OPERATING INSTRUCTION

SUBJECT: Employer Support of the Guard and Reserve Operating Instruction 1000.01, Headquarters Staff Responsibilities

References: (a) Administrative Instruction 15, "OSD Records and Information Management Program," May 3, 2013
(b) DoD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 27, 2019
(c) DoD Instruction, 1205.12, "Civilian Employment and Reemployment Rights for Service Members, Former Service Members and Applicants of the Uniformed Services," February 24, 2016
(d) DoD Instruction 1205.22, "Employer Support of the Guard and Reserve (ESGR)," February 6, 2017
(e) DoD Instruction 5015.02, "DoD Records Management Program," February 24, 2015
(f) DoD Instructions 5400.11, "DoD Privacy and Civil Liberties Programs," January 29, 2019
(g) DoD Instruction 5400.16, "DoD Privacy Impact Assessment (PIA) Guidance," July 14, 2015
(h) Employer Support of the Guard and Reserve, "Employer Support of the Guard and Reserve Five-Year Strategic Plan, Fiscal Year 2023-2028," October 5, 2022
(i) United States Code, Title 10

1. PURPOSE
This operating instruction provides guidance on the overall responsibilities of Headquarters (HQ) Employer Support of the Guard and Reserve (ESGR) staff.

2. APPLICABILITY
This operating instruction applies to all military, civilian, and volunteer personnel assigned, attached, or detailed to HQ ESGR.

3. DEFINITIONS

3.1. ESGR Executive Director (ED): Serves full time to manage and direct ESGR programs and activities. The ED is the principal advisor to the Director, Defense Support Service Center (DSSC) and Deputy Assistant Secretary of Defense for Reserve Integration for all issues about the employment support of uniformed Service members, including Uniformed Services Employment and Reemployment Rights Act (USERRA) education and employer recognition.

3.2. ESGR National Chair (NC): The NC is appointed as an unpaid consultant by the Secretary of Defense to advise on matters relating to ESGR per DoD Instruction

1205.22, "Employer Support of the Guard and Reserve (ESGR)." HQ ESGR provides administrative support for the NC.

3.3. EventPLUS: Software used to manage and coordinate ESGR state committee (SC) outreach, training, and administrative activities. It provides for management and coordination of the entire event lifecycle including setup, approval, pre-event, event registration, and after-action reports, in addition to Statement of Support and Patriot Award tracking.

3.4. Inquiry and Case Management System (ICMS): DoD's system of record for USERRA inquiries and mediation cases processed through ESGR.

3.5. Member Management System (MMS): DoD's system of record for volunteer information, hours, awards, training, and contact information. The system also provides pre-built reports, has bulk email capability, and a document library.

3.6. Ombudsman Branch: The HQ ESGR ombudsman branch is responsible for the policy, procedures, and training for ESGR's ombudsman mission to include management of the ICMS records, system of records notices, and privacy impact assessments, forms, and related requirements. The branch is also responsible for maintaining DoD Instruction (DoDI) 1205.12, "Civilian Employment and Reemployment Rights for Service Members, Former Service Members and Applicants of the Uniformed Service,".

3.7. Customer Service Center (CSC): The HQ ESGR CSC is responsible for managing the day-to-day operations of ombudsman services by tracking USERRA cases assigned to ESGR ombudsmen, assisting ESGR ombudsmen and ESGR volunteers as needed, and mediating cases not assigned to volunteers. The CSC answers USERRA related phone calls, web submissions, emails, processes USERRA cases, and updates ICMS records. The CSC creates and facilitates USERRA training and generates ESGR USERRA reports for internal and external distribution. The CSC also supports the Federal Voting Assistance Program and ESGR Tier I information technology (IT) services by answering emails and phone calls DSSC.

3.8. Ombudsman Subcommittee: The mission of the Ombudsman Subcommittee is to represent the volunteer ombudsmen in the state committees and provide-feedback regarding successes, needs, and challenges to the Chief, Ombudsman Services.

3.9. Volunteer Support (VS) Branch: The HQ ESGR VS branch is responsible for volunteer management, and employer and military outreach missions. It is also responsible for the management of the MMS, Freedom Award nominations, EventPLUS, employer awards, the system of records notices, and privacy impact assessments, forms, and related requirements. Additional responsibilities include implementing DoDI 1100.21 and Section 1588 of Title 10, United States Code.

3.10. Outreach Subcommittee: The mission of the Outreach Subcommittee is to represent the Employer and Military Outreach members in the state committees and provide-feedback regarding successes, future needs, and current challenges through the Chief, VS to the ESGR Executive Director.

3.11. Volunteer Support Subcommittee (VSS): The mission of the VSS is to represent the volunteers in the state committees and provide-feedback regarding successes, future needs, and current challenges in the areas of volunteer recruiting and retention, IT and training programs through the Chief, VS to the ESGR ED.

3.12. Secretary of Defense Employer Support Freedom Award (ESFA): This award is the highest recognition given to employers who are supportive of their employees who serve in the National Guard and Reserve.

3.13. State Committee (SC): The SC is the group of volunteers in each state, territory, and District of Columbia. SCs are led by a state chair and other volunteers to support ESGR's mission and goals.

3.14. National Leadership Meeting: This meeting provides an opportunity for state chairs and HQ ESGR staff to meet face-to-face, provide updates, make decisions, receive guidance, share best practices, and update execution plans.

3.15. New Chair Training: New Chair Training prepares new SC chairs to assume the duties associated with leading their respective SC. The comprehensive agenda provides attendees with the opportunity to review HQ ESGR programs and policies, examine best practices, and ask questions of the HQ ESGR staff and their peers.

3.16. Volunteer Leadership Training Program (VLTP): The VLTP formally trains key SC volunteer leaders to effectively manage their respective functional areas. This program ensures key volunteer leaders are aligned with the ESGR strategy. Further, VLTP equips volunteers with the technical skills to lead their local committee volunteers and prepares them to implement proven best practices. The program targets SC chairs, vice chairs, area chairs, employer outreach directors, military outreach directors, public affairs directors, ombudsmen directors, training directors, and other emerging volunteer leaders.

3.17. Regional Leadership Meetings: This meeting provides an opportunity for regional state chairs and HQ ESGR staff to meet face-to-face or virtually to make recommendations, receive guidance, share best practices, and ensure organizational alignment and execution plans are understood and implemented.

3.18. Volunteer Support Technician (VST): The VST is a contract position that provides administrative support to the SC volunteers.

4. POLICY

4.1. Per DoDI 1205.22, ESGR is a DoD office that develops and promotes supportive work environments for Service members in the RCs through outreach, recognition, and educational opportunities that increase awareness of applicable laws. It also provides assistance in resolving conflicts between Service members and their employers.

4.2. ESGR policy establishes cross organization communications and coordination efforts between HQ ESGR and SCs. This document must be augmented by individual desktop

procedures that are readily available to ensure continuity of effort. It is imperative that the entire organization is familiar with and adheres to established provisions.

5. RESPONSIBILITIES

   5.1. ESGR ED responsibilities are outlined in DoDI 1205.22.

   5.2. ESGR NC responsibilities are outlined in DoDI 1205.22.

   5.3. ESGR Deputy Executive Director (DED):

      5.3.1. Supports the ESGR ED and performs the duties of the ESGR ED when the ESGR ED is not available.

      5.3.2. Provides administrative support for the ESGR Board of Directors per ESGR Operating Instruction 1250.05, "Subcommittees."

      5.3.3. Programs, plans, develops, manages, and coordinates daily HQ ESGR staff operations, including support for SC programs and the development and maintenance of employee support programs designed to gain U.S. private and public employer and community support through programs, personnel policies, and practices that will encourage employee and citizen participation in National Guard and Reserve programs.

      5.3.4. Assists in coordinating the schedule and travel for the ESGR NC.

      5.3.5. Develops ESGR's budget and tracks annual budget execution.

   5.4. Chief, Operations

      5.4.1. Reports to the ED.

      5.4.2. Provides strategic and operational oversight to coordinate all HQ ESGR activities to keep leadership informed.

      5.4.3. Directs operations lead, public affairs, and information technology analysts as well as logistics and finance military personnel to accomplish ESGR's mission.

      5.4.4. Provides support to the DED with the Board of Directors.

      5.4.5. Supervises fulfillment COR.

      5.4.6. Is responsible for maintenance of ESGR's IT systems.

      5.4.7. Is responsible for providing logistics support at volunteer related classroom training, which may include VLTP, New Chair Training, functional training for military and employer outreach, and other training requirements as needed.

      5.4.8. Supports DED to develop, review, and revise ESGR's Strategic Plan

5.5. HQ Operations Lead:

    5.5.1. Reports to the Chief, Operations.

    5.5.2. Is responsible for planning, coordinating, and executing the ESFA ceremony through coordination with ESGR DSSC personnel. The overall process also includes the nomination season and selection process.

    5.5.3. Is responsible for coordinating site specific and logistics functions and executing HQ ESGR hosted training events when needed. Course content, facilitators, and agendas are the responsibility of the branch that manages the subject area. These events include, but are not limited to the National Leadership Meeting, VLTP, New Chair Training, Ombudsman Basic Course, and others as needed.

    5.5.4. Assists DED and Chief Operations with tracking all external and internal taskings to meet required deadlines.

    5.5.5. Performs fulfillment contracting officer's representative (COR) duties by reviewing, monitoring, and ensuring material is current and relevant to ESGR's mission. The fulfillment contract provides comprehensive and fully integrated advertising and marketing services designed to support HQ ESGR and SC operations including, but not limited to, volunteer apparel, name badges, promotional items, awards, brochures, and printed materials, and exhibit display loaner items. The COR must meet DoD training requirements to oversee the associated contract.

    5.5.6. Performs COR duties in support of ESFA by reviewing, monitoring, and ensuring all associated requirements for the ceremony and events leading to the ceremony are met. COR must meet DoD training requirements to oversee the associated contract.

5.6. Budget NCO:

    5.6.1. Responsible to maintain access and monitor the General Fund Enterprise Business System (GFEBS) and provide budget reports as needed for HQ ESGR.

    5.6.2. Provides status of funds reports from GFEBS weekly and as needed in support of SC annual spend plans and events.

    5.6.3. Conducts a mid-year review of budget execution and remaining requirements to adjust SC funding to meet required execution rates.

    5.6.4. Monitors expenditures weekly using GFEBS and assists the VS regional teams by analyzing the state budgets and providing recommendations to support emergent or previously unfunded requirements from SCs or HQ ESGR.

5.6.5. Coordinates with the Army National Guard Financial Officer, the DHRA financial management team, and state United States Property and Fiscal Officer to distribute funds and assist with audit requirements and year-end close-out.

5.6.6. Maintains close coordination and contact with the United States Property and Fiscal Officer and ESGR advocate.

5.6.7. Must be a subject matter expert on access and use of the Defense Travel System (DTS) and is responsible for maintaining administrative access to DTS, facilitating, and reviewing DTS requests for travel, and monitoring HQ ESGR travel funds.

5.7. Logistics NCO:

5.7.1. Primary Government Purchase Card (GPC) holder for all HQ ESGR purchases. GPC cardholder must meet DoD training requirements to make any purchases. Complete monthly GPC reports to GPC Billing official. Assist and guide others on GPC requirements to request future purchases as needed.

5.7.2. Responsible for coordinating hotel or conference space and logistics in support of HQ ESGR hosted training events when needed. These events include but are not limited to the National Leadership Meeting, VLTP, New Chair Training, and Ombudsman Basic Course.,.

5.8. HQ Public Affairs:

5.8.1. Reports to the Chief, Operations.

5.8.2. Manages strategic communications to include media relations, strategic messaging, web content, branding, and direct marketing for ESGR programs. ESGR programs include employer and military outreach, ESGR employer awards programs, ombudsman services, and volunteer recruiting.

5.8.3. Manages strategic partnerships.

5.8.4. Communicates the ESGR message and ESGR accomplishments to internal and external stakeholders.

5.8.5. Ensures digital media is current and postings are timely. Is responsible for the content management of ESGR's public web presence. Coordinates quarterly reviews of public websites with staff members responsible for the ombudsman, outreach, and VS missions.

5.8.6. Plans, organizes, manages, and executes media events as necessary.

5.8.7. Issues press releases, photos, and other marketing materials following significant ESGR events.

5.8.8. Conducts monthly training for SC public affairs directors, full-time staff, and other interested parties on communication and marketing strategies to include digital media. PA training may be conducted via teleconference, videoconference, slide presentation, classroom, or e-mail.

5.8.9. Provides tools to help prepare for upcoming events including talking points, briefings, templates, and fact sheets.

5.8.10. Coordinates with DSSC higher level public and private engagement team.

5.8.11. Coordinates with higher level Public Affairs as needed on all "sensitive" media inquiries, negative press, and other issues that may be of concern/interest to DoD.

5.8.12. Replies to inquiries from internal and external audiences within 3 working days (72 hours).

5.8.13. Ensures ESGR logo and trademark registration remains active with the U.S. Patent and Trademark Office.

5.8.14. In collaboration with Volunteer Support and Ombudsman Services, supports development and updating of ESGR collateral materials, including but not limited to brochures, handbooks, and advertising.

5.9. HQ IT:

5.9.1. Reports to the Chief, Operations.

5.9.2. Ensures ESGR IT systems are authorized to operate per DoDI 8510.01, "Risk Management Framework for DoD Systems" and other cyber security related regulations.

5.9.3. Manages EGSR's IT system operations that include two public websites (www.esgr.mil and www.freedomaward.mil) and a secure portal with three applications (ICMS, MMS, and Freedom Award Nomination processing system).

5.9.4. Provides COR oversight for IT related contracts and Defense Information Systems Agency hosting services. The COR must meet DoD training requirements to oversee the associated contract.

5.9.5. Provides IT helpdesk to support ESGR's customers. Seeks to resolve customer issues before tasking contract support.

5.9.6. Provides inputs for Defense Business System reporting requirements.

5.9.7. Tracks and implements system security, vulnerability reporting, account management, system accreditation, and related Risk Management Framework processes.

5.9.8. Leads ESGR's Change Control Board to include scheduling meetings, maintaining minutes, managing the charter, providing proposed IT system changes, and tracking implementation.

5.9.9. Manages systems changes to include development, testing, and installation.

5.9.10. Projects future IT projects for system technical refresh, new development, and other requirements.

5.9.11. Maintains records per DoD regulations, provides technical information for privacy impact assessments per DoDI 5400.11, DoDI 5400.16, and other requirements.

5.10. Chief, VS:

5.10.1. Reports to the HQ ESGR ED.

5.10.2. Is supported by the regional chiefs and regional coordinators to accomplish ESGR's mission to include volunteer recruiting, retention, recognition, and training functions in support of employer outreach and military outreach.

5.10.3. Is responsible for supporting VS and Outreach Subcommittees.

5.10.4. Supervises full time support (FTS) COR.

5.10.5. Is responsible for all functions in MMS and EventPLUS.

5.10.6. Is responsible for volunteer related classroom, virtual, and web-based course content, which includes VLTP, New Chair Training, functional training for military and employer outreach, and other training requirements as needed.

5.10.7. Ensures communication flow and interaction between HQ ESGR, RCs, and SCs. This includes, but is not limited to, ensuring a point of contact list is complete and accurate for all SC Chairs, military outreach directors, and employer outreach directors.

5.10.8. Is the subject matter expert for military and employer outreach. Activities for military and employer outreach include unit briefings, the Patriot Award nomination process, enhanced readiness programs within the RC, Statements of Support, employer awards, Bosslifts, and Briefings with the Boss. Provide RC strength and activations reports upon request.

5.10.9. Provides civilian employer information reports to SCs as needed.

5.10.10. Manages ESGR volunteer and employer awards programs.

5.10.11. Coordinates the annual spend plan for SC budgets.

5.10.12. Monitors and responds to the Outreach, VS, VS Subcommittee, and Outreach Subcommittee email boxes.

5.11. Regional Chiefs:

5.11.1. Report to the Chief, VS.

5.11.2. Provide strategic and operational oversight to coordinate SC activities through their respective regional teams.

5.11.3. Are the HQ ESGR primary points of contact in support of ESGR SC operations in their assigned region.

5.11.4. Facilitate training, communications, and sharing best practices within their assigned region; assist with developing and executing SC annual budgets; coordinate mobilization and demobilization information and activities; and help with planning and logistical support for SC activities.

5.11.5. Track SC efforts to meet ESGR's Strategic Plan and State Implementation Plans. Communicate with SC chairs and Regional Board of Directors representative to identify and overcome barriers to meet objectives.

5.11.6. Track best practices and shares information with other regional chiefs and chairs to support mission accomplishment.

5.11.7. Review and approve event requests to ensure compliance with Federal, DoD, DHRA, and ESGR procurement and financial policies.

5.11.8. Perform duties assigned in this instruction and other ESGR operating instructions as appropriate.

5.12. Regional Coordinators:

5.12.1. Report to the Regional Chief.

5.12.2. Review, approve, and monitor the activities for the SCs in their assigned region.

5.12.3. Prepare budget briefs for state chair and ESGR leadership. Monitor budget execution per policy and funding guidance.

5.12.4. Elevate significant issues to the Regional Chief.

5.12.5. Function as a COR technical representative in support of the FTS contract and provide surveillance reports to the COR upon completion of travel or as needed.

5.12.6. Enable SCs to conduct focused employer and military outreach by providing tools that assist volunteers to include presentations, awards, informational material, and other items as appropriate.

5.12.7. Augment the CSC, as required.

5.13. Employer Engagement:

5.13.1. Provides outreach services to corporate and military service organizations at the national level.

5.13.2. Provides outreach services, with ESGR volunteers, to elected officials, high profile politicians and public figures at the state, county, and municipal levels.

5.13.3. HQ ESGR Outreach accomplishes this by participating and coordinating with ESGR volunteers to ensure support and resources are available at outreach exhibits, presentations, conferences, appropriate trade shows, or multi-state events.

5.14. Outreach Non-Commissioned Officer:

5.14.1. Provides information and best practices for the process of informing and educating members of the Guard and Reserve regarding their employment rights and responsibilities under USERRA.

5.14.2. Assist Military Outreach Directors and Coordinators with training and education of volunteers to implement effective military outreach programs for each SC.

5.15. Support Contract COR:

5.15.1. Performs duties per DoD and DHRA acquisition guidance and regulations.

5.15.2. Reviews, monitors, and ensures contracted personnel are trained and perform duties per the performance work statement.

5.15.3. Maintains liaison with the prime contractor, staff, and customers related to the contract and collect and analyze the surveillance reports provided by HQ ESGR staff.

5.15.4. Performs inspection and acceptance for the government assuring performance and service delivery as per the contract or order requirements, terms, and conditions.

5.15.5. Conducts monthly reviews with the program manager to ensure FTS travel conforms to the performance work statement and all funds are accounted for and projected properly.

5.15.6. Submits contract discrepancy reports if the level of service is below standard in the performance work statement and ensures work is received by the government before approving invoices.

5.16. Chief/Assistant Chief, Ombudsman Services:

5.16.1. Manages and communicates DoD and ESGR policy related to Chapter 43 of Title 38, United States Code (U.S.C.), also known and referred to in this operating instruction as the "Uniformed Services Employment and Reemployment Rights Act (USERRA)."

5.16.2. Acts as lead USERRA subject-matter expert for ESGR as the primary DoD office for all matters concerning employer support of the National Guard and Reserve; manages and coordinates the DoD USERRA Working Group, as

directed by the Deputy Assistant Secretary of Defense for Reserve Integration, and supports other working groups or taskers as required.

5.16.3. Coordinates with the Department of Labor Veterans Employment and Training Service (DOL VETS) for USERRA related items per established Memorandum of Understanding.

5.16.4. Manages the ICMS and related DoD forms per DoD policies.

5.16.5. Serves as the executive agent and provides management and administrative support to the Ombudsman Subcommittee.

5.16.6. Develops and maintains training related to USERRA and ESGR USERRA case management for the ESGR volunteer and staff.

5.16.7. Develops and maintains USERRA related content for the ESGR public website.

5.16.8. Coordinates with the Chief, CSC on issues related to USERRA and ombudsman services. Coordination includes, but is not limited to, ICMS and related DoD forms per DoD policies; oversight and tracking of ESGR ombudsman performance and compliance with established policies and procedures; and utilizes DoD Interactive Customer Evaluation tool to collect feedback of personnel providing USERRA support to customers.

5.16.9. Performs the duties assigned in this operating instruction and ESGR Operating Instruction 1250.32.

5.17. Chief, CSC:

5.17.1. Manages a team that supports ESGR and Federal Voting Assistance Program customers via phone and email.

5.17.2. Ensures CSC personnel, national case managers (NCMs) are trained to answer USERRA related calls and record required information in the ICMS.

5.17.3. Ensures the CSC is appropriately staffed to support designated hours of operation.

5.17.4. Ensures NCMs perform the duties assigned in this operating instruction and ESGR Operating Instruction 1250.32.

5.18. NCMs:

5.18.1. Receive and process telephone calls, e-mails, facsimiles, and web-submitted requests for USERRA information in the CSC and creates USERRA cases in ICMS at Service member request.

5.18.2. Provide liaison services to ombudsmen directors, assistant ombudsmen directors, ombudsmen, and FTS staff on all USERRA issues.

5.18.3. Check the ICMS daily to track cases, ensure Service members are contacted within two days, confirm case status suspense dates are met, and coordinate case assignments or reassignments as appropriate.

5.18.4. Generate weekly USERRA case reports and send them to state chairs, ombudsmen directors, assistant ombudsmen directors, the Chief, Ombudsmen Services, Assistant Chief, Ombudsmen Services, and the Chief, CSC.

5.18.5. Mediate cases and provide assistance to resolve conflicts between employers and Service members.

5.18.6. Perform the duties assigned in this operating instruction and ESGR Operating Instruction 1250.32.

5.19. ESGR will appoint an overall records management person; however, operations, ombudsman, IT support, VS, and HQ ESGR will manage their respective branch's records management activities in accordance with DoDI 5015.02.

6. <u>EFFECTIVE DATE:</u> Immediately upon signature. This instruction will be reviewed by HQ ESGR on an annual basis.

Jonathan R. Townsend, CAPT, USN
Executive Director

CHANGE AND REVIEW LOG

Review the Instructions at least annually to ensure:

(a) References are current

(b) Changes in procedures are documented

(c) Necessary revisions are published

Maintain this record throughout the life of the document.

Date	Author	Version	Reason
8/22	Frank Huff	1	Add Chief of Operations, Move Budget NCO to Opns
8/25	LTC Darling	2	Define Chief of Operations
8/29	Frank Huff	3	Adjust format and final review
10/7	Bob Lyon	4	Adjust format and final review
10/26	Frank Huff	5	Added para 5.13 and 5.14 for MO and EO Outreach
11/1	Frank Huff	6	Removed reference to DPFSO added DSSC
2/1	Frank Huff	8	Format changes and Update ED signature