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Year in Review



Across America, Employer Support of the Guard and Reserve is able to reach Reserve Component Service members and employers through more than 4,800 dedicated volunteers. During Fiscal Year (FY) 2011, volunteers executed and participated in 7,882 events across the Nation. The range of events executed in FY 11 included: employers signing Statements of Support; awards presentations recognizing outstanding support; educating service members and employers on their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA); and addressing unemployment and underemployment of Reserve Component (RC) Service members through participation in employment-related events. Through these efforts, volunteers made a difference one service member or one employer at a time. Some of the highlights of volunteer efforts during FY 11 include:



Volunteers make it possible



2,884

USERRA CASES ASSIGNED

4,824

NUMBER OF VOLUNTEERS

16,560

PATRIOT AWARDS

45,140

STATEMENTS OF SUPPORT

153,062

EMPLOYERS BRIEFED

236,725

VOLUNTEER HOURS

473,891

SERVICE MEMBERS BRIEFED

2011
Year in Review

Guiding Principles



VISION

Develop and promote a culture in which all American employers support and value the military service of their employees with ESGR as the principal advocate within DoD.

MISSION STATEMENT

We will develop and promote employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws, and resolving conflict between employers and service members.

CUSTOMERS

All Employers
Uniformed Members
Families of Service Members

GOALS

- 1** Gain and maintain support from employers for Guard and Reserve service
- 2** Educate customers and stakeholders
- 3** Advocate within DoD for Reserve Component (RC) employers
- 4** Continue to refine the ESGR organization for relevancy, effectiveness and efficiency
- 5** Advocate for employer issues of military families
- 6** Facilitate employment transitions relating to the continuum of military service
- 7** Enhance brand awareness of ESGR to all customers and stakeholders

Leadership



Leon E. Panetta
Secretary of
Defense



Ashton B. Carter
Deputy Secretary
of Defense



Jo Ann Rooney
Acting Under
Secretary
of Defense
(Personnel &
Readiness)



David L. McGinnis
Acting Assistant
Secretary of
Defense
(Reserve Affairs)



James G. Rebholz
Employer Support
of the Guard and
Reserve National
Chair



Ronald G. Young
Employer Support
of the Guard and
Reserve Executive
Director

ESGR, a Department of Defense agency, has more than 4,800 volunteers in 54 committees located across all 50 states, the District of Columbia, Guam-CNMI, the U.S. Virgin Islands and Puerto Rico. Volunteers, hailing from small business and industry, government, education, and prior military service, bring a vast wealth of experience to assist in serving employers, service members and their families. Together with Headquarters (HQ) ESGR staff and a small cadre of support staff for each State Committee, volunteers work to promote and enhance employer support for military service in the Guard and Reserve. HQ ESGR is comprised of directorates aligned by mission areas:

Operations: serves as a direct link to the State Committees, providing guidance and support across four regions.

Ombudsmen: manage tens of thousands of phone calls, emails, and website inquiries based on the federal USERRA law, providing free and neutral mediation to resolve issues between employers and service members.

National Outreach and Plans: executes ESGR's strategic communication plan and provides outreach guidance in the military, employer and public affairs arenas.

Resources: allocates the resources and tools for carrying out the ESGR mission across all 54 State Committees.

Program Integration & Training (PIT): produces and provides first-rate leadership training for ESGR volunteers, conducting Regional Leadership Meetings and the annual National Leadership Meeting.

2011
Year in Review

Leadership Perspective



Employer Support of the Guard and Reserve, has served our Country for nearly 40 years, developing and promoting a culture in which all American Employers support and value the military service of their employees who serve in our National Guard and Reserve components.

Our Nation's employers continue to provide an unprecedented commitment to exceptional support of their employees who serve in our Guard and Reserve even after 10 years of sustained military operations and during our more recent years' volatile economic climate. With almost half of the Nation's military strength resident in the Guard and Reserve, this culture of employer support is absolutely essential to our national security.

Our Citizen Warriors could not defend and protect us at home and abroad without the continued promise of having meaningful



Mr. Rebholz, ESGR National Chair, speaks at Amgen Inc. Statement of Support Signing.

civilian employment for themselves and their families. Our dedicated employees have proven to be true partners and patriots in our Nation's security by providing this critical dimension of stability with not only continued employment, but also offering new and greater job opportunities to these brave men and women and their families.

This past year saw the culmination of a five year concerted effort by our 4,800 local volunteers



to reach out and gain a formal Statement of Support from our Nation's employers that have been identified by the men and women of our National Guard and Reserve, our Citizen Warriors. This effort exceeded all expectations due to the selfless efforts and countless hours of activity - a fraction of which is documented here. Their efforts and achievements are priceless - a true value for our Nation.

ESGR has continued to adapt to meet the needs of our Reserve Component Service members, their families and America's Employers by joining forces with a network of other national, state and local government and professional trade organizations as together, We All Serve!

This review is a testimony and salute to the heroic efforts, dedication, and achievements of our Reserve Components and America's employers who have joined with us in a continuing legacy of this American spirit.



Mr. Rebholz joins Wells Fargo & Company at an event pledging support for the Guard and Reserve.

James G. Rebholz
National Chair
Employer Support of the
Guard and Reserve

Ronald G. Young
Executive Director
Employer Support of the
Guard and Reserve

Past... Present & Future



As FY 11 concluded, ESGR, a Department of Defense agency, ebbed closer to its 40th anniversary of service in developing and promoting a culture in which all American employers support and value the military service of their employees. Launched on June 22, 1972 by President Nixon, for nearly four decades ESGR has assisted the men and women of the seven Reserve Components and their civilian employers. Throughout these years, ESGR has relied on dedicated volunteers across the Nation to execute the mission.

ESGR volunteers have been vital in ensuring strong employer support since America converted to an all-volunteer military force. ESGR launched the Statement of Support program to garner support from employers. An early employer to sign was Mr. Harvey Hauser, the president of Hauser Industrial Enterprises, Incorporated. The accompanying photo (this page, top left) shows Mr. Hauser signing the SoS, and flanked on the left by ESGR's first National Chair, J.M. Roche, former Chairman of the Board of General Motors, and on the

right the Honorable William P. Clements, Jr., former Deputy Secretary of Defense. Observing the signing are Representative Orval Hansen (Idaho) and Senator Strom Thurmond (South Carolina).

During the last 10 years of operations in Iraq and Afghanistan, volunteers have played a prominent role in ensuring the defense of the Nation by promoting and sustaining strong employer support through a multitude of outreach efforts. With a current strength of more than 4,800 volunteers, the future of ESGR is bright as talented volunteers continue to step forward to serve. One great example of a new volunteer is 24 year-old Corporal Chance Clifton joining the ESGR team. In June 2011, Corporal Clifton encountered Arkansas ESGR during the state's first Employment Assistance Workshop. At the event, he not only obtained a job with Leslie's Swimming Pool Supply, but he also agreed to become an ESGR volunteer. Corporal Clifton wanted to help other RC Service members in the same way he had been. Already, he has embarked on an effort with



his current employer to sign a national-level Statement of Support for all franchises.

One thing linking the past with the present and future is the strong Statement of Support program. During FY 11, the SoS document was enhanced to incorporate the seven seals of the Reserve Components and a bullet focusing on hiring members of the Guard and Reserve was added. Employment will remain a primary focus of ESGR, together with the Yellow Ribbon Reintegration Program (YRRP), during this next year and beyond.

The continuing tough job market has had a significant impact on the employment of Guard and Reserve Service members. To address the gap in programs available to assist Guard and Reserve Service members, YRRP launched the Employment Initiative Program (EIP) in FY 11. Discussed in greater detail under ESGR's advocate mission, EIP significantly increased employment opportunities for unemployed and underemployed members of the Guard and Reserve by providing job assistance workshops, career fairs, and providing direct links between RC Service members and America's employers. EIP's efforts will be enhanced in FY 12 with the consolidation of RC resources under the Hero2Hired (H2H) initiative.



Chance Clifton, Arkansas ESGR Volunteer.

As ESGR marks 40 years of service in 2012, we will continue to Advocate, Recognize, Inform and Mediate. These four mission areas serve as the primary drivers in how ESGR assists employers, service members and family members.

Mission 1 - Advocate



In FY 11, ESGR began operating under the *ESGR Strategic Plan FY 11 – FY 15*, with an added advocate role. As a DoD advocate, ESGR has three main goals:

- ★ Emphasize ESGR's role as the primary DoD advocate for employers
- ★ Serve as an additional resource for support of military family members
- ★ Assist in the identification and coordination of employment opportunities for service members

With the continuing tough economic environment and job market, ESGR focused on employment opportunities. Launched in early FY 11, the Employment Initiative Program (EIP) served as a vehicle for addressing employment issues impacting Guard and Reserve Service members. EIP is a Yellow Ribbon Reintegration Program initiative, relying on ESGR's nationwide network of volunteers to execute events and activities. One EIP priority is improving employment opportunities for transitioning service members.

Simultaneously, EIP aims to serve America's employers by enabling them to tap into the pool of talented men and women resident in the Guard and Reserve. DoD, working in conjunction with the Department of Labor - Veterans' Employment and Training Service (DOL-VETS) and Department of Veterans Affairs (VA), the Office of Personnel Management (OPM) and numerous private entities such as the U.S. Chamber of Commerce and the Society of Human Resource Management (SHRM), to name a few, began a full court press on unemployment and underemployment of America's Citizen Warriors.

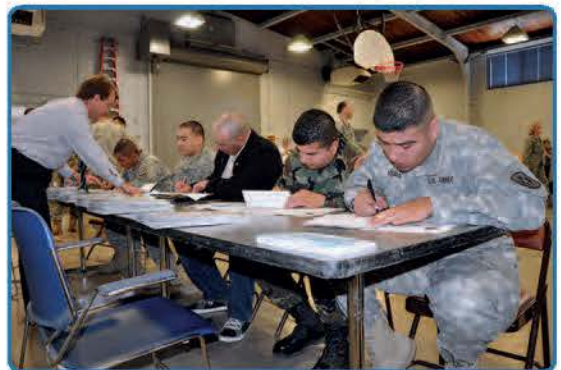
In January 2011, ESGR State Committees across the country launched a focused effort to assist service members and their spouses in finding employment through employment assistance workshops, job fairs, employment summits, and other local community programs. ESGR came together with other government agencies to provide service members with resume-building training, mock interviews, dress for success classes and career counseling.



ESGR joined forces with the U.S. Chamber of Commerce in conducting nearly 70 mega-hiring fairs around the country. These hiring fairs hosted more than 60,000 veterans, reserve members and military spouses, leveraging connections with over 2,500 different employers. These combined efforts yielded jobs for more than 3,400 veterans, service members, military spouses and 50 wounded warriors by the end of FY 11. Moving into FY 12, ESGR will continue providing employment opportunities through YRRP's powerful platform, Hero2Hired (H2H), via H2H.jobs and job fairs nationwide.

Families also benefitted from ESGR's advocacy initiatives. In 2011, ESGR expanded the Patriot Award Program to include recognizing the contributions of a spouse's employer. These employers demonstrated true patriotism by providing support when the federal law does not require them to. More than 500 military spouses recognized their employers for support including: granting leaves of absence prior to or after deployments, or to care for family members; providing childcare; and doing everything from home repairs to mowing lawns.

Finally, in serving as the DoD advocate for employers, ESGR fielded the 2011 *Department of Defense National Survey of Employers*. Employers of every size, industry and sector provided valuable feedback on the impact Guard and Reserve service has on the workplace. Results from the survey are expected in 2012, and will be vital in shaping DoD policy involving employers.



Service members attend an employment assistant workshop.

Mission 2 - Recognize



ESGR's recognition program is comprised of a series of Department of Defense awards honoring employers for their support of Guard and Reserve employees. The first in this series is the Patriot Award, with recipients selected by the Guard and Reserve members themselves. The Patriot Award recognizes supervisors, bosses and employers for any and all support provided directly to the nominating service member. A total of 16,560 supervisors received the Patriot Award in FY 11. This total includes more than 500 employers of military spouses, based on the expansion of the award to recognize the sacrifice of spouses' employers. The Patriot Award total reflects the efforts of supervisors nationwide in supporting Citizen Warriors and spouses through a wide-range of measures including flexible schedules, time off prior to and after deployment, caring for



North Carolina ESGR Employer Awards Ceremony.

families, and granting leaves of absence to care for injured service members.

The next award employers are eligible to receive is the Above and Beyond Award, followed by the Pro Patria Award. ESGR State Committees present these awards based on continued support for their Guard and Reserve employees and support of ESGR's mission to promote and enhance employer support. The Seven Seals Award is also available at the state and national

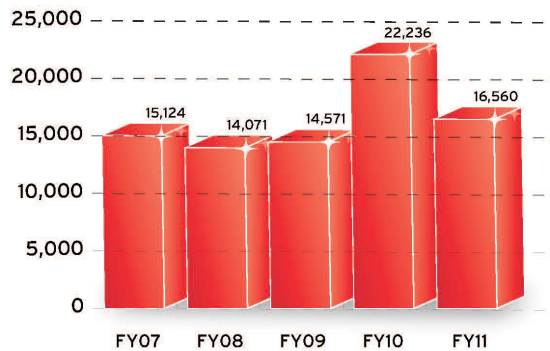


level to honor a wide array of support for service members from all seven Reserve Components. The DoD awards program culminates with the recognition of 15 employers at the annual Secretary of Defense Employer Support Freedom Award ceremony in Washington, D.C.

Award and subsequent awards as a key element in acknowledging employers' support, while strengthening relationships between service members and employers. These awards are a way of honoring the sacrifices made by so many employers year after year.



Patriot Award Nominations



Recognizing supportive employers is vital to ESGR's mission. ESGR State Committees nationwide actively promote the Patriot

Secretary of Defense Employer Support Freedom Award

Each September, the Department of Defense honors 15 of America's most supportive employers from across the nation with the Secretary of Defense (SECDEF) Employer Support Freedom Award. 2011 marked the 16th anniversary of the Freedom Award, the U.S. Government's highest recognition given to employers providing outstanding support to their employees serving in the Guard and Reserve.

Since the award was instituted in 1996, the employers honored in 2011 brought the total number of prestigious Freedom Award recipients to 160 employers representing America's large business, small business, and public sector employers. The 2011 recipients of the SECDEF Employer Support Freedom Award were personally praised by Secretary of Defense Leon E. Panetta during a private meeting.

As part of the annual recognition, President Barack H. Obama once again declared National Employer Support of the Guard and Reserve Week, September 18 - 24, 2011, noting "the support of employers across our country reflects the best of the American spirit - the understanding that we are bound together to serve and protect our Nation." This spirit was evident in the more than 4,000 Guard and Reserve Service members' nominations for employers across the 50 states, District of Columbia, and U.S.



Acting Assistant Secretary of Defense for Reserve Affairs, Mr. David McGinnis, speaks at the 2011 SECDEF Employer Support Freedom Award Ceremony.

territories. In early spring, DoD announced the pool of nominations had been narrowed to 148 semifinalists. From this group, 30 finalists were considered by a National Selection Board before announcing the 15 recipients. Detailed summaries of the 15 recipients of the 2011 SECDEF Employer Support Freedom Award, as well as the recipients from past years, are available at www.FreedomAward.mil.



Nominators for State Employees' Credit Union, Ford Motor Company and Town of Gilbert, speak at the 2011 ceremony.

The 2011 Recipients



3M	St. Paul, Minn.
Ameren Corporation	St. Louis, Mo.
Burt County Sheriff's Office	Tekamah, Neb.
CSX Transportation	Jacksonville, Fla.
Electrical Contractors, Inc.	Omaha, Neb.
Ford Motor Company	Dearborn, Mich.
Hanson Professional Services Inc.	Springfield, Ill.
Integrity Applications Incorporated	Chantilly, Va.
Orange County Sheriff's Department	Santa Ana, Calif.
Qwest Communications, now CenturyLink, Inc.	Monroe, La.
St. John's Lutheran Church	Yankton, S.D.
State Employees' Credit Union	Raleigh, N.C.
The Principal Financial Group	Des Moines, Iowa
Town of Gilbert	Gilbert, Ariz.
Wells Fargo & Company	San Francisco, Calif.

2011
Year in Review

Mission 3 - Inform



ESGR proactively informs and educates service members and employers on the Uniformed Services Employment and Reemployment Rights Act (USERRA), a multitude of DoD resources available to enhance employer support, and the benefits of hiring a member of the Guard or Reserve. This core mission includes training a nationwide network of volunteers, employer outreach, service member outreach, and public affairs efforts to increase ESGR awareness.

Program Integration & Training

ESGR maintains a relevant, effective, efficient, and educated force of volunteers and support staff by providing in-depth initial training and targeted refresher training. ESGR's PIT Directorate and the Volunteer Training Subcommittee oversee the creation and delivery of a wide variety of learning opportunities and tools, including online resources. While HQ ESGR conducts national and regional training events during

the year, the majority of our training occurs at the local State Committees through our volunteer cadre.

Newly appointed State Chairs representing the 54 ESGR State Committees complete a comprehensive HQ ESGR three-day course emphasizing our strategic and operational plans, volunteerism, resource utilization, ombudsman activities, public affairs, ethics and best practices. New State Committee support staff attend a four-day course focused on the intricacies of committee operations and responsibilities, and how to make maximum use of committed local volunteers.

Since 2008, 1,100 volunteers have attended the two-and-one-half-day Volunteer Leadership Training Program (VLTP). While initially facilitated by professional corporate trainers, VLTP will be brought in house in 2012 and facilitated by a combination of HQ personnel, support staff and veteran volunteers. The



VLTP is the foundation of ESGR's national training effort, serving as a tool to develop ESGR's future leaders. The training ensures volunteers are aligned with ESGR strategy, equipped with technical skills to manage local committees and activities, and enabled to implement proven best practice strategies. Additionally, ESGR ombudsmen receive comprehensive initial and refresher training regarding USERRA and mediation skills.

ESGR took a large step forward in 2011 with the creation of 12 engaging, interactive E-Learning modules, educating volunteers on their roles and ESGR's programs and initiatives. These modules leverage technology and help mitigate training challenges encountered by geographically dispersed State Committees.

ESGR concluded the training year with the National Leadership Meeting. State Chairs were able to interact with the Acting Assistant Secretary of Defense for Reserve Affairs,

Mr. David McGinnis, along with other senior leaders of the Departments of Defense and Labor. State Chairs prioritized plans and actions needed to implement ESGR goals, particularly in new and emerging mission areas. Additionally, ESGR held four Regional Leadership Meetings in 2011 for key state leaders from DoD, DOL, Reserve and Guard to focus on areas of mutual interest and partnering for the future.



ESGR State Committee members attend an annual training meeting.

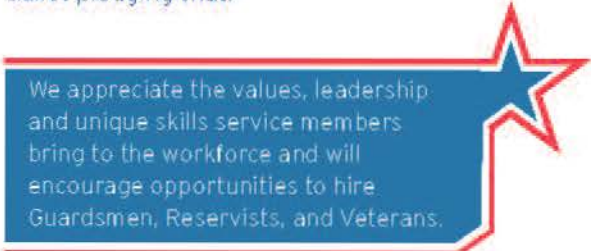
Employer Outreach

Employer Outreach (EO) charted a new course this year, focusing on leveraging relationships to enhance employer support while engaging employers to hire members of the Guard and Reserve. These efforts were spearheaded at the national level and events were hosted across America by all 54 ESGR State Committees, including briefings with the boss, Bosslifts, Statement of Support (SoS) signings, trade shows, educational events, job fairs, and awards presentations. Through these events, staff and volunteers personally influenced more than 153,000 employers.

A specific example of engaging employers to hire Reserve Component Service members is ESGR's ongoing participation in the Veterans on Wall Street (VOWS) employment initiative. ESGR helped launch this national initiative along with the inaugural banks sponsoring the initiative: Deutsche Bank, Citigroup, Bank of America, Goldman Sachs and Credit Suisse. VOWS works with military organizations, veterans groups, and industry associations to build awareness

and understanding of why the skill sets that Guardsmen, Reservists and Veterans possess yield outstanding employees, while pledging to hire military members.

ESGR also provided new tools to the volunteer network to reach out to employers: a revised Statement of Support. A mainstay in ESGR's arsenal for gaining and maintaining employer support since the first signing on December 13, 1972, the SoS added a new employment focused bullet pledging that:



We appreciate the values, leadership and unique skills service members bring to the workforce and will encourage opportunities to hire Guardsmen, Reservists, and Veterans.

To commemorate the emphasis on employing America's Citizen Warriors, the 15 recipients of the 2011 Secretary of Defense Employer Support Freedom Award signed and presented the first SoS with the new language to Secretary of Defense Panetta on September 22, 2011.

In FY 11, ESGR continued working with the Society for Human Resource Management (SHRM) in efforts to educate more than 263,000 human resource professionals responsible for HR policies impacting employees serving in the Guard and Reserve. The SHRM Foundation agreed to produce a webinar, *Improving the stability of our community-based defense force: Helping support the National Guard and Reserve*



Citigroup, pictured with Mr. Rebholz, joined other financial institutions in pledging support for the Guard and Reserve.



Food Lion CEO Cathy Green signs ESGR Statement of Support.

and their employers. In the webinar, an ESGR volunteer ombudsman will provide an extensive USERRA Law compliance briefing. DVD's of the webinar will be produced and forwarded to all SHRM Chapters and State Councils across the country. Additionally, two Secretary of Defense Employer Support Freedom Award recipients will be featured as examples of "best practices" of exemplary employers.

Engagement with these same associations led to national-level SoS signings from organizations including the International Public Management Association for Human Resource Management (IPMA-HR), the American Society for Healthcare Human Resource Management (ASHHRA), and the Society for Human Resource Management (SHRM). All three agreed to demonstrate their support further by forming strategic alliances, including ESGR at major events and launching National SoS Challenges - resulting in thousands of human resource professionals, state councils and local chapters participating in the challenge. ESGR training materials are available to more than 300,000

human resource professionals on their websites. These alliances are a force multiplier for ESGR as members from all three human resource associations work for employers throughout the country and have the ability to positively influence policies impacting employee service in the Guard and Reserve.

The Fortune 500 and privately held corporations employ a large number of Guardsmen and Reservists from many military occupational specialties. ESGR has a comprehensive targeted program to solicit SOS signings from senior management and to work with corporate military affinity groups that not only aid in the recruitment of Guardsmen, Reservists and Veterans, but more importantly sponsor programs that retain these key employees. SOS signing ceremonies were conducted with: Sears Holdings Corporation, Microsoft, Wells Fargo, InterContinental Hotels Group, Caterpillar, Amgen, Merck and Company, and the New York Stock Exchange Euronext.

Statements of Support (SOS)



Military Outreach

Military Outreach (MO) continued traditional outreach by educating service members, emphasizing recognition of supportive employers and providing mediation to resolve USERRA-related issues with civilian employers via ESGR's trained ombudsmen, while expanding outreach to include employment assistance. Additionally, through the Employment Initiative Program (EIP), volunteers expanded outreach to include assisting service members and their families in locating employment opportunities. As part of EIP, ESGR volunteers worked with Guard and Reserve Service members at job fairs, employment assistance workshops and skills training to ensure Citizen Warriors were well-equipped to enter the job market.

In a continuation of last year's efforts, ESGR sent direct mail to Reserve Component (RC) accessions and newly promoted Guard and Reserve leaders on a monthly basis. These targeted mailings ensure new recruits are aware of ESGR resources, while reminding military leaders of the resources available for all personnel serving under them. Moving forward, ESGR will transition to electronic mailings in FY 12 to simplify communications for busy Citizen Warriors.

During FY 11, ESGR volunteers assisted almost 474,000 service members through unit briefings during pre-mobilization and de-mobilization, Family Day events, military

conferences, and Yellow Ribbon Reintegration Program (YRRP) events. These efforts were enhanced by the coordination of ESGR's four Reserve Component Liaisons. Additionally, volunteers presented at military association conferences and trade shows, expanding the reach to our military customers. ESGR also leveraged direct contact with individual service members via an email campaign to over 800,000 service members on employer recognition opportunities, fostering communication and providing a link to ask for further assistance.

The Indy Racing League (IRL) was once again part of MO's efforts to interact with employers and service members. Throughout the racing season, ESGR volunteers received more than 400 Statements of Support from employers. Many employers were also recognized with the Above and Beyond Award for their ongoing support of ESGR and service members. ESGR also continued work with the United Service Organization (USO) to make materials available at 27 continental United States-based USO airport facilities. The Armed Forces Bowl and the Super Bowl pre-activities were other great awareness and informational tools used to reach out to service members. ESGR volunteers continue to encourage service members to recognize their supportive employers with the Patriot Award at www.ESGR.mil/PA. This year there were 16,560 Patriot Award nominations nationwide.

Public Affairs Outreach

In FY11, ESGR Public Affairs (PA) updated all new collateral material to create a cohesive look and feel that would appeal to all service members, their family members and employers, with the inclusion of ESGR's expanded mission. This new collateral material features employers and service members in their military and civilian roles.

With advertisements in multiple service magazines as well as on the *CNN Airport Channel*, *Bloomberg Business Week*, *Sports Illustrated*, and an interview on *Fox and Friends*, ESGR's messaging resulted in

more than 976.6 million media impressions. This increased messaging further ensures that service members and employers will recognize ESGR as an advocate working on their behalf, with information and resources available to assist with a myriad of issues. New this year was a nationwide Twitter campaign, encouraging each ESGR State Committee to participate in reaching out to service members, employers, businesses and government officials. Much traction was made, to include a job fair whose participants learned of the event through Twitter. Moving forward, ESGR plans to use social media to foster employer support for military service and promote employment of Guard and Reserve Service members.



ESGR's Updated Fact Sheet #1

ESGR volunteers and State Chairs were instrumental in pushing out press releases, as well as taking interviews with local radio stations and newspapers to speak on employment initiatives and ESGR information.

ESGR remains increasingly active in social media as part of the Department of Defense's movement. To find ESGR, go to:



www.facebook.com/GoESGR



www.twitter.com/ESGR



www.youtube.com/EmployerSupport

Mission 4 - Mediate



Ombudsmen are professionally trained to address all aspects of the Uniformed Services Employment and Reemployment Rights Act (USERRA). Through hundreds of ombudsmen across the country (600+), ESGR assists employers and service members on a daily basis in resolving conflicts that arise as a result of military service. These volunteers provide free and neutral mediation to help service members resolve a myriad of workplace issues and improve relationships with employers. Mediation is available to members of the Guard and Reserve anytime via the internet at www.ESGR.mil or the National Customer Service Center (CSC) at 1-800-336-4590 from 8 am to 6 pm Eastern Time, Monday through Friday.

mil website submissions, fax, or U.S. mail. The initial contacts coming to ESGR cover a wide range of topics, including questions about ESGR, job seeking services, as well as inquiries specifically related to USERRA. With nationwide ombudsmen activity totaling 99,052 emails, calls, and all other forms of contact in FY 11, almost 97% of the activity requested general information or involved questions about the federal law, USERRA. The remaining 3% of contacts resulted in a “case” being initiated due to a potential violation of USERRA. Each case involves an ESGR ombudsman providing free, neutral mediation between the service member and employer. The ombudsman works with both parties to attempt to resolve the USERRA issue.



Requests for assistance come in to the National CSC via direct contact with ESGR volunteers, phone, email, ESGR.

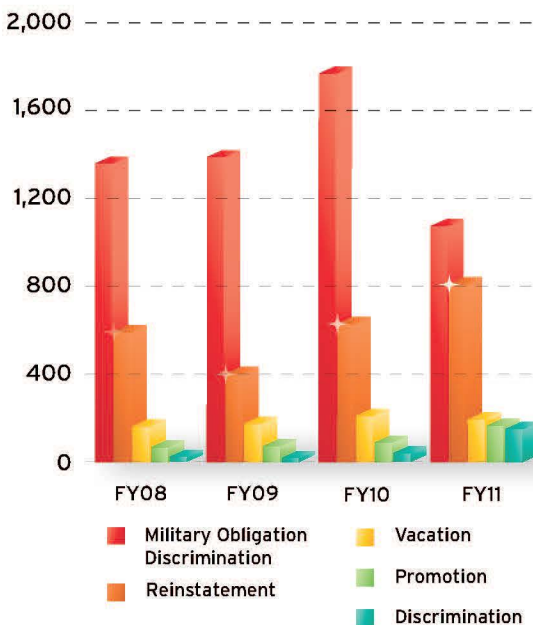
Throughout this past year, ESGR utilized the new Inquiry/Case Management System (ICMS) to track and log all cases. The new system captures USERRA problem codes that match Department of Labor Veterans' Employment and Training Services (DOL-VETS) in order to provide comparable reporting data.

2011 Ombudsman Volunteer of the Year, Jos Portman.



The five most common USERRA violations include military obligation discrimination, discrimination as retaliation for any action, vacation, reinstatement, and promotion. The graph below shows the rate of occurrence for the last four FYs.

USERRA Cases by Type

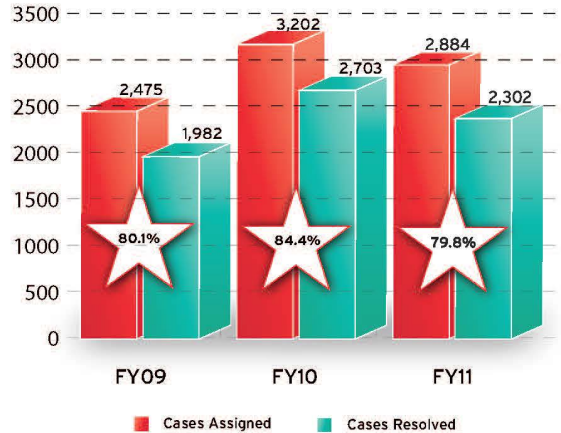


A USERRA inquiry is generated when individuals have questions about their rights and responsibilities under the law. Once ESGR provides clarifying information, an inquiry will become a case when 1) a suspected USERRA violation exists and 2) the service member requests an ESGR ombudsman to contact his or her employer in order to assist in resolving the issue. Upon initiating a case, a volunteer ESGR ombudsman or National ombudsman handles the case. The ombudsman acts as a neutral mediator between the service member and employer in order to seek a mutually agreed upon resolution. Despite a growing workload in the number of overall USERRA inquiries, ESGR ombudsmen have reduced the number of calendar days to resolve a case from almost 20 days in FY 07 to just 8.77 days in FY 11. The resolution rate for all cases, which includes administrative closures, was approximately 79.8%. For FY 11, a total of 2,884 cases were initiated. This is a 10% decrease in total number of cases from FY 10 as shown on the case graph (next page).

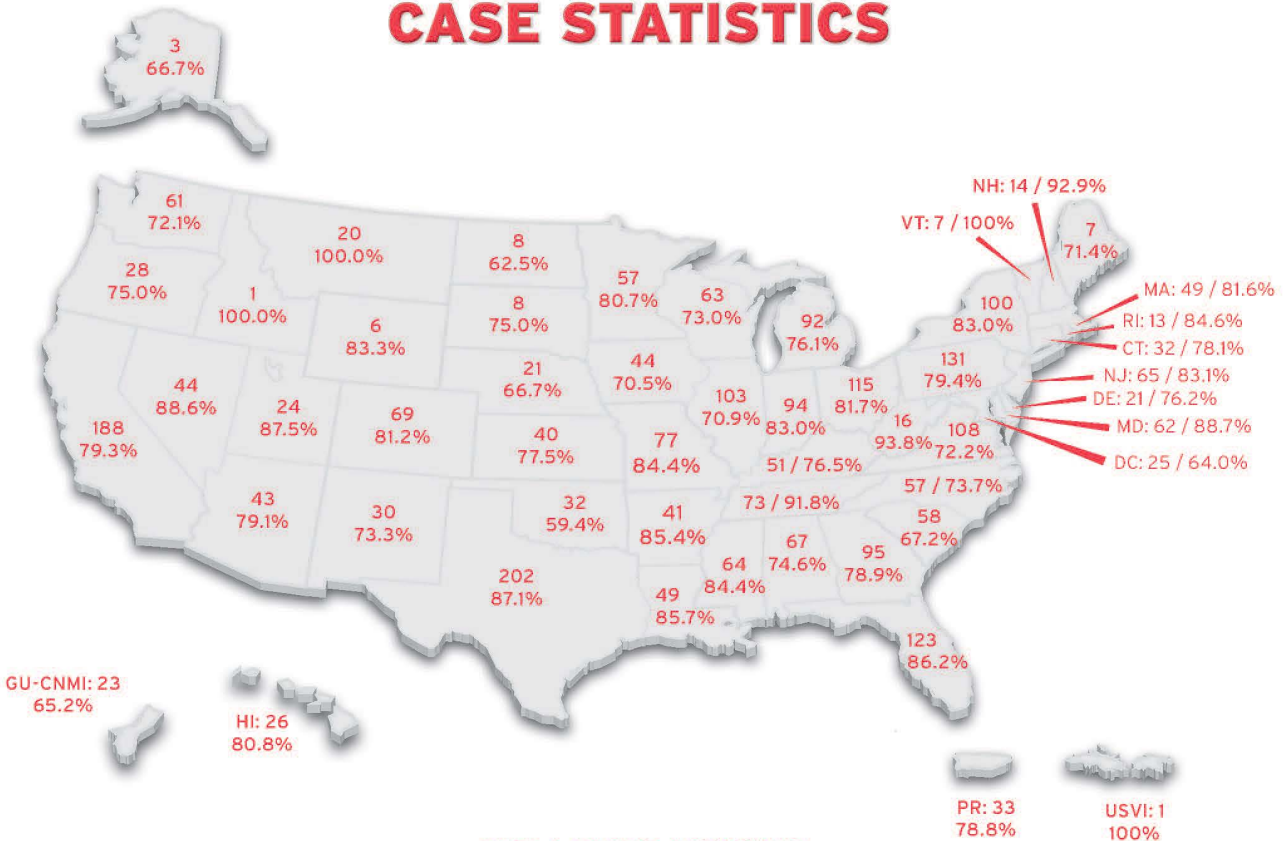
For complete information on cases for each State Committee, see the map at the bottom of this page.

For cases in which an agreement is not reached, ESGR ombudsmen provide both parties with a range of available options, which include filing a formal complaint with DOL or hiring the services of a private attorney.

USERRA Cases by Type



CASE STATISTICS



2,884 CASES ASSIGNED
79.8% CASES RESOLVED

THEIR COMMITMENT KNOWS NO BOUNDS NEITHER SHOULD OURS

Our heroes in the Guard and Reserve return to the workforce with a strong work ethic, leadership and specialized skills. Consider the talents a member of the Guard or Reserve could bring to your organization. Whether serving our country or supporting those who do...

We All Serve.

ESGR DEVELOPS AND PROMOTES A CULTURE IN WHICH ALL AMERICAN EMPLOYERS

SUPPORT AND VALUE

THE MILITARY SERVICE OF THEIR EMPLOYEES.



ESGR
EMPLOYER SUPPORT OF
THE GUARD AND RESERVE

WWW.ESGR.MIL
1-800-336-4590

Briefing the



4,824 VO
153,062 EMPLO
45,140 STATEME
473,891 SERVICE I
16,560 PATR

The Workforce



LUNTEERS
DOYERS BRIEFED
ENTS OF SUPPORT
MEMBERS BRIEFED
RIOT AWARDS

2011
Year in Review

By the Numbers

Outreach Mission: Employer

	Statements of Support	Employers Influenced	Employers Direct Mail*	
FY09	54,965	162,489	0	
FY10	58,817	164,218	541,026	
FY11	45,140	153,062	15,138	

Outreach Mission: Service Members

	Patriot Awards	Freedom Award Nominees	Service Members Briefed	Service Members Direct Mail*
FY09	14,571	3,202	443,833	0
FY10	22,236	2,470	495,774	880,042
FY11	16,560	4,049	473,891	89,573

Ombudsmen Mission

	USERRA-related Inquiries**	Cases Assigned	Cases Resolved/ % Resolved †	Avg # Days to Mediate (resolve) ‡
FY09	15,870	2,475	1,980/80%	9.83
FY10	34,612	3,202	2,703/84.4%	10.27
FY11	29,727	2,884	2,302/79.8%	8.77

Resources

	Volunteer Hours	Media Impressions	
FY09	232,882	477.0M	* No direct mail in FY09; only targeted mailing in FY11
FY10	245,369	972.3M	** Inquiries generated from phone calls, emails or voicemail requests specifically related to USERRA
FY11	236,725	976.6M	† Cases resolved included all cases brought to resolution and administrative closures
			‡ Days reported as calendar days

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