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# EMPLOYER RESOURCE GUIDE

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ESGR DEVELOPS AND PROMOTES A CULTURE IN  
WHICH ALL AMERICAN EMPLOYERS  
**SUPPORT AND VALUE**  
THE MILITARY SERVICE OF THEIR EMPLOYEES.



# EMPLOYER RESOURCE GUIDE

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## ESGR Mission

To 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. Paramount to ESGR's mission is encouraging employment of Guardsmen and Reservists who bring integrity, global perspective and proven leadership to the civilian workforce.

## ESGR Vision

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

## ESGR Customers

- All Employers
- All Uniformed Service Members
- Families of affected Service Members

## Contact Information

Employer Support of the Guard and Reserve (ESGR)  
4800 Mark Center Dr. Suite 03E25  
Alexandria, VA 22350-1200  
1-800-336-4590  
**[www.ESGR.mil](http://www.ESGR.mil)**

# CONTENTS

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Why ESGR?	2
USERRA	4
Questions About USERRA?	5
ESGR Ombudsman Services	14
Tips for Employers	15
ESGR Online: We are here to help you	17
Links and Contact Information	18
Detachable USERRA Poster	20

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# WHY ESGR?

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## Almost half of our nation's military strength resides in the Guard and Reserve.

These brave men and women perform critical roles such as homeland defense and serve around the world to ensure our freedom. This would not be possible without the support from employers like you.

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The link between members of the Guard and Reserve and their civilian employers led to the creation of Employer Support of the Guard and Reserve (ESGR). ESGR is a Department of Defense agency that develops and promotes a culture in which all American employers support and value the military service of their employees, with ESGR as the principle advocate within the Department of Defense (DoD). Paramount to ESGR's mission is encouraging employment of Guardsmen and Reservists who bring integrity, global perspective and proven leadership to the civilian workforce. Established in 1972, ESGR operates via a network of thousands of volunteers and support staff within all fifty U.S. states, three territories and the District of Columbia.

Through a national and local organizational structure, ESGR provides the following services to assist members of the Guard and Reserve and their civilian employers:

### **ADVOCATE**

We advocate relevant initiatives on behalf of employers, service members and their families. We promote the importance of employer support through regular communications to military leadership, and serve as a communication link between employers and the Department of Defense.

### **Recognize**

We applaud employers who practice personnel policies that support employee participation in the Guard and Reserve.

### **Inform**

We inform and educate service members and their civilian employers regarding their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA).

### **MEDIATE**

Our trained ombudsmen provide information, consultation and mediation concerning USERRA compliance.

ESGR volunteers, ranging from business executives, senior government representatives, educators and military personnel, enable ESGR to bring the message to all employers, large and small, in cities, towns and rural areas. With help and resources from the ESGR Headquarters in Alexandria, Virginia, the 54 ESGR state committees conduct employer support programs, including Bosslifts, Briefings with the Boss, mediation, and recognition of employers whose policies support or encourage participation in the Guard and Reserve. By explaining the mission of the Guard and Reserve and by increasing public awareness of the role of the employer, they develop a dialogue among employers, ESGR state committees, and local Guard and Reserve unit commanders and members.

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# ESGR is in your neighborhood!

ESGR committees are in every U.S. state and territory.  
Visit [www.ESGR.mil](http://www.ESGR.mil) to find a committee in your area.

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## ESGR State Committees



# USERRA

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

Congress provided the statutory authority for investigating alleged violations of USERRA to the U.S. Department of Labor (DoL). If DoL finds that an employer has likely violated USERRA, DoL may refer the case to the U.S. Department of Justice or Office of Special Council for legal action against the employer.

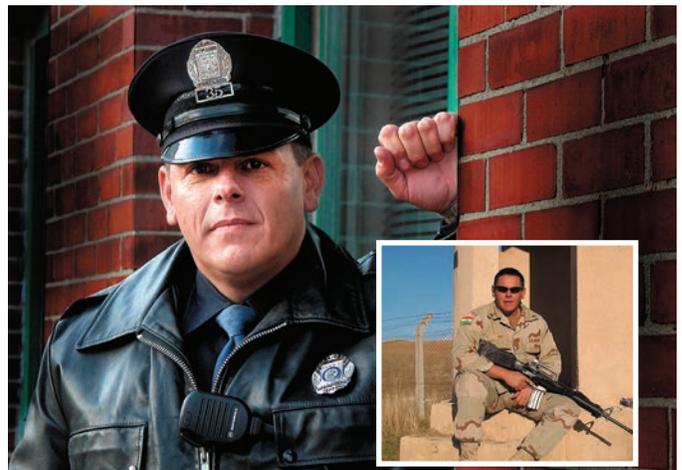
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## ESGR and USERRA

ESGR informs and educates service members and their civilian employers regarding their rights and responsibilities governed by USERRA. ESGR does not enforce USERRA, but serves as a neutral, free resource for employers and service members. ESGR's trained ombudsmen provide mediation for issues relating to compliance with USERRA.

The law applies to all public and private employers in the United States to include federal, state, territory and local governments, regardless of size. Providing that the service member met all criteria, employers must provide the following:

- Prompt job reinstatement
- Accumulation of seniority, including pension plan benefits
- Reinstatement of health insurance
- Training/retraining of job skills, including accommodations for the disabled
- Protection against discrimination



# QUESTIONS ABOUT USERRA

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To assist with understanding USERRA, ESGR has partnered with DoL to create a list of frequently asked questions concerning USERRA.

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## 1. WHICH EMPLOYERS ARE COVERED BY USERRA?

USERRA applies to all public, private and government employers in the United States, large and small. USERRA applies to foreign employers doing business in the United States and American companies operating in foreign countries, unless compliance would violate the law of the foreign country in which the workplace is located.

## 2. WHAT TYPES OF MILITARY SERVICE ARE COVERED BY USERRA?

USERRA's definition of "service in the uniformed services" covers all categories of military training and service, including duty performed on a voluntary or involuntary basis, in time of peace or war. Although most often understood as applying to Guard and Reserve military personnel, USERRA also applies to persons serving in the active components of the Armed Forces and the National Disaster Medical System (NDMS).

## 3. CAN AN EMPLOYER DISCRIMINATE BASED ON PAST OR PRESENT MILITARY SERVICE?

An employer must not deny initial employment, reemployment, retention in employment, promotion, or any benefit of employment to an individual on the basis of his or her military service. Additionally, an employer cannot retaliate against an individual by taking any adverse employment action against him or her because the individual has taken an action to enforce a protection afforded any person under USERRA, testified or otherwise made a statement in or in connection with a proceeding under USERRA, assisted or participated in a USERRA investigation or exercised a right provided for by USERRA.

## 4. DOES USERRA PROTECT AGAINST DISCRIMINATION IN INITIAL HIRING DECISIONS?

YES. A person, institution, organization, or other entity that has denied initial employment to an individual is in violation of USERRA's anti-discrimination provisions. Under the act,

an employer need not actually employ an individual to be his or her "employer," if initial employment was denied on the basis of the individual's military affiliation application for membership, performance of service, application for service, or obligation for service in the uniformed services. For example, if the individual has been denied initial employment because of his or her obligations as a member of the Guard or Reserve, the company or entity denying employment is an employer for purposes of USERRA. Similarly, if an entity withdraws an offer of employment because the individual is called upon to fulfill an obligation in the uniformed services, the entity withdrawing the employment offer is an employer for purposes of USERRA.



## 5. WHAT CRITERIA MUST THE EMPLOYEE MEET TO BE ELIGIBLE UNDER USERRA FOR REEMPLOYMENT AFTER MILITARY SERVICE?

In general, if the employee has been absent from a position of civilian employment by reason of service in the uniformed services, he or she will be eligible for reemployment under USERRA by meeting the following criteria:

- The employer had advance notice of the employee's military obligation.

# QUESTIONS ABOUT USERRA *(continued)*

- The employee has been away from this employer 5 years or less due to military obligations.
- The employee returns to work in a timely manner as defined under USERRA; and,
- The employee has not been separated from uniformed services with a disqualifying discharge or under other than honorable conditions.

in writing to the pre-service employer or to an agent or representative of the employer who has apparent responsibility for receiving employment applications. The application should indicate that the employee is returning from service in the uniformed services and that he or she seeks reemployment with the pre-service employer. The employee is permitted but not required to identify a particular reemployment position in which he or she is interested.



## 8. IS THE EMPLOYEE REQUIRED TO SUBMIT DOCUMENTATION TO THE EMPLOYER IN CONNECTION WITH THE APPLICATION FOR REEMPLOYMENT?

YES, if the period of service exceeds 30 days and if requested by the employer to do so. If the employee submits an application for reemployment after completion of a period of service of more than 30 days, he or she must, upon the request of the employer, provide documentation to establish that:

- The reemployment application is timely;
- The employee has not exceeded the total time limit, currently five years, on the duration of service;
- The employee's separation or dismissal from service was not disqualifying.

## 6. WHAT ARE THE GUIDELINES USERRA PROVIDES FOR THE EMPLOYEE TO RETURN TO WORK AFTER COMPLETION OF MILITARY SERVICE?

To be eligible for protection under USERRA, the service member must report back to work or apply for reemployment within the following guidelines:

1-30 days of service .....Report next scheduled work day after safe travel and 8 hours rest

31-180 days of service.....Apply within 14 days after completion of service

181+ days of service.....Apply within 90 days after completion of service

## 7. IS AN APPLICATION FOR REEMPLOYMENT REQUIRED TO BE IN ANY PARTICULAR FORM?

An application for reemployment need not follow any particular format. The employee may apply verbally or

## 9. WHAT DOCUMENTS SATISFY THE REQUIREMENT THAT THE EMPLOYEE ESTABLISH ELIGIBILITY FOR REEMPLOYMENT AFTER MORE THAN THIRTY DAYS OF SERVICE?

Documents that satisfy the requirements of USERRA include the following:

- DoD (Department of Defense) 214 Certificate of Release or Discharge from Active Duty;
- Copy of duty orders prepared by the facility where the orders were fulfilled and carrying an endorsement indicating completion of the described service;
- Letter from the commanding officer of a Personnel Support Activity or someone of comparable authority;
- Certificate of completion from military training school;

## QUESTIONS ABOUT USERRA *(continued)*

- Discharge certificate showing character of service;
- Copy of extracts from payroll documents showing periods of service.

The types of documents necessary to establish eligibility for reemployment will vary from case to case. Not all of these documents are available or necessary in every instance to establish reemployment eligibility.

### 10. WHAT TYPES OF DISCHARGE OR SEPARATION FROM UNIFORMED SERVICE WILL MAKE THE EMPLOYEE INELIGIBLE FOR REEMPLOYMENT RIGHTS UNDER USERRA?

Reemployment rights are terminated if the employee is:

- Separated from uniformed service with a dishonorable or bad conduct discharge;
- Separated from uniformed service under other than honorable conditions, as characterized by regulations of the uniformed service;
- A commissioned officer dismissed by sentence of a general court-martial; in commutation of a sentence of a general court-martial; or, in time of war, by order of the President;
- A commissioned officer dropped from the rolls due to absence without authority for at least three months; separation by reason of a sentence to confinement adjudged by a court-martial; or, a sentence to confinement in a Federal or State penitentiary or correctional institution.

### 11. WHEN IS AN EMPLOYEE ENTITLED TO BE REEMPLOYED BY HIS OR HER CIVILIAN EMPLOYER?

The employer must promptly reemploy the employee when he or she returns from a period of service if the employee meets USERRA's eligibility criteria. "Prompt reemployment" means as soon as practical under the circumstances of each case. Absent unusual circumstances, reemployment must occur within two weeks of the employee's application for reemployment. For example, prompt reinstatement after weekend Guard duty generally means the next regularly scheduled working day. On the other hand, prompt reinstatement following several years of active duty may require more time, because the employer may have to reassign or give notice to another employee who occupied the returning employee's position.



### 12. WHAT POSITION IS THE EMPLOYEE ENTITLED TO UPON REEMPLOYMENT?

As a general rule, the employee is entitled to reemployment in the job position that he or she would have attained with reasonable certainty if not for the absence due to military service. This position is known as the escalator position. The principle behind the escalator position is that, if not for the period of military service, the employee could have been promoted (or, alternatively, demoted, transferred, or laid off) due to intervening events. The escalator principle requires that the employee be reemployed in a position that reflects with reasonable certainty the pay, benefits, seniority, and other job perks that he or she would have attained if not for the period of service.

### 13. DOES THE REEMPLOYMENT POSITION INCLUDE ELEMENTS SUCH AS SENIORITY, STATUS AND RATE OF PAY?

YES. The reemployment position includes the seniority, status, and rate of pay that an employee would ordinarily have attained in that position given his or her job history, including prospects for future earnings and advancement. The employer must determine the seniority rights, status, and rate of pay as though the employee had been continuously employed during the period of service.

The seniority rights, status, and pay of an employment position include those established (or changed) by a collective bargaining agreement, employer policy, or employment practice. In particular, the employee's status in the reemployment position could include opportunities for

## QUESTIONS ABOUT USERRA *(continued)*

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advancement, general working conditions, job location, shift assignment, rank, responsibility, and geographical location. If an opportunity for promotion, or eligibility for promotion that the employee missed during service is based on a skills test or examination, then the employer should give him or her a reasonable amount of time to adjust to the employment position and then give a skills test or examination.

### 14. CAN THE APPLICATION OF THE ESCALATOR PRINCIPLE RESULT IN ADVERSE CONSEQUENCES WHEN THE EMPLOYEE IS REEMPLOYED?

YES. USERRA does not prohibit lawful adverse job consequences that result from the employee's restoration on the seniority ladder. Depending on the circumstances, the escalator principle may cause an employee to be reemployed in a higher or lower position, laid off, or even terminated. For example, if an employee's seniority or job classification would have resulted in the employee being laid off during the period of service, and the layoff continued after the date of reemployment, reemployment would reinstate the employee to layoff status.

Similarly, the status of the reemployment position requires the employer to assess what would have happened to such factors as the employee's opportunities for advancement, working conditions, job location, shift assignment, rank, responsibility, and geographical location, if he or she had remained continuously employed. The reemployment position may involve transfer to another shift or location, more or less strenuous working conditions, or changed opportunities for advancement, depending upon the application of the escalator principle.

### 15. WHAT SENIORITY RIGHTS DOES AN EMPLOYEE HAVE WHEN REEMPLOYED FOLLOWING A PERIOD OF MILITARY SERVICE?

The employee is entitled to the seniority and seniority-based rights and benefits that he or she had on the date military service began, plus any seniority and seniority-based rights and benefits the employee would have attained if he or she had remained continuously employed.

### 16. DOES USERRA REQUIRE THE EMPLOYER TO USE A SENIORITY SYSTEM?

NO. USERRA does not require the employer to adopt a formal seniority system. USERRA defines seniority as longevity in employment together with any employment benefits that accrue with, or are determined by, longevity in employment. In the absence of a formal seniority system, such as one established through collective bargaining, USERRA looks to the custom and practice in the place of employment to determine the employee's entitlement to any employment benefits that accrue with, or are determined by, longevity in employment.

### 17. DOES AN INDIVIDUAL HAVE RIGHTS UNDER USERRA EVEN IF HE OR SHE IS AN EXECUTIVE, MANAGERIAL, OR PROFESSIONAL EMPLOYEE?

YES. USERRA applies to all employees. There is no exclusion for executive, managerial, or professional employees.

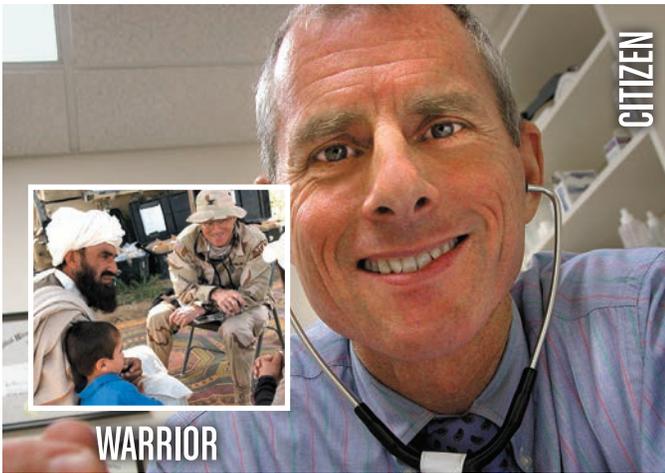
### 18. ARE FEDERAL EMPLOYEES PROTECTED BY USERRA?

YES. Federal employees have the same USERRA rights and responsibilities as non-federal employees.

Federal employees can request assistance through ESGR or the Department of Labor/Veterans' Employment and Training Service (DOL/VETS). When appropriate, DOL/VETS can refer a case to the Office of Special Counsel or the Merit Systems Protection Board.



## QUESTIONS ABOUT USERRA *(continued)*



### 19. DOES USERRA COVER INDEPENDENT CONTRACTORS?

NO. USERRA does not provide protections for independent contractors. In deciding whether an individual is an independent contractor, the following factors need to be considered:

1. The extent of the employer's right to control the manner in which the individual's work is to be performed;
2. The opportunity for profit or loss that depends upon the individual's managerial skill;
3. Any investment in equipment or materials required for the individual's tasks, or his or her employment of helpers;
4. Whether the service the individual performs requires a special skill;
5. The permanence of the individual's working relationship; and,
6. Whether the service the individual performs is an integral part of the employer's business.

No single one of these factors is controlling, but all are relevant to determining whether an individual is an employee or an independent contractor.

### 20. MUST THE EMPLOYEE GIVE ADVANCE NOTICE TO HIS OR HER EMPLOYER FOR A LEAVE OF ABSENCE DUE TO MILITARY SERVICE?

YES. The employee, or an appropriate officer of the uniformed service in which his or her service is to be performed, must notify the employer that the employee intends to leave the employment position to perform military service. If the employee has more than one employer, each employer must be notified of the impending leave of absence due to military service.

USERRA regulations provide that an "appropriate officer" can give notice on the employee's behalf. An "appropriate officer" is a commissioned, warrant, or non-commissioned officer authorized to give such notice by the military branch concerned. The employee's notice to the employer may be either verbal or written. The notice may be informal and does not need to follow any particular format.

Although USERRA does not state how far in advance notice must be given to the employer, an employee should provide notice as far in advance as is reasonable under the circumstances. The Defense Department "strongly recommends advance notice to civilian employers be provided at least 30 days prior to departure for uniformed service when it is feasible to do so."

### 21. IS THE EMPLOYEE REQUIRED TO GET PERMISSION FROM HIS OR HER EMPLOYER BEFORE LEAVING TO PERFORM MILITARY SERVICE?

NO. The employee is not required to ask for or get his or her employer's permission to leave to perform military service. The employee is only required to give the employer notice of pending service.

### 22. MUST THE EMPLOYEE TELL THEIR EMPLOYER PRIOR TO LEAVING THAT HE OR SHE WILL SEEK REEMPLOYMENT UPON COMPLETION OF MILITARY SERVICE?

NO. When the employee leaves the employment position to begin a period of service, he or she is not required to tell the civilian employer that he or she intends to seek reemployment after completing uniformed service.

Even if the employee tells the employer before entering or completing uniformed service that he or she does not intend to seek reemployment after completing the uniformed service, the employee does not forfeit the right to reemployment. The employee is not required to decide in advance of leaving

## QUESTIONS ABOUT USERRA *(continued)*

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the civilian employment position whether he or she will seek reemployment after completing uniformed service.

### 23. IS THERE A LIMIT ON THE TOTAL AMOUNT OF SERVICE IN THE UNIFORMED SERVICES THAT AN EMPLOYEE MAY PERFORM AND STILL RETAIN REEMPLOYMENT RIGHTS WITH THE EMPLOYER?

YES. In general, the employee may perform service in the uniformed services for a cumulative period of up to five (5) years, under the current statute, and retain reemployment rights with the employer.

### 24. ARE THERE ANY EXCEPTIONS TO USERRA'S FIVE-YEAR SERVICE LIMIT?

USERRA creates the following exceptions to the five-year limit on service in the uniformed services:

- Service that is required beyond five years to complete an initial period of obligated service. Some military specialties require an individual to serve more than five years because of the amount of time or expense involved in training. If the employee works in one of those specialties, he or she has reemployment rights when the initial period of obligated service is completed.
- If the employee was unable to obtain orders releasing him or her from service in the uniformed services before the expiration of the five-year period, and the inability was not the employee's fault.
- Service performed to fulfill periodic Guard and Reserve training requirements and includes service performed to fulfill additional training requirements determined and certified by a proper military authority as necessary for the employee's professional development, or to complete skill training or retraining. This includes weekend drills and annual training.
- Service performed in a uniformed service if he or she was ordered to or retained on active duty under the following circumstances:
  - Involuntary active duty of a military retiree;
  - Involuntary active duty in wartime;
  - Retention on active duty while in captive status;
  - Involuntary active duty during a national emergency;
  - Involuntary active duty for an operational mission, involuntary retention on active duty of a critical person during time of crisis or other specific conditions;
  - Involuntary active duty by the Coast Guard Reserve for natural or man-made disasters;
  - Service performed in a uniformed service if the employee was ordered to or retained on active duty (other than for training) under any provision of law because of a war or national emergency declared by the President or the Congress, as determined by the Secretary concerned.



### 25. WHAT IS THE EMPLOYEE'S STATUS WITH HIS OR HER CIVILIAN EMPLOYER WHILE PERFORMING MILITARY SERVICE?

The employee is deemed to be on furlough or leave of absence from the civilian employer while performing military duty. In this status, the employee is entitled to the non-seniority rights and benefits generally provided by the employer to other employees with similar seniority, status, and pay that are on furlough or leave of absence. Entitlement to these non-seniority rights and benefits is not dependent on how the employer characterizes the employee's status during a period of service.

For example, if the employer characterizes the employee as "terminated" while performing military service, this

## QUESTIONS ABOUT USERRA *(continued)*

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characterization cannot be used to avoid USERRA's requirement that the employee be deemed on furlough or leave of absence, and therefore entitled to the non-seniority rights and benefits generally provided to employees on furlough or leave of absence.

### 26. WHICH NON-SENIORITY RIGHTS AND BENEFITS IS THE EMPLOYEE ENTITLED TO DURING A PERIOD OF SERVICE?

The non-seniority rights and benefits to which an employee is entitled during a period of service are those that the employer provides to similarly situated employees by an employment contract, agreement, policy, practice, or plan in effect at the employee's workplace. These rights and benefits include those in effect at the beginning of employment and those established after employment began. They also include those rights and benefits that become effective during the employee's period of service and that are provided to similarly situated employees on furlough or leave of absence.

If the non-seniority benefits to which employees on furlough or leave of absence are entitled vary according to the type of leave, the employee must be given the most favorable treatment accorded to any comparable form of leave when he or she performs military service. As a general matter, accrual of vacation leave is considered to be a non-seniority benefit that must be provided by an employer to an employee on a military leave of absence only if the employer provides that benefit to similarly situated employees on comparable leaves of absence.

### 27. WHAT HEALTH PLAN COVERAGE MUST THE EMPLOYER PROVIDE FOR THE EMPLOYEE UNDER USERRA?

If the employee has coverage under a health plan in connection with his or her employment, the plan must permit the employee to elect to continue the coverage for a certain period of time as described below:

- When the employee is performing military service, he or she is entitled to continuing coverage for himself or herself (and dependents if the plan offers dependent coverage) under a health plan provided in connection with the employment.
- The plan must allow the employee to elect to continue coverage for a period of time that is the lesser of:

1. The 24-month period beginning on the date on which the employee's absence for the purpose of performing service begins; or,
2. The period beginning on the date on which the employee's absence for the purpose of performing service begins, and ending on the date on which he or she fails to return from service or apply for a position of reemployment.

- USERRA does not require the employer to establish a health plan if there is no health plan coverage in connection with the employment, or, where there is a plan, to provide any particular type of coverage.
- USERRA does not require the employer to permit the employee to initiate new health plan coverage at the beginning of a period of service if he or she did not previously have such coverage.



### 28. HOW MUCH MUST THE EMPLOYEE PAY IN ORDER TO CONTINUE HEALTH PLAN COVERAGE?

If the employee performs service in the uniformed service for fewer than 31 days, he or she cannot be required to pay more than the regular employee share, if any, for health plan coverage. If the employee performs service in the uniformed service for 31 or more days, he or she may be required to pay no more than 102% of the full premium under the plan, which represents the employer's share plus the employee's share, plus 2% for administrative costs. USERRA does not specify requirements for methods of paying for continuing coverage. Health plan administrators may develop reasonable procedures for payment, consistent with the terms of the plan.

## QUESTIONS ABOUT USERRA (continued)

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### 29. IN A MULTI-EMPLOYER HEALTH PLAN, HOW IS LIABILITY ALLOCATED FOR EMPLOYER CONTRIBUTIONS AND BENEFITS ARISING UNDER USERRA'S HEALTH PLAN PROVISIONS?

Liability under a multi-employer plan for employer contributions and benefits in connection with USERRA's health plan provisions must be allocated either as the plan sponsor provides, or, if the sponsor does not provide, to the employee's last employer before his or her service. If the last employer is no longer functional, liability for continuing coverage is allocated to the health plan.



### 30. HOW DOES USERRA PROTECT AN EMPLOYEE'S PENSION BENEFITS?

On reemployment, the employee is treated as not having a break in service with the employer or employers maintaining a pension plan, for purposes of participation, vesting and accrual of benefits, by reason of the period of absence from employment due to or necessitated by service in the uniformed services.

### 31. IF THE EMPLOYEE IS EMPLOYED WITH HIS OR HER PRE-SERVICE EMPLOYER, IS THE EMPLOYEE'S PENSION BENEFIT THE SAME AS IF HE OR SHE HAD REMAINED CONTINUOUSLY EMPLOYED?

In a non-contributory defined benefit plan, where the amount of the pension benefit is determined according to a specific formula, the employee's benefit will be the same as though he or she had remained continuously employed during the period of service. In a contributory defined benefit plan, the employee will need to make up contributions in order to have the same benefit as if he or she had remained continuously employed during the period of service.

In a defined contribution plan, the benefit may not be the same as if the employee had remained continuously employed, even though the employee and the employer make up any contributions or elective deferrals attributable to the period of service, because the employee is not entitled to forfeitures and earnings or required to experience losses that accrued during the period or periods of service.

### 32. IS THE EMPLOYEE ENTITLED TO ANY SPECIFIC REEMPLOYMENT BENEFITS IF HE OR SHE HAS A DISABILITY THAT WAS INCURRED IN, OR AGGRAVATED DURING, THE PERIOD OF SERVICE?

YES. A disabled service member is entitled, to the same extent as any other individual, to the escalator position he or she would have attained if not for military service. If the employee has a disability incurred in, or aggravated during, the period of service, the employer must make reasonable efforts to accommodate that disability and to help the employee become qualified to perform the duties of his or her reemployment position.

If the employee is not qualified for reemployment in the escalator position because of a disability after reasonable efforts by the employer to accommodate the disability, and to help the employee to become qualified, the employee must be reemployed in a position according to the following priority. The employer must make reasonable efforts to accommodate the employee's disability and to help him or her to become qualified to perform the duties of one of these positions:

1. A position that is equivalent in seniority, status, and pay to the escalator position;
2. A position that is the nearest approximation to the equivalent position, consistent with the circumstances of the employee's case, in terms of seniority, status, and pay. Note that a position that is the nearest approximation to the equivalent position may be a higher or lower position, depending on the circumstances.

## QUESTIONS ABOUT USERRA *(continued)*

### 33. DOES USERRA PROVIDE THE EMPLOYEE WITH PROTECTION AGAINST DISCHARGE?

YES. If the employee's most recent period of service in the military was more than 30 days, he or she must not be discharged, except for cause, for:

- 80 days after the employee's date of reemployment if his or her most recent period of uniformed service was more than 30 days but less than 181 days; or for,
- One year after the date of reemployment if the employee's most recent period of uniformed service was more than 180 days.

### 34. WHAT CONSTITUTES CAUSE FOR DISCHARGE UNDER USERRA?

The employee may be discharged for cause based either on conduct or, in some circumstances,

because of the application of other legitimate nondiscriminatory reasons. In a discharge action based on conduct, the employer bears the burden of proving that it is reasonable to discharge the employee for the conduct in question, and that he or she had notice, which was expressed or can be fairly implied, that the conduct would constitute cause for discharge. If, based on the application of other legitimate nondiscriminatory reasons, the employee's job position is eliminated, or the employee is placed on layoff status, either of these situations would constitute cause for purposes of USERRA. The employer bears the burden of proving that the employee's job would have been eliminated or that he or she would have been laid off.

### 35. WHAT OPTIONS ARE AVAILABLE FOR CONFLICT RESOLUTION ISSUES CONCERNING EMPLOYMENT, REEMPLOYMENT, OR OTHER RIGHTS AND BENEFITS UNDER USERRA?

In the event a conflict arises that an employee and employer are unable to resolve, ESGR's trained ombudsmen can provide informal mediation. Call ESGR's customer service center at 1-800-336-4590 to reach one of our trained ombudsmen.

If the service member or employer chooses to open a formal investigation regarding a USERRA violation, they may do so by contacting the Department of Labor.

Another option available would be to hire a private attorney.

## OMBUDSMEN SERVICES

### Need more USERRA Info?

ESGR's website has a whole section dedicated to USERRA. Visit us at [www.ESGR.mil](http://www.ESGR.mil).

Another source for USERRA Frequently Asked Questions is 20 CFR Part 1002. The federal regulation can be found online at <http://www.dol.gov/vets/reg/fedreg/final/2005023961.htm>.

### Information and Mediation

ESGR is not an enforcement agency and does not offer legal counsel or advice. The ESGR Ombudsman Services Program provides information and mediation of issues relating to compliance with USERRA. ESGR ombudsmen are neutral parties in resolving disputes between civilian employers and their employees serving in the Uniformed Services. They work to resolve issues to the satisfaction of all parties.

Hundreds of trained ombudsmen, located in all U.S. states and territories, are available to promptly respond to inquiries and conflicts presented by employees or their civilian employers. Most problems result from poor communication between employers and their employees or from a lack of familiarization with the rights and responsibilities of each as defined by law.

### Contact a USERRA Expert

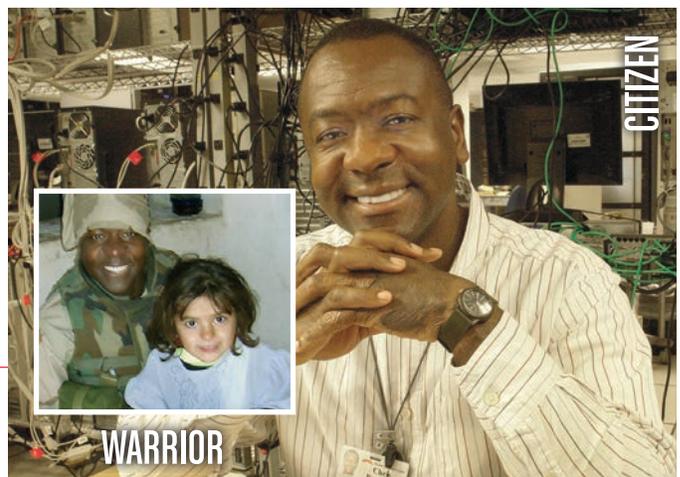
ESGR's customer service center is available during business hours to provide answers to common USERRA questions or refer cases to a trained ombudsman.

To reach the customer service center:

\*\*Call 1-800-336-4590, option 1.

\*\*Use the ESGR Assistance Request Form 100 located at [www.ESGR.mil](http://www.ESGR.mil).

\*\*E-mail questions to [USERRA@osd.mil](mailto:USERRA@osd.mil).



# TIPS FOR EMPLOYERS

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The Guard and Reserve are an integral part of our military. Almost half of the men and women serving in our armed forces are members of the Guard and Reserve.

As an employer, you are vital in enabling your employees who are members of the Guard and Reserve to serve our country. Moreover, your active support and encouragement are critical to their success.

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## Here are some suggestions on how you can help:

- Learn more about the role of the Guard and Reserve. Attend open houses and public functions at local military units. Talk about the Guard and Reserve with military and civilian leaders in your community. Ask your employees what they do and how they fit into the “big picture” of national defense.
- Get to know your employees’ military commanders and supervisors. Ask them to provide you with advance notice of your employees’ annual military duty schedule and work out conflicts as early as possible.
- Examine your personnel policies to see how they accommodate and support participation in the Guard or Reserve. For example, do they include provisions for military leave of absence exclusive of earned vacation time? Do they ensure job opportunities and benefits equivalent to those of other employees?
- Get your entire organization to promote your support of the Guard and Reserve. Explain your position and address concerns as they may arise.
- Encourage employee participation in the Guard and Reserve. Recognize and publicize their dedication and commitment to your business and the nation. Apply the training they receive from military duty. Your employees’ service in the Guard and Reserve enhances their job performance and value within your organization.
- Discuss with your employees their service requirements before problem situations arise and keep an open dialogue to prevent further issues.
- Seek assistance from ESGR. Call 1-800-336-4590 to speak with an ombudsman. Ombudsmen serve as confidential, neutral liaisons for employers and employees who seek assistance or clarification regarding their rights and responsibilities.
- For more detailed information about specific employment rights and responsibilities, [www.esgr.mil](http://www.esgr.mil) is a great resource and includes a link to USERRA.
- Don’t hesitate to call upon your employee’s military commander or supervisor if you have a question or concern. They face some of the same challenges you do in their business and know that it is in everyone’s best interest to work together. By taking a more active role in supporting the members of the Guard and Reserve who work for you, you’ll improve the quality of life for all your employees, you’ll directly enhance the success of your organization, and you’ll provide an invaluable service to the nation.
- Become an ESGR volunteer! Many ESGR volunteers are employers just like you. Volunteering with ESGR is a great way to show your support for your Guard and Reserve employees while benefiting other employers like yourself.
- Join thousands of employers by signing a Statement of Support for the Guard and Reserve. Display it prominently for all your employees and visitors to see.

# TIPS FOR EMPLOYERS

A Statement of Support request form may be completed at [www.ESGR.mil](http://www.ESGR.mil).



## STATEMENT OF SUPPORT FOR THE GUARD AND RESERVE



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

**I**n 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.

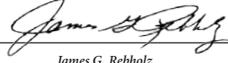
**I**f these volunteer forces are to continue to serve our nation, increased public understanding is required of the essential role of the Guard and Reserve in preserving our national security.

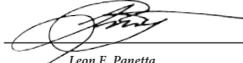
**T**herefore, we join other employers in pledging that:

- 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

\_\_\_\_\_  
Date

  
James G. Reibold  
National Chair, ESGR

  
Leon E. Panetta  
Secretary of Defense



**ESGR**  
EMPLOYER SUPPORT OF  
THE GUARD AND RESERVE

# HERO2HIRED: LINKING EMPLOYERS AND SERVICE MEMBERS

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H2H offers valuable resources for Service members and employers by way of hiring fairs, job training, career assessment and military skills translation. Job posting with H2H.jobs is free for every employer! With over 400 Hiring Our Heroes job fair events taking place around the country in 2012, chances are there will be one happening near you. H2H is sponsoring 40 of these hiring events, where we'll have a booth with volunteers available to help the service members and employers link up on job opportunities. Post jobs and learn more about Hero2Hired at [www.H2H.jobs](http://www.H2H.jobs).

## ONLINE: WE'RE HERE TO HELP YOU!

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Whether you are a human resource manager at a Fortune 500 company or a small business owner who employs two people, ESGR understands you are busy. ESGR is here to help you better understand your rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA). Best of all, ESGR is your FREE one-stop resource!

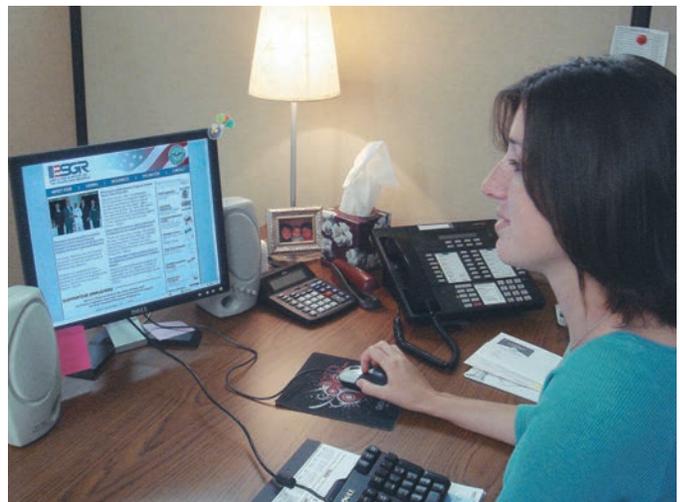
Did you know employers must provide a notice of rights to persons entitled to the rights and benefits under USERRA? To meet this requirement, you can download USERRA posters for free on [www.ESGR.mil](http://www.ESGR.mil).

Interested in learning more about USERRA? ESGR has training available online. Just visit [www.esgr.mil](http://www.esgr.mil). There, you will also find the following USERRA resources:

- A summary and full version of the USERRA law.
- USERRA frequently asked questions.
- Links to the Department of Labor and other USERRA related agencies and organizations.

### Visit [www.ESGR.mil](http://www.ESGR.mil) to:

- Pledge your support of your employees serving in the Guard and Reserve. Join thousands of American employers who, just like you, signed a Statement of Support. Visit ESGR online to request a form or complete the form enclosed in this Employer Resource Guide.
- Find your local ESGR Field office. ESGR representatives can answer questions, review your HR policies to ensure USERRA compliance and provide informational briefs.
- Read our current events section "This Week's News" about upcoming ESGR events in your community!
- Support your employees serving in the Guard and Reserve and serve your community. Become an ESGR volunteer! ESGR volunteer hours count towards the President's Volunteer Service Award.



# LINKS & CONTACT INFO

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## Can't find an answer to your question? Ask an expert!

The following websites and phone numbers are your comprehensive USERRA resource.

### Employer Support of the Guard and Reserve

**Website:** [www.ESGR.mil](http://www.ESGR.mil)

**Mailing address:** ESGR  
1555 Wilson Blvd., Suite 200  
Arlington, VA 22209-2405

**Phone:** 1-800-336-4590

### Hero2Hired

**Website:** [www.H2H.jobs](http://www.H2H.jobs)

**Mailing address:**

**Phone:**

**Email:** [H2H.jobs@osd.mil](mailto:H2H.jobs@osd.mil)

### Department of Labor / Veterans' Employment and Training Service (DOL/VETS)

**Website:** [www.DoL.gov/vets](http://www.DoL.gov/vets)

**Mailing address:** DOL/VETS  
Frances Perkins Building  
200 Constitution Avenue, NW  
Washington, DC 20210

**Phone:** 1-866-4-USA-DOL

### Small Business Administration (SBA)

**Website:** [www.SBA.gov/vets/](http://www.SBA.gov/vets/)

**Mailing address:** SBA  
409 Third Street, SW  
Washington, DC 20416

**Phone:** 1-800-U-ASK-SBA



**Hero2Hired assists unemployed Reserve Component service members with job placement.**

The goal of the program is to reduce the number of Reserve Component members who are unemployed by helping them find jobs. Support is provided through the Yellow Ribbon Reintegration Program to Reserve Component Combat Veterans who require employment assistance.

**With H2H.jobs, job seekers get access to great features.**

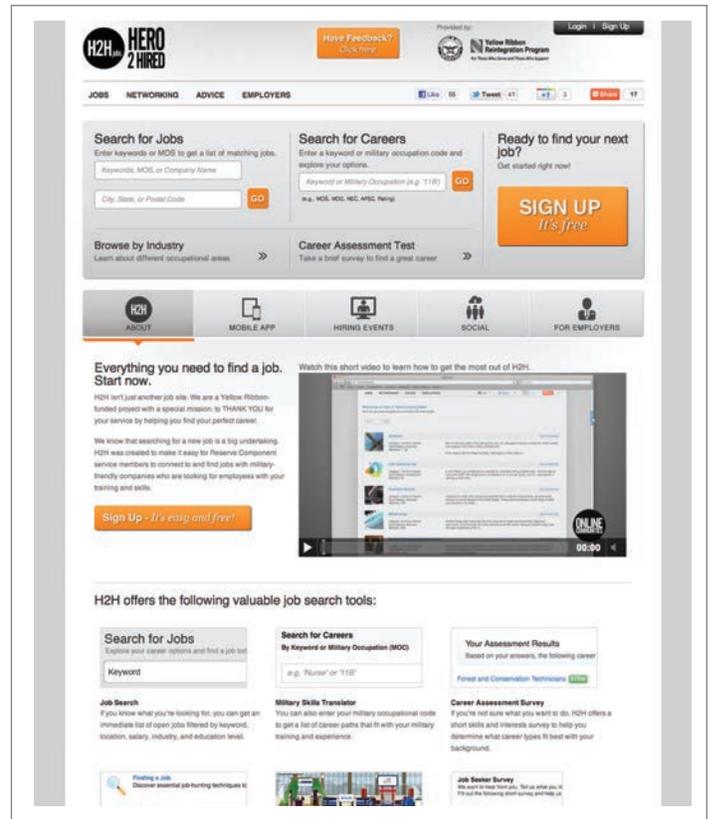
The system allows them to:

- Search for jobs
- Explore career paths
- Translate their military skills into matching jobs
- Take a career assessment that links them to relevant careers and jobs
- Learn about different industries
- Find education and training resources
- Join communities with similar interests and networking opportunities

**H2H.jobs is a powerful job search and online community.**

Features include:

- Mobile App
- Live & Virtual Hiring Events
- Social Networking
- Job Search
- Military Skills Translator
- Career Exploration



For more information contact:  
H2H.jobs@osd.mil

[www.H2H.jobs](http://www.H2H.jobs)

## Program Components



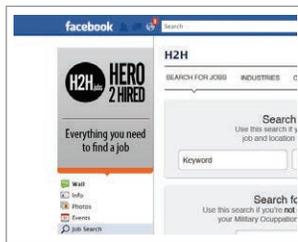
### Mobile App

Mobile version of the website with virtually all of the features and functionality available on smart phones. Users can do an employer search by GPS and opt in for text alerts.



### Hiring Events

We've partnered with Chamber of Commerce to sponsor 40 Hiring Our Heroes job fair events around the country. For each we will execute a mini media campaign to make Reserve Component members aware of the event and drive attendance.



### Facebook Integration

Access features of the H2H site through the Facebook experience.



### Virtual Career Fairs

Users can attend online job fairs that simulate an actual job fair environment, meeting HR managers and responding to job postings.



### Analytics

We will measure the success of the program using a detailed analytics dashboard to track usage and behavior of H2H users.



### Media Plan

We will target job seekers and employers with a multi-media marketing campaign to generate awareness and drive traffic to the website.

- Direct Mail
- Print Advertising
- Online Advertising
- Social Media Advertising
- Consumer Business Magazines
- Large Industry Publications
- RC Magazines and Websites



### Mobile Job Store

The H2H mobile job store is a graphically wrapped, self-contained event system where visitors can watch videos, speak with H2H representatives, and sign up to join H2H.



### Armory/Reserve Center Kits

We will send 1,000 marketing kits that include banners and posters to Armories and Reserve Centers where there are large unemployed Reserve Component populations. Additionally, 40 iPad kiosks will be provided to Armories and Reserve Centers throughout the country on drill weekends.

# TOP TEN REASONS TO HIRE MEMBERS OF THE GUARD AND RESERVE

## 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 have experiences that directly relate to current world events.

### 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.

### 1. LEADERSHIP

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

ESGR DEVELOPS AND PROMOTES A CULTURE IN WHICH ALL AMERICAN EMPLOYERS

**SUPPORT AND VALUE**

THE MILITARY SERVICE OF THEIR EMPLOYEES.



[WWW.ESGR.MIL](http://WWW.ESGR.MIL) 1-800-336-4590

# 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

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