



# Department of Defense

## DIRECTIVE

NUMBER 1250.01

April 13, 2004

Certified Current as of April 23, 2007

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USD(P&R)

SUBJECT: National Committee for Employer Support of the Guard and Reserve (NCESGR)

References: (a) DoD Directive 1250.1, "National Committee for Employer Support of the Guard and Reserve," August 17, 1999 (hereby canceled)

(b) DoD Directive 5105.18, "DoD Committee Management Program," February 8, 1999

(c) DoD Directive 5101.1, "DoD Executive Agent," September 3, 2002

(d) Chapter 43 of title 38, United States Code, "Uniformed Services Employment and Reemployment Rights Act"

(e) DoD Instruction 1205.12, "Civilian Employment and Reemployment Rights of Applicants for, and Service Members and Former Service Members of the Uniformed Services," April 4, 1996

(f) DoD Instruction 1205.22, "Employer Support of the Guard and Reserve," March 17, 1997

(g) DoD Directive 5125.01, "Assistant Secretary of Defense for Reserve Affairs (ASD(RA))," *December 27, 2006*

### 1. REISSUANCE AND PURPOSE

This Directive:

1.1. Reissues reference (a).

1.2. Continues the National Committee for Employer Support of the Guard and Reserve (NCESGR) as a DoD operational committee consistent with reference (b).

1.3. Updates NCESGR policy, organization, management functions, and responsibilities.

1.4. Establishes NCESGR under the Under Secretary of Defense for Personnel and Readiness, reporting through the Assistant Secretary of Defense For Reserve Affairs (ASD(RA)), with the Defense Human Resources Activity providing civilian manpower administration, budgeting and other support, thereby relieving the Secretary of the Army as the Executive Agent of NCESGR.

1.5. Revokes the designation of the Secretary of the Army as the Executive Agent of the NCESGR in accordance with reference (c).

1.6. Implements the congressional direction that the Secretary of Defense provide assistance and education to both military members and employers concerning rights, benefits and obligations of each under the Uniformed Services Employment and Reemployment Rights Act (USERRA) (Section 4333 of reference (d)).

1.7. Incorporates the reference placing responsibility for conducting initial and recurring USERRA training and employer relations training with Secretaries of the Military Departments and the Commandant of the Coast Guard (DoD Instruction 1205.12 (reference (e))).

1.8. Incorporates the reference to DoD Instruction 1205.22 (reference (f)) providing further guidance in executing Employer Support of the Guard and Reserve (ESGR) initiatives.

## 2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD), the Military Departments (including the Coast Guard by agreement with the Department of Homeland Security when it is not operating as a Military Service in the Department of the Navy), the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities in the Department of Defense (hereafter collectively referred to as "the DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, the Marine Corps and the Coast Guard.

## 3. POLICY

It is DoD policy that the NCESGR shall promote both public and private understanding of the National Guard and Reserve in order to gain employer and community support for the Reserve components as demonstrated through implementing personnel programs, policies, and practices that encourage employee and citizen participation in the National Guard and Reserve. The NCESGR is the primary DoD office for all matters concerning employer support of the National Guard and Reserve, as well as for employer relations initiatives relative to employee participation in the Reserve components.

#### 4. MISSION

The mission of the NCESGR is to gain and maintain active support from all public and private employers for the men and women of the National Guard and Reserve, as defined by demonstrated employer commitment to employee military service.

#### 5. ORGANIZATION

The NCESGR is composed of a National Chair, a Defense Advisory Board (DAB) for Employer Support of the Guard and Reserve, State and territory ESGR Committees, and a National Headquarters composed of Civil Service civilians and full-time and part-time military personnel provided by the Services and their components.

#### 6. RESPONSIBILITIES

6.1. The Assistant Secretary of Defense for Reserve Affairs (ASD(RA), under the Under Secretary of Defense for Personnel and Readiness, shall:

6.1.1. Exercise authority, direction, and control over the NCESGR (DoD Directive 5125.01 (reference (g))).

6.1.2. Provide guidance and assistance in the development of the NCESGR budgetary requirements.

6.1.3. Determine the size and manning distribution of the National Headquarters full-time and part-time military staff in coordination with the Military Services, their Reserve component Chiefs, and the NCESGR Executive Director.

6.2. The National Chair of the NCESGR shall:

6.2.1. Be appointed by the Secretary of Defense as a unpaid consultant in accordance with appropriate Federal regulations. The term of appointment will be 3 years, serving at the discretion of the Secretary of Defense, and may be extended one additional term of 3 years or any portion thereof.

6.2.2. Provide vision, direction, and advice to the NCESGR.

6.2.3. Provide guidance and direction to the NCESGR Executive Director.

6.2.4. Appoint State ESGR Committee Chairs.

6.2.5. Recommend priorities for development and execution of employer support programs and activities.

6.2.6. Communicate regularly with influential business and civic leaders at the national level regarding the important role of the Reserve components and their contribution to the Total Force.

6.2.7. Advise the NCESGR Executive Director in the planning and development of employer support initiatives for both public and private employers.

6.2.8. Advise the NCESGR Executive Director in organizing the State ESGR Committees and in directing their activities.

6.2.9. Meet with senior officials of the Department of Defense and the business community to outline ESGR programs and accomplishments and seek their support and advice.

6.2.10. Advise and assist the Secretary of Defense on matters relating to the ESGR and on related subjects, such as retention.

6.3. The NCESGR Executive Director is a member of the Senior Executive Service who serves fulltime to manage NCESGR programs and direct the activities of the National Headquarters under the guidance of the National Chair and the direction of the ASD(RA). The Executive Director holds a Deputy Assistant Secretary of Defense-equivalent position and reports directly to the ASD(RA). The Executive Director shall:

6.3.1. Provide leadership to the NCESGR Headquarters staff and the State and territory ESGR Committees.

6.3.2. Direct and manage both strategic and daily ESGR initiatives and activities.

6.3.3. Represent the ESGR and the National Chair within the Department of Defense and in the civilian sector.

6.3.4. Support and facilitate the DAB and State Chair appointment processes.

6.3.5. Provide recommendations and advice to the National Chair, the ASD(RA), and the Reserve component Chiefs on subjects germane to gaining and maintaining employer support for the men and women of the National Guard and Reserve, with an emphasis on retention as it relates to employer support.

6.4. The NCESGR Headquarters Staff shall:

6.4.1. Be composed of full-time civilian employees, full-time and part-time military personnel, and contractor support, as required for special skills.

6.4.2. Develop and administer NCESGR initiatives and activities.

6.4.3. Provide administrative, logistical, and training support to the DAB and the local ESGR Committees.

6.4.4. Develop and make available USERRA and ESGR training curriculum for use by the Reserve components in their execution of training responsibilities under reference (e). Provide assistance to Reserve component units in meeting this training responsibility through the State and territory ESGR committee network.

6.4.5. Develop and distribute training materials and provide training assistance to all professional military educational schools of the various Services and to military and civilian associations. Important relationships between employers and Reserve component members will be emphasized. Enlist the assistance of these schools and organizations in educating the officer and enlisted corps of the various Services, their components, and the general community of employers concerning the critical need to gain and maintain employer support for employee service in the National Guard and Reserve.

6.4.6. Operate proactive outreach directed at America's employers, Reserve component members, and communities to ensure and enhance understanding and appreciation of the role of the National Guard and Reserve in the context of the DoD Total Force Policy.

6.4.7. Encourage and assist employee participation in the National Guard and Reserve without civilian job impediments of any kind. Encourage voluntary employer support above and beyond that required concerning employment and reemployment rights of Reserve component members of the Armed Forces.

6.4.8. Promote and develop volunteer leadership and organizations at the national, State, and local levels to carry out the ESGR mission.

6.4.9. Encourage interaction between National Guard and Reserve units and their communities to promote public understanding of the National Guard and Reserve and foster partnerships between civilian organizations and military units in the community.

6.4.10. Assist in preventing, resolving or reducing employer and/or employee problems and misunderstandings that result from National Guard or Reserve membership, training, or duty requirements by providing information services and informal mediation.

6.4.11. Promote civilian and military management behaviors that minimize civilian employer/Reserve component member conflict relative to participation in the National Guard and Reserve.

6.4.12. Develop and implement Information Technology tools and programs to enhance the effectiveness of committee activities.

6.5. The Secretaries of the Military Departments shall:


6.5.1. Provide personnel to staff the NCESGR Headquarters offices in accordance with the manning levels determined and agreed to under subparagraph 6.1.3. Nominate personnel to these multi-Service positions in accordance with OSD assignment criteria.

6.5.2. Provide administrative and logistical support for the NCESGR.

6.5.3. Provide initial and recurring USERRA and employer relations training to all Reserve component members in accordance with the training requirements specified in reference (e).

7. EFFECTIVE DATE

This Directive is effective immediately.



Paul Wolfowitz  
Deputy Secretary of Defense