

Stripes.



EMPLOYER SUPPORT OF THE GUARD AND RESERVE

June 21, 2012



ESGR
1972 ~ 2012

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MEMBERS AND THEIR EMPLOYERS FOR

40 YEARS

AN ADVERTISING SUPPLEMENT TO STARS AND STRIPES

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Sometimes, we are the troops.**

Jenna Dolan works at GE Aviation, delivering mission-critical, cutting-edge helicopter engines to our troops. She also serves our country in the Marine Corps Reserves – in fact, she was the first woman in history to fly the Harrier jet in combat. She's a shining example of how GE works.

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Jenna Dolan
GE Aviation

Leadership letter

Our Nation's tradition of Citizen Warriors — patriots who remain ready and willing to answer the call to duty — began more than 375 years ago with those colonists who first organized into militias to protect their fellow citizens and later secured America's independence. Today's Citizen Warriors are the men and women of the National Guard and Reserve, who serve in combat and humanitarian operations around the world as an integral partner in the Total Force, as well as providing disaster relief and homeland security here in our local communities. For 40 years, Employer Support of the Guard and Reserve (ESGR) has proudly supported the local and global missions of our Reserve Components, by promoting a culture of respect, cooperation and understanding between our Citizen Warriors and America's employers.

The National Guard and Reserve have made America's commitment to an all-volunteer military possible. Their service since the attacks of September 11, 2001, has been particularly critical. In the last ten years, Reserve Component Service members have deployed in support of operations in multiple war zones and responded to historic natural disasters and other threats at home and abroad. Our Citizen Warriors have responded with an unprecedented professionalism steeped in selfless and dedicated patriotism. They and their families have demonstrated a tremendous willingness and ability to effectively balance the sacrifices and demands of their civilian lives and their military service.

America's employers have long shared in the service of Guard and Reserve members. They remain firmly committed to accommodating their military employees' service obligations and providing invaluable support and stability to Guardsmen, Reservists and their families. Employers have met the last decade's unprecedented demands on our military with an unwavering level of extraordinary support — physical, material and emotional. In short, these patriotic employers are an essential component of our national security strategy and are full partners in our Total Force.

The world in which ESGR has operated since 1972 has experienced continual change, and we have evolved and kept pace to meet this changing security environment. The fundamental core of our mission has remained the same — promoting a culture of employer support for Guard and Reserve service. To accomplish this, ESGR advocates mutually beneficial initiatives for Guardsmen, Reservists and employers as well as providing education to increase their awareness of applicable laws and policies. ESGR also recognizes employers for their outstanding support; and helps to informally mediate misunderstandings between service members and their employers. And with the increased employment challenges facing our Guard and Reserve community as a result of frequent and prolonged mobilizations and the economy, ESGR has stepped forward and is working hard with our Citizen Warriors and America's employers to address and mitigate them.

As we commemorate ESGR's 40th year, we recognize and say thank you for the remarkable leadership, dedication, and unselfish service of the more than 4,800 volunteers and professional staff members across the Nation, past and present. Their work is more important now than ever, and thanks to those who stepped up before to serve and all those actively serving today, the ESGR team has never been more committed to facilitate the essential relationships between our National Guardsmen, Reservists and America's employers — for together, We All Serve.



James G. Rebholz



Ronald G. Young

Mr. James G. Rebholz, ESGR National Chair

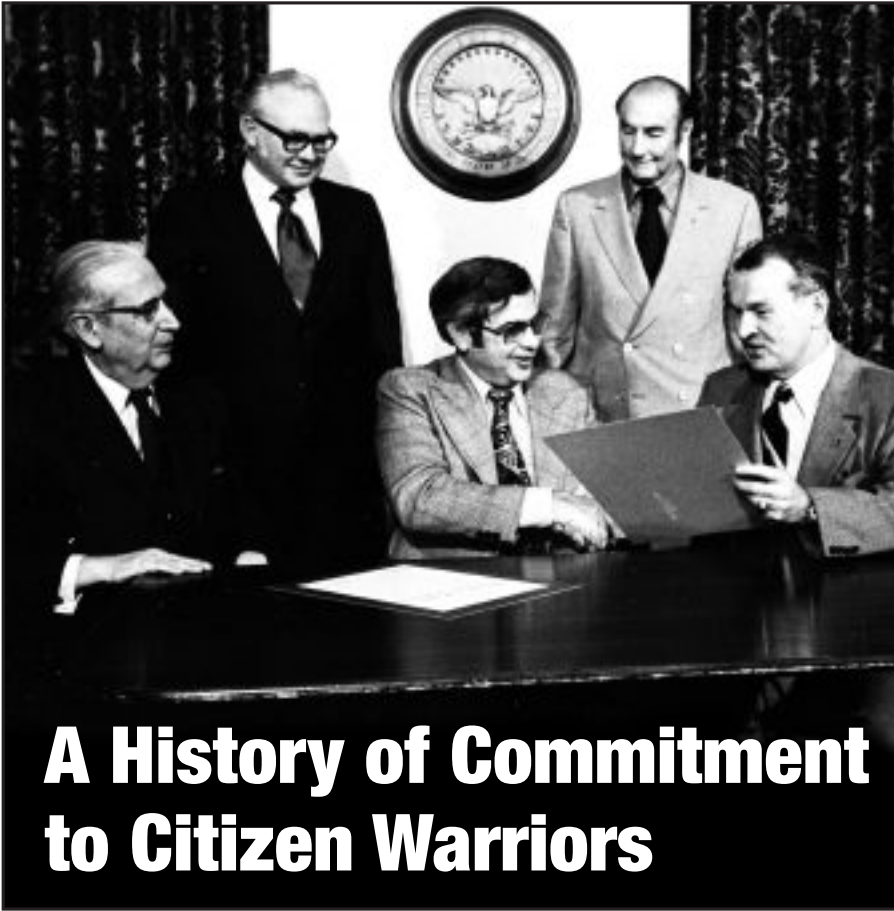
Mr. Ronald G. Young, ESGR Executive Director

Making a Difference

One Relationship at a Time

The 3M Military Support Network is pleased to help celebrate the 40th Anniversary of the Employer Support of the Guard and Reserve (ESGR).

3M and its employees are honored to support employees and families who have been called to serve, or are affected by deployments.



A History of Commitment to Citizen Warriors

Photo credit: Department of Defense Photographer Frank Hall

On December 4, 1973, Deputy Secretary of Defense William P. Clements, Jr. presents a Statement of Support to Harvey Hauser, president of Hauser Industries, Inc., Brooklyn, N.Y. Attending the presentation are (left to right) James M. Roche, Chairman of the National Committee for Support of Guard and Reserve; Representative Orval Hansen of Idaho; Hauser; Senator Strom Thurmond of South Carolina; and Secretary Clements.

When President Barack Obama declared September 18 – 24 National Employer Support of the Guard and Reserve Week in 2011, he reinforced the decades of support Employer Support of the Guard and Reserve (ESGR) has encouraged among America's employers for Guard and Reserve members and their families.

"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," Obama said.

Throughout our nation's history, Guard and Reserve members have left behind their civilian jobs and families to selflessly serve in combat, and provide disaster relief both at home and abroad. Now, as ESGR marks its 40th anniversary, the agency celebrates its history of dedication to our Citizen Warriors, their families and employers, and looks ahead to making further progress in supporting our all-volunteer force.

Establishing ESGR

In 1972, anticipating the end of the Vietnam War and with it the draft, the Department of Defense (DoD) established ESGR with the charter for fostering a culture of employer support for Guard and Reserve members. As America transitioned to an all-volunteer military, ESGR took on a pivotal role of sustaining the Guard and Reserve by strengthening American employers' support for their service.

On June 22, 1972, President Richard Nixon announced the appointment of James M. Roche as the first National Chair of the National Committee for ESGR. With Mr. Roche at the helm, ESGR began as a small group of 21 distinguished leaders representing business, government, labor and the military. Recognizing the need to communicate their message to employers in urban and rural areas across the country, the committee established a nationwide network of supportive employers.

ESGR soon took on initiatives focused on honoring supportive employers. These initiatives included the still prevalent Statement of Support program; created to affirm an employer's dedication to support our country's Guard and Reserve Service members and their families in peace, crisis and in war. The ESGR Ombudsman Services Program was established to provide information, counseling and neutral mediation on issues related to the legal rights of Guard and Reserve members and their employers.

To ensure ESGR's outreach extended not only to large cities, but also the rural towns where many of our Citizen Warriors and families reside, ESGR State Committees were launched in 1978. More than 200 chairmen and members of state committees met in Arlington, Va., to update ESGR's mission, goals and values, and regional and national conferences

were established to ensure continued collaboration.

ESGR's recognition program came to fruition at the end of the first decade. With Twin Disc, Inc. of Racine, Wis., selected as the first Pro Patria Award recipient in 1982, employer awards were used as a valuable means of recognizing an employer's adoption of best practices and policies in supporting their Guard and Reserve employees while furthering employer support. Later in the 1980s, the Mission One Initiative was created to assign ESGR volunteers to training sites across the nation. With volunteers available across the country, ESGR successfully introduced the Bosslift program in 1983 to give employers a firsthand look at the duties performed by employees during their military service. ESGR complemented outreach efforts with public service announcements, featuring promotions from high-profile supporters, including President Ronald Reagan, on nationally syndicated television and radio shows as well as local community media outlets.

Near the end of ESGR's second decade, the nation once again called upon the military during the Gulf War crisis. More than 200,000 Guard and Reserve members were called to duty, leaving behind civilian jobs and families. In recognizing the need to enhance the employment rights of the large number of returning Citizen Warriors, the Uniformed Services

Employment and Reemployment Rights Act (USERRA) of 1994 was passed. USERRA updated the federal law, outlining specific rights and responsibilities of both military members and their employers. That same year, the first "Breakfast with the Boss" event was held to bring together local employers, military representatives and ESGR members to discuss issues of concern.

In 1996, Secretary of Defense William Perry authorized the DoD's highest award presented to civilian employers for their support of Guard and Reserve service: the Secretary of Defense Employer Support Freedom Award. Among the first recipients were United Parcel Service and Schneider National. In the last 16 years, acting on behalf of the Department of Defense, ESGR has honored 160 employers with this prestigious award.

ESGR Today

The terrorist attacks of Sept. 11, 2001 brought military urgency as well as a new sense of patriotism to the nation. As military operations sent thousands of Guard and Reserve members into combat in Iraq and Afghanistan, President George W. Bush recognized their selfless service by signing ESGR's Statement of Support. This signing encouraged all federal agencies to serve as a model employer and recognize the service of these brave men and women, leading to similar signings by state governors and employers. During more than ten years of combat operations, these Citizen Warriors also provided significant aid in the aftermath of natural disasters including Hurricane Katrina, the Great East Japan tsunami, and the earthquake in Haiti showing their commitment to global humanitarian aid.

As military operations continue in Afghanistan, Guard and Reserve units from South Carolina, New York, Maryland and Nebraska are among those continuing a strong heritage of service, leaving behind their loved

ones and civilian jobs. At home, other military units stepped up to aid fellow citizens in the wake of devastating states such as Indiana and Kentucky. Wherever the needs are greatest, Guard and Reserve Service members will be ready to answer the call to serve. Through ESGR's service over the last 40 years, America's employers stand ready to support our Citizen Warriors.

Today, more than 4,800 volunteers serve on ESGR State Committees maintaining employer support programs, providing informative briefings and mediation, and recognizing employers who go above and beyond in their dedication to employees who pledge to be both a citizen and protector of our nation. Since ESGR's creation four decades ago, thousands of employers have been honored for their commitment to stand beside those who serve.

As the use of our military evolves, many Guard and Reserve members will return from present-day conflicts, changing out of their boots and reintegrating into life at home. ESGR is committed to continue assisting these returning service members by ensuring America's heroes have meaningful civilian employment when they come home. Reserve Component programs such as Hero 2 Hired, or H2H Jobs, provide a way to find meaningful employment while simultaneously allowing employers to tap into the talented pool of men and women residing in the Guard and Reserve. As ESGR kicks off its fifth decade, the focus will remain on promoting a world where all employers support and value the military service of their employees and adapting to meet the needs of service members, their families and civilian employers. From the beginning of our nation's heritage of service through present days, ESGR reminds us that together, We All Serve.



Photo credit: Johnny Bivera

Blue Star Mother and America's Second Lady Dr. Jill Biden recognizes recipients of the Secretary of Defense Employer Support Freedom Award presented in Washington, D.C. Award recipients include 15 employers from across the nation who provide exemplary support of their Guard and Reserve employees.

it's always been about

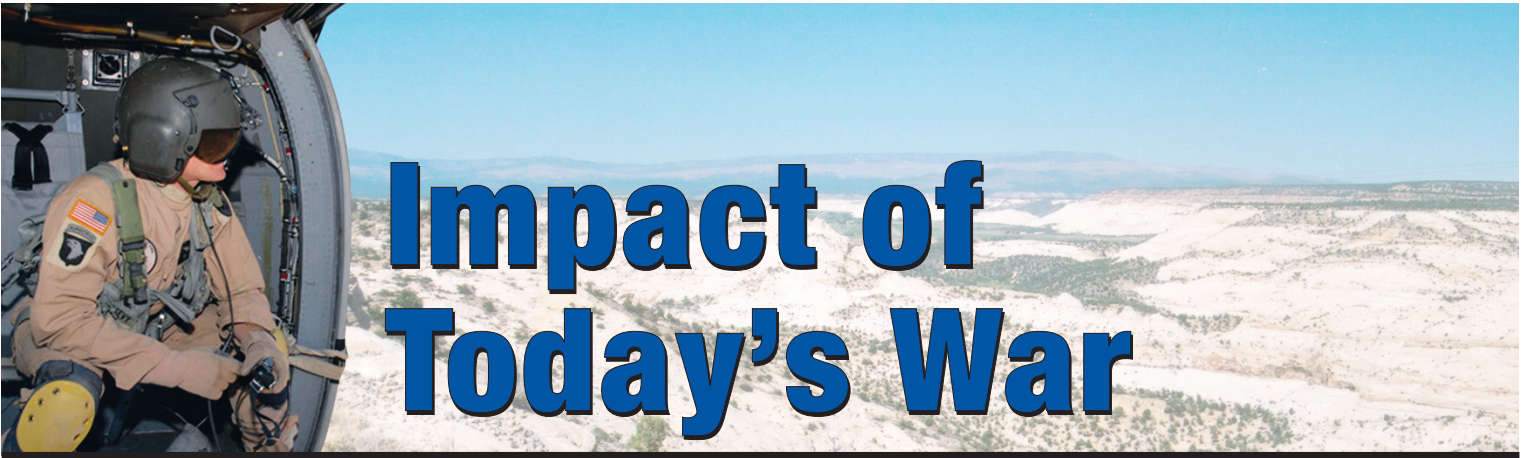
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Impact of Today's War

The Town of Gilbert, Ariz., located just southeast of Phoenix, may not be famous. While the suburban town was always recognized locally for its good schools and a close-knit community, Gilbert has now made national news for its exceptional support of the Citizen Warriors it employs. In 2011, the Department of Defense commended the town as a model to the country for helping Guard and Reserve members balance their military service and civilian life.

The Town of Gilbert was one of 15 employers presented with the 2011 Secretary of Defense Employer Support Freedom Award, the Department of Defense's highest honor presented to civilian employers for outstanding employer support of Guard and Reserve members. Sgt. 1st Class Leo Hess, the Army Reservist and firefighter who nominated the town for the award, traveled from Afghanistan on mid-tour leave to attend last year's Freedom Award ceremony in Washington, D.C., to show his appreciation to the town and Mayor John Lewis.

"I wanted to recognize the Town of Gilbert Fire Department for the constant support given to my family and me while I fulfill my military

for the Guard and Reserve community and their civilian employers has arguably never been more critical to sustaining our military's all-volunteer force. Guard and Reserve members have deployed at unprecedented rates for more than a decade, ensuring our military keeps pace with the nation's security demands and humanitarian relief missions.

The Guard and Reserve component was originally developed as a reserve military force to be used during military operations that required an increase in the total force being called upon to serve. In World War I, Guardsmen and Reservists made up 40 percent of the U.S. combat forces in France; they also were among the first to deploy in World War II. These members bravely served during the Cold War, Korean War and Vietnam War. In 1973, Congress abolished the draft in favor of an all-volunteer military. Guard and Reserve members were essential as they went on to serve in Bosnia, Kosovo, Operation Desert Storm, Iraq and present-day efforts in Afghanistan.

Today, our nation and the world depend on the dedicated service of our Citizen Warriors more than ever. Guard and Reserve members deploy



Photo credit: Johnny Bivera

Sgt. 1st Class Leo Hess, U.S. Army Reserve (left), Mayor John Lewis, Town of Gilbert (center) and David L. McGinnis, Principal Deputy Secretary of Defense for Reserve Affairs (right), at the 2011 Secretary of Defense Employer Support Freedom Award Ceremony.

different from previous generations. As a result, these Guardsmen and Reservists serve in a far more critical capacity than a reserve force; they have become an indispensable component in our national security equation.

Unlike active duty service members, Guardsmen and Reservists live as civilians between training and deployments. They have faced the same challenges as those on active duty, while also dealing with the uncertainty and stress of a difficult economy. Many Guard and Reserve families have also lived without the community support available to active duty military families living on or near military bases. The ability of an employer to provide a Guard and Reserve family with stability, security and a network of supporters cannot be undervalued.

Yet despite the importance of a civilian job to most members of the Guard and Reserve, the obligation we have to care for our service members, and the tremendous talent and experience they bring to the workplace, unemployment rates for the most junior Guardsmen and Reservists reached more than three times those of civilians in the last decade.

Imagine being in a Guard or Reserve member's military boots and civilian shoes. When facing deployment to

a combat or disaster zone, some for their second or third time in a handful of years, these warriors may ask themselves, "Will my job be there when I return?" or "Will my family be taken care of while I'm gone?" These questions can add anxieties at a time when our Citizen Warriors are already sacrificing their safety to preserve ours.

Now consider the peace of mind a supportive employer can bring a service member by recognizing their tremendous service to our nation and the true benefit of employing warriors with inherent dedication and professionalism in the civilian workplace. Not only have most employers met their obligations as military employers, but many have far exceeded them. Employers have voluntarily covered differentials in pay, granted additional vacation, sent care packages and looked after deployed employees' loved ones. Guard and Reserve members' colleagues have covered their shifts during military training, taken care of their homes during deployments and formed internal support networks for military men and women and their family members.

This is why ESGR proudly recognizes employers that are committed to supporting military employees and experience their extended absences

and ongoing training schedules firsthand. Dozens of companies, from multi-billion dollar corporations to local governments to family-owned businesses, are honored each year with the Freedom Award for their exceptional commitment to our Citizen Warriors.

The Town of Gilbert Mayor John Lewis spoke on the importance of employing Guard and Reserve members at last year's Freedom Award ceremony, saying, "These are individuals who are service-oriented. They love their country and their community. They're willing to do whatever they can in support of freedom. When Leo's away as 'Sergeant 1st Class Hess,' we want to make sure that he doesn't have to worry about his family."

Such support not only shows the pride these employers have in their Citizen Warriors, it reveals why military employees appreciate their workplaces and communities taking that extra step for those who serve.

"Every time I talk to [the fire department], they call me and [say] they look forward to the day I get home and get back on that truck," Hess said at the ceremony. "The Town of Gilbert is just like an extension of my family, and I can't wait to be back with them."



Photo credit: ESGR

Gen. David H. Petraeus, U.S. Army (left), thanks Sgt. 1st Class Leo Hess, U.S. Army Reserve, for his service.

obligation," he said. "When I notified the fire department I was preparing to deploy for the third time, their first words were, 'How can we help your family while you are away?'"

ESGR's mission to advocate, recognize, inform and mediate conflict

not only to support conflicts in the Middle East, but to provide aid in the aftermath of natural disasters, such as Hurricane Katrina, the Great East Japan Earthquake and tsunami, and the earthquake in Haiti. Our modern national security landscape is vastly

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Recognizing the Significant Support of our Guard and Reserve Employers



Photo credit: ESGR

Massachusetts Gov. Deval Patrick signs a Statement of Support in the presence of Maj. Gen. Joseph C. Carter, Adjutant General of the Massachusetts National Guard; ESGR Committee members Joseph Ryan, Kenneth Forchielli, John Pelose and Acting State Chair Thomas P. Boyle Jr.; Brig. Gen. Thomas Sellars; and Secretary of Public Safety Kevin Burke.

From the Fortune 500 companies of metropolitan cities, to the cherished mom-and-pop shops on Main Street, U.S.A., employers across the nation have committed to continued support of our country's National Guard and Reserve employees and their families in times of peace, crisis and war.

One such business is Adecco, a staffing company in Peoria, Ill. In April, Adecco leadership stood beside the Citizen Warriors they employ and signed an Employer Support of the Guard and Reserve (ESGR) Statement of Support, documenting their dedication to go above and beyond the requirements of the laws supporting employment rights of Guard and Reserve Service members. In signing the statement, Adecco joined thousands of employers across the nation who have demonstrated their appreciation for those who voluntarily

serve, as well as their families. The message from these employers is clear: when service members are away, they don't have to worry about their jobs and families back home.

The Statement of Support and a comprehensive Awards Program are two ways ESGR promotes support and recognizes the unwavering commitment of employers familiar with the unique challenges Guard and Reserve members and their families face. These patriotic employers take that extra step to guarantee their military employees job security and well-being.

First and foremost, employers ensure their human resource policies comply with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Many employers then go the extra mile by implementing strong pay policies for the duration

of active duty service, extending health care benefits when Guard and Reserve members are called to serve, and providing missed raises and profit shares upon return. Homes are looked after, and civilian colleagues cover work duties when needed. Employers also place special emphasis on supporting those who serve and sacrifice alongside these Citizen Warriors: their selfless families.

Stories of Support

Food Lion, for example, provides extensive assistance to Guard and Reserve members. Nearly 230 Food Lion associates across the country put on a military uniform to answer the call of duty. The company's leadership team and associates work to send care packages, provide home repair, attend children's events, send flowers and provide lawn care services for deployed co-workers' families. They allow employees who are spouses of deployed service members to transfer to other stores in order to be closer to family during deployments. Food Lion's Veterans and Military Personnel Business Resource Group develops and implements strategies to assist associates who are on reserve or active duty.

The Department of Defense honored Food Lion with the 2010 Secretary of Defense Employer Support Freedom Award, the DoD's highest honor presented for outstanding employer support of Reservists and Guardsmen. "A company is only as strong as the people who keep it operating," said Master Sergeant Steven Boos, the Reservist who nominated Food Lion for the award. "Food Lion is rich with caring associates who support activated reservists and colleagues' loved ones, both the individuals who are called overseas and the families that remain behind."

But businesses don't have to be as big as Food Lion to contribute to the effort. Although Augustine and Sons, Inc., a small, family-owned farm in Iowa, has only two employees, the company shows immense appreciation for Sgt. Major Matthew Strasser and his service in the National Guard.

Owner Dan Augustine operates the farm with Strasser. He recognizes the unique responsibilities and demands faced by his National Guard employee as he leaves for training and extended deployments to serve the country whose soil is the foundation for Augustine's business. Augustine also knows that Strasser isn't the only one who copes with the rigors of military life. Strasser's wife, Jessica, and their children are left behind with each deployment. Augustine's support of Strasser and his family shows he is much more than his employee's boss — he is part of Strasser's family.

Augustine takes Strasser's sons fishing, and attends their baseball games and wrestling tournaments. He also teaches the boys work skills and ethics by having them help out on the farm. Every Sunday night, the two families join together for pizza and games. Support from the Augustine family ranges from the exceptional—providing them with a rent-free residence on the farm property—to simply supplying fresh-cut flowers for the Strasser dinner table.

In 2007, the DoD recognized Augustine and Sons, Inc. with the Freedom Award. "There is nothing I can do for 1st Sgt. Matthew Strasser while he's off on military duty. However, we feel it is our duty to support his family in his absence," said Augustine when he received the Freedom Award in Washington, D.C.

Now more than ever, our Guard and Reserve members count on this vital support. ESGR values employers who understand the importance of hiring these hard-working individuals who are loyal to their job and country.



Photo credit: ESGR

On April 6, 2011, (left to right) Steve Ballmer, CEO, Microsoft; Dennis McCarthy, Assistant Secretary of Defense for Reserve Affairs; James Rebolz, National Chairman, ESGR; and (standing) members of the Washington State National Guard and Reserve at a ceremony for Microsoft's signing of a Statement of Support, such as the one pictured to the right.



STATEMENT OF SUPPORT FOR THE GUARD AND RESERVE



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

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

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

Therefore, we join other employers in pledging that:

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

Promoting Guard and Reserve Reemployment Rights

The reemployment laws outlining the legal responsibilities of service members and their employers are the foundation of Employer Support of the Guard and Reserve's (ESGR) work. These laws seek to ensure that Guard and Reserve members do not place their civilian careers at risk by electing to serve our nation. The legislation also aims to minimize the impact of employing a Guard or Reserve member by outlining the obligations of military employees to their civilian employers, such as timely notifications of absences for military service.

The Uniformed Services Employment and Reemployment Rights Act (USERRA) of 1994, as amended, is the latest in a series of laws addressing the reemployment rights of America's service members that dates back to the Selective Training and Service Act of 1940. The original law was amended during the 1960s to extend employment protection to National Guard and Reserve personnel performing training duty. Congress then re-codified the veterans' employment rights law into Title 38 of U.S. Code, not long after ESGR was established in 1972. The Vietnam Era Veterans' Readjustment Assistance Act of 1974, the next iteration of the law commonly referred to as the Veterans Reemployment Rights Act (VRRRA), was the immediate predecessor to USERRA.

USERRA continued the fundamental protections and case law interpretation of VRRRA while strengthening the rights of uniformed service members. The updated reemployment rights act clarified the law, improved enforcement mechanisms, provided enhanced protection for disabled veterans and required employers to make reasonable efforts such as training to enable returning service members to refresh or upgrade skills needed to qualify for reemployment.

Since 1994, USERRA has been amended five times by subsequent legislation. Among the most significant amendments is the addition of protection for "intermittent disaster response appointees" when activated or performing approved training, by virtue of the Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Other significant changes include the addition of funeral honors duty as "uniformed service," by virtue of the 2000 Veterans' Benefits

and Health Care Improvement Act. Most recently, President Obama signed into law the Veterans' Benefits Act of 2010, which makes it clear that USERRA prohibits wage discrimination against service members and clarifies the term "successor in interest" as it applies to employers.

Congress enacted USERRA, and the preceding laws, to protect the rights of uniformed service members who voluntarily or involuntarily leave employment positions for military service. Service members received additional protection under the law after the 1946 Supreme Court landmark decision in *Fishgold v. Sullivan Drydock and Repair Corporation*. In deciding this case, the Supreme Court declared "this legislation is to be liberally construed for the benefit of those who left private life to serve their country in its hour of great need...and no practice of employers or agreements between employers and unions can cut down the service adjustment benefits which Congress has secured the veteran under the Act."

ESGR Ombudsmen

Since 1972, ESGR has served as the principal advocate within DoD, developing and promoting a culture in which all American employers support and value the military service of their employees. As a primary component of its mission, ESGR connects with employers across the nation to inform them on employment laws, and helps mediate conflicts between service members and employers regarding the law, through its nationwide ombudsman program. Across all 50 states, Washington, D.C., Guam-CNMI, Puerto Rico, and the U.S. Virgin Islands, more than 600 trained ombudsmen are available to assist with USERRA-related questions and issues. Today, ESGR responds to more than 15,000 USERRA-related questions and opens an average of 3,000 cases of suspected USERRA violations, on an annual basis. ESGR ombudsmen provide free and neutral mediation to service members and employers, successfully resolving on average 80 percent of all cases.

Ombudsmen are available locally and through ESGR Headquarters. To speak with a trained ombudsman, call 1-800-336-4590 Monday through Friday, from 8 a.m. – 6 p.m. EST.



Photo credit: U.S. Army

President Barack Obama, seen here with the 246th Quartermaster Detachment, U.S. Army Reserve-Puerto Rico, currently mobilized in Afghanistan, signed the Veterans' Benefits Act of 2010, which further clarified that USERRA prohibits wage discrimination against service members.



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Photo credit: ESGR

An ESGR Ombudsman assists a service member with questions regarding employment and reemployment rights.

New Employment Program for Guard and Reserve

Hero 2 Hired (H2H.jobs) is a comprehensive employment program to assist unemployed and underemployed Guard and Reserve Service members find jobs. The initiative combines a “high-tech” and “high-touch” approach. The high-tech element of the program is the H2H.jobs website, which provides a simple job search for service members, and allows military-friendly companies to access the talented men and women in the military – all free of charge. The high-touch approach comes from the series of employment events being provided by the DoD Yellow Ribbon Reintegration Program (YRRP) and supported by Employer Support of the Guard and Reserve.

Launched in late 2011, H2H.jobs is already proving to be a valuable tool for the Guard and Reserve community with more than 28,000 registered job seekers. Additionally, H2H.jobs has received job postings from more than 2,800 employers interested in specifically hiring Guard and Reserve Service members. Through collaboration with the U.S. Chamber of Commerce’s Hiring our Heroes program, H2H.jobs has helped match 9,900 job-seekers with employment over the course of 148 job fairs.

Guard and Reserve Service members and employers are encouraged to register today at www.H2H.jobs to start taking advantages of all the available resources.

H2H.jobs offers the following valuable tools for service members

Job Search

Service members with a career in mind can get an immediate list of open jobs filtered by keyword, location, salary, industry and education level.

Military Skills Translator and Career Assessment Survey

If service members are unsure how their military skills translate in the civilian world, they can enter their military occupational code to get a list of career paths that fit with their military training and experience. H2H.jobs also offers a short skills and interests survey at <https://h2h.jobs/assessment> to help determine what career types fit best with their particular background. The Explore Career Paths section at <https://h2h.jobs/careers/search>, allows users to browse career paths by industry.

Advice and Training

H2H.jobs provides tips on job-hunting techniques, interview preparation and resume building, as well as information on school offerings, certificate and training programs, apprenticeships, financial aid and more. Many of these areas have additional advice and training pages that are outstanding resources. Everything a Guardsman or Reservist would need for developing a career is reachable within a simple click or two.

Hiring Events

Service members can find local hiring events, or attend a virtual career fair online. With over 400 Hiring Our Heroes job fair events taking place around the country in 2012, chances are there will be one happening in nearly every service member’s area. A calendar of events can be found at <https://h2h.jobs/livehiringevents>.

H2H.jobs’s virtual hiring events listed at <https://h2h.jobs/virtualhiringevents> allow service members to search for jobs and interact directly with employers — all in a convenient online setting. Even better, the exhibit halls, networking lounges and resource centers are all open 24/7. So even when official events are not being held, service members can still visit employer booths to get more information and search their open jobs, and to find job hunting information and resources.

H2H.jobs offers the following valuable tools for Employers

Unlimited Free Job Postings

Employers can post job openings with comprehensive information about the job and reach qualified candidates who are actively seeking employment.

Promote a Company

Employers can create an online presence with H2H.jobs’s employer marketing tools. Building a company profile with information about an organization will allow candidates to learn more about what is offered.

Recruiting Made Easy

Employers can send digital invitations to gauge the interest of potential candidates; invitations give candidates a quick look at job openings.

Automatic Notifications

Employers get automatic notifications for candidate applications, H2H.job messages and connection requests.

Powerful Search Functionality

Employers can find the best candidates and invite them to apply to jobs by setting match criteria. Experience, education and much more, can all be factored into an employer’s results, helping to find the right candidates.




Photo credit: ESGR

On May 17, 2012, the Hero 2 Hired Mobile Job Store stopped at the D.C. Armory in Washington, D.C. to assist Guardsmen, Reservists and veterans with their job search. The mobile resource for Guard and Reserve members travels to communities around the nation as part of the Department of Defense’s “Hero 2 Hired” employment program.

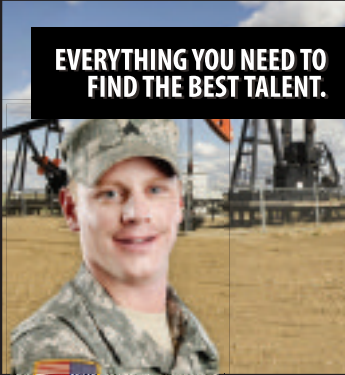


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Nationwide Network of Volunteers Carry Out ESGR's Mission



Photo credit: ESGR

California ESGR volunteers at a new member orientation held at Los Alamitos JFTB Veteran Services Center.

ESGR is supported by a network of more than 4,800 volunteers across the United States and territories who give their time in efforts dedicated to employer outreach, military outreach, public affairs and ombudsman mediation. These volunteers enable ESGR to reach Guardsmen and Reservists across the nation, in the cities and towns where they live and work. Often a myriad of reasons motivate people to choose to commit to a cause. A few ESGR volunteers shared their stories on why they chose to serve our service members and our nation's employers.



Jack Johnson
Oregon ESGR

Jack Johnson created a unique pilot project focused on ensuring employment for troops, even before they returned from deployment. The pilot was first implemented in September of 2011,

when the Oregon National Guard's 3rd Battalion, 116th Cavalry, based out of eastern Oregon, returned from a year long deployment in Iraq. Johnson's work helped these service members avoid the ranks of the unemployed.

This project included:

- Assisting soldiers by affording them every opportunity to prepare for employment while in Iraq
- Submitting resumes and job applications prior to redeployment
- Making sure those unemployed Reservists had every opportunity to secure jobs prior to release from active duty. In this case, the focus was on securing employment during the last six months of deployment while serving in Iraq.

Johnson, along with his area committee, mobilized the assistance of Work Source Oregon, which hosted long distance interviews between employers in Oregon and the Soldiers in Iraq. They contacted employers in their communities and invited them to participate by providing job applications and interviewing soldiers online. Due in large part to Johnson's effort, more than 60 previously unemployed soldiers had jobs

within five months of returning from deployment.



Donna Clementoni
New Jersey ESGR

New Jersey ESGR Employer Outreach Director, Donna Clementoni, is a self-described "Civilian Cheerleader" for the

military. Her inspiration to serve America grew out of respect for her father-in-law, a World War II veteran, and all members of The Greatest Generation who either served in uniform or helped by "holding down the home."

Clementoni's introduction to ESGR was as a freelance journalist on a bosslift, an Air Force refueling flight in which civilian employers are given the opportunity to share military experiences with their employee service members. She recognized the importance of those serving in the Guard and Reserve to America's national security missions and was inspired to serve her nation by supporting them. She joined the New Jersey ESGR committee in the summer of 2010 and began spreading the ESGR message.

In October, 2011, New Jersey ESGR State Chair Retired Col. Alan Smith, USMC, selected Clementoni as his Employer Outreach Director. Her public relations skills have propelled the New Jersey ESGR Committee into the national spotlight through the inclusion of press stories and human interest features that have been showcased online and via social media sites. Smith noted, "Donna has redefined Employer Outreach. Her passion to serve her nation spilled over to each employer

she spoke with—they enthusiastically signed Statements of Support as she made them feel they were Employer Patriots."



Mark Stanton
Iowa ESGR

Mark Stanton was the Employee Relations Coordinator for Winnebago Industries in Forest City, Iowa nearly 25 years ago, when he

arrived at work on a Monday morning to find approximately 40 employees missing. Stanton spoke with managers throughout the plant, and learned these employees were gone on military duty. That afternoon, he drove to the 1133rd Transportation Unit in Mason City, and introduced himself to a Staff Sergeant who explained the unit had been deployed to assist in the hay lift to southern states where the livestock was in danger due to a drought. Stanton discussed his 40 missing employees with the Staff Sergeant, and three weeks later he received a letter asking him to become an ESGR Volunteer. Stanton currently serves as Iowa Area 12 Chair in Mason City.

In 24 years of service, Stanton has served as an ESGR Unit Liaison, Military Outreach and Employer Outreach volunteer, Area 12 Chair and Assistant State Chair. He states, "I am proud to be able to help those who are deployed to serve, stay connected to their employers. ESGR has worked very hard to develop relationships with employers, media and legislature so we may continue to support our mission to make sure every employer in the State of Iowa has someone to call with a concern."



Fred Dent
Georgia ESGR

As Fred Dent traveled to military bases on ESGR trips, he always respected the skills of the Guardsmen and Reservists, particularly as

many were training and serving in the same fields in which they worked as civilians. Dent stated, "When we were on several flights I learned that the pilots were often full time pilots for major airlines. What better way for the young soldiers to learn to fly?"

In a recent speech, Brig. Gen. C. Stewart Rodeheaver, Deputy Commanding General, First Army, echoed these sentiments when he discussed the jobs his reservists completed while rebuilding a city ravaged by war. They restored the power plant, fixed the water system and paved the roads. These incredible skills that were brought to the table proved to be invaluable training lessons for the young recruits.

General Rodeheaver's comments hit home with Dent and what he has observed around him. "I have been so impressed by the men and women of our military and I don't know what I thought our Reservists did on those weekends but now I know," said Dent. "They bring together a set of skills for the young members to see that could never be duplicated by full time instructors. They also bring a dedication and work ethic that sets an example that will last a lifetime. As we look at the many ways we appreciate our reserve members, we should recognize that they share their time and their talents so that today's military is the strongest and best trained in history".



Don Clark
Guam-CNMI ESGR

We all remember where we were on September 11, 2001. Don Clark was on his way to a conference when the planes crashed into the

World Trade Center. As he was evacuating the airport, he could see the twin towers burning across the Hudson River. He was stranded in New York City for 10 days while waiting for an available flight back to Guam. He stayed in Manhattan and as he walked the streets he noticed on every street corner was an Army Service member in full military gear. The whole time he was there, he thought they were Active Duty Army.

When Clark finally made it back home, he saw the same thing at the airport in Guam; however, this time he recognized several of his friends in full Army gear. He walked up to one of them and said, "I didn't know you were still active duty." Clark's friend replied, "I'm not. I'm in the Guard." And that is when Clark realized that the service members he saw in New York were actually National Guard.

Several years later when the Guam Committee Chair asked Clark if he wanted to be an ESGR volunteer, he didn't hesitate. He has never served in the military, but says, "I am proud to serve my country by supporting the brave men and women in the Guard and Reserve."

During the last 10 years of operations in Iraq and Afghanistan, volunteers have played a significant role in ensuring the defense of the nation by promoting and sustaining strong employer support through a multitude of outreach efforts. In Fiscal Year 2011, ESGR volunteers clocked 236,725 hours. 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.

To start making a difference today, become an ESGR volunteer. Visit ESGR.mil.

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ESGR Awards Employers for Exceptional Support



Photo credit: Johnny Bivera

Maj. Kerry Studer, U.S. Army Reserve (left), Larry Zimpleman, chairman, president, and CEO of The Principal Financial Group (Center) and David L. McGinnis, Principal Deputy Secretary of Defense for Reserve Affairs (right), at the 2011 Secretary of Defense Employer Support Freedom Award Ceremony.



Photo credit: ESGR

Capt. Paul Gellerup (left) and his spouse Robyn Gellerup (right) stand with Robyn's employers Rod and Becky Cook. Robyn nominated the Cooks for the Patriot Award for their support.

Our nation has relied heavily on Guard and Reserve service members since entering continuous operations more than a decade ago. Employer support enhances retention rates in the Armed Forces and, in the end, strengthens our national security. To recognize employers who support their Guard and Reserve employees, ESGR grants a series of Department of Defense (DoD) awards:

- Patriot Award
- Above and Beyond Award
- Pro Patria Award
- Secretary of Defense Employer Support Freedom Award

The first in this series is the Patriot Award, which recognizes supervisors and bosses, nominated by a Guardsman or Reservist employee, for support provided directly to the nominator. The Patriot Award reflects the efforts of supervisors nationwide in supporting Citizen Warriors through a wide-range of measures including

flexible schedules, time off prior to and after deployment, caring for families and granting leaves of absence if needed.

The spouse of a Reservist or Guardsman is also eligible to nominate their boss for the Patriot Award. The employer of a military spouse has no legal obligation to provide unique support, but many employers voluntarily offer assistance to Guard and Reserve spouses who often share the challenges of military service. Childcare, managing the household and work schedules often have to be adjusted when one spouse leaves to serve our country.

Robyn Gellerup, a Wisconsin mother of three, works as an office manager for R&R Construction/Quality Concrete in the company showroom. The wife of a National Guardsman, Robyn nominated her boss online at www.ESGR.mil/Patriot. "While my husband was deployed both times, Rod and Becky Cook took care of us like we are part of their family from mowing

our lawn, plowing snow from our driveway, to performing maintenance on our vehicles and home. It gave my husband peace of mind knowing that if something went wrong I could just pick up the phone and they'd be there," praised Robyn.

Another spouse, a mother of three, nominated her supervisor for shifting her nursing schedule when her husband deployed to allow her to continue working, but also to be at home for their children during the school year. When babysitter options became too difficult to coordinate, she was granted a leave of absence with no questions asked.

The next award in ESGR's series of employer recognitions is the Above and Beyond Award. This award is presented by ESGR State Committees and recognizes employers at the state level who have gone above and

beyond the legal requirements of the Uniformed Services Employment and Reemployment Rights Act (USERRA).

The Pro Patria Award is presented annually by each ESGR State Committee to one small, one large and one public sector employer in their state or territory. The recipients of this award have demonstrated the greatest support to Guard and Reserve employees through their leadership practices and personnel policies.

Nation's Highest Honor

ESGR's award program culminates with the Secretary of Defense Employer Support Freedom Award; the highest recognition given by the U.S. government to employers for their outstanding support of employees serving in the Guard and Reserve. Each year, Guard and Reserve employees, or a family member acting on their behalf, have the opportunity to nominate their employer for the Freedom Award. The ESGR State Committees review nominations and submit recommendations to advance to the next round in each of the three categories: small employer, large employer and the public sector. A national selection board comprised of senior DoD officials and business leaders selects up to 15 employers to ultimately receive the Secretary's prestigious award.

There are many strong examples of support from this elite group of employers. Among them is 2011 recipient The Principal Financial Group nominated by Army Reservist Maj. Kerry Studer for adopting his unit when he was deployed. Their support included purchasing 300 sets of PT uniforms, 600 t-shirts and mailing numerous care packages. Studer says they also provided incredible support when it came to his family. "The company and my supervisor looked after my family, essentially becoming additional parent figures to my kids — attending my kids' games, arranging childcare, taking my boys to college games. Their kind actions really gave me peace of mind during my deployment, knowing my family was well taken care of."

Since the Freedom Award was instituted in 1996, 160 employers have been honored at annual ceremonies in Washington D.C. Last year, Secretary of Defense Leon Panetta personally praised the recipients during a private meeting. As part of the annual recognition, President Barack Obama once again proclaimed National Employer Support of the Guard and Reserve Week, 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." More information on the Secretary of Defense Employer Support Freedom Award is available at www.FreedomAward.mil.

ESGR offers two additional awards beyond this series. The Extraordinary Employer Support Award was created to recognize sustained employer support of Guard and Reserve Service members. Only prior recipients of the Freedom Award or Pro-Patria Award are eligible for consideration by the state committee. The Seven Seals Award is presented at both the state and national levels to honor a wide array of support for service members from all seven Reserve Components and is the only ESGR award that bridges both the employer and volunteer recognition programs. It was created to publicly recognize individuals who provide significant achievement and initiative, to include the efforts of the more than 4,800 volunteers who carry out ESGR's mission across the nation on a daily basis.

Recognizing supportive employers is vital to ESGR's mission. ESGR's 54 State Committees actively promote awards as a key element in furthering employer support, while strengthening relationships between service members and employers. DoD awards honor the sacrifices made by so many employers year after year.



The Secretary of Defense Employer Support Freedom Award, the highest award for supportive employers, presented to up to 15 employers each year.

Happy 40th to ESGR

Because everyone deserves the power to serve

Employer Support of the Guard and Reserve (ESGR) has been supporting veterans in the American workforce for 40 years. On this special occasion, PG&E is proud to congratulate this amazing organization. Our partnership has been, and will continue to be, strong. In 2003, PG&E received the Secretary of Defense Employer Support Freedom Award in recognition of our commitment to recruiting and supporting veterans in our workforce.

Nine years later, in 2012, we're still walking the talk. In fact, of our 20,000 employees, approximately 1,200 of them are veterans. And our first ever veteran's Employee Resource Group is really gaining momentum. In the true spirit of ESGR, we believe that PG&E is a place where veterans can come to grow and thrive in their civilian careers. But don't take our word for it. Visit our career website. Hear what our own employees say about working for PG&E, and explore our available opportunities.

And once again, Happy 40th Anniversary to ESGR!
Thanks for the ongoing inspiration.

www.pge.com/careers



FREEDOM AWARD*Society*

Since 1996, the Department of Defense has recognized the Nation's most supportive employers with the Secretary of Defense Employer Support Freedom Award. ESGR honors the impressive past recipients as members of the Freedom Award Society.

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