

EMPLOYMENT INITIATIVE PROGRAM GUIDE



3 January 2011




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Employment Initiative Program Guide

References:

- a. Assistant Secretary of Defense Memorandum, dtd 5 Oct 10, Subject: Guidance regarding ESGR mission re-alignment(s)
- b. Employer Support of the Guard and Reserve, FY2011-FY2015 Strategic Plan
- c. Employer Support of the Guard and Reserve, FY2011 Operation Plan (OPLAN)

1. SITUATION.

Since 9-11, the Total Force, service members (Active, Guard and Reserve), civilian employees, contractors, volunteers, employers and families, have all played a tremendous role in fighting terrorism and keeping our country secure. The readiness of the National Guard and the Reserve components (RC) is at an all-time high and the Total Force can take great pride in that achievement. At the same time, we are now seeing unprecedented levels of service member unemployment and under-employment. Eventually, this trend in unemployment could have negative impacts on force readiness. The relationship between civilian employers and their employees or potential employees that also serve in the Guard and Reserve is extremely important. It is central to the retention and recruiting missions of the Guard and Reserve. Department of Defense (DoD) recognized the importance of employers and in 1972, Employer Support of the Guard and Reserve (ESGR) was established to focus on gaining and maintaining this critical relationship between employers and service members.

Today, in this time of economic uncertainty and high unemployment, ESGR is once again being called upon by DoD. ESGR's 4700 Volunteers are being asked to expand their mission set and engage in activities that will enhance service members' and their families' opportunities in the civilian workplace. ESGR's Strategic Plan FY11-15 directly addresses and supports this critical, emerging mission.

2. MISSION.

Plan for and execute activities that enhance the employment opportunities for service members and their families, especially focusing on those completing active duty tours and our Wounded Warriors.

3. EXECUTION.

INTENT: ESGR Headquarters and State ESGR Committees will take full advantage of all ESGR, Yellow Ribbon, and Family Programs, in partnership with public and private entities, to enhance employment opportunities for service members and their families, especially those completing active duty tours and Wounded Warriors.

WE WILL:

- Communicate to employers the value inherent in hiring current and former members of the armed forces.
- Create personal and virtual channels through which employers and service members can communicate easily and effectively.
- Leverage the local knowledge of ESGR Committee members.
- Collaborate with Federal, State and local entities, and with the private sector.
- Pay special attention to the needs and abilities of Wounded Warriors.

END STATE: An infusion of service members into the public and private workforce in jobs that reflect and reward their talent and dedication, and their commitment to the United States and its best values.

a. Concept of Operations. In support of the ESGR Strategic Plan FY11-15, Headquarters, ESGR (HQ ESGR) is partnering with other federal agencies to seek opportunities that will enhance employment options for service members and their family members. This Program Guide articulates the overall timeline and requirements to ensure the success of the Employment Initiative Program. ESGR will use its robust network of over 4,700 volunteers located throughout the country to facilitate and coordinate activities identified in this Guide that directly support the stated mission.

(1) Facilitating employment transitions is a stated requirement in the ESGR Strategic Plan and further described in the ESGR Operation Plan (OPLAN) for FY11-12. The OPLAN sets forth ESGR's objectives, activities, milestones, metrics and responsibilities supporting the Strategic Plan and will serve as the guidance supporting each State's Business Plan. ESGR is actively engaged with the following federal agencies in a pursuit to coordinate efforts to gain efficiencies and positive results by enhancing our mission areas: Department of Veterans Affairs (VA); Department of Labor (DOL) VETS; Small Business Administration (SBA); and, Office of Personnel Management (OPM).

(2) Additionally, HQ ESGR is working with key non-federal entities where the relationship enhances the mission goals and objectives. The following is a short list of examples of non-federal entities we are currently working with; it is not an all inclusive list and is still growing: Society for Human Resource Management (SHRM); US Chamber of Commerce; International Association of Chiefs of Police; Direct Employers Association;

National School Board Association; National Association of State Workforce Agencies; National Sheriffs' Association; and, National League of Cities.

CAUTION: While ESGR members participate and work with non-federal entities, we must do so while being compliant with federal laws. Ethics training is provided to ensure all members of ESGR are aware of the federal law requirements and will comply accordingly. In addition, the appearance in this document of these associations does not constitute endorsement by ESGR or DoD of these non-federal entities. The purpose of listing these associations is to provide visibility with regard to how these non-federal entities may pertain to ESGR's mission.

(3) Using the Family and Employer Programs and Policy Office within OSD Reserve Affairs, we will leverage existing ESGR resources integrated with the Yellow Ribbon Program, Employer Partnership of the Armed Forces, and Individual and Family Support Program to form a coordinated and synchronized main effort. We will collaborate with and advance existing/emerging federal, state, and local programs and initiatives that have the capability to prepare and connect unemployed and underemployed Guard and Reserve members and family with vocational assistance and employment opportunities.

(4) This Guide directly supports and addresses the following objectives from the FY11-15 Strategic Plan.

- Objective 1.7: Create and sustain a program to identify and coordinate employment opportunities for employers and service members.
- Objective 6.1: Partner with appropriate DoD activities such as the Yellow Ribbon Program (YRP) to facilitate the continuum of military service, to include pre-deployment, deployment, reintegration.
- Objective 6.2: Collaborate with academia to develop policies to aid service members transitioning from school to military duty.
- Objective 6.3: Serve as central coordinating agency for employers and military services to develop employer initiatives that are mutually beneficial for employment of military members.

(5) This employment initiative will establish cost-effective, community-based employment networks that maximize the strengths of ESGR's 4,700 volunteers and strategic partners. HQ ESGR will not mandate a "one-size-fits-all" plan to State Committees. State Chairs will determine the appropriate level of activity and adapt a tailored approach that best suits the capabilities of the committee and the current economic and military situation of the individual States. This approach should lead to greater integration of related program efforts, reduction of duplication and increased support for service members, their families and employers.

b. General

(1) ESGR will facilitate employment opportunities by assisting service members to be competitive in the job market. HQ ESGR will participate in a coordinated federal effort to better align civilian and military qualifications and certification standards. In those states where this initiative to align skills has been successful, HQ ESGR will work to garner national level support for similar initiatives.

(2) Measurement of any program or initiative is important in order to determine the best courses of action in the future. A defined set of metrics will be important for the future success of this Employment Initiative Program. Accordingly, the ESGR Metrics Subcommittee has been tasked to develop metrics for this initiative (Annex A). Eventually, we will be able to measure the impact our programs are having on the unemployment rate of our service members. Additionally, we will work with other agencies to capture meaningful statistics regarding the overall effort.

(3) To manage the overall ESGR effort from the national perspective, an Employment Initiative Directorate will be established by drawing resources from other existing offices at HQ ESGR. The new Directorate structure (Annex B) will be led by either a military O-6 (COL) or civilian GS-15 depending on the employment resource available. At the State level, each Chair will be asked to focus on State Employment Initiatives and structure their committee accordingly. Specific responsibilities for each of the new positions are identified in this Guide. Annex C provides a timeline of requirements to meet the mission goals and objective of this guide.

(4) Annex D lists agencies and organizations for collaboration to focus our joint efforts to achieve this priority.

(5) Accomplishing this mission will require that ESGR shift some resources that have been traditionally devoted to other tasks. Annex E addresses how ESGR will efficiently use resources both within HQ ESGR and in State Committees to specifically address this new priority.

(6) This Guide has captured some of the best practices and lessons learned from pilot programs already being conducted in the States. Many of these State Committee efforts are captured in Annex F and will be posted on the website and updated as the situation demands.

(7) In support of connecting Citizen Warriors and potential employers, a major element of this effort is engaging Reserve component leadership to motivate service members to actively participate in available opportunities. Reserve component leadership should engage service members at the front end of the mobilization cycle on the importance of continued education, career planning and employment preparation. Coordinated actions involving ESGR and personnel conducting Yellow Ribbon Program (YRP) events will play a key role in ensuring service members, families, and employers are all connected and are meeting the needs of each individual entity involved.

(8) The State Committee should work closely with the Adjutants General (TAG) and Reserve component commanders as these military leaders conduct a needs assessment. This assessment will help direct the State Committee's activities and determine what kind of model to use or adapt, and what resources need to be put into play (e.g., referral to education advisor, job information infrastructure/data banks connections, Transition Assistance Program sessions, etc.) State Committees should encourage Commanders to conduct needs assessments at pre-, during, and post-deployment.

The blanket question: “Do you have a job?” does not take into account the various conditions or decisions that surround a service member’s plans for the future. Questionnaires should be crafted to elicit information that addresses the service member’s intentions. The following is suggested:

- Are you seeking a job? (US DOL-VETS, State DOL, etc)
- Do you want to go to school? (Veterans Affairs, Command Education Advisor, etc)
- Do you want to start a business; do you have a business? (Small Business Administration)

c. Roles/Responsibilities

(1) National Level

(a) National Chairman

1 Recommend priorities for development and execution of employer support programs and activities.

2 Communicate regularly with influential business and civic leaders at the national level.

3 Coordinate with State Chairs and Subcommittees as needed.

(b) Executive Director

1 Integrate resources of new business lines such as Yellow Ribbon Program, Individual and Family Support Program, Employer Partnership of the Armed Forces, and other programs as appropriate.

2 Provide senior manager focus on employment initiative program.

(c) Employment Initiatives Program (EIP) Director

1 Provide employment initiative guidance to all levels of the organization.

2 Serve as a resource to State Committees.

3 Collect best practices and be a clearing house of information concerning employment initiatives.

4 Provide direct EIP oversight and integration with other functional areas.

(d) Yellow Ribbon Program Director

1 Collaborate with ESGR, Defense Manpower Data Center (DMDC) and the Yellow Ribbon Managers to help identify issues related to unemployment of National Guard and Reserve service members and their spouses.

2 In addition, the Yellow Ribbon Program (YRP) will determine a way ahead regarding vocational assistance as a major tool in assisting service members' successful attainment of employment opportunities.

3 Incorporate employment initiatives and information into Yellow Ribbon events.

(e) Individual and Family Support (IFS) Director

1 Collaborate with Military Community and Family Policy, Service Chiefs, and the Reserve Component Commanders to address the needs of our Guard and Reserve members seeking employment with Corporate America.

2 Serve as a force multiplier to promote and support the ESGR Employment Initiative Program operational environment.

(f) National Outreach and Plans (NOP) Directorate

1 Create a strategic marketing and advertising campaign in collaboration with current and future Public Affairs/Marketing sources.

2 Provide input and guidance to Operations/Regional Deputy Directors.

3 Maintain liaison relationships to the following entities:

- Armed Forces: National Guard Bureau, Employer Partnership of the Armed Forces (EPAF), Reserve Component Headquarters.
- Federal Agencies: Department of Labor (DOL), Small Business Administration (SBA), Department of Veterans Affairs (VA), and Office of Personnel Management (OPM).
- National Organizations: SHRM, US Chamber of Commerce, Service Organizations (Military Officers Association-MOAA, National Guard Association of the United States- NGAUS, Reserve Officers Association-ROA, Adjutants General Association) and others.
- ESGR has Reserve Component Liaison Officers (RCLOs), located at Army Reserve Headquarters, Marine Corps Headquarters, Navy Reserve Headquarters and Air Force Reserve Headquarters. They will coordinate Service specific events as tied to this initiative. The RCLOs directly report to NOP for coordinating, guidance and to obtain ESGR support for this initiative.

(g) Operations Directorate

1 Regional Deputy Directors (RDDs) – Serve as primary line of communication to State Chairs and their full-time support staff for day-to-day employment initiative tasking, reporting and sharing best practices.

2 Provide input to ESGR Directorates to identify State Committee support and resourcing requirements and priorities.

3 Standardize assessing and reporting tools focusing on number of events, actual resources utilized, and return on investment.

(h) Training Directorate

1 Train and support Chairs, paid staff and volunteers to form an agency oriented on an employer focused mission.

2 Provide mobile training in accordance with guidance/input from Operations/Regional Deputy Directors, and other Directorates as applicable, which enables the volunteer (State Committee) to better communicate ESGR’s employment initiatives to employers and service member.

3 Develop training courses to support new employment initiative mission with emphasis on conducting model programs and networking with other resources.

(i) Advisory Group/Subcommittees

1 **Strategic Planning Subcommittee.** Serve as an advisory committee to the ESGR Executive Director and National Chair to assist in developing and publishing the ESGR Strategic Plan and reviewing the Operation Plan. Monitor developments in the field and provide situational awareness updates to HQ ESGR.

2 **Volunteer Management Subcommittee.** Advise Operations and Training Directorates in identifying volunteer recruiting practices to target specific skill sets favorable to facilitating the employment initiative. Monitor developments in the field impacting Volunteer Management and provide situational awareness updates to HQ ESGR.

3 **Outreach Subcommittee.** Advise Director, National Outreach and Plans (NOP) in developing and executing all outreach plans. Advise on developing new outreach strategies to carry out the employment initiative. Monitor developments in the field impacting Outreach and provide situational awareness updates to HQ ESGR.

4 Metrics Subcommittee. Advise Training Director on metrics, processes and programs. Recommend and develop key criteria and requirements to measure the success of the employment initiative, gain concurrence, motivate implementation, and report on the results. Address possibility of adding employment initiative results into the Planning, Execution and Performance Reporting System (PEPRS). Monitor developments in the field, adjust metrics as needed and provide situational awareness updates to HQ ESGR.

5 Training Subcommittee. Identify training requirements for implementation of this new guide. Incorporate the employment initiative process into the Volunteer Leadership Training Program (VLTP). Monitor developments in the field to assess and improve training and provide situational awareness updates to HQ ESGR.

6 Interagency Employment Initiative Advisory Group. Serves in an advisory role to the ESGR Executive Director and National Chairman on employment initiative matters. (Annex G)

(2) State Level

(a) State Chairs

1 Develop relationships critical to the success of employment initiatives and coordinate at state and local levels.

2 Incorporate the employment initiative business line within the State Business Plan to oversee the state operation and planned budget for employment related activities.

3 Assess state demographics to determine number of Reserve component members assigned and key employers.

4 Engage the Adjutants General (TAG) and key Reserve component leaders on the employment initiative and utilize the vast network of services provided to the service member through Joint Forces Headquarters and Inter Service Family Assistance Committees (ISFAC).

5 Work with local businesses to encourage the hiring of Guard and Reserve members. Promote Top 10 reasons to hire reservists/veterans (Annex H).

6 Educate potential employer human resource directors about the Guard and Reserve and the skills their members have to offer. Utilize the “Veterans Employment Coordinator” within the existing business infrastructure and collaborate efforts to the best advantage of those service members seeking employment.

7 Connect with key federal agencies in state (Department of Labor Veterans’ Employment and Training Service-DOL VETS, SBA, etc.), workforce centers and business organizations.

8 Develop a working group of federal, state, and community partners.

9 Recruit active volunteers who have human resource or related experience to serve as mentors to job-seeking service members.

10 Coordinate with HQ ESGR on additional training for volunteers.

11 Educate congressional delegation and key state decision makers on the ESGR mission.

(b) Program Support Manager/Program Support Specialist/Executive Directors

1 Assist in planning and execution of integral employment initiative activities.

2 Connect and coordinate with Yellow Ribbon efforts and Employer Partnership of the Armed Forces (EPAF) activities.

3 Provide oversight to volunteers on all employment outreach activities.

(c) State ESGR Employment Initiatives Director (If position is filled, and if not, the employment initiatives should be integrated into the overall State ESGR mission.)

1 Coordinate and collaborate with federal, state and local officials to build coalitions focusing on facilitating employment opportunities for service members.

(d) Volunteers

1 Create an environment for community-based employment events. Serve as ambassadors and advocates to the business community. Educate and build support for employment initiatives.

2 Coordinate and collaborate. Create and maintain partnerships with Department of Veterans Affairs, Small Business Administration, and Department of Labor Veterans Employment and Training Service in the state.

3 Create and maintain relationships with TAGs and Reserve component leaders within respective area.

4 Educate and motivate the business community regarding the benefits of hiring a reserve component member. Utilize any past or current Freedom Award recipients.

5 Serve as a resource to the service member and spouse on employment initiatives (handouts, follow-up, directing to appropriate agencies, etc.).

6 Be the “eyes and ears” for ESGR and funnel job leads and information to the service member, the state workforce centers and the Employer Partnership of the Armed Forces portal.

4. ADMINISTRATION AND LOGISTICS

a. Logistics.

(1) Integrate the current and projected human resources of the Yellow Ribbon Program, Employer Partnership of the Armed Forces, and Individual and Family Support Program into ESGR standard supply and support procedures.

(2) Develop plan to incorporate additional staff members into Base Realignment and Closure (BRAC) movement plan and work space plan during move of FEPP HQs in early FY12.

b. Personnel.

(1) Integrate the current and projected human resources of Yellow Ribbon Program, Employer Partnership of the Armed Forces, and Individual and Family Support Program into ESGR standard management processes and human resource management.

(2) Develop plan to staff the newly established staff element responsible for managing/developing employment initiatives.

c. **Public Affairs.** Develop a marketing/advertising plan to support key events, interagency collaboration, and key initiatives. (Annex I). Amend the Statement of Support for the Guard and Reserve to highlight this Employment Initiative (Annex J)

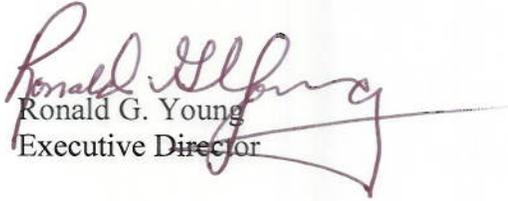
5. Command and Control

a. Command

(1) The ESGR National Chairman and Executive Director will have management oversight of the execution of the entire ESGR Strategic Plan. The ESGR Employment Initiative Director is the HQ ESGR primary focal point for the program. **As always, the real foot soldiers and individuals who will ensure success of the Employment Initiatives are the 4,700 Volunteers in the field.** Subordinate Project Officers and points of contact will be designated and published as appropriate.

(2) Liaison Officers will be identified and integrated into/directly collaborate with our key federal partners.

b. **Communications.** Coordination and collaboration will be conducted exclusively on unclassified networks and processing systems.


Ronald G. Young
Executive Director

Annexes

Annex A – Metrics Measuring

Annex B – Employment Initiative Directorate

Annex C - Key Event/Task Milestones

Annex D - Collaborative Agencies/Organizations

Appendix 1 – Department of Labor, (DOL VETS)

Appendix 2 – Department of Veterans Affairs (VA)

Appendix 3 – U.S. Small Business Administration (SBA)

Appendix 4 – Employment Partnership of the Armed Forces (EPAF)

Appendix 5 – Individual and Family Support (IFS) Program

Appendix 6 – Yellow Ribbon Program (YRP)

Annex E - Resources/Overall Budgeting

Annex F - State Level Models

Appendix 1 – Indiana

Appendix 2 – Kansas

Appendix 3 – Florida

Appendix 4 – Tennessee

Appendix 5 – Montana

Appendix 6 – Texas

Appendix 7 – Delaware

Appendix 8 – Massachusetts

Appendix 9 – New Hampshire

Appendix 10 – Washington

Annex G – Interagency Employment Initiative Advisory Group (To be established)

Annex H – Top Ten Reasons for Hiring, *Fact Sheet 7*

Annex I - Marketing and Advertising

Appendix 1 – ESGR Strategic Communication Plan

Annex J – TBP (*Proposed Statement of Support*)

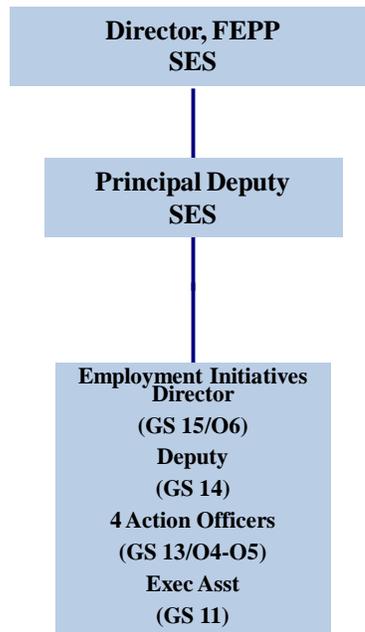
Annex K – Abbreviations/Terms

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Annex A (TBP (*Metrics Measures*)) to ESGR Employment Initiative Program Guide

This is a current tasking to the Metrics Subcommittee, suspense 2nd Quarter FY11.

Family and Employer Programs and Policy Employment Initiatives Directorate



Annex C (Key Event/Task Milestones) to ESGR Employment Initiative Program Guide

June – 2009: Strategic Planning Subcommittee (SPSC) begins initial discussions. FY11-15 Strategic Plan goals and objectives to include possible Employment Initiative Program (EIP)

April – 2010: FY11-15 Strategic Plan approved by Assistant Secretary of Defense for Reserve Affairs (ASD/RA)

June – 2010: FY11/12 OPLAN created and reviewed by SPSC

September – 2010: OPLAN presented to National Leadership Conference (NLC) membership for further review and input

October 5, 2010: Secretary McCarthy tasks ESGR with preparation of detailed Employment Initiatives

October 15, 2010 – Outline to ESGR Executive Director (ED) on ESGR Employment Initiative

October 25, 2010 – Briefed Metrics Subcommittee to determine metrics for Employment Initiatives

November 1-5, 2010 - FY11-15 Strategic Plan and OPLAN presented at Support Staff Workshop with focus on Employer Initiative. Program Support Managers with unique State pilot programs/models briefed their program details to the workshop attendees.

November 17, 2010 – Briefed Strategic Planning Subcommittee on Employment Initiative

November 18-19, 2010 – Briefed Training Subcommittee on Employment Initiative and requested them to develop plans for unique volunteer training requirements.

December 1-2, 2010 – Briefed Volunteer Management Subcommittee on Employment Initiative and future volunteer needs with unique skill sets and experiences

December 15, 2010 – Finalize Pre-Decisional Draft presented to ASD-RA.

January, 2011 – Implementation of marketing plan for Employment Initiatives

Jan-Mar, 2011 – Finalize planning for transition of Employment Partnership of the Armed Forces (EPAF) from USAR to ASD-RA

Mar-May, 2011 – Regional Leadership Conferences with Employment Initiatives focus

May-Aug, 2011 – OSD-RA sponsored Yellow Ribbon Events with Joint Service focus combined with the introduction of Employment Initiative events

September, 2011 – Evaluation of EIP with implementation of revisions for FY12

Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

The following are federal agencies/programs that offer employment, training, and business entrepreneur programs and resources for service members and their families. This listing is not fixed; expansion of collaboration efforts will continue as appropriate agencies and programs are encountered.

Appendix 1 – Department of Labor, Veterans Employment and Training Service (DOL VETS)

Appendix 2 – Department of Veterans Affairs (VA)

Appendix 3 – U.S. Small Business Administration (SBA)

Appendix 4 – Employment Partnership of the Armed Forces (EPAF)

Appendix 5 - Individual and Family Support (IFS) Program

Appendix 6 - Yellow Ribbon Program (YRP)

Appendix 1 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Department of Labor Veterans' Employment and Training Service (DOL VETS). The VETS lead in each state is the Director for Veterans' Employment and Training (DVET), and there is a Regional Administrator (RAVET) over each of the six VETS regions.

Employment Services for Veterans

VETS offer employment and training services to eligible veterans through a non-competitive Job for Veterans State Grants Program. Under this grant program, funds are allocated to State Workforce Agencies in direct proportion to the number of veterans seeking employment within their state. The grants support two principal staff positions:

Disabled Veterans' Outreach Program (DVOP) Specialists Local Veterans' Employment Representatives (LVER)

This grant provides funds to exclusively serve veterans, other eligible persons, transitioning service members, their spouses and, indirectly, employers. The grant also gives the State the flexibility to determine the most effective and efficient distribution of their staff resources based upon the distinct roles and responsibilities of the two positions.

DVOP and LVER staffs provide services to all veterans that Title 38 indicates are eligible for their services, but their efforts are concentrated, according to their respective roles and responsibilities, on outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staffs, through outreach with employers, develop increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans.

Disabled Veterans' Outreach Program Specialists: Disabled Veterans Outreach Program (DVOP) specialists provide intensive services to meet the employment needs of disabled veterans and other eligible veterans, with the maximum emphasis directed toward serving those who are economically or educationally disadvantaged, including homeless veterans, and veterans with barriers to employment. DVOP specialists are actively involved in outreach efforts to increase program participation among those with the greatest barriers to employment which may include but should not be limited to: outplacement in Department of Veterans' Affairs (DVA) Vocational Rehabilitation and Employment Program offices; DVA Medical Centers; routine site visits to Veterans' Service Organization meetings; Native American Trust Territories; Military installations; and, other areas of known concentrations of veterans or transitioning service members. The case management approach, taught by the National Veterans' Training Institute, is generally accepted as the method to use when providing vocational guidance or related services to eligible veterans identified as needing intensive service.

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Appendix 1 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Local Veterans' Employment Representatives: Local Veterans' Employment Representatives (LVERs) conduct outreach to employers and engage in advocacy efforts with hiring executives to increase employment opportunities for veterans, encourage the hiring of disabled veterans, and generally assist veterans to gain and retain employment. LVER staff conducts seminars for employers and job search workshops for veterans seeking employment, and facilitate priority of service in regard to employment, training, and placement services furnished to veterans by all staff of the employment service delivery system.

To meet the specific needs of veterans, particularly veterans with barriers to employment, DVOP and LVER staff are thoroughly familiar with the full range of job development services and training programs available at the State Workforce Agency One-Stop Career Centers and Department of Veterans' Affairs Vocational Rehabilitation and Employment Program locations.

DOL VETS homepage: <http://www.dol.gov/vets/welcome.htm>

DOL VETS staff directory, including the RAVETs and DVETs (scroll down for links to each state). <http://www.dol.gov/vets/aboutvets/contacts/main.htm>

DVOP/LVER Locator – Lists the DVOPs/LVERs in each state and their contact information.

CareerOneStop – Tools to help [job seekers](#), [students](#), [businesses](#), and [career professionals](#) sponsored by the U. S. Department of Labor, Employment and Training Administration.
<http://www.careeronestop.org/>

State Employment Agencies

National Veterans' Training Institute (NVTI) does not directly work with or train veterans. NVTI is a contract program from the US Department of Labor, Veterans' Employment & Training Service (VETS). NVTI is mandated by law ([Title 38, Sec. 4109 USCU](#)) to provide specific training to certain groups, namely veterans' employment and training professionals including employment service personnel, VETS and state staff, Department of Defense personnel and others. <http://www.nvti.ucdenver.edu/home/infoVeterans.htm>

REALifelines – The Recovery and Employment Assistance Lifelines (REALifelines) Advisor provides veterans and transitioning service members wounded and injured as a result of the War on Terrorism, and their family members, with the resources they need to successfully transition to a rewarding career. Developed by the U.S. Department of Labor's [Veterans' Employment and Training Service \(VETS\)](#), the REALifelines Advisor provides valuable information and access to

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Appendix 1 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

contact information for one-on-one employment assistance and online resources to assist wounded and injured transitioning service members and veterans in their reintegration into the civilian workforce. While this site is intended for use by wounded and injured transitioning service members, it offers extensive information and resources that can benefit all veterans.

e-Laws – Interactive e-tools for both employees and employers that provide easy-to-understand information about a number of federal employment laws.

America's Heroes at Work - Includes a Veterans Hiring Toolkit designed to assist and educate employers who want to include Veterans and wounded warriors in their recruitment and hiring initiatives. Featuring a straightforward six-step process, it pinpoints helpful tools and outlines important steps to take when designing a Veterans hiring initiative. Though presented as focusing on the employment challenges of returning Service Members and Veterans living with **Traumatic Brain Injury (TBI)** and/or **Post-Traumatic Stress Disorder (PTSD)**, there is plenty of good information for hiring all veterans. Designed for employers and the workforce development system, this website is your link to [information and tools](#) to help returning Service Members and Veterans living with TBI and/or PTSD succeed in the workplace - particularly Service Members returning from Iraq and Afghanistan. <http://www.americasheroesatwork.gov/>

VETS / Job Corps Training – VETS needs your assistance to enroll 300 Veterans ages 20-24 in a new one-year, all-expense-paid Demonstration Project with the Employment and Training Administration's (ETA) Job Corps that provides training, a credential or certificate, stipend, housing, meals, employment and post-employment support. <http://www.dol.gov/vets/jc-info.htm>

State & Local Department of Labor - The ability to integrate and leverage local assets is best demonstrated by the state of Florida which offers an ideal model where the Office of Workforce Services (WFS) is responsible for providing one-stop program support services (workforce program information, guidance and technical assistance) to the 24 Regional Workforce Boards (RWB) throughout the state, as well as providing labor market statistics information to workforce partners and the general public. WFS offers several configurations of a Mobile One-Stop Career Center that is made available to RWBs, Agency for Workforce Innovation (AWI), Workforce Florida, Inc. (WFI) and other private and public entities that have workforce related needs and purposes that the Center can serve. The Mobile One-Stop Career Center is a self-contained vehicle equipped with state-of-the-art telecommunications equipment capable of being deployed inside or outside the vehicle. The mobile center offers a full array of employment, reemployment and employer services. It contains nine computer workstations and a training room that can accommodate eight additional computer stations that have internet access for filing unemployment compensation claims, searching through automated job banks and providing skills training.

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Appendix 1 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

- Suggested uses for the mobile center include: attending trade shows, job fairs and expositions; targeting military personnel and spouses making plans to enter or re-enter the civilian workforce; providing services to rural communities; visiting employer organization meetings to promote knowledge of and use of equipment and services; and for providing tutorial and workforce skills training.

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Appendix 2 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Department of Veterans Affairs (VA) provides a wide range of benefits and programs that support veterans and service members. Key/priority benefit programs that are appropriate for inter-agency collaboration to produce an economy of effort and increase outreach multipliers include the Veterans' Employment Coordination Service (VECS), the Vocational Rehabilitation and Employment Service (VR&E) VetSuccess Program, and the Office of Small and Disadvantaged Business Utilization (OSDBU).

- VECS leads the effort to attract, recruit, and hire veterans into VA, particularly injured veterans. Through 12 Regional Veterans Employment Coordinators (VEC), VECS opens opportunities for veterans and helps to ensure that veterans are able to successfully enter VA's workforce. VECS also provides assistance, information, and guidance to VA managers and supervisors to increase familiarity with special hiring authorities available for use to hire veterans. VECS partners with other veteran stakeholders to promote VA career opportunities and conducts extensive outreach activities maintaining a constant presence at military career fairs, transition outreach centers, and other outreach events. VECS also maintains an informational web site at www.va.gov/VECS.
- The VR&E VetSuccess program assists veterans with service-connected disabilities to prepare for, find, and keep suitable jobs. For veterans with service-connected disabilities so severe that they cannot immediately consider work, VetSuccess offers services to improve their ability to live as independently as possible. Services that may be provided to entitled service members and veterans include, but are not limited to:
 - Comprehensive rehabilitation evaluation to determine abilities, skills, and interests for employment
 - Vocational counseling and rehabilitation planning for employment services
 - Employment services such as job-training, job-seeking skills, resume development, and other work readiness assistance
 - Assistance finding and keeping a job, including the use of special employer incentives and job accommodations
 - On the job training, apprenticeships, and non-paid work experiences
 - Post-secondary training at a college, vocational, technical or business school
 - Supportive rehabilitation services including case management, counseling, and medical referrals
 - Independent living services for veterans unable to work due to the severity of their disabilities

VR&E also provides referral services to veterans found not to be entitled to VR&E services. A VR&E Vocational Rehabilitation Counselor will help non-entitled veterans locate other resources to address any rehabilitation and employment needs identified during the evaluation. Referral to other resources may include state vocational rehabilitation programs;

D-2-1A

Appendix 2 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Department of Labor employment programs for disabled veterans; state, federal or local agencies providing services for employment or small business development; internet-based resources for rehabilitation and employment; and information about applying for financial aid. VR&E maintains the VetSuccess web site at <http://www.vba.va.gov/bln/vre/>.

- The primary mission of OSDDBU is to advocate for the maximum practicable participation of small, small disadvantaged, veteran-owned, women-owned and empowerment zone businesses in contracts awarded by the Department of Veterans Affairs and in subcontracts which are awarded by VA's prime contractors. OSDDBU serves as the Department of Veterans Affairs (VA) advocate, to assist and support the interests of small businesses providing outreach and liaison support to businesses and other members of the private sector concerning acquisition related issues. In addition, the office is responsible for monitoring VA implementation and execution of the socioeconomic procurement programs. Functions performed by OSDDBU for business owners include:
 - Train, counsel and assist small businesses in their understanding of federal and agency procurement procedures.
 - Advise businesses on marketing their products and services to VA and other federal agencies.
 - Serve as the liaison office when small businesses encounter payment problems or other difficulties in working with VA offices.

More details and information may be found on the OSDDBU web site at <http://www4.va.gov/osdbu/index.asp>.

Appendix 3 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

U.S. Small Business Administration (SBA) is an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA helps Americans start, build and grow businesses through an extensive network of field offices and partnerships with public and private organizations; SBA delivers its services to people throughout the United States, Puerto Rico, the US Virgin Islands and Guam. Specific assistance to veterans includes business counseling from SBA's resource partners – Service Corps of Retired Executives (SCORE), Small Business Development Centers, Women Business Centers and Veterans Business Outreach Centers. Other SBA services for veterans include loan assistance and government procurement assistance. Information on all SBA assistance is available at <http://www.sba.gov>.

ESGR is partnering with the Small Business Administration to ensure service members are fully aware of small business opportunities they may have in becoming small business owners and entrepreneurs. This is one of many options service members have available when transitioning back into civilian life.

In addition to this vital relationship with SBA, ESGR is also participating in the President's Interagency Task Force on Veterans Small Business Development. This Task Force will coordinate federal efforts to increase and improve veteran small business development. This includes increasing access to capital, improving business development opportunities, and meeting Federal contracting goals for veteran-owned small businesses and service-disabled veteran-owned businesses.

Appendix 4 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Employer Partnership of the Armed Forces (EPAF)

What began in 2008 as an initiative to help Army Reserve soldiers launch their civilian career through links to employers, has expanded to all branches of the military. Both the Army National Guard and the Army Reserve share a vision of collaborative effort that will sustain a viable operational Reserve Component, capable of caring for Soldiers and their families and provide employers with a no-cost link to highly skilled and talented Guard and Army Reserve Soldiers.

Program:

The Employment Partnership of the Armed Forces is an innovative public-private program that offers employers the opportunity to hire skilled service members and their spouses. A primary goal of the program is to provide civilian employers and the Armed Forces a common link to talented, highly capable employees who are trained and experienced in real world solutions.

The EPAF provides a direct link between potentially over one million service members and the employer through its job search engine. With over 1000 employer partners, the service member may find employment opportunities in a number of fields including: healthcare, law enforcement, public safety, transportation and logistics, information technology, telecommunications, human resources and many other industries.

EPAF regional field representatives (Program Support Managers) are available to further assist in matching the service member and their Military Occupation Specialty with an employer seeking those desired skills.

Current Objectives:

- Strengthen local communities and grow our national economy by creating employment opportunities for service members.
 - Enable business and the Armed Forces to collaborate on mutually beneficial staffing solutions to attract, develop and retain a skilled workforce.
 - Provide service members with a means to build and augment their skills in both civilian and military occupations.
 - Serve as a means of communications between employers and the Armed Forces to advance discussions about employing members of the Armed Forces and how to effectively accommodate employers and service members when called to active duty.
 - Sustain a viable, operational Armed Forces that is capable of caring for service members and their families, while meeting the economic and security needs of the nation.
- Employers post job opportunities on the EPAF at www.employerpartnership.org.

Appendix 5 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Individual and Family Support (IFS) Program The mission of the Individual and Family Support (IFS) Program is to strengthen mission readiness and the Total Force by guiding DoD policies and partnerships in support of Guard and Reserve Service members and their families. The program supports each member's continuum of service as they balance the obligations and opportunities of their civilian lives and their military service. The collaboration with Military Community and Family Policy, Services Chiefs, and the Reserve Component Chief's is critical to meet the expectations of our Guard and Reserve members seeking employment with Corporate America.

Appendix 6 to Annex D (Collaborative Agencies/Organizations) to ESGR Employment Initiative Program Guide

Yellow Ribbon Program (YRP) is a DoD-wide effort to help National Guard and Reserve service members and their families connect with local resources before, during, and after deployments, especially during the reintegration phase that occurs months after service members return home. At Yellow Ribbon events, Reserve service members and their families can access information on health care, education, employment, and training opportunities, financial, and legal benefits. This program works in conjunction with federal partners, including the Small Business Administration, Departments of Labor, and Veterans Affairs to provide up to date and relevant information to members and their families. Additional information on Yellow Ribbon can be accessed at www.yellowribbon.mil.

Annex E (Resources/Overall Budgeting) to ESGR Employment Initiative Program Guide

FY11/12 Resourcing Plan

Position	Grade/Rank	Annual Salary Total	Additional Cost	Comments
Director	GS-15/O6	\$ 168,806.16		
Deputy	GS-14	\$ 150,806.16		
Military Liaison	O5	\$ 000.00		
Action Officers	4 ea GS-13/O4/O5	\$ 485,762.56		
Exec Assist	GS-11, Step 7	\$ 74,958.00		
	Subtotal	\$ 880,332.88		
Operating Cost			\$ 3,000.00	Office Supplies
Travel/ITOs			\$ 138,000.00	
Projected per State for EIP	75,000.00		\$ 4,050,000.00	Various State Events
Marketing			\$ 15,000.00	Printing EIP Brochure
Contract EPAF			\$ 850,000.00	Footnotes 1 & 2
	Subtotal	\$ 880,332.88	\$ 5,056,000.00	
Total Cost				\$5,936,332.80

NOTE – Realignment of Existing ESGR Resources.

¹FY11 – 6 Month Extension of 21 EPAF PSM/PSS Contract into FY12

²FY12 – Expansion of EPAF PSM/PSS Contract to 50 (45 PSMs, 5 PSSs)

³**FY 12 – Projected costs \$7.5m based on \$100,000 budgeted for State EIP events**

Annex F (State Level Models) to ESGR Employment Initiative Program Guide

ESGR will serve as a resource and facilitator to existing federal, state and local agencies and organizations that have a Veterans' Employment mission.

The attached appendices reflect models of best practices/initiatives currently being conducted by State ESGR Committees. The models serve as a resource that states may choose to adapt or utilize portions of, that best fit depending on their economic, geographic and military situation. This group of models will be updated as additional state initiatives are identified.

Appendix 1 – Indiana Collaboration/Job Promotion Events

Appendix 2 – Kansas Job Promotion Events

Appendix 3 – Florida TAP-Like Program

Appendix 4 – Tennessee TAP-Like Program

Appendix 5 – Montana Employment Summit

Appendix 6 – Texas Employment Summit

Appendix 7 – Delaware Communications/Relationships

Appendix 8 – Massachusetts Communications/Relationships/ISFAC

Appendix 9 – New Hampshire Communications/Relationships

Appendix 10 – Washington Communications/Relationships

Appendix 1 (Indiana) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Indiana Pilot

FOCUS – Collaboration/Job Promotion Events

- Indiana ESGR coordinated and supported a successful job promotion event through strong TAG support and community partnerships with DOL VETS, Association of the United States Army (AUSA), American Legions, Vet Centers, SHRM and other community groups.
- This professionally organized event involved no federal dollars, had over 125 vendors, and was attended by 2,500 service members and their families.
- Key to success was receiving various grants/donations from community organizations. Received buy-in from their leadership.
- Vendors attending job promotion event were required to sign a Statement of Support.
- Cost was kept down by conducting the event at a local military facility. ESGR coordinated leadership of state resources/offices.
- Difficult to measure success-privacy issues prevent knowing the outcome of a job interview.
- Open to service members, veterans, spouses.
- Indiana ESGR will consider conducting joint/combined state job promotion events in the future.
- Contact Information: Mr. Doug Gibbens, IN ESGR PSS, doug.gibbens@us.army.mil, 317-247-3548

Appendix 2 (Kansas) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Kansas Pilot

FOCUS – Job Promotion Events

- Conducted a job promotion event in Wichita with 104 employers and 4,000-5,000 job seekers in attendance
- Conducted a job promotion event in Overland Park with 429 employers
- KS ESGR has developed a “How to Guide” for organizing ESGR job promotion events
- Advertised event through local media (newspaper, radio, and television) also posted signs and distributed fliers
- Conducted media Bosslift on day following job promotion event
- Contact Information: Mr. Michael Allen, KS ESGR Chair, mallen@eaglecom.net, 785-483-5593

Appendix 3 (Florida) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Florida Pilot

FOCUS – TAP-Like (Coordination, Integration)

- Florida ESGR integrated with TAG, J-1, Florida Office of Workforce Services, and Agency for Workforce Innovation
- A vital component of this model is TAG and the J-1 working towards querying service members to ascertain employment status and training needs before their return
- This integration of ESGR, TAG and J-1 leads to coordination of employment related events and training including timing, venues, and resources needed to carry out initiatives
- Through Florida ESGR’s relationship with the DOL VETS and state workforce agencies, Florida has become a model to integrate and leverage local assets to efficiently target the service members’ employment needs.
- Deliver workforce services through a network of Mobile One-Stop Career Centers located in 24 regional locations.
- Contact Information: Mr. Doug Corbett, FL ESGR PSS, douglas.h.corbett@us.army.mil, 904-823-0172

Appendix 3 (Florida) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

FLORIDA ESGR
EMPLOYER SUPPORT OF THE GUARD AND RESERVE

[Employer Registration Hire A Veteran](#)
[Reserve Member Job Registration](#)

Home About Committee **Employers** Awards Boss Lift FAQ Events Contact

★ WELCOME TO FLORIDA ESGR Watch the **ESGR** Video

National Guard and Reserve forces today total over 1 million service members and represent over 50% of our total military force.

Every day around the globe, thousands of men and women in uniform risk their lives and make great sacrifices to defend our national interests. Increasingly, members of the National Guard and Reserve forces are their along side, serving extended tours away from their homes, families, and jobs.

The Florida Committee for Employer Support of the Guard and Reserve, FLESGR, is a Department of Defense volunteer organization. We provide free education, consultation, and if necessary, mediation for employers of Guard and Reserve employees.

ESGR's goal is to support Florida's employers who share their employees with the Department of Defense to ensure our national security. The names and phone numbers of the key members of the FLESGR Committee responsible for that effort can be found on the Committee page. Our mission is to gain and maintain support of all public and private employers for the men and women of the National Guard and Reserve as defined by demonstrated employer commitment to employee military service.

Mayor Marks and Tallahassee City Commissioners receive ESGR Statement of Support. From left to right are: Petty Officer VonStein Coast Guard; Petty Officer Terhune, Navy; Commissioner Mark Mustian; Mayor Marks; Phillip Speake; Commissioner Debbie Lightsey and Commissioner Gil Ziffer.

[ESGR Annual Report](#)
National Committee for Employer Support of the Guard and Reserve FY 08 Annual Report.

[Employer Resource Guide](#)
Information for Employers of Reserve component members.

[USERRA Poster](#)
Required display of the Law.

[Show Your Support](#)
Sign and display a Statement of Support!

[Award Your Employer](#)
Nominate your boss for a Patriot Award.

BECOME AN ESGR FLORIDA ESGR STATEMENT OF SUPPORT FOR THE GUARD AND RESERVE

http://www.floridaesgr.com/index.php Internet 100%

F-1-3A

Appendix 3 (Florida) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide



1 ZIP CODE (Required)

2 RADIUS
25 miles

3 MILITARY OCCUPATIONAL SPECIALTY CODE

SEARCH FOR JOBS >

NEED ASSISTANCE?
Email your questions or call our Help Desk toll-free at 1-800-438-4128.



Text Size: SMALL MEDIUM LARGE

The information and links on this page will provide you information about access to employment resources that will assist you accessing training and employment resources that will enable you to achieve your employment goals. The [Employ Florida Marketplace](#) web site can be a valuable tool for you in recruiting highly trained and motivated Veterans in your community. In fact, employers registered in EFM can designate that they are veteran-friendly, making it easier for veterans to find them. The [One-Stop Career Center](#) can be a very cost effective and valuable resource and partner in meeting your employment needs. [Click here](#) to register, create a resume or apply for jobs.

Locate a One-Stop Career Center

Workforce services are delivered through the network of One-Stop Career Centers located in the 24 Regional Workforce Board areas. The staff in the One-Stops can assist you with numerous employment related programs that include, but are not limited to: transferring your military occupation to civilian occupations based on your skill set; conducting job searches for results; information about employment prospects, employers, and more for your region of the state; building an effective resume; and access to training and education programs; special services for Veterans; and more.

Florida's One-Stop Career Centers are staffed with a network of professional Disabled Veterans Outreach Program (DVOP) Specialists and Local Veterans Employment Representatives (LVER) staff who are tasked to provide priority workforce services to veteran customers. [Find the One-Stop Career Center nearest you.](#)

Veterans' Preference in Services: An Overview

Appendix 3 (Florida) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Agency for Workforce Innovation - Florida One-Stop Career Centers - Windows Internet Explor... UNCLASSIFIED/FOUO

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File Edit View Favorites Tools Help

Employ Florida Marketplace -... Agency for Workforce In... x

Home Agency Programs Agency E-Government Partners Media & Events About Us Search

State of Florida
AGENCY for WORKFORCE INNOVATION
 MyFlorida.com

For Job Seekers For Employers For Workforce Partners

Quick Links

WFS PROGRAMS

- Labor Market Statistics
- Veterans Program
- Work Opportunity Tax Credit (WOTC)
- more programs...

WFS ON-LINE SERVICES

- Employ Florida Marketplace

WFS CONTACTS

- Workforce Services
- One-Stop Career Centers

WFS RESOURCES

- Workforce Partners

Home / Workforce Services / One-Stop Directory

EMPLOY FLORIDA LOCAL AFFILIATE ONE-STOP CENTER DIRECTORY



1 Workforce Escarosa, Inc. <i>Escambia, Santa Rosa</i>	13 Brevard Job Link <i>Brevard</i>
2 Jobs Plus <i>Okaloosa, Walton</i>	14 WorkNet Pinellas <i>Pinellas</i>
3 Chipola Workforce Board <i>Calhoun, Holmes, Jackson, Liberty, Washington</i>	15 Tampa Bay Workforce Alliance <i>Hillsborough</i>
4 Workforce Center <i>Bay, Franklin, Gulf</i>	16 Pasco-Hernando Jobs and Education Partnership <i>Pasco, Hernando</i>
5 Workforce Plus <i>Gadsden, Leon, Wakulla</i>	17 Polk Works <i>Polk</i>
6 North Florida Workforce Development Board <i>Hamilton, Jefferson, Lafayette, Madison, Suwannee, Taylor</i>	18 Suncoast Workforce <i>Manatee, Sarasota</i>
7 Florida Crown Workforce <i>Columbia, Dixie, Gilchrist, Union</i>	19 Heartland Workforce <i>Desoto, Hardee, Highlands</i>
8 WorkSource <i>Baker, Clay, Duval, Nassau, Putnam, St. Johns</i>	20 Workforce Solutions <i>Indian River, Martin, Okeechobee, St. Lucie</i>
9 FloridaWorks <i>Alachua, Bradford</i>	21 Workforce Alliance <i>Palm Beach</i>
10 CLM Workforce Connection <i>Citrus, Levy, Marion</i>	22 Workforce One <i>Broward</i>
11 Workforce Development Board of Flagler and Volusia Counties <i>Flagler, Volusia</i>	23 South Florida Workforce <i>Dade, Monroe</i>
12 Workforce Central Florida <i>Lake, Orange, Osceola, Seminole, Sumter</i>	24 Career and Service Centers of Southwest Florida <i>Charlotte, Collier, Glades, Hendry, Lee</i>

▶ Access a [complete listing](#) of all One-Stop Centers.

▶ Contact [Marion Little](#) for changes to this directory.

F-1-3C

Appendix 4 (Tennessee) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Tennessee Pilot

FOCUS – TAP-Like (Training/Soft Skills)

- TAG/Joint Forces Headquarters (JFHQ) support of Employment Assistance Pilot Program
 - Facilities
 - Guard Staff
 - Family Readiness Program promotion
 - TDY orders for service members creates incentive and no out-of-pocket expenses to attend training.
- Reserve Commander support
- State Chair involvement-head of Employment Assistance Committee
- PSM/PSS/Volunteer
 - Cultivate relationships with federal and state government officials, and employers
 - Conduct follow-up with attendees 30-days after event to update status of employment
- Reverse Soldier Readiness Processing (RSRP)
 - Announce that there will be training available 30+days after return
 - Use registration cards completed during RSRP
- Collaborate with TAG in providing 2-day Employment Assistance Training (EAT) to unemployed service members and their family members. In 2011 the Tennessee ESGR plans to hold 4 employment assistance sessions. The 2011 sessions will be extended from 2 to 2.5 days to include time for the service member to meet and interview with local employers and partners.
 - Military educational advisor meets w/those interested in continuing education
 - Have Senior Enlisted Advisor address service members – reaching out to the youth
 - Provide platform for professionally trained instructors from US DOL and TN DOL to deliver sessions on resume writing, developing interview skills and other methods needed for a successful job search.
 - Attendees complete course evaluations
 - Course continuously updated based on the course critiques
 - Recommend EAT be conducted mid-week and not during a drill weekend or Yellow Ribbon event. Better results are achieved with no distractions.

Appendix 4 (Tennessee) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Tennessee Pilot Budget Plan

Direct funding from ESGR/Yellow Ribbon will be needed to carry out the 4 pilot classes the Tennessee ESGR has scheduled in 2011. Each class holds about 30 students. TN ESGR will need \$25,000 per class in 2011.

In 2011 TN ESGR would like to hold 3-day classes with instruction the first two and a half days and the last half of the 3rd day being a job fair with employers with job openings attending, along with community resources.

While the Department of Labor provides the free education component to the pilot (the contracted instructors), the classes cannot go forward in 2011 without additional resources.

Fiscal Year 2011 Classes

January 25-27 - Smyrna
February 22-24 - Chattanooga
March 15-17 - Memphis
April 19-21 - Knoxville

Funding is needed for service member's training days along with associated per diem for rooms, mileage and meals. Additionally, funding is needed to pay for the venue rental.

- Contact Information: Mr. Joe Thomas, TN ESGR PSM, joseph.c.thomas2@us.army.mil, 615-355-3971

Appendix 5 (Montana) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Montana Pilot

FOCUS – Employment Summits (Communication/Outreach)

- MT State Chair participated as a panel member on the “Veterans and the Montana Economy” panel at the Montana Economic Development Summit.
- The panel presented a variety of perspectives on efforts in the public and private sector to help veterans find work at home after leaving the military, discuss the unique capabilities veterans bring to a business, and identify barriers faced by veterans seeking employment. Panelists will also propose ways every Montanan can get involved to help.
- Contact Information: Mr. Michael Flaherty, MT ESGR Chair, mike@gfpaper.com, 406-453-7671

Appendix 6 (Texas) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Texas Pilot

FOCUS – Employment Summits (Communication/Outreach)

- Co-sponsored a summit on Texas Veterans Issues
- Kick-off program to be followed by a series of symposiums promoting the benefits of hiring Guard and Reservists and establishing local programs to assist them with employment
- Initial summit included: TX ESGR, State Council of SHRM, TEXVETS of the Texas Veterans at the Texas A&M Health Science Center
- Goal of the summit was to convene community partners and seek ways to improve the communication process between the military and employers, peer to peer interactions were paramount. The military must communicate skills to the private sector.
- Training volunteers to handle task of job referrals.
- Posts job board on state website
- Contact Information: Mr. Dwain James, TX ESGR PSS, dwain.james@us.army.mil, 512-422-2893

Appendix 7 (Delaware) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Delaware Pilot

FOCUS – Communication/Relationship Building

- Strong informal model that can be formalized in collaboration with HQ ESGR, Delaware ESGR, and TAG.
- Strong TAG support with community partnerships, Reserve component cooperation and clear lines of communication from TAG to Support Staff
- Support Staff and DOL VETS will meet to take next steps to cooperate on Transition Assistance Program mini sessions
 - Hosts job seeker resources website
 - Emails weekly job alerts
 - Attends meetings with DOL VETS, SHRM on regular basis
 - Attends as many Yellow Ribbon events as possible
 - Member of the State Inter-Service Family Assistance Committee (ISFAC) and attends monthly meetings
 - Communicates with employers re job opportunities
 - Adds tag line to all correspondence communicating their employment initiative (Example E-1-7A)
 - Promotes programs such as “Troops to Teachers” and “Helmets to Hardhats” on State ESGR website: www.deesgr.org.
 - Contact Information: Ms. Christine Kubik, DE ESGR PSS, christine.kubik@us.army.mil, 302-326-7582

Appendix 7 (Delaware) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Greetings:

As follow up to your phone conversation with ESGR's Employer Outreach Volunteer, Mr. Richard Ruben, enclosed find your company's Statement of Support and resource materials.

Almost half of our nation's military strength is comprised of Guard and Reserve service members. Employer Support of the Guard and Reserve (ESGR) is a Department of Defense agency and no-cost resource that recognizes supportive employers, informs service members and employers about USERRA, and provides conflict mediation services. Our records indicate that you employ a military service member.

The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) is the Federal law that establishes rights and responsibilities for members of the National Guard and Reserve and their civilian employers. USERRA affects employment, reemployment, employment benefits and retention in employment, when employees serve or have served in the uniformed services.

ESGR's Statement of Support program provides a formal process to allow civilian employers to publicly proclaim their support for their employees in the National Guard and Reserve, as well as their families. Thank you for agreeing to demonstrate your support by signing the enclosed Statement of Support. Afterwards, please post and display it in your workplace. It's a great way to show employees and customers that you are supportive of the men and women of the National Guard and Reserve.

Our local Delaware office is available to provide you or your staff free education and consultation on USERRA. Enclosed is an Employer Resource Guide that may help answer some questions and offers vital information related to USERRA and information about other ESGR outreach and education programs. Our website is a valuable resource among employers – www.esgr.mil.

Finally, ESGR has set in motion to offer employment assistance for our service members. We simply aim to identify any job openings and opportunities at your worksite. If you have any available that we may advertise directly to our service members, please email me. Military employees are already leaders and managers. You will find them loyal, highly-skilled, talented, dedicated and highly motivated.

Again, thank you for your support of our citizen warriors.

Sincerely,

F-1-7A

Appendix 8 (Massachusetts) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Massachusetts Pilot

FOCUS – Communication/Relationship Building

- Active Inter-Service Family Assistance Committee (ISFAC)
- Supported by the TAG, connectivity with Yellow Ribbon, representation from Active and Reserve component, as well as state interagency
- Committee meets once a month
- ESGR a key member of the committee
- High power/high profile membership – representatives from Governor’s office, State Veterans Services
- Leadership
 - Chair – Director of Family Programs (National Guard)
 - Vice Chair – Head of Community Services – Fort Devens
 - Secretary – Representative from Westover AFB
- Key Member
 - Head of Deployment Cycle Support Yellow Ribbon (National Guard) – Tie in Yellow Ribbon with ISFAC
- Contact Information: Mr. Joe Ryan, MA ESGR PSS, joeseeph.c.ryan@us.army.mil, 508-233-7249

Appendix 9 (New Hampshire) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

New Hampshire Pilot

FOCUS – Communication/Relationship Building

- Based on Tennessee model w/TAG support and Reserve component member inclusive
- Use of National Guard Joint Service Support (JSS) Portal – key to communication and contact information. Portal connects service members to local work force centers that have access to multiple local, state and federal employment databases.
- On-going New Hampshire Employment Assistance Initiatives include:
 - Attendance at Veterans Job Fairs with New Hampshire Department of Employment Security and DOL
 - Educational Seminars/workshops – working with Chambers of Commerce, SHRM, state and local government agencies
 - Panel discussions with employers
 - Job seeking skills/information provided during Soldier Readiness Processing and Yellow Ribbon programs
 - Transition Assistance Program for separating service members
 - Sharing of job vacancy information with all New Hampshire Guard and Reserve locations
- Contact Information: Mr. Ted Kehr, NH ESGR Chair, ted.kehr@us.army.mil, 603-227-1477

Appendix 9 (New Hampshire) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

JSS website is <http://www.jointservicesupport.org>



Bottom half of the home page is next illustration.

F-1-9A

Appendix 9 (New Hampshire) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Welcome to Joint Services Support - JSS - Windows Internet Explorer

http://www.jointservicesupport.org/

File Edit View Favorites Tools Help

Committed to Eliminating Incidents of Sexual Assault in the National Guard

YRRP
YELLOW RIBBON
REINTEGRATION PROGRAM
NATIONAL GUARD BUREAU

ESGR
EMPLOYER SUPPORT OF
THE GUARD AND RESERVE

NATIONAL GUARD
FAMILY PROGRAM

PSYCHOLOGICAL
HEALTH PROGRAM
NATIONAL GUARD BUREAU

SAPR
Sexual Assault Prevention
& Response Program
National Guard Bureau

WARZONE
SUPPORT
NATIONAL GUARD
BUREAU

JSS Highlights

- Upcoming Events**
Find events near you...
- Announcements**
Stay informed...
- Resources**
Find state JSS staff contact info...
- Forums**
Connect with the community...
- Training**
Interactive, self-paced, elearning...
- File Library**
Best practices, presentations, templates...

Join the JSS Forum :-)

Connect with Servicemembers, Families, Volunteers and Staff members in the online forum community. Read a comment, leave a comment.

[Access Forum Now](#)

Find Local Resources

[Login](#)

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Sitemap

Home	About Us About Us Program Leadership	Our Programs Yellow Ribbon Reintegration Program Employer Support	News	Events List View Calendar View Map View	Helpful Resources	Links	Press Kit	JSS Home
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JSS Classification: Sensitive

Help Contact Us

UNCLASSIFIED//FOUO

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Appendix 10 (Washington) of Annex F (State Level Models) to ESGR Employment Initiative Program Guide

Washington Pilot

FOCUS – Communication/Relationship Building

- 2 Year Demonstration Project. Federally funded.
- There are 16 National Guard funded contractors trained by DOL who carry out a specialized assistance program that falls under the state J-9 coordination of an inter-agency task force.
- The goal of this unique program is to:
 - Identify needs among service members
 - Fill in gaps with Government programs
 - Provide skills to service members and their family members to find employment
 - Document all results
- Also supported a union apprentice program where all graduates received employment.
- Contact Information: Mr. James Shepherd, WA ESGR Chair,
james.shepherd7@comcast.net, 253-845-3975

Annex G (Interagency Employment Initiative Advisory Group) to ESGR Employment Initiative Program Guide

Interagency Employment Initiative Advisory Group

TO BE ESTABLISHED



Top Ten Reasons to Hire Members of the Guard and Reserve



TOP TEN REASONS

WHY MEMBERS OF THE GUARD AND RESERVE MAKE GOOD EMPLOYEES

- 10. Global Perspective** Military employees have experiences that directly relate to current world events.
- 9. On-Time, All the Time** Military employees know that every second counts.
- 8. First Class Image** Military employees understand a professional appearance is a must.
- 7. Calm Under Pressure** Military employees are resilient and know how to handle stress, both on and off the job.
- 6. "Can Do" Attitude** Military employees possess critical skills and understand that nothing is impossible.
- 5. Physical Conditioning** Military employees are in top physical condition, resilient, and drug-free.
- 4. Understand Diversity** Military employees have succeeded in a very diverse workplace.
- 3. Responsibility** Military employees know how to make decisions and take responsibility for meeting deadlines.
- 2. Professionalism** Military employees have a high degree of integrity, an air of self-respect, and a sense of honor.

And the number one reason:

LEADERSHIP

Military employees are excellent leaders and outstanding followers - loyal, dedicated, and highly motivated.

Annex I (Marketing/Advertising Plan) to ESGR Employment Initiative Program Guide

1. Overview. ESGR's new Employment Initiative will include a two-prong approach:
 - a. Unified message showing the initiative as part of what ESGR offers as a whole.
 - b. Layer the program into existing ESGR marketing and advertising efforts.
2. The overall strategy is to leverage no cost Public Service Announcements (PSAs) as much as possible due to budget limitations. Paid placements are targeted to our identified audience.
3. To kick off the program, a press release announcing ESGR's new employment initiative, and a spokesperson advisory introducing ESGR's designated spokesperson as available to talk with media about the new employment initiative. This will serve to introduce the initiative as a new element of ESGR's role and mission.
4. ESGR, with the assistance of the current contractor, Susan Davis International (SDI), will pitch the story and spokesperson to military and civilian media targets in order to reach both the service member and employer communities.
5. ESGR will develop additional recommendations for getting the word out - seeking speaking opportunities for spokespersons at relevant meetings, conferences, etc. Social media will be utilized to spread the kick-off and success stories via the ESGR Web site, twitter, and facebook.
6. A companion strategy for state chairs to carry out messaging, at the state level will be developed.

Appendix 1 to Annex I (ESGR Strategic Communications Plan (Marketing and Advertising)) to ESGR Employment Initiative Program Guide

1. ESGR has a robust Strategic Communications Plan in place
2. Target Audiences
 - a. Employers
 - b. Military: Guard and Reserve Service Members
 - c. Customers and Stakeholders:
 - (1) Congressional Outreach
 - (2) DoD Leadership
 - (3) Reserve component Chiefs and Reserve component Leadership
 - d. ESGR Volunteers
- 3.(a) Strategic Partners, to assist with communications
 - a. DOL VETS
 - b. Department of Veteran Affairs
 - c. Small Business Administration
 - d. Employer Partnership of the Armed Forces
- 3.(b) Non-Federal Entities assisting with communications
 - a. Society of Human Resource Management (SHRM)
 - b. International Association of Chiefs of Police
 - c. Direct Employers Association
 - d. National School Board Association
 - e. National Association of State Workforce Agencies
 - f. National Sheriffs' Association
 - k. United Brotherhood of Carpenters (Helmets to Hardhats)
 - l. AFL-CIO (Veteran's Business Council)

Appendix 1 to Annex I (ESGR Strategic Communications Plan (Marketing and Advertising)) to ESGR Employment Initiative Program Guide

4. Strategic Communication Tools and Activities

- a. Paid Ad Campaign Examples:
 - USA Today
 - Military Times
- b. Public Service Announcements (PSAs):
 - TV/Radio/Print/Billboards
 - Military Publications
 - National Employer Association Publications
- c. Social Media:
 - Face Book/Twitter/Linked In
- d. Websites: ESGR Public
- e. Branding Campaign

5. Concept of Operations (How)

- a. Leverage all 54 States' and Territories' volunteers for engagements at the Local and State level.
 - (a) Public Affairs Directors
 - (b) Employer Outreach Directors
 - (c) Military Outreach Directors
- b. NOP Public Affairs Staff: State/Territory support and National level engagements
- c. Work with two current contractors:
 - (a) Susan Davis International (SDI) for Freedom Award Support and ESGR Branding Campaign
 - (b) Exhibit Arts for Fulfillment Program (Branding Effort)
- d. Work with Strategic Partners to support ESGR's Employment Initiative program messaging and mission with collateral and publication placements.

Appendix 1 to Annex I (ESGR Strategic Communications Plan (Marketing and Advertising)) to ESGR Employment Initiative Program Guide

- e. Direct Mail Campaign highlighting hiring service members:
 - f. Participation in Military and Civilian Job Fairs
 - g. Annual/Pre-Post Mobilization Briefings and Yellow Ribbon Events
6. Outreach historic results
- a. Media Impressions:
 - FY07= 78.9 Million
 - FY08= 127.7 Million
 - FY09= 477.0 Million
 - FY10= 972.3 Million
 - b. Direct Mail Employers:
 - FY07= 213,107
 - FY08= 398,820
 - FY09= N/A due to brochure update
 - FY10= 700,000
 - c. Direct Mail Service Members:
 - FY07= N/A no program
 - FY08= 162,929
 - FY09= N/A due to brochure update
 - FY10= 877,042
 - d. Employers Briefed:
 - FY07= 69,614
 - FY08= 148,463
 - FY09= 162,849
 - FY10= 164,218
 - e. Service Members Briefed:
 - FY07= 232,808
 - FY08= 341,953
 - FY09= 443,833
 - FY10= 495,774
 - f. Statements of Support:
 - FY07= 20,644
 - FY08= 44,861
 - FY09= 54,965
 - FY10= 58,817

Annex J (Proposed Statement of Support) to ESGR Employment Initiative Program Guide

The Statement of Support for the Guard and Reserve (SoS) is being amended to include comments whereby the signing employer acknowledges the values, leadership and unique skills service members bring to the workforce and agreeing to encourage opportunities to hire Guardsmen, Reservists and Veterans.

(Action Memo Process has been initiated by National Outreach and Plans Directorate.)



STATEMENT OF SUPPORT FOR THE GUARD AND RESERVE



XYZ COMPANY

We recognize the Guard and Reserve are essential to the strength of our nation and the well-being of our communities.

In the highest American tradition, the patriotic men and women of the Guard and Reserve serve voluntarily in an honorable and vital profession. They train to respond to their community and their country in time of need. They deserve the support of every segment of our society.

If these volunteer forces are to continue to serve our nation, increased public understanding is required of the essential role of the Guard and Reserve in preserving our national security.

Therefore, we join other employers in pledging that:

- We fully recognize, honor and enforce the Uniformed Services Employment and Reemployment Rights Act (USERRA).
- Our managers and supervisors will have the tools they need to effectively manage those employees who serve in the Guard and Reserve.
- We appreciate the values, leadership and unique skills service members bring to the workforce and will encourage opportunities to hire Guardsmen, Reservists and Veterans.
- We will continually recognize and support our country's service members and their families in peace, in crisis, and in war.

Employer

National Chair
Employer Support of the Guard and Reserve

Secretary of Defense

Date



Statement of Support / Employer Information
(Please Print Clearly)

Your Name: _____ Title: _____

Organization Name: _____

Street Address: _____

City: _____ State: _____ Zip: _____

Telephone: _____ Fax: _____

E-mail: _____ Signed Statement of Support (Date): _____

Number of Guard and Reserve employees in your organization: _____

Annex K (Abbreviations/Terms) to ESGR Employment Initiative Program Guide

ASD (RA)	Assistant Secretary of Defense for Reserve Affairs
AUSA	Association of the United States Army
AWI	Agency for Workforce Innovation
BRAC	Base Realignment and Closure
DMDC	Defense Manpower Data Center
DoD	Department of Defense
DOL	Department of Labor
DOL VETS	Department of Labor, Veterans' Employment and Training Service
DVOP	Disabled Veterans' Outreach Program
EAT	Employment Assistance Training
ED	Executive Director
EI	Employment Initiative
EIP	Employment Initiative Program
EPAF	Employer Partnership of the Armed Forces
ESGR	Employer Support of the Guard and Reserve
ETP	Employment and Training Programs
FEPP	Family & Employer Programs & Policy
HQ ESGR	Headquarters, Employer Support of the Guard and Reserve
HVRP	Homeless Veterans' Reintegration Project
IFS	Individual and Family Support
ISFAC	Inter-Service Family Assistance Committee
IPR	In Progress Review
JFHQ	Joint Forces Headquarters
LVER	Local Veterans' Employment Representative
MOA	Memorandum of Agreement
MOAA	Military Officers' Association of America
NGAUS	National Guard Association of the United States
NLC	National Leadership Conference
NOP	National Outreach and Plans
NVTI	National Veterans' Training Institute

Annex K (Abbreviations/Terms) to ESGR Employment Initiative Program Guide

OPLAN	Operation Plan
OPM	Office of Personnel Management
OSDBU	Office of Small and Disadvantaged Business Utilization
PEPRS	Planning, Execution and Performance Reporting System
PSA	Public Service Announcement
RC	Reserve components
RCLO	Reserve Component Liaison Officer
RDD	Regional Deputy Director
ROA	Reserve Officers' Association
RSRP	Reverse Soldier Readiness Processing
RWB	Regional Workforce Boards
SBA	Small Business Association
SCORE	Service Corps of Retired Executives
SDI	Susan Davis International
SEA	Senior Enlisted Advisor
SHRM	Society for Human Resource Management
SoS	Statement of Support
TAG	The Adjutant General
TAP	Transition Assistance Program
USAR	United States Army Reserve
VA	Department of Veterans' Affairs
VEC	Veterans' Employment Coordinator
VECS	Veterans' Employment Coordination Service
VLTP	Volunteer Leadership Training Program
VR & E	Vocational Rehabilitation and Employment Service
VWIP	Veterans' Workforce Investment Program
WFI	Workforce Florida, Inc.
WFS	Workforce Services
YRP	Yellow Ribbon Program