



## UNITED STATES MARINE CORPS

MARINE FORCES RESERVE  
4400 DAUPHINE STREET  
NEW ORLEANS, LOUISIANA 70146-5400

IN REPLY TO:

ForO 3740

PAO

31 Jul 07

From: Commander, Marine Forces Reserve  
To: Distribution List

Subj: MARINE FORCES RESERVE (MARFORRES) IMPLEMENTATION OF THE  
EMPLOYER SUPPORT OF THE GUARD AND RESERVE (ESGR) PROGRAMS

Ref: (a) DOD Directive 1250.1  
(b) ESGR Instruction 1250.22, Bosslift Program  
(c) Uniformed Services Employment and Reemployment  
Rights Act (USERRA)

Encl: (1) Definition of Terms  
(2) COMMARFORRES ESGR Certificate of Appreciation  
(3) Reserve Unit Commander Sample ESGR Letter of  
Appreciation Template  
(4) Reserve Unit Annual ESGR Report  
(5) ESGR Annual Training Checklist

### 1. Situation

a. The success of MARFORRES relies on the dedicated participation of our Marines and Sailors. These men and women balance a commitment to home, family, a civilian occupation, and the Marine Corps Reserve. The willing and enthusiastic support of civilian employers nationwide is critical to the mobilization readiness of our command.

b. The ESGR is an organization founded in 1972 as an agency within the Office of the Assistant Secretary of Defense for Reserve Affairs, whose primary mission is to inform employers of the ever-increasing importance of the National Guard and Reserve and to explain the role of those forces in national defense. The ESGR also provides mediation services to resolve employer-employee conflicts resulting from military deployment.

c. Our command has responded forcefully and effectively to the Global War on Terror. We have activated thousands of Marine Reserves and deployed them around the globe. In today's environment, the ESGR provides an invaluable service through its many programs. The purpose of this order is to ensure that MARFORRES personnel are knowledgeable of these programs and unit

commanders are proactively engaged with their Marines' and Sailors' employers and their local ESGR Committees.

## 2. Mission

a. All MARFORRES units will educate their servicemembers and take actions where necessary to implement the full range of the ESGR programs in order to ensure that Marines and Sailors are able to balance their civilian careers with their commitment to the Marine Corps.

b. It is essential that our command take a proactive stance before personnel are deployed to avoid conflict with employers. Education and implementation of ESGR programs, as well as direct communication between MARFORRES unit commanders and their local ESGR Representatives and civilian employers are critical to the success of MARFORRES.

## 3. Execution

### a. Commander's Intent and Concept of Operations

(1) Commander's Intent. MARFORRES personnel will take advantage of all applicable ESGR programs to the greatest extent possible to help maintain the highest state of mission-readiness.

(2) Concept of Operations. In order to fully implement ESGR programs at all levels, the following responsibilities are assigned:

(a) The MARFORRES ESGR Coordinator will:

1. Per reference (a), serve as the Marine Corps point of contact for all ESGR issues and serve as the liaison between the ESGR Headquarters and all MARFORRES units.

2. Keep abreast of all current ESGR programs, issues and key points of contact for regional ESGR Committees (officers and volunteers in each state).

3. Maintain a current database of all MARFORRES Unit ESGR Representatives and provide them with points of contact for their regional ESGR Committees.

4. Provide unit commanders and Unit ESGR Representatives with materials necessary (via Major Subordinate Command (MSC) ESGR Representatives) to conduct annual training to educate their Marines about all ESGR programs and benefits.

5. Ensure that active links to ESGR programs are posted on the MARFORRES Website.

6. Coordinate MARFORRES internal media coverage of ESGR programs, United States Marine Corps Reserve employer awards ceremonies and any other high-visibility events and issues.

7. Collect and file data in enclosure (4) for each calendar year beginning in calendar year 2008 in order to track implementation of the ESGR programs in MARFORRES units.

8. In coordination with MARFORRES Combat Camera, make revisions as necessary to enclosure (2) and notify MSC G-1 departments and MSC ESGR Coordinators of any changes.

(b) Major Subordinate Commanders (4<sup>th</sup> Marine Division, 4<sup>th</sup> Marine Logistics Group, 4<sup>th</sup> Marine Aircraft Wing, Marine Corps Mobilization Command and 4<sup>th</sup> MAGTF Headquarters Group) will appoint a field grade officer, not later than 1 December of each calendar year, from their respective command to be the MSC ESGR Representative for the following calendar year.

(c) MSC ESGR Representatives will:

1. Contact the MARFORRES ESGR Coordinator within one week of appointment to receive relevant information and training.

2. Provide the MARFORRES ESGR Coordinator with the names/contact information for ESGR Unit Representatives at each of their subordinate units no later than 15 February of each calendar year.

3. Serve as the liaison between their reserve units and the MARFORRES ESGR Coordinator on all ESGR issues.

(d) Reserve Unit Commanding Officers will:

1. No later than 15 January of each calendar year, appoint a staff non-commissioned officer or officer from their respective unit to be the unit ESGR Representative for that calendar year. The unit Family Readiness Officer may be a good candidate for this ESGR billet.

2. Ensure that they provide their MSC ESGR Coordinator with name/contact information of their Unit ESGR Coordinator upon appointment and send updates to this appointment as necessary throughout the year.

3. To the greatest extent possible, ensure distribution (via post or personal delivery) of letters of appreciation from unit commanding officers (encl. 3)) to servicemembers' employers before deployment and certificates of appreciation from Command Marine Forces Reserve to employers of unit servicemembers returning from deployment (encl. (2)). Servicemembers reserve the right to request that these letters not be sent to their employers.

4. Ensure that annual ESGR training is conducted for all unit personnel in accordance with enclosure (5). The training should be conducted by the Unit ESGR Representative and/or other qualified senior unit member.

5. Establish contact with local ESGR Committees and invite committee members to conduct annual training at the reserve site.

6. Ensure that their unit ESGR Representative retains copies of annual ESGR report and sign-in roster(s) for personnel attending annual ESGR training.

7. It is recommended that unit commanding officers, to the greatest extent possible, invite local ESGR committee members and servicemembers' employers to attend unit family day events, annual Marine Corps Birthday celebrations and any other appropriate events.

(e) Reserve Unit ESGR Representatives will:

1. Review and disseminate information and materials provided by the MARFORRES ESGR Coordinator via the MSC ESGR Representatives.

2. Conduct annual ESGR training for all unit Marines and Sailors in accordance with enclosure (5) and provide updates as required throughout the year.

3. Maintain and file an attendance roster for annual ESGR training.

4. Retain a copy of their annual ESGR report (encl. (4)).

5. To the greatest extent possible, prepare letters of appreciation from unit commanding officers and certificates of appreciation from Command Marine Forces Reserve to employers. Mail or coordinate personal delivery of these documents to service members' employers. Personal delivery can be by a unit representative or a local ESGR Committee Member/Volunteer.

6. Educate Marines and Sailors about the ESGR Support of the Reserve and Guard Awards and Recognition Program and encourage them throughout the year to nominate deserving employers for awards as appropriate.

7. Educate unit personnel about the ESGR's 5-Star Employer Program and encourage them to nominate their employers throughout the year.

8. Provide all unit personnel with the contact information for their local ESGR officers and volunteers. The local Employer Outreach Coordinator or other ESGR volunteer can contact the Marine's employer to encourage their enrollment in the ESGR 5-Star Employer Program by completing an on-line statement of support (go to [www.esgr.org](http://www.esgr.org) and click on "Show your Support").

9. Educate personnel about the Bosslift Program (enclosure (1) and ref. (b)) and route requests through local ESGR Committees.

10. Ensure unit personnel are familiar with ref. (c) and post a copy of the USERRA Informational Poster on their unit bulletin board. This poster can be downloaded from the MARFORRES website in pdf. format at:  
[www.MARFORRES.usmc.mil/esgr/USERRA.pdf](http://www.MARFORRES.usmc.mil/esgr/USERRA.pdf)

11. Direct personnel with university related issues resulting directly from military deployment to the Servicemembers Opportunity Colleges for assistance (1-800-368-5622 or <http://www.soc.aascu.org>).

(f) MSC G-1 departments will:

1. Request an adequate number of Command Marine Forces Reserve ESGR Certificates of Appreciation (encl. (2)) from MARFORRES Combat Camera for all subordinate units.

2. Distribute Command Marine Forces Reserve ESGR Certificates of Appreciation to subordinate units upon request.

3. Track the number of Command Marine Forces Reserve ESGR Certificates of Appreciation provided to each reserve unit.

(g) MARFORRES Combat Camera will provide, upon request, CMARFORRES Certificates of Appreciation to MSC G-1 Departments for distribution to subordinate commands.

#### 4. Administration

a. The ESGR headquarters in Arlington, VA will communicate directly with the MARFORRES ESGR Coordinator. The MARFORRES ESGR Coordinator will communicate directly with and disseminate all information to MSC ESGR Representatives. MSC ESGR Representatives will communicate directly with and disseminate all information to MARFORRES Unit Commanding Officers and Unit ESGR Representatives who will, in turn, proactively communicate with their respective unit servicemembers.

b. Unit Commanding Officers and ESGR Representatives are encouraged to communicate directly with their local and regional ESGR Committees as necessary.

#### 5. Command and Signal.

##### a. Command.

(1) The MARFORRES Public Affairs Office Community Relations Officer will be the MARFORRES ESGR Coordinator.

Relations Officer will be the MARFORRES ESGR Coordinator. He/She is responsible for the overall implementation of the ESGR program for MARFORRES.

(2) MSC ESGR Representatives are responsible for the overall implementation of the ESGR program within their MSC.

(3) Unit commanding officers will be responsible for ensuring that their individual units implement ESGR programs to the fullest extent possible.

b. Signal. This order is effective on the date signed.

6. The ESGR has committees in all fifty states, the District of Columbia, Puerto Rico, Guam, the Virgin islands, and Europe. Every reserve unit commanding officer must get to know the members of their state ESGR Committee and participate in the full range of ESGR programs. Establishing a close, working relationship with the ESGR will benefit our Marines, the civilian employers we rely on and the mobilization readiness of our command.



R. E. BRAITHWAITE  
Executive Director

Definitions of Terms

**1. Bosslift Program:**

a. The intent of the Bosslift program is to gain and maintain support from all public and private employers of reserve members. To maximum extent possible, these events should bring employers to observe their employees performing military duty.

b. The ESGR Bosslift Program is staffed and coordinated on the state level. Many states hold one bosslift event annually, but other states have several each year. The traditional bosslift is a 3-day event, wherein employers are flown to different reserve training sites to observe military training. Because of time and cost constraints, however, some states may have one-day events which may or may not include airlift. If available, the airlift is usually provided by the nearest aviation reserve unit (regardless of branch of service). If airlift is not available, employers are taken to training sites by bus or other ground transportation.

c. If unit personnel want to participate in this program, they or their Unit ESGR Representative should contact their local ESGR Chairman or Volunteer and follow instructions in Reference (b).

**2. MARFORRES Employer Recognition Program:** CMARFORRES's intent is for the following documents to be used as tools to the greatest extent possible to forge good working relationships with the employers of their unit servicemembers.

a. Commanding Officers of unit servicemembers who are scheduled to deploy will send a letter of appreciation (encl. (3)) to the servicemembers' employers, to the greatest extent possible, as a proactive measure to help prevent issues from arising while servicemembers are deployed. Commanding officers have the latitude to make modifications to the template in order to personalize the letters.

b. Commanding Officers of unit servicemembers who return to their civilian jobs subsequent to deployment will send servicemembers' employers, to the greatest extent possible, a certificate of appreciation (encl. (2)) from CMARFORRES in recognition of their commitment to their employees' military service.

c. Servicemembers reserve the right to request that these letters/certificates not be sent to their employers.

d. Hard copies of certificates of appreciation CMARFORRES to employers should be requested by MARFC from their MSC G-1. A fill-in template of the certificate be found on the MARFORRES website. The information required to complete the certificate can be typed into the electronic document. The certificate is then run through a standard printer.

**3. ESGR Support of the Reserve and Guard Awards and Recognition Program:** This program is designed to recognize employers for employment policies and practices that are supportive of their employees' participation in the National Guard and Reserve. All employer recognition and awards originate from nominations by individual Reserve component members. Depending on the degree of support, the level of recognition rises to the "Employer Support Freedom Award," given by the Secretary of Defense. Employer awards include:

a. **Patriot Award:** ESGR awards this certificate and a Patriot lapel pin on behalf of the Department of Defense. All members of the National Guard and Reserve forces are eligible to nominate their employers for the "Patriot Award" certificate. This employer recognition is the most frequently presented. A certificate will be given to all employers that are nominated. This nomination is subsequently used by the local ESGR Committee as the basis for consideration to receive higher level awards.

b. **Local ESGR Committee Chair's Award:** This award is given in limited numbers and presented annually by each state ESGR Committee. It is designed to recognize those employers who have gone above and beyond the legal requirements for granting leave for military duty. Local committees select deserving Patriot Award nominees for this award.

c. **PRO PATRIA Award:** Presented to those employers who demonstrate exceptional support for our national defense by adopting personnel policies that make it easier for employees to participate in the National Guard and Reserve. Each state committee can award three per year. Local committees select deserving Patriot Award nominees for this award.

d. **Employer Support Freedom Awards:** This award, ESGR's most prestigious, is presented annually to an employer by the

Secretary of Defense. It recognizes unique support to National Guard and Reserve employees. The nation's most supportive employers receive the awards at a ceremony held annually in November. Reservists nominate can nominate their employers for this award specifically between January and March of each year. Fifteen of these are awarded annually.

**4. Ombudsman Program:**

a. The Ombudsmen Services Program was established in 1974 to provide information, counseling and informal mediation of issues relating to compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA).

b. The Ombudsmen Services Program provides information, informal mediation, and referral service to resolve employer-employee conflicts for reservists. ESGR is not an enforcement agency and does not offer legal counsel or advice. More than 96 percent of all such requests for assistance are resolved in this informal process, without requiring referral to the Department of Labor for formal investigation.

c. Every state ESGR Committee has trained Ombudsmen ready to assist reservists. Many of them are local business leaders. Their stature in the community contributes to their effectiveness in mediation. Servicemembers can contact their local Ombudsman via the ESGR Customer Service Center at (800) 336-4590.

**5. USERRA:** The Uniformed Services Employment and Reemployment Rights Act (USERRA) prohibits discrimination against persons because of their service in the Armed Forces. USERRA prohibits an employer from denying any benefit of employment on the basis of an individual's membership or performance of service, application for service, or obligation for service in the uniformed services. USERRA also protects the right of veterans, reservists and National Guard members to reclaim their civilian employment after being absent due to military service or training. More information can be found at <http://www.osc.gov/userra.htm>

**Enclosure (2): COMARFORRES ESGR Certificate of Appreciation**

1. Commanding Officers should ensure, to the greatest extent possible, delivery of this certificate to all employers of Marines returning from deployment.
2. MARFORRES units should request hard copies of these certificates as needed from their MSC G-1 department.
3. Delivery to employers can be by mail or in person (preferable). If in person, it should be delivered by a unit representative senior to the servicemember employed or by a local ESGR Committee Member.
4. In order to enter required employer, servicemember and commanding officer information, go to the ESGR link on the Marine Forces Reserve website. Type the information into the electronic Adobe Acrobat document, and then run the hard copy through a standard printer. The hard copy is standard 8 ½ x 11 inch paper, so it can fit into a standard-size frame.
5. The document below is a sample certificate. The MARFORRES ESGR Coordinator will notify MSC G-1 departments and MSC ESGR Coordinators of any changes to the current certificate.



**Reserve Unit Commander Sample ESGR Letter of Appreciation  
Template**

1. To the greatest extent possible, this letter should be sent to employers of unit servicemembers prior to deployment. The intent is to inform and educate employers in a proactive manner to avoid employer-employee issues from arising during servicemembers' deployment.

2. A link to this template (CAC required for intranet access) is available on the MARFORRES website at:  
[www.MARFORRES.usmc.mil/ESGR.html](http://www.MARFORRES.usmc.mil/ESGR.html)

**Unit Letterhead**

**Mr. John Smith (employer)**  
**Job title**  
**Address**

**Date**

**Dear Mr./Ms. Smith,**

***I would like to take this opportunity to personally express my genuine gratitude for the support that you and your staff have shown to [Rank First Name Last Name], who has worked at [name of company] as a [job title] since [month/year].***

***[Rank Last Name] was/will be mobilized for active duty service in the Marine Corps Reserve in support of the Global War on Terror in [month/year]. On behalf of the Marine Corps, I would like to express my deep appreciation for your understanding and flexibility in ensuring that he/she can serve his/her nation in time of crisis and maintain his/her status of employment at your company in compliance with the Uniformed Services Employment and Reemployment Rights Act (USERRA).***

***Many members of the Marine Corps Reserve are full-time professionals, students, and parents, making the support of companies like yours critical to our overall success. As [Rank Last Name] deploys to [country, if releasable under OPSEC] to perform his/her duties, he/she will have the confidence and peace of mind that his/her position at [name of company] will be secure.***

***For tips on how to further support your military reservist employees or for questions regarding USERRA, please contact the Employer Support for the Guard and Reserve at 1-800-336-4590 or visit their website at [www.esgr.mil](http://www.esgr.mil).***

***The thanks of our great nation go out to the patriots from your company who support [Rank Last Name] as he/she proudly serves his/her country .***

**Semper Fidelis,**

**Full Name**  
**Rank, United States Marine Corps Reserve**

Note: This is only a template. Commanding Officers can make any modifications they deem necessary to personalize this letter.

**Marine Forces Reserve Unit Annual ESGR Report**

1. This report must be completed by each MARFORRES unit no later than 30 January of each calendar year and retained in the unit ESGR files.

2. Beginning in 2008, Mobilization Operational Readiness Deployment Test (MORDT) Program Inspections will require all MARFORRES units to have a copy of this annual report on file, as well as a sign-in roster for attendees at annual ESGR training. The information in para. (b) of this enclosure must be forwarded to each unit's MSC ESGR Representative no later than 30 January of each calendar year.

a. Unit:  
Address:  
Commanding Officer:  
Phone Number:

b. Unit ESGR Representative for upcoming calendar year:  
Rank/Full Name  
Phone Number:  
e-mail address:

c. Number of unit personnel's employers who participated in the Bosslift Program:

d. Date(s)/location(s) that ESGR training was conducted for unit personnel during the previous calendar year:

e. Name(s) of individual(s) who conducted ESGR training:  
ex. Unit Commanding Officer/Unit ESGR Representative/Local ESGR Committee Representative

**Reserve Unit Annual Training Checklist**

1. All MSC ESGR Representatives will receive an annual ESGR Powerpoint brief, which they will disseminate to all MARFORRES units. The brief will include speaking notes and tips on presentation.
2. Educate Marines and Sailors about the ESGR Awards and Recognition Program (see encl. (1)) of this order and the ESGR website).
3. Educate unit personnel about the ESGR's 5-Star Employer Program (see encl. (1)) of this order and the ESGR website).
4. Provide all unit personnel with the contact information for their local ESGR officers and volunteers. This will be provided annually to MSC ESGR Coordinators for distribution to their units. Inform service members that their local Employer Outreach Coordinator or other ESGR Committee member can contact the Marine's employer to encourage their enrollment in the ESGR 5-Star Employer Program by completing an on-line statement of support.
5. Educate personnel about the ESGR Bosslift Program (see encl. (1)). Reference (b), ESGR Instruction 1250.22 Bosslift Program, is available on-line. Personnel conducting training should contact their local ESGR representatives to see how the Bosslift Program works in their state/region.
6. Educate unit personnel about USERRA. Ref. (c) is available on-line at: <http://www.MARFORRES.usmc.mil/ESGR.html>.
7. Post and/or distribute copies of the USERRA Informational Poster on the unit bulletin board. This poster can be downloaded from the MARFORRES website in pdf. format at: [www.MARFORRES.usmc.mil/esgr/USERRA.pdf](http://www.MARFORRES.usmc.mil/esgr/USERRA.pdf). Larger color posters can be requested at no cost by calling the Department of Labor at 1-866-487-2365.