for the Search Committee. Committee begins search and selection.

(3) February - RDD contacts Search Committee Chairman to ensure the process is on track.

(4) March – Search Committee finalizes nominations and forwards package to RDD (1 March).

(5) May – New Chair Selection.

(6) June – Results announced internally within ESGR

(a) Outgoing Chair notifies Search Committee of results.

(b) Search Committee chair notifies non-selected nominees

(7) July – August - NOP prepares ESGR communiqués (external announcements).

(8) September

(a) Senator/House/Governor/Adjutant General (TAG)/RC Press Releases issued to appropriate State ESGR Public Affairs contacts.

(b) New Chair Training conducted by ESGR. (makeup training in December)

(9) October - New Chairs assume leadership (1 October).

7. Chair Emeritus – a designation that may be applied to any State Chair who has completed a three-year appointment. This is an honorary position with no specific duties attached.

Sample Evaluation Form – Search Committee

1	Leadership [15 points]	VALUE
	Does the nominee have the time available to execute the mission as defined by the strategic plan?	
	Undetermined	0
	Nomination package provides no examples of demonstrated leadership.	0
	Nomination package provides some (1-2) examples of demonstrated leadership.	5
	Nomination package provides several (3-4) examples of demonstrated leadership.	10
	Nomination package provides many (5 or more) examples of demonstrated leadership.	15
2	Availability [15 points]	
	Will the nominee have or make the time available to execute the mission as defined by the strategic plan?	
	Undetermined	0
	Nomination package gives no indication that the nominee would have or make the time available necessary to effectively lead.	0
	Nomination package indicates the nominee would have or make adequate time available necessary to effectively lead.	5
	Nomination package indicates the nominee would have the time available and make ESGR a significant volunteer priority.	10
	Nomination package indicates the nominee would have the time available and make ESGR his/her top volunteer priority.	15
3	Motivational Skills [12 points]	
	Does the nominee have the necessary motivational skills to lead the State ESGR?	
	Undetermined	0
	Nomination package provides no examples of demonstrated motivational skills.	0
	Nomination package provides some (1-2) examples of demonstrated motivational skills.	4
	Nomination package provides several (3-4) examples of demonstrated motivational skills.	8
	Nomination package provides many (5 or more) examples of demonstrated motivational skills.	12
4	Organizational Skills [12 points]	
	Does the nominee have the necessary organizational skills to lead the State ESGR?	
	Undetermined	0
	Nomination package provides no examples of demonstrated organizational skills.	0
	Nomination package provides some (1-2) examples of demonstrated organizational skills.	4
	Nomination package provides several (3-4) examples of demonstrated organizational skills.	8
	Nomination package provides many (5 or more) examples of demonstrated organizational skills.	12
5	Communication Skills [12 points]	
	Does the nominee have the necessary communication skills to lead the State ESGR?	
	Undetermined	0
	Nomination package provides no examples of demonstrated communication skills.	0
	Nomination package provides some (1-2) examples of demonstrated communication skills.	4
	Nomination package provides several (3-4) examples of demonstrated communication skills.	8
	Nomination package provides many (5 or more) examples of demonstrated communication skills.	12
6	Mission Importance [9 points]	
	Does the nominee understand the importance of Reserve and Guard missions?	

	Undetermined	0
	Nomination package provides no examples of demonstrated understanding of the importance of Reserve and Guard missions.	0
	Nomination package provides some (1-2) examples of demonstrated understanding of the importance of Reserve and Guard missions.	3
	Nomination package provides several (3-4) examples of demonstrated understanding of the importance of Reserve and Guard missions.	6
	Nomination package provides many (5 or more) examples of demonstrated understanding of the importance of Reserve and Guard missions.	9
7	Business Experience [12 points]	
	Does the nominee have the necessary business experience or Information Technology (IT) skills?	
	Undetermined	0
	Nomination package provides no examples of demonstrated business experience or Information Technology (IT) skills.	0
	Nomination package provides some (1-2) examples of demonstrated business experience or Information Technology (IT) skills.	4
	Nomination package provides several (3-4) examples of demonstrated business experience or Information Technology (IT) skills.	8
	Nomination package provides many (5 or more) examples of demonstrated business experience or Information Technology (IT) skills.	12
	Total	

ENCLOSURE 4

VICE CHAIR

1. Description. The Vice Chair provides operational continuity and staff coordination in support of the Chair, Area Chairs, coordinating staff, and volunteers.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Recommend programs and initiatives that enhance and sustain employer support.
 - c. Assist the State Chair with oversight of the ESGR organization and membership including recruiting a representative volunteer base, assignment of positions, monitoring of participation, and personnel accountability.
 - d. Monitor progress of all ESGR activities and core programs.
 - e. Represent ESGR and assist the State Chair as a primary spokesperson for ESGR with employers to promote employer support.
 - f. Assumes the duties of the Chair, if required.
 - g. Duties as assigned by Chair.
4. Specific Skills.
 - a. Ability to communicate via e-mail.
 - b. Ability to plan and organize the activities of a large number of volunteers.
 - c. Understanding of the strategic planning process.
 - d. Understanding of Reference (j) as it applies to representing DoD – specifically, the use of appropriated funds, gifts, travel, and relationships with non-DoD organizations (public sector, private sector, and non-profit organizations).
5. Priority of Effort. As assigned by Chair.

ENCLOSURE 5

AREA CHAIR

1. Description. Area Chairs provide leadership, direction, and motivation to the State ESGR members within a specific geographic area in the state in support of the State goals and objectives.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Report to the Chair.
 - c. Establish a network of volunteers, business and civic leaders and military personnel in geographic area of responsibility who will be influential in accomplishing ESGR mission, goals, and priorities in accordance with the ESGR Strategic Plan.
 - d. Conduct Area meetings as appropriate.
 - e. Establish Area objectives to support the three primary mission areas of employer outreach, ombudsman support, and military outreach, and the secondary objectives of training, public affairs, awards, and volunteer recruitment.
 - f. Develop and implement a plan to meet objectives, complete with What (actions/tasks), Who (responsible person), How (method to accomplish), When (time/date to be completed), and Measures of Effectiveness (metrics).
 - g. Develop a budget that supports planned and scheduled events, and fulfillment materials and supplies, and submit to the State Chair for approval.
 - h. Manage Area member data base.
 - i. Recruit new members, and ensure they meet desired standards of membership.
 - j. Train new members.
 - k. Coordinate support of additional training requirements with Training Director.
 - l. Develop mutually supportive relationships with all Guard and Reserve units in geographic area.
 - m. Develop relationships with area employers, business and community leaders, Chambers of Commerce and service organizations.

- n. Support ESGR awards program.
- o. Gain SoS's from all known employers of Guard and Reserve members.
- p. Ensure that all members are trained in USERRA.
- q. Oversee ombudsman case management.
- r. Ensure area members are assigned responsibilities.
- s. Assign volunteers to the following additional duties: Employer Outreach, Military Outreach, Ombudsman, Training, Awards, and Public Affairs.
- t. Nominate area employers, civic and business leaders for Employer Outreach event participation.

4. Specific Skills.

- a. Ability to plan and organize the activities of a large number of volunteers.
- b. Understanding of Reference (j) as it applies to representing DoD – specifically, the use of appropriated funds, gifts, travel, and relationships with non-DoD organizations (public sector, private sector, and non-profit organizations).

5. Priority of Effort.

- a. Compliance with policy and operating procedures.
- b. Continuity of Area operations.
- c. Employer outreach.
- d. Volunteer training.
- e. Military outreach.
- f. Planning and execution of area budget and resources.
- g. Public Affairs.
- h. Awards.
- i. Recruiting.

ENCLOSURE 6

EMPLOYER OUTREACH DIRECTOR

1. Description. Employer Outreach Directors oversee ESGR activities focused on informing, recognizing, motivating, educating and encouraging employers to actively support our Guard and RC members. Plan and coordinate with ESGR support staff for required event resources.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Responsibilities are defined in ESGR Instruction 1250.31 (Reference (e)).
4. Specific Skills.
 - a. Ability to plan and organize the activities of a large number of volunteers.
 - b. Understanding of the strategic planning process.
 - c. Have a working knowledge of USERRA for handling basic inquiries from employers.
 - d. Should have a business background, and be actively involved in the business community (Chamber of Commerce, Rotary Club, etc.).

ENCLOSURE 7

MILITARY OUTREACH DIRECTOR

1. Description. Military Outreach Directors (MODs) serve as primary coordinator for military outreach between ESGR and Guard and Reserve units.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Responsibilities are defined in ESGR Instruction 1250.31 (Reference (e)).
4. Specific Skills.
 - a. Ability to plan and organize the activities of a large number of volunteers.
 - b. Have a working knowledge of USERRA for handling basic inquiries from military members.

ENCLOSURE 8

OMBUDSMAN DIRECTOR

1. Description. Ombudsman Directors manage and oversee the ESGR Ombudsman Service and Support program. Provide informal mediation services as a neutral party in order to try to gain agreement using the provisions of USERRA as a guide.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Other responsibilities are defined in ESGR Instruction 1250.32 (Reference (d)).
4. Specific Skills.
 - a. Ombudsman qualified per ESGRI 1250.32 (Reference (d)).
 - b. Strong organizational management and interpersonal skills.
 - c. Ability to plan and organize the activities of a large number of volunteers.
 - d. Ability to maintain neutrality in case handling.
 - e. Ability to keep case information confidential.

ENCLOSURE 9

TRAINING DIRECTOR

1. Description. Training Directors plan, coordinate, and manage the ESGR training program. Serve as primary advisor to Chair on all training matters.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Plan, coordinate, conduct, and monitor volunteer training.
 - c. Coordinate training requirements for inclusion into the State ESGR business plan and planning calendar.
 - d. Develop a training budget; track execution.
 - e. Communicate regularly with Training Subcommittee Regional Representative, provide input as applicable.
 - f. Document volunteer training in ESGRnet.
 - g. Obtain feedback from State ESGR leadership to ensure training meets volunteer needs.
 - h. Prioritize training requirements to maximize use of available resources.
 - i. Utilize standardized Volunteer Leadership Training Program (VLTP) briefings and adjust for local use.
 - j. Collaborate annually with ESGR leadership to determine number of VLTP training slots required. Communicate VLTP need to RDD.
 - k. Conduct Train the Trainer sessions for Area Training Representatives.
 - l. Establish training metrics to measure results and effectiveness of volunteer training.
4. Specific Skills.
 - a. Ability to plan and organize Training activities of a large number of volunteers.
 - b. Understanding of the strategic planning process.

ENCLOSURE 10

PUBLIC AFFAIRS DIRECTOR

1. Description. Public Affairs Directors communicate the ESGR message and State ESGR accomplishments to internal and external customers.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Plan, prepare, and execute the Public Affairs Plan.
 - c. Coordinate media coverage.
 - d. Maintain a roster of members available to be event speakers.
 - e. Maintain working relationships with key professional members of the external media, Guard and Reserve Public Affairs offices.
 - f. Plan, organize, manage, and execute media events as necessary or as directed.
 - g. Coordinate with ESGR Strategic Communications staff, when appropriate.
 - h. Ensure preparation and circulation of ESGR newsletter, if appropriate.
 - i. Ensure State ESGR webpage is current and updated, as appropriate.
 - j. Assist the Area Chair with the selection, recruiting, training and guidance of the Area Public Affairs Representatives.
 - k. Provide information and estimates to ESGR leadership related to the Public Affairs portion of the budget.
 - l. Inform the Chair and other members of Public Affairs initiatives.
 - m. Arrange for media coverage for Employer Outreach events.
 - n. Issue press releases, photos, and other marketing material following significant events to the media and the HQ ESGR Strategic Communications staff for publication.
4. Specific Skills.
 - a. Background in public relations, marketing, journalism and/or event management.

- b. Proficiency in public speaking and written communication.
- c. Ability to communicate via e-mail and social media sites, as necessary.
- d. Ability to plan and organize the activities of a large number of volunteers and employers.
- e. Have a working knowledge of USERRA for handling basic inquiries from employers.

ENCLOSURE 11

EMPLOYER OUTREACH COORDINATOR (EOC)

1. Description. Employer Outreach Coordinators enhance the ESGR/Employer relationship through personal contact and assist the Employer Outreach Director.
2. Selection/Term Limits. Appointment and term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Responsibilities are defined in ESGR Instruction 1250.31 (Reference (d)).
4. Specific Skills.
 - a. Have a working knowledge of USERRA for handling basic inquiries from employers.

ENCLOSURE 12

MILITARY OUTREACH COORDINATOR (MOC)

1. Description. MOC establish contact, and develop supportive relationship with the designated RC units. MOC serve as the primary link between the RC and ESGR and assist their assigned commands or units in the development and execution of employer relations program. MOC is an optional position.
2. Selection/Term Limits. Appointed as determined by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements.
 - b. Responsibilities are defined in ESGR Instruction 1250.31 (Reference (d)).
4. Specific Skills.
 - a. Have a working knowledge of USERRA for handling basic inquiries from service members.

ENCLOSURE 13

OMBUDSMAN

1. Description. An ombudsman provides informal mediation and education services to prevent or resolve potential conflicts between employers and employees as a neutral party in order to try to gain agreement using the provisions of USERRA as a guide.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements
 - b. Other responsibilities are defined in ESGRI 1250.32 (Reference (d)).
4. Specific Skills.
 - a. Ombudsman qualified per ESGRI 1250.32 (reference (d))
 - b. Ability to maintain neutrality in case handling
 - c. Ability to keep case information confidential

ENCLOSURE 14

TRAINING REPRESENTATIVE

1. Description. Training Representatives assist the Training Director in the execution of the training program.
2. Selection/Term Limits. Appointed as determined by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements
 - b. Conduct training as assigned.
 - c. Document volunteer training in ESGRnet.
4. Specific Skills.
 - a. Ability to plan and organize training activities for a large number of volunteers.
 - b. Understanding of the strategic planning process.

ENCLOSURE 15

PUBLIC AFFAIRS REPRESENTATIVE

1. Description. Public Affairs Representatives assist the Public Affairs Director.
2. Selection/Term Limits. Appointed as determined by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements
 - b. Coordinate and prepare information and articles for the State ESGR Newsletter.
 - c. Assist in arranging media coverage for Employer Outreach events.
 - d. Assist Guard and Reserve units with coordination of media coverage for unit employer outreach events.
 - e. Perform other duties, such as issuing press releases, taking photographs, shooting video, providing webpage updates, as assigned.
4. Specific Skills.
 - a. Proficiency in public speaking and written communication.
 - b. Ability to communicate via e-mail and social media sites, as necessary.
 - c. Ability to plan and organize the activities of a large number of volunteers and employers.

ENCLOSURE 16

BOSSLIFT COORDINATOR

1. Description. Bosslift Coordinators are responsible for overseeing the planning and execution of Bosslifts that provide opportunities to educate employers about Guard and Reserve missions and the benefits of employing service members.
2. Selection/Term Limits. Appointed as determined by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements
 - b. Reports to the Employer Outreach Director.
 - c. Plans and coordinates the logistical and administrative requirements for ESGR sponsored Bosslifts.
 - d. Submit the event requests 60-90 days prior to a planned event.
 - e. Develop a planning calendar with the Employer Outreach Director.
 - f. Publish an after action report of the Bosslift.
4. Specific Skills.
 - a. Ability to plan and organize the activities of a large number of volunteers.

ENCLOSURE 17

AWARDS COORDINATOR

1. Description. Awards Coordinators develop and oversee the Awards Program.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements
 - b. Plan, coordinate, and manage an awards program that recognizes employers and volunteers.
 - c. Provide awards support to Area Chairs.
 - d. Track award nominations and maintain records of awards recipients.
 - e. Coordinate with the Employer Outreach Director for inclusion of SoS signings with all Patriot presentations when appropriate.
 - f. Review Patriot Award recipients for higher award consideration.
 - g. Manage the State ESGR Awards Board.
 - h. Oversee the evaluation and submission of Secretary of Defense Employer Support Freedom Award nominations to the Review Board.
 - i. Oversee the evaluation and submission of volunteer awards.
4. Specific Skills.
 - a. Ability to plan and execute award presentations.

ENCLOSURE 18

VOLUNTEER MANAGEMENT COORDINATOR

1. Description. Volunteer Management Coordinators develop plans and policies and oversee activities related to volunteer recruiting, placement, supervision, management, and evaluation/recognition.
2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally.
3. Responsibilities.
 - a. Accomplish training according to the Volunteer Management Instruction (ESGRI 1250.10) and local requirements
 - b. Develop and implement a volunteer management program, including record keeping of volunteer activities and hours.
 - c. Conduct and maintain a needs assessment of volunteer positions. This should include an analysis of the membership demographics; utilization; turn-over rates; missions, tasks and jobs; and volunteer feedback.
 - d. Plan and execute an effective volunteer recruiting program.
 - e. Review volunteer applications and recommend assignment of new volunteers based on interests, background and the needs of the State ESGR program.
 - f. Assist in collecting, maintaining and submitting required volunteer data and documentation.
 - g. Ensure all volunteers are assigned a specific job.
 - h. Ensure all new volunteers receive orientation and training.
 - i. Manage volunteer awards IAW ESGRI 1250.10.
4. Specific Skills.
 - a. Ability to plan and organize the activities of a large number of volunteers.

ENCLOSURE 19

OMBUDSMAN CASE COORDINATOR

1. Description. Ombudsman Case Coordinators assist State ESGR volunteers by assigning and tracking ombudsman activities.

2. Selection/Term Limits. Appointed by the Chair. Term limits are determined locally. NOTE: as best needed for the state, this function can be performed by EITHER volunteers OR support staff.

3. Responsibilities.

a. Assist Ombudsman with assigning and tracking cases as directed by the State ESGR leadership.

b. Keep appropriate ESGR personnel databases updated to reflect current Ombudsman position and contact information.

c. Maintain the confidentiality of any dispute resolution communications in accordance with this Instruction and Reference (d).

d. Submit reports to State ESGR leadership and HQ ESGR, as required.

e. Record and report to National Case Managers, the USERRA information requests / inquiries. i.e. phone, email, those derived via outreach activities and briefings, and other interactions where employers, service members, media, or others ask for USERRA guidance/clarification/assistance. See Reference (d).

f. Direct and send subpoenas, Congressional inquiries, FOIA, or press requests to HQ ESGR team for action and handling.

g. Contractor personnel do not mediate cases or serve as an Ombudsman, and do not contact employers or Service members reference USERRA complaints.

4. Specific Skills.

a. Have a working knowledge of USERRA for handling basic inquiries from employers.

ENCLOSURE 20

PROGRAM SUPPORT SPECIALIST (PSS)/ADMINISTRATIVE SUPPORT TECHNICIAN
(AST)

1. Description. Serve as support staff to the State ESGR program. Assist the PSM, Chair, and volunteers with operational activities, financial management, training, logistical and administrative support. Monitor the ESGR web site and inputs timely data entries as needed to ensure State ESGR volunteer and employer information is accurate and available for review. Represent ESGR at conferences and meetings.
2. Term Limits. The PSS and/or AST are contracted positions and term limits are defined by the contractor.
3. KEY Responsibilities (a more complete listing can be found in the Contract).

Note: For states without an AST, the duties below are a responsibility of the PSM.

- a. Work in coordination with the Chair and volunteers, RDD, and other Contractors to assist with operational activities, financial management, training, logistics, and other program management level support.
- b. Provide assistance in the implementation of the ESGR training program and coordinate scheduling of volunteer members with training dates and locations.
- c. In lieu of identified volunteer Employer or Military Outreach Directors, participate in conferences and meetings where Employer and Military Outreach are of benefit to the goals and objectives as defined by ESGR.
- d. Provide guidance from the Chair and RDD, coordinate and assist in hosting periodical ESGR sponsored Local and Regional Leadership Conferences.
- e. Assist but not supplant the volunteer and may not hold any of the functional area director, ombudsman, or area chair positions. The duties related to these positions listed in ESGR 1250.02 are to be performed by volunteers only.
- f. Monitor and update the State ESGR Web Site to ensure the accuracy and timeliness of requisite data entries and overall content.
- g. At the direction of the Chair, assist in supporting State ESGR operations to include:
 - (1) Military Outreach Program activities & events,
 - (2) Ombudsman tracking and reporting,
 - (3) Employer Outreach activities and events
 - (4) Documenting training Activities
- h. Maintain and update volunteer membership roster and position assignments on ESGRNet.

- i. Prepare correspondence and provide ongoing communication through electronic communications, special delivery services and regular mail.
- j. Provide briefings and updates on ESGR programs at the appropriate levels.
- k. Monitor budget expenditures on a monthly basis and assist with the justification for additional unplanned mission requirements.
- l. Assist with monitoring the Employer Recognition and SoS program.
- m. Coordinate with family program and yellow ribbon personnel in support of the ESGR Strategic and Operational Plans.

4. Specific Skills.

- a. Demonstrate broad based knowledge, experience, and skills in the areas of military personnel and human resource matters, especially as they relate to balancing civilian employment with military service. In addition, the contract employee must demonstrate a working knowledge of all ESGR programs, activities, and services.
- b. Knowledge of USERRA, related DoD Directives and Instructions, respective RC policies and instructions, and state laws or policies governing the resolution of employer issues or concerns. Knowledgeable in the application of the principles, methodologies and analysis of programs; e.g., factors that affect training and budgeting, gathering and analysis of information, recommendations for program improvement, and accurate information dissemination.
- c. Proficiency in using various DoD approved software to include preparing Microsoft Office (Word, Excel, and PowerPoint) documents and communicating via E-mail using Outlook.
- d. Skill in establishing and maintaining effective working relationships using tact and diplomacy in interacting with Reserve Component members, employers, volunteers, and other Contractor Personnel.
- e. Ability to assist in the establishment and management of a volunteer program, including recruiting, developing and maintaining a list of volunteers, maintaining records of volunteer contributions, and establishing a system for recognizing their contributions and those of employers of RC members.
- f. Ability to apply analytical tools and techniques to the interpretation of collected data and unsolicited feedback on the program's success or failure.

ENCLOSURE 21

PROGRAM SUPPORT MANAGER

1. Description. Program Support Managers (PSMs) provide operational continuity and staff coordination in support of the Chair and Area Chairs, coordinating staff, and volunteers. Work directly with the supporting RDD to coordinate support from ESGR. Although the term “manager” is used in this title, contractors cannot obligate the Government or supervise/preside over ESGR volunteers. The person in this position can, however, manage the State ESGR program in accordance with (IAW) ESGR Instructions as instructed by the Chair and/or RDD and supervise ASTs under the same contract. If no AST is assigned, the PSM shall be responsible for the duties outlined in the AST enclosure.
2. Selection/Term Limits. Selected by contractor in accordance with contract terms and selection must be closely coordinated with Chair. Term limits are determined by the contractor.
3. Responsibilities (at the direction of the Chair). In addition to the responsibilities listed in Enclosure 20 for the Administrative Support Technician (AST), the PSM shall:
 - a. Assist with the management processes for the formulation of budget requirements supporting ESGR programs, operations and events. Assist with monitoring budget expenditures and with the funding justification for additional unplanned mission requirements. Submit all budgetary reporting requirements as defined in the ESGR Finance Instruction and Ops Memos which can be found on the ESGR Web site.
 - b. Assist with managing the volunteer recruitment program to ensure diversification and compliance with applicable Federal, DoD, and ESGR instructions. Submit required reports to ESGR (e.g., volunteer hours associated with ESGR activities). Register and enter data for the volunteers into the Presidential Volunteer Service Awards (PVSA) program and order recognition certificates.
 - c. Assess the requirements for master trainers, instructors, and other support staff volunteers needed to execute employer support programs, and recommend recruitment methods.
 - d. Coordinate activities of the State ESGR operation IAW ESGR Instructions per the direction of the Chair.
 - e. Recommend selected volunteers for appointment to functional area director positions.
 - f. Coordinate and provide support to Area Chairs.
 - g. Analyze the assigned area’s ESGR program to ensure it complies with ESGR’s policies, guidance, and accreditation standards.

h. Participate in development and tracking of the State's annual business plan, budget and execution, and administrative requirements. Prepare and submit the State annual spending plan at the direction of the Chair.

i. Facilitate day-to-day communications and activities among HQ ESGR, State ESGR Leadership and volunteers.

j. Administer planning, preparation and submission of award nominations and facilitate organization of award presentation ceremonies.

k. Represent Chair when required.

l. Apply analytical tools and techniques to the interpretation of collected data and unsolicited feedback on all ESGR programs.

m. Coordinate with family program and yellow ribbon personnel in support of the ESGR Strategic and Operational Plans.

4. Specific Skills.

a. Organizational management and interpersonal skills.

b. Experience in public speaking.

c. Proficiency in using Microsoft Office products, especially Word, Excel, and PowerPoint.

d. Ability to communicate via e-mail.

e. Ability to plan and organize the activities of a large number of volunteers.

f. Understanding of the strategic planning process.

g. Understanding of the training process and how to train people.

h. Understanding of Reference (j) as it applies to representing DoD – specifically, the use of appropriated funds, gifts, travel, and relationships with non-DoD organizations (public sector, private sector, and non-profit organizations).

5. Priority of Effort.

a. Compliance with policy and operating procedures.

b. State ESGR finances/accounting.

c. Employer outreach.

d. State ESGR administrative support.

e. Annual business (operating) plan.

- f. Budget execution and tracking.
- g. Travel reimbursement and invitational travel orders.
- h. Public Affairs.
- i. Awards and recognition.
- j. Training of coordinating staff.
- k. Metrics (measures of effectiveness).
- l. Maintenance of volunteer database.

ENCLOSURE 22

RESERVE COMPONENT LIAISON (RCL)

1. This PSM-equivalent position supports the leadership in the Reserve Component (RC) [i.e., Army, Navy, Air Force, and Marine Reserve] Headquarters, Employer Support of the Guard and Reserve (ESGR) Headquarters, and the local State ESGR. The primary focus is supporting RC headquarters and acting as a liaison with HQ EGSR. Additionally, RCLs provide support to the States to include all the duties associated with the Administrative Support Technician. This liaison will leverage and build synergies with the RC and ESGR HQ as well as the state volunteer network in creating/sustaining a supportive environment for all Reserve components.
2. Reserve Component (RC) Headquarters: The RCL shall be located at the RC headquarters and act as the focal point for ESGR activities there. They serve as the primary liaison among the RC Headquarters staffs, ESGR Headquarters staff, and State ESGR. Specific RC related duties shall include but not be limited to:
 - a. Assist with managing the RC's Military Outreach Program; Provide training and ESGR materials to RC members.
 - b. Ensure units have access to and understand all available ESGR services.
 - c. Provide ESGR program technical assistance and guidance to RC leadership, State ESGR leadership, and Guard/Reserve members so they may accomplish objectives and mission of the ESGR program and understand prescribed rights under Federal and State Law.
 - d. Coordinate with RC HQ, ESGR HQ and states to ensure mobilization/demobilization (MOB/DEMOB) and Employer Outreach activities for the appropriate RC units & members as conducted.
 - e. Participate in conferences and meetings where Employer and Military Outreach are of benefit to the goals and objectives as defined by ESGR.
3. ESGR Headquarters: The RCL shall provide support to the ESGR Headquarters through the National Outreach and Plans (NOP) directorate. ESGR Headquarters duties include but are not limited to:
 - a. Gather and analyze employer support issues within their Reserve Component.
 - b. Develop, plan, and conduct training regarding employer outreach programs.
 - c. Assist with managing the Military Outreach Program.
 - d. Monitor the ESGR Web site and input timely data.
 - e. Assist in the preparation of a recommended marketing plan for taking ESGR programs to the Guard and Reserve community within their Reserve Component, to include employer outreach plans.
 - f. Advise the ESGR staff on all matters relating to ESGR

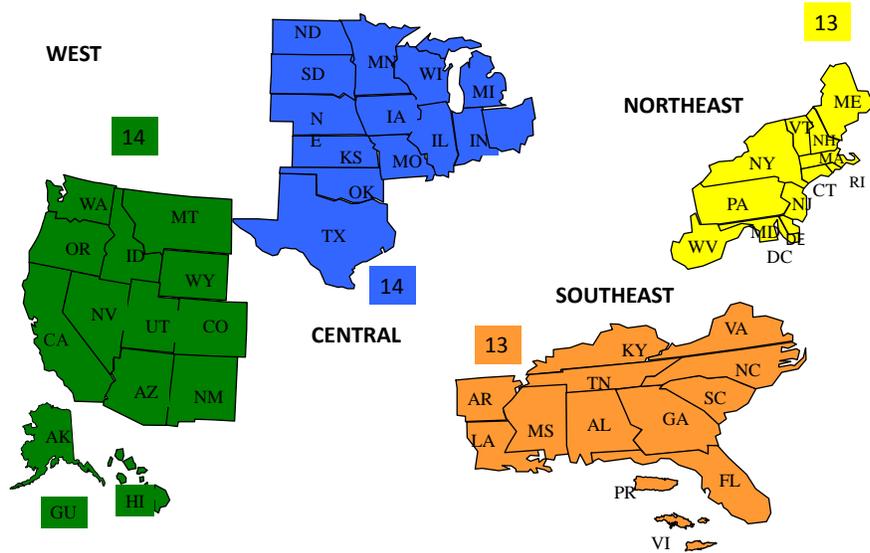
- g. Plan, program, recommend, and monitor resources necessary to support program components
 - (1) Assist RC HQ with policy development that supports ESGR Strategic and Operational Plans, to include resources, bosslifts, etc.
 - (2) Act as liaison between HQ ESGR, state EGSR and RC HQ for resource issues and bosslift support.
 - h. Maintain resource library and historic records.
 - i. Provide reports to the HQ ESGR offices that capture mission effectiveness using established metrics and information, as required.
 - (1) Maintain coordination with the Employer Outreach, Military Outreach, and Public Affairs Directors to implement ESGR programs within the Reserve Components.
 - (2) While acting as the ESGR representative at Reserve Component Headquarters, maintain two-way communications with the NOP, bottom line, keep ESGR Headquarters informed (at a minimum, engage in weekly communications via phone or e-mail).
 - (3) Ensure all opportunities for ESGR engagement is shared with Headquarters to allow enough lead-time for ESGR representation, briefings and overall participation; e.g., Senior RC leadership conferences.
 - (4) Provide timely reports that capture mission effectiveness using established metrics (at a minimum, provide these reports on a monthly basis).
4. Local ESGR Program: Within their state of residence, as available, the RCL shall provide support to the State ESGR through the State Chair and in cooperation with the Program Support Manager. Local ESGR duties include but are not limited to:
- a. Work in coordination with the Chair and volunteers, RDD, and other Contractors to assist with operational activities, financial management, training, logistics, and other program management level support.
 - b. Provide assistance in the implementation of the ESGR training program and coordinate scheduling of volunteer members with training dates and locations.
 - c. In lieu of identified volunteer Employer or Military Outreach Directors, participate in conferences and meetings where Employer and Military Outreach are of benefit to the goals and objectives as defined by ESGR.
 - d. Provide support for the Chair and RDD; coordinate and assist in hosting periodical ESGR sponsored Local and Regional Leadership Conferences.
 - e. Assist but not supplant the volunteer and may not hold any of the functional area director, ombudsman, or area chair positions. The duties related to these positions listed in ESGR 1250.02 are to be performed by volunteers only.
 - f. At the direction of the Chair, assist in supporting State ESGR operations to include:

- (1) Military Outreach Program activities & events,
 - (2) Ombudsman tracking and reporting,
 - (3) Employer Outreach activities and events
 - (4) Documenting training Activities
- g. Prepare correspondence and provide ongoing communication through electronic communications, special delivery services and regular mail.
 - h. Provide briefings and updates on ESGR programs at the appropriate levels.
 - i. Monitor budget expenditures on a monthly basis and assist with the justification for additional unplanned mission requirements.
 - j. Assist with monitoring the Employer Recognition and Statement of Support (SoS) program.

ENCLOSURE 23

ESGR REGIONAL MAP

ESGR Regions



WEST	CENTRAL	NORTHEAST	SOUTHEAST
Alaska	Illinois	Connecticut	Alabama
Arizona	Indiana	Delaware	Arkansas
California	Iowa	District of Columbia	Florida
Colorado	Kansas	Maine	Georgia
Guam-CNMI	Michigan	Maryland	Kentucky
Hawaii	Minnesota	Massachusetts	Louisiana
Idaho	Missouri	Vermont	Mississippi
Montana	North Dakota	New Hampshire	Puerto Rico
Nevada	Ohio	New Jersey	North Carolina
New Mexico	Oklahoma	New York	South Carolina
Oregon	Nebraska	Rhode Island	Tennessee
Utah	South Dakota	Vermont	Virginia
Washington	Texas	West Virginia	Virgin Islands
Wyoming	Wisconsin		

ENCLOSURE 24

SUMMARY OF CHANGES

Overall, this instruction has undergone significant changes. Readers are encouraged to read the entire document, not just this summary.

Throughout this document, many familiar terms have been changed at the recommendation of ESGR subcommittees and members. For example, National Committee for Employer Support of the Guard and Reserve (NCESGR) is replaced with Headquarters Employer Support of the Guard and Reserve (HQ ESGR). The instruction has been re-named from Field Committee Structure to ESGR Structure & Operating Procedures.

Other specific changes are outlined below.

1. The position description and job titles for the support staff have been revised to reflect the new 2010 contracts.
 - a. Program Support Manager (PSM) replaces Executive Director (ED is no longer an ESGR position)
 - b. Program Support Specialist/Administrative Support Technician (PSS/AST) replaces Administrative Program Support Specialist and PSS+
2. Added new position “Ombudsman Case Coordinator”
 - a. Performs the functions of coordinating state ombudsman activities – assigning cases, tracking case completion, etc. Makes it optional for this function to be performed by support staff.
3. Renamed the position “Membership Coordinator” to “Volunteer Management Coordinator” to better reflect the position functions.
4. Added a new contract position – Reserve Component Liaison. Primarily this person acts as liaison between the individual reserve component headquarters and the ESGR headquarters. Additionally the individual may assist with the local state ESGR mission.

GLOSSARY

ABBREVIATIONS AND ACRONYMS

AST	Administrative Support Technician
CEI	Civilian Employment Information
CEO	Chief Executive Officer
DEMOB	D/demobilization
DoD	Department of Defense
DoDD	Department of Defense Directive
DO	Director, Operations
ESGR	Employer Support of the Guard and Reserve
ESGRI	Employer Support of the Guard and Reserve Instruction
FAD	Funding Authorization Document
IT	Information Technology
MOB	mobilization
MOC	Military Outreach Coordinator(s)
NLT	not later than
NOP	Outreach and Plans
PSM	Program Support Manager
PSS	Program Support Specialist
RC	Reserve Components
RDD	Regional Deputy Director
SoS	Statement(s) of Support
TAG	The Adjutant General
USERRA	Uniformed Services Employment and Reemployment Rights Act
VLTP	Volunteer Leadership Training Program