



City of Columbus
Veterans Committee



**Military Deployment Reference Guide
for
Supervisors and Managers**

A Supervisor's Guide to the Rights and Responsibilities of
Deploying Guard and Reserve Personnel

April 2009





City of Columbus Veterans Committee

Mission Statement

To provide City of Columbus service members, veterans, employees, and the citizens of Columbus with strong policy, outreach, and deployment information to ensure the rights and benefits of all veterans are protected.

Vision Statement

To be an ambassador to the community for veteran and military information, and the veterans' benefits conduit between the City of Columbus and its employees.





City of Columbus
Mayor Michael B. Coleman

Office of the Mayor

City Hall / 90 West Broad Street
Columbus, Ohio 43215-9014
614/645-7671
FAX 614/645-8955
TDD 614/645-6200

Dear City Employee:

I want to thank the City of Columbus Veterans Committee for creating this informative guide to help managers and supervisors better understand the needs and special circumstances of City of Columbus employees who are active members of the Armed Forces of the United States. We care about our men and women in uniform and we recognize the personal and professional sacrifices they make every day for our City, our State and our Nation.

The City of Columbus is committed to our Guard and Reserve members and their families. That is why we go above and beyond the federal guidelines in our efforts to provide timely service and benefits to those called to duty. This guide is a product of our dedication to providing the best information to the best employees in the State of Ohio. This document is intended to be a useful guide for all City employees involved in the deployment or regularly scheduled duties of our Soldiers, Sailors, Airmen, Marines, and Coasties.

I urge managers and supervisors to get informed and to understand the Uniformed Services Employment Reinstatement Rights Act of 1994 (USERRA) and City code regarding military deployment and weekend drills processes. I also encourage managers and supervisors to review the Employer Support of the Guard and Reserve (ESGR) Web site, www.esgr.org, for valuable information and insights into Guard and Reserve duties from the vantage points of both the employee and the employer.

Thank you for your continued support of the brave men and women who keep our country safe and help make Columbus the best city in the nation in which to live, work and raise a family.

Sincerely,

Michael B. Coleman
Mayor



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Purpose of This Guide

This publication provides a framework for supervisors to stay informed on the many issues pertaining to deployments of activated National Guard and Reserve City of Columbus employees. It serves as a reference for locating information or other valuable resources to make a service member's deployment a smooth transition—for both the employee and the supervisor—from the day deployment orders are issued through the first day of work returning from a deployment.

This guide is divided into three chronological sections for easy reference: 1) *Before Deployment*, 2) *During Deployment*, and 3) *After Deployment*.

The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) protects the job rights of individuals who voluntarily or involuntarily leave employment positions to undertake military service and prohibits employers from discriminating against past and present members of the uniformed services, and applicants to the uniformed services.

The City of Columbus, Mayor Michael B. Coleman, and the City of Columbus Veterans Committee support all actively serving City employees as well as its veterans of military service. The City appreciates the sacrifice and service of all veterans, and values the daily contributions made by more than **200** current employee service members and more than **800** veterans of the Armed Forces proudly employed by the City of Columbus.

The City of Columbus is a proud **5-Star Member** of the Employer Support of the Guard and Reserve (ESGR) organization. Find out more about ESGR at www.esgr.org.





Contact Information

City of Columbus Veterans Affairs Coordinator

Rick Isbell

645-6504 – Office

614-302-2674 – Cell Phone

richard.isbell@columbus.gov

Veterans Committee Alternate Contact

Winn Sapp

645-4083

wtsapp@columbus.gov

HR/Payroll Department Personnel

Public Service

Cheri Mason

645-8290

cnmason@columbus.gov

Transportation Division

Becky Perkins

645-7707

bdperkins@columbus.gov

Refuse Collection Division

Lori Wellman

645-1754

lwellman@columbus.gov

Parking Violations Bureau

Deborah Brent

645-6302

dlbrent@columbus.gov





HR/Payroll Department Personnel (continued)

Public Safety

Brooke Carnevale	645-4237 bkcarnevale@columbus.gov
Patti Orders (Police)	645-4631 porders@columbuspolice.org
Lenya Brent (Police)	645-4112 lbrent@columbuspolice.org
Vickie Atkins (Fire)	645-8672 vatkins@columbus.gov
Rachel Crawford (Fire)	645-3995 rpcrawford@columbus.gov

Finance & Management

Judy Nixon	645-6654 janixon@columbus.gov
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Recreation & Parks

Kate Daugherty	645-7539 kmdaugherty@columbus.gov
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Columbus Public Health

Kevin Williams	645-6570 kgwilliams@columbus.gov
----------------	--

Human Resources

Dru Garland	645-7205 dkgarland@columbus.gov
-------------	--

Technology

Evan Harper	645-5721 elharper@columbus.gov
-------------	--





HR/Payroll Department Personnel (continued)

Utilities

Mark Kouns	645-6141 mekouns@columbus.gov
Bob Baker	645-6399 rcbaker@columbus.gov
Sandie Coffman	645-6307 sccoffman@columbus.gov
Rita Stone	645-8044 rmstone@columbus.gov
Debbie Danter	645-8472 djdanter@columbus.gov

Development

Scott Messer	645-2861 ssmesser@columbus.gov
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Civil Service

Joey Faber	645-8340 jfaber1@columbus.gov
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City of Columbus Veterans Committee

AGENCY	NAME	E-MAIL	WORK PHONE
City Attorney	Rick Pfeiffer	rcpfeiffer@columbus.gov	645-6904
City Attorney	Alan Varhus	apvarhus@columbus.gov	645-6914
City Attorney	Brad Hummel	gbhummel@columbus.gov	645-6945
City Auditor	Paul Kuppich	pvkuppich@columbus.gov	645-8094
City Auditor	Hugh Dorrian	hjdorrian@columbus.gov	645-7616
City Treasurer	Vacant		
City Treasurer	Vacant		
City Council	James Ragland	jcragland@columbus.gov	645-8580
City Council	Charleta Tavares	cbtavares@columbus.gov	645-8580
Civil Service	Mike Maloney	mmaloney1@columbus.gov	645-7494
Civil Service	Cricket Davis	cdavis1@columbus.gov	645-8303
Community Relations	Neal Semel	nasemel@columbus.gov	645-1972
Community Relations	Vacant		
Development	Rick Tammer	rrtammer@columbus.gov	645-6077
Development	Howard Latham	hclatham@columbus.gov	645-6678
EAP	Lisa Callander	lisac@columbus.gov	645-6849





AGENCY	NAME	E-MAIL	WORK PHONE
EBOCO	Thomas Stephens	thstephens@columbus.gov	645-0248
EBOCO	Diane Berinato	dmberinato@columbus.gov	645-0831
Finance	Richard Griffin	regriffin@columbus.gov	645-8600
Finance	Greg Beaverson	gjbeaverson@columbus.gov	645-6994
Health	Steve Hill	smhill@columbus.gov	270-6821
Health	Leslie Redmon	lredmon@columbus.gov	645-7944
Human Resources	Winn Sapp	wtsapp@Columbus.gov	645-4083
Human Resources	Gary Morgan	gjmorgan@columbus.gov	645-8051
Mayor's Office	Rick Isbell	raisbell@columbus.gov	645-6504
Mayor's Office	Mike Sexton	mesexton@columbus.gov	645-6596
Public Safety-Police	Sgt. Robert Reffitt	rereffitt@columbuspolice.org	645-4616 x308
Public Safety-Police	Officer Chad Williams	ctwilliams@columbuspolice.org	645-4957
Public Safety-Fire	Capt. Kevin Reardon	kreardon@columbus.gov	645-4917
Public Safety-Fire	FF Lauren Smith III	ldsmith@columbus.gov	645-
Public Safety-Fire	FF Robert Pineda	ropineda@columbus.gov	299-6585





AGENCY	NAME	E-MAIL	WORK PHONE
Public Service	Ray Browning	rabrowning@columbus.gov	645-7999
Public Service (Alt.)	Ashley Packer	acpacker@columbus.gov	645-0658
Rec & Parks	Lisa Wilson	llwilson@columbus.gov	645-7578
Rec & Parks (Alt.)	Vacant		
Utilities	Scott Ward	rsward@columbus.gov	645-1834
Utilities (Alt.)	Marty Wollenslegel	mlwollenslegel@columbus.gov	645-0340
Technology	Jeff Moore	jdmoore@columbus.gov	645-0018
Technology (Alt.)	Vacant		

City of Columbus Veterans Committee Volunteers

AGENCY	NAME	E-MAIL	WORK PHONE
Development	Darrell Haney	dehaney@columbus.gov	645-6681
Public Safety- Police	Donna Germany	djgermany@columbus.gov	645-4116
Promo-West	Holly Hughes	holly@promowestlive.com	740-361- 9899
Finance - Fleet	Nikolaos J. Philopoulos	njphilopoulos@columbus.gov	645-6222





What Is A Deployment?

A deployment is the activation and subsequent mobilization of a military unit or individual service member in order to perform training or a wartime function typically at a location outside an established base of operations. Deployments are not necessarily to foreign nations, nor do they always consist of wartime operations. An activated service member, for example, may be authorized to attend a military school for a specified period.

Reserve units are controlled by the Federal government and are under the command of the President of the United States. National Guard units are controlled by State governments and are under the command of the governor of the state. National Guard units may be *Federalized* and placed under the command of the President.

National Guard and Reserve personnel are known by many names:

- | | |
|-------------------------------------|--------------------|
| → Veteran | → Reservist |
| → Service Member | → Guardsmen |
| → Uniformed Service Member | → Soldier |
| → Military Member | → Sailor |
| → Member of the Armed Forces | → Airman |
| | → Marine |
| | → Coastie |

The City of Columbus Veterans Committee utilizes the term *Service Member*, a generally accepted term for a currently serving member of the Armed Forces of the United States.





US Law and City of Columbus Policies

Employment & Job Retention Laws/Policies: USERRA

- USERRA¹ is the Uniformed Services Employment Reinstatement Rights Act. USERRA is a Federal Law enacted in 1994 to protect civilian job rights and benefits for members of the National Guard and Reserve.
- USERRA established five (5) years as the length of time that an individual may be absent from work for military duty and retain these rights with some exceptions. Please see your department's Human Resources Officer for more information.
- USERRA requires that the City of Columbus provide reasonable efforts to accommodate the returning disabled veteran. Please see your department's Human Resources Officer for more information.
- All employees identified for activation are required to give notice to the employer, oral or written, by the employee or through the military unit.

¹ Refer to the US Department of Labor's USERRA Compliance Web site: [DoL USERRA Compliance](#) or consult your department's Human Resources Officer.





USERRA (continued)

- Reporting back to work:
 - If the employee served 1 to 30 days, then back in 8 hours after end of last duty
 - If the employee served 31 to 180 days, then back in 14 days after last duty
 - If the employee served 181 days or more, then back in 90 days after last duty

- Job placement upon return:
 - Away 1 to 90 days: same job if qualified
 - Away 91 days or more: same or similar job if qualified
 - Escalator Clause: employee may move up or down (promotion or demotion) based on circumstances

- Seniority: all rights and benefits **AS IF** the employee had not been away.

- The returning employee may be required to pay certain costs of benefit package, **JUST THE SAME AS** other employees on other types of leave.





USERRA (continued)

- Other Benefits:
 - Vacation Pay: the City of Columbus will allow use of vacation time before using military leave.
 - Employees cannot be forced to use vacation time for **ANY** authorized military service (this includes monthly weekend training [unit training assemblies], annual 14-day training [inactive duty for training], and professional military education [PME] opportunities).
 - Health benefits continue while on military service.
- The City of Columbus is prohibited from retaliating against any employee for serving in the military.





FOR USE BY PRIVATE SECTOR AND STATE GOVERNMENT EMPLOYERS



YOUR RIGHTS UNDER USERRA THE UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT

USERRA protects the job rights of individuals who voluntarily or involuntarily leave employment positions to undertake military service or certain types of service in the National Disaster Medical System. USERRA also prohibits employers from discriminating against past and present members of the uniformed services, and applicants to the uniformed services.

REEMPLOYMENT RIGHTS

You have the right to be reemployed in your civilian job if you leave that job to perform service in the uniformed service and:

- ★ you ensure that your employer receives advance written or verbal notice of your service;
- ★ you have five years or less of cumulative service in the uniformed services while with that particular employer;
- ★ you return to work or apply for reemployment in a timely manner after conclusion of service; and
- ★ you have not been separated from service with a disqualifying discharge or under other than honorable conditions.

If you are eligible to be reemployed, you must be restored to the job and benefits you would have attained if you had not been absent due to military service or, in some cases, a comparable job.

RIGHT TO BE FREE FROM DISCRIMINATION AND RETALIATION

If you:

- ★ are a past or present member of the uniformed service;
- ★ have applied for membership in the uniformed service; or
- ★ are obligated to serve in the uniformed service;

then an employer may not deny you:

- ★ initial employment;
- ★ reemployment;
- ★ retention in employment;
- ★ promotion; or
- ★ any benefit of employment.

because of this status.

In addition, an employer may not retaliate against anyone assisting in the enforcement of USERRA rights, including testifying or making a statement in connection with a proceeding under USERRA, even if that person has no service connection.

The rights listed here may vary depending on the circumstances. This notice was prepared by VETS, and may be viewed on the Internet at this address: <http://www.dol.gov/vets/programs/userra/poster.htm>. Federal law requires employers to notify employees of their rights under USERRA, and employers may meet this requirement by displaying this notice where they customarily place notices for employees.



U.S. Department of Justice



U.S. Department of Labor
1-866-487-2365



1-800-336-4390

Publication Date—January 2006

HEALTH INSURANCE PROTECTION

- ★ If you leave your job to perform military service, you have the right to elect to continue your existing employer-based health plan coverage for you and your dependents for up to 24 months while in the military.
- ★ Even if you don't elect to continue coverage during your military service, you have the right to be reinstated in your employer's health plan when you are reemployed, generally without any waiting periods or exclusions (e.g., pre-existing condition exclusions) except for service-connected illnesses or injuries.

ENFORCEMENT

- ★ The U.S. Department of Labor, Veterans Employment and Training Service (VETS) is authorized to investigate and resolve complaints of USERRA violations.
- ★ For assistance in filing a complaint, or for any other information on USERRA, contact VETS at 1-866-4-USA-DOL or visit its website at <http://www.dol.gov/vets>. An interactive online USERRA Advisor can be viewed at <http://www.dol.gov/eisave/userra.htm>.
- ★ If you file a complaint with VETS and VETS is unable to resolve it, you may request that your case be referred to the Department of Justice for representation.
- ★ You may also bypass the VETS process and bring a civil action against an employer for violations of USERRA.

USERRA poster required to be displayed in a common area.²

² [USERRA Printable Poster](#) – Most recent version is dated January 2006.



City of Columbus Military Deployment Guide



City Rules For Time Off

All full-time, non-seasonal employees who are members of the Ohio National Guard, Ohio Air National Guard, US Air Force Reserve, US Army Reserve, US Marine Corps Reserve, US Naval Reserve or US Coast Guard Reserve shall be granted military leave of absence with pay when ordered to temporary active duty (e.g., active duty for training or annual training) for a period or periods not to exceed 22, 8-hour work days (176 hours), whether or not consecutive, during each calendar year.*

Only the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) collective bargaining contracts allow for 22, 8-hour days to be used for Unit Training Assemblies (also known as drill weekends or Battle Assemblies).

All other collective bargaining contracts including the Management Compensation Plan (MCP) do not allow for the 22, 8-hour days to be used for Unit Training Assemblies (also known as drill weekends or Battle Assemblies).

***The 22 allotted military leave days are to be used at the discretion of the employee. An employee service member may not be forced to use military leave at any time. They may choose to use other leave at their disposal or take leave without pay.**





Explanation of 22 Days per Year Paid Military Leave

In most cases the City of Columbus will grant paid military leave to the service member for up to 22 days per year. This may vary depending upon the bargaining unit or other contractual agreements. Paid military leave is available during either active duty or inactive military duty. In order to qualify for this pay, the service member must be in a situation where military leave is required. Military leave is normally required only where the service member must perform military duty during the day of their normally scheduled City of Columbus work.

Example 1 - A normal weekend drill occurs on a particular Saturday and on the following Sunday. The employee's City of Columbus work schedule is for eight hours each day of the five weekdays before and after the drill weekend. No military leave is required because there is not a conflict between the military and civilian schedules. Since no military leave is required, no pay (paid military leave) is provided by the City of Columbus.

Example 2 – A normal annual two-week (14-day) “inactive duty for training” or summer camp is scheduled to begin on a Saturday, then continue through the remaining two weeks. The employee will be paid their normal wages by the City of Columbus only for the days that he/she normally would have been scheduled to work for the City of Columbus. Assuming the civilian work schedule in example number one applies: the paid military leave would be equal to ten work days, or all of the weekdays within the military leave period.





In this instance 12 days would remain as potential paid military leave in case additional military leave is needed in the future.

Example 3 – This same employee is later ordered to active military duty. This employee retains the 12 days of available military leave. The City of Columbus will pay this employee for the first twelve days that occur on what would have been his/her normal City of Columbus work schedule. At this point, all paid military leave is exhausted, since a total of 22 days have been paid within the year.





SECTION 1 Before Deployment: Preparing Your Service Member Employee and Coworkers

All managers and supervisors are encouraged to ensure that military service members within their department or division initiate the recommendations described in this section. These procedures should be in place before the actual call-up occurs, as there may not be time afterward.

List of Responsibilities

Make a list of all the service member's tasks and functions. Detail each task so someone may be appointed to fill those responsibilities. The service member may also suggest a replacement who already has the knowledge to do the task. Consider training others to do the task prior to the call-up.

Continuity Book – Job Log **(Desktop Procedure Manual or SOP)**

All current military service member employees should prepare a *Desktop Procedure Manual* prior to any military deployment that will require time away from their City jobs.

A Desktop Procedure Manual describes basic tasks and procedures in detail to accomplish a specific job effectively and accurately. It ensures consistency of task performance by another employee who is assigned to perform duties





while the incumbent employee is away from the job for an extended period of time. A Desktop Procedure Manual allows the supervisor or manager to get reliable results with the least interruption in service provision.

A City of Columbus position description is the primary element in the development of a Desktop Procedure Manual. The position description provides a basic, ready-made outline of tasks for documenting the job and formulating the procedure manual.

- A well-written Desktop Procedure Manual can be used as a training tool for those employees substituting for the military service member.
- Substitute employees will be able to perform effectively and in half the time.
- It is a critical tool that saves time and money.

Major Projects Review

(Major Projects Log Book)

All current military service member employees should prepare a Major Projects Log Book prior to any military deployment that will require time away from City employment.

A Major Projects Log Book describes in detail the status of each major project to ensure continuity in the completion of





all outstanding projects. It ensures the projects are identified by priorities and time lines for completion.

- A well-documented project log book can be used to effectively track the progress and status of projects.
- It is a tool for both supervisors and managers tasked with the tracking and completion of major projects.
- The supervisor should ensure that the log book is kept current during the service member's absence.

Reviewing Possible Promotion Opportunities

All current military service member employees should contact the Civil Service Commission prior to any military deployment to ensure they are notified of any possible opportunities for promotion within their job family. Employees should make sure that a correct mailing address is provided to both their current department/division and to Civil Service.

Family Readiness

All current military service member employees should prepare a check list for their families that contain the names and telephone numbers of city agencies and their immediate Human Resources contacts. Contacts on the list should include the following:





Human Resources: To provide the names and contacts of the agencies that manage the following programs:

- Medical Insurance
- Prescription Drug Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance

Preparing Coworkers for a Deployment

Managers and supervisors should recognize that employees within their work unit may start to feel stressed and imposed upon due to the pending deployment of a coworker who has been called to active military service. It is good practice for managers and supervisors to meet with their work-unit employees and discuss changes and expectations within their respective job requirements and assignments.

Employees should be made aware of their importance in their roles as support staff to both their work unit and to their deployed coworkers.

Managers and supervisors are encouraged to discuss expected changes with employees regarding their roles or job assignments. The following information should be reviewed with work-unit employees prior to deployment of a fellow co-worker.





Work Responsibilities and Assignment Changes

- **Position Description:** Review the employee's position description. Explain how the position description changes are essential in their role as support staff within the work unit.
- **Work Assignments:** Identify specific new work assignments and assist in initial performance.
- **Job Assistance:** Identify a designated person the employee may call on for questions, clarification and future assistance.
- **Records:** Locate any records or files necessary for the job. Explain which records may be confidential and how confidential information is managed.
- **Issues/Concerns:** Discuss the department/division process regarding new issues and concerns related to new work responsibilities and job assignments. Identify whom the employee should talk to and what the process is for expressing issues or concerns.

Work Environment

- **Coworkers and Supervisors:** If changes are required, introduce both co-workers and supervisors, and explain their work relationships. This provides a clear understanding of roles and responsibilities.
- **Key Contacts:** Provide key contacts and phone numbers for individuals within the work unit.
- **Equipment:** Explain use of equipment needed for the job (if applicable).





Work Schedule

- **Work Days:** Provide any changes to work schedules and hours. Explain exceptions and reasons for them.
- **Overtime/Comp Time/Flex Time:** If applicable, discuss authorization required for overtime and/or compensatory time and the probability for scheduling. Discuss the process and authorization for flex time scheduling, if applicable.





Supervisor Activation Checklist

Checking in With HR Officers

All current military service members are required to contact their Human Resources officers to notify them of their deployment for active duty.

When an employee receives military orders for active duty, the employee must:

- ✓ Complete a City of Columbus Request for Leave form.
- ✓ Submit the Request for Leave form along with a copy of military orders, if available, to the employee's supervisor or manager.
- ✓ The supervisor or manager forwards copies of the leave form and orders to the Division Payroll Office.
- ✓ The Payroll Office will calculate and code the employee's time off work to account for 22 days, 176 hours of military leave with pay per year.
- ✓ The Payroll Office is to notify the City of Columbus Veterans Affairs Coordinator and the department's Human Resources Officer of the date the employee will begin active service.
- ✓ All departments will immediately notify Human Resources in writing upon the call-up, assignment to active duty, and return of any employee.





ID, Pass, Key Turn-In

All military service members when ordered to extended active duty should coordinate the turn-in of the following City-issued items to their immediate supervisor or manager as applicable:

- City of Columbus - Employee identification card*
- City of Columbus - Vehicle fuel card, vehicle keys
- City of Columbus - Office keys, tool box keys*
- City of Columbus - Security code pass cards*

***Not applicable to sworn Division of Police employees.**

The Police supervisor should maintain a file for the service member where items distributed in the service member's absence can be stored for review upon return (this is also a good idea for non-uniformed personnel). This should also include mandatory training or other such duties required of the service member.





Employee Before-You-Go Contact List

ACTIVATION CHECKLIST

(Courtesy of your City of Columbus Veterans Committee)

Contact Info:

- Dept Info _____
- Supervisor _____
- Payroll _____
- HR _____
- City Vet Affairs _____
- VA _____
- Commander _____
- NCOIC _____
- Assignment/Travel Orders _____

Insurance:

- Life _____
- Health _____
- Auto _____
- Family Care Plan _____

Utilities:

- Sewer _____
- Water _____
- Electric _____
- Trash _____
- Phone _____
- Cable _____
- Other _____

Finances:

- Home Mortgage _____
- Vehicle Loan _____
- School/Classes Loan _____
- Credit Cards _____





Copy of Orders

By federal law (USERRA Rules & Regulations, Section 1002.85), it is not required that orders be submitted prior to the employee's deployment. It is preferred and considered a courtesy, but the service member may not have orders prior to the last day of work before departure for military duty. Should this be the case, instruct the service member to obtain the orders and submit them as soon as possible.

The main areas on the orders to review are the employee's name and the dates covered by the orders. Some orders may have multiple names listed as an attachment, such as when entire units are activated. Be aware that the end date may also be changed on an amendment at a later time.

See pages 30 and 31 for examples.



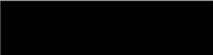


ARRC-SSC-RMO

DEPARTMENT OF THE ARMY
81ST REGIONAL SUPPORT COMMAND
1525 MARION AVENUE
FORT JACKSON, SC 29207

ORDER NUMBER: 029730

02 April 2009



CW2
0758 CS CO HQ MAINT (MOD) (WS62T1)
165 NORTH YEARLING ROAD
WHITEHALL, OH 43213-3821

YOU ARE ORDERED TO ACTIVE DUTY TRAINING (ADT) FOR THE PERIOD INDICATED. UPON COMPLETION OF THE PERIOD OF ADT, UNLESS SOONER RELIEVED OR EXTENDED BY PROPER AUTHORITY, YOU WILL RETURN TO THE PLACE WHERE YOU ENTERED ADT AND BE RELEASED FROM SUCH DUTY.

PERIOD: 5 DUTY DAY(S)
REPORT TO: FT. MCCOY, WISCONSIN
TIME/DATE: NOT LATER THAN 23:00 HRS 2009/04/26
ATTACHED TO:
PURPOSE: ADT-OPERATIONAL TRAINING (**EC/**FC) - UVA COURSE

ADD'L INSTRUCTIONS:

- IF YOU CANNOT PERFORM THIS DUTY, NOTIFY YOUR UNIT IMMEDIATELY.
- DUTY IS OUTSIDE OF COMMUTING DISTANCE.
- GOVERNMENT QUARTERS ARE AVAILABLE AND DIRECTED.
- GOVERNMENT MEALS ARE NOT AVAILABLE OR DIRECTED.
- USE OF COMM TRAVEL OFFC (CTO) IS MANDATORY FOR COMM TRANSPORTATION
- RENTAL CAR IS AUTHORIZED.
- NO TRAVEL ADVANCE OR TRAVEL CARD NEEDED
- ORDER MUST BE PAID BY 45 DAYS AFTER TRAVEL OR ORDER WILL BE REVOKED
- THIS IS A PERSTEMPO EVENT
- TRANSPORTATION UTILIZES CENTRALLY BILLED ACCOUNT (CBA)
- FOR ARMY USE AUTH: 10 USC HOR: SAME AS SNL
- ACCOUNTING CLASSIFICATION FOR FY 2009:



PERFORMANCE FACTORS: PART - 1 MDS - 5 FMGR - 7F UUC -
 PFN: NA COMP: USAR FORMAT: 260 SECURITY CLEARANCE REQUIRED: N PEBD: 1988/08/11
 AT TRNG DAYS: 4 ADT TRNG DAYS: 5 ADTS TRNG DAYS: 0 ADOS-RC DAYS: 0

- DISTRIBUTION:
 4-INDIVIDUAL
 1-INDIVIDUAL MFRJ
 1-UNIT OF ASSIGNMENT
 1-MSC
 1-FUND MANAGER

OFFICIAL
 ARRC



PROGRAM CODE: 1110 RFO NUMBER: 036257
FUND MGR: 7F - 643RD RSG ADT

COMPLETION OF CERTIFICATION BELOW IS REQUIRED ON ALL TOURS OF DUTY TO RECEIVE/MAINTAIN PAYMENT. I CERTIFY THAT I HAVE COMPLIED WITH THE ABOVE ORDERS/AMENDMENTS. I HEREBY CLAIM ANY AMOUNT DUE ME. THE STATEMENTS ON THIS FORM ARE TRUE AND COMPLETE. IF A FEDERAL EMPLOYEE, I CERTIFY THAT I HAVE APPLIED FOR THE APPROPRIATE LEAVE, INCLUSIVE DATES OF DUTY PERFORMED ARE _____ TO _____ (INCLUDING TRAVEL) A DD FORM 1351-2 WILL/WILL NOT BE SUBMITTED FOR THIS CLAIM.

SOLDIER'S PRINTED NAME _____
SOLDIER'S SIGNATURE/DATE _____

CERTIFYING OFFICIAL'S PRINTED NAME _____
CERTIFYING OFFICIAL'S SIGNATURE/DATE _____

PENALTY: The penalty for willfully making a false claim is: A maximum fine of \$10,000 or maximum imprisonment of 5 years or both (U.S. Code, Title 18, Sec 287).

The Certifying Officer must have personal knowledge or documentation supporting the fact that the duty was satisfactorily performed.





ORIGINAL

OHIO AIR NATIONAL GUARD
121ST AIR REFUELING WING (AMC)
7370 MINUTEMAN WAY
RICKENBACKER IAP
COLUMBUS OH 43217-5875

Personnel Data - Privacy Act of 1974 (5 USC 552a)

SPECIAL ORDER A-E000017
GAFS ORDER AEO017
AROMS TRACKING NUMBER 1725718

17 Apr 2008

1. TYPE OF DUTY / AUTHORITY: SPECIAL TRAINING STATE (TITLE 32) 32 USC 504/505 & ANGI 36-2001
2. PURPOSE: GUARDLIFT
3. ADDRESSING:
CMSGT, REFFITT, ROBERT, E., J311FJRS, INCENTIVE PAY A
GALENA OH 43021-0000
4. ITINERARY: 24 Apr 2008 - 26 Apr 2008 (3 WK-DY, 3 CAL-DY)
Transportation: Organic Plane
FROM: GALENA, OH 43021-0000
TO: HICKAM AFB, HI, HICKAM AFB, HI, HICKAM AFB, HI 96853-0000
RETURN TO: GALENA, OH 43021-0000
5. By direction of the governor of this state the member will perform duty as indicated.
6. Members are required to keep in their possession, at all times, a copy of this order.
7. Per AFI 24-101, Government procured transportation directed; contact your Commercial Travel Officer (CTO) or Traffic Management Office (TMO) as soon as possible unless otherwise exempted. If you do not execute these orders, immediately, turn in ticket(s) to the issuing TMO or CTO in person, or by certified mail.
8. The Travel and Transportation Reform Act of 1998 stipulates that the government-sponsored, contractor-issued travel card shall be used by all U.S. Government personnel (civilian and military) to pay for costs incident to official business travel unless specifically exempted by authority of the Administrator of General Services or the head of the agency. (DOD FMR volume 9 Chap 3) Member has a government travel card and is not exempt from mandatory usage. No travel advance authorized.
9. Government procured tickets will be purchased using an Individually Billed Account (IBA)
10. Member's residence is outside local commuting distance and will not commute.
11. When TDY to military installations per diem is based on the availability of government quarters and mess (military only). If on-base lodging is not available, the lodging office will make reservations in contract quarters or provide a non-availability statement.
12. For lodging reservations contact your CTO/TMO.
13. Government quarters are available and directed at HICKAM AFB, HI (24 Apr 2008 thru 26 Apr 2008) (JFTR U4129)
14. Government meals are available and directed at HICKAM AFB, HI (24 Apr 2008 thru 26 Apr 2008) (JFTR U4129)

Page 1 of 3

³ Example orders provided by Chief Master Sergeant Robert Reffitt, OANG, Sergeant, Columbus Division of Police; and Chief Warrant Officer Two Scott Ward, USAR, Department of Public Utilities. Please note that orders may appear differently from service to service or from the Guard and Reserve.





SECTION 2 During Deployment: Optional Letter to Service Member

The following letter may be used as a template or foundation for personalized correspondence to deployed service members. The City of Columbus Veterans Committee encourages immediate supervisors, managers, division and department directors, and coworkers (the “office” or “shop”) to stay in touch with deployed service members—especially those in harm’s way—who are serving our nation, often at great personal risk and sacrifice.





Department Letterhead

Date

Dear [insert rank] Smith:

Thank you for your service to our nation. We [or insert names as appropriate] all hope you're doing well at your deployed location. You have our full support and we wish you a speedy and safe return.

We want you to know that if there is anything we can do to assist you or your family during this time, please do not hesitate to ask.

Your contact(s) is/are [insert name(s), phone number(s) and e-mail address(es)]:

Your HR officer is [insert name, phone number and e-mail address]:

*The City's 24-hour deployed veterans hotline is: **614-302-2674***

Thanks again for your selfless service. We truly appreciate the sacrifices you and your family are making for our nation.

Sincerely,

[all names, division or department director]





Personal Employee Contact (PEC)

What is a PEC? Typically, deployed military members have multiple contact sources at their home bases. The contacts can range from personnel offices, to first sergeants, to colleagues or friends from work. The arrangement provides at least one source for a deployed service member to call on with problems or concerns. The contact is also a link for family members to count on for questions regarding human-resources issues such as life and health insurance coverage, pay problems, or benefits questions.

A PEC is the City's version of these military sources, providing a personal and informal point of contact for the deployed service member and his/her family. A dedicated and well-organized person, a PEC bridges the gap between a deployed location and home. Ordinary issues that may arise with benefits or insurance coverage can turn into extraordinary issues due to time differences and rules or regulations that dictate communication times.

A PEC is a person who is trusted—and preferably selected—by the deployed service member to take care of any issue that arises, within reason. The PEC may also provide moral support by staying in touch with the military member and keeping him/her informed on the happenings “back home.” The PEC is also able to relay information to other co-workers about the deployed service member, thereby keeping all interested parties informed.





SECTION 3 After Deployment: Transitioning Back To Work

Welcome Home Package

Welcome Home Packet

The welcome home packet consists of:

- 1) A welcome home letter from Veteran's Affairs Coordinator Rick Isbell. This letter requests a meeting time with the returning service member as well as the member's supervisor and manager.
- 2) A certificate of appreciation to *Our Hometown Hero* on behalf of the City of Columbus. This certificate is signed by Mayor Coleman. The mayor takes great satisfaction in presenting this certificate in person whenever possible.
- 3) A welcome home letter from Mayor Coleman. This letter is also copied to the appropriate division director, deputy director and administrator.
- 4) A list of more than 60 contacts to obtain additional information on benefits and veteran services.





Continuity Book – Job Log

After returning to work, the supervisor and the service member's replacement(s) should meet and review the instructions for each job. This would be an excellent time to improve the contents because the job instructions have recently been put to the test and used operationally.

Major Projects Review

After returning to work, the supervisor, the service member and the service member's replacement should meet and discuss the current status of each project. Some projects may have been completed in the service member's absence. It may not make sense to return all remaining projects to the responsibility of the service member. Consider the following:

- 1) Do not overwhelm the returning service member with all projects at once.
- 2) Not all projects need to be returned. If a project is going well in the hands of the replacement, consider leaving the project assignment as it is. Make sure that the service member has a voice in this decision and supports it.
- 3) New projects will probably soon materialize. Reassignment to new projects should be of similar status. Do not appear to penalize the service member for military leave.
- 4) When meeting for each project, the supervisor may want to clearly limit the subject to the current status of





the project only. Even under the best of circumstances, projects can develop problems. Do not let the meeting turn into a conflict.

- 5) After meeting on the status of each project, the supervisor should meet alone with the returning service member. Together, decide which projects to return to the service member and when to do so. Be somewhat conservative or retain some flexibility in the schedule. Keep in mind that the service member has just returned and neither of you know yet how rapidly the service member will reacclimatize to a normal work routine.

Re-acclimation

The time period required for an individual to adjust back to their former role and workload can vary widely. Some employees return and pick up exactly where they left off. Many may initially have some minor problems that they quickly overcome. Others may have great difficulty. Still others may have periods where they may periodically regress. Factors may involve the length of time spent away from home or family, or duties and experiences while on active duty. Often these combined experiences can result in the employee taking on a different view of what is important in life. It can take some time for that person to get comfortable with a new perspective.





The role of a supervisor is to facilitate the return of a service member as a productive employee. The supervisor, as well as co-workers, may have a critical impact on a successful transition. Please use any of the listed contacts for advice. Refer the employee for help when you feel it may be beneficial. Do not demand the service member immediately return to full production. Be respectful of the employee. Be observant of problems and act to resolve them when you can.





Helpful Web Sites for Additional Information

Click on any link below for additional information:

LOCAL

[City of Columbus Office of Veterans Affairs](#)

[Employee Assistance Program](#)

[Franklin County Veterans Service Commission](#)

[Franklin County Recorder's Office](#)

STATE

[Ohio Department of Veterans Services](#)

[Ohio Department of Job & Family Services - Veteran Services](#)

NATIONAL

[US Department of Veterans Affairs](#)

[US Department of Labor USERRA Compliance](#)

[USERRA Printable Poster](#)

[Employer Support of the Guard & Reserve \(ESGR\)](#)

[ESGR Tips For Employers](#)

[ESGR Tips For National Guard/Reserve Members](#)





City of Columbus Employee Assistance Program (EAP) Services

The City of Columbus Employee Assistance Program (EAP) is a confidential resource available to all City employees and their families. EAP is available to provide information for returning service members on such topics as stress, trauma, relationship challenges and others. For confidential assistance, call 645-6894.

Acute Stress Symptoms

Acute stress symptoms may develop after experiencing highly stressful and/or traumatic events, including combat situations. Some of the most common symptoms are listed here:

Behavioral Reactions	Physical Reactions	Emotional Reactions
<ul style="list-style-type: none"> • Withdrawn, irritable or detached from loved ones • Flashbacks of the event • Work problems • Increased alcohol or substance use 	<ul style="list-style-type: none"> • Trouble sleeping • Headaches • Loss of appetite • Rapid heartbeat • Difficulty Breathing • Gastro-intestinal problems • Trouble concentrating 	<ul style="list-style-type: none"> • Nervousness • Sadness and depression • Guilt • Fearfulness • Increased anger and irritability • Hopelessness





Posttraumatic Stress Disorder (PTSD)

Some returning military personnel may develop Posttraumatic Stress Disorder (PTSD). A person who develops PTSD may have been directly harmed or may have witnessed others being harmed.

How likely it is that PTSD will develop depends on the following circumstances:

- The intensity or duration of the trauma
- The severity of the injury
- The relationship to the victim(s)
- The proximity to the event
- The control one felt over the event
- The help and support that followed the event, or lack thereof

Symptoms of PTSD tend to mirror those of acute stress symptoms, listed above. But, they are different in that they are:

- Of greater magnitude
- Are more intrusive into daily functioning
- Increase over time
- Are less controlled by the individual's usual coping mechanisms





PTSD may involve:

- Alcohol or drug problems
- Feelings of hopelessness, shame, or despair
- Job-related problems
- Relationship problems including divorce and violence
- Physical symptoms

PTSD and the Family

The effects of trauma can cause major problems in the family. Trauma symptoms can make a family member difficult to get along with and may cause the person to withdraw from the rest of the family. While family members may react differently, the following is a list of some of the most common family reactions:

Sympathy/Pity of family members toward the traumatized individual.

Depression may be common among family members when the traumatized person acts in a way that creates feelings of pain.

Fear and Worry Believing that something horrific can happen “out of the blue” can make people very insecure. When one family member worries about safety, it can make everyone else feel unsafe as well. Fear is also common response when the trauma survivor acts with anger or aggression.





Avoidance People who experience trauma hope that by not talking about the incident that the problem will go away. People may refuse to talk about the trauma because others will not understand or will judge them. And often, the family will not speak of the trauma to the survivor because they want to spare the person from further pain. This may, or may not, be what is most helpful.

Guilt and Shame Trauma survivors may experience shame from feeling responsible for the outcome of the event. Family members may feel guilt or shame if they are unable to make the survivor feel better.

Anger People can become mad at whomever they believe may be responsible for the traumatic event. Family members may be angry when their loved one continues to “dwell” on the trauma.

Negative Feelings Family members can become upset that the trauma survivor no longer exhibits the qualities that they once loved and admired in the person.

Drug and Alcohol Abuse The survivor and family members may try to escape the pain and frightening thoughts by using drugs and alcohol.

Sleep Problems are common both for the trauma survivor, but for family members as well, as the stress of family relationships increase.





Treatment for stress, acute stress, and PTSD is widely available and can be extremely helpful to both individuals and family members. The earlier that help is sought, the less intensive the intervention and the better the prognosis. City employees and their families are encouraged to contact the City EAP office, at 645-6894 for more information.

City of Columbus Employee Assistance Program Office

645-6894





Frequently Asked Questions of City Employees Upon Activation

1. **Q:** I just received the activation phone call from my military unit. I am to report in 48 hours for active duty. I have not received any written orders yet. What do I do?

A: Complete a City of Columbus Request for Leave Form for military duty to inform your supervisor of your deployment date. When official military orders are received, fax a copy to HR/Payroll.

2. **Q:** I am being deployed. I assume that my medical needs will be taken care of by the military. My dependents will also be eligible for TriCare with the military. How do I continue medical care for my dependents with current City healthcare providers?

A: Your medical coverage with the City remains the same; there will be no change in service unless you request that you use TriCare as your medical insurer while you are activated.

3. **Q:** Do I have the option to choose either healthcare provider for my dependents (City of Columbus healthcare provider vs. military healthcare provider)?

A: Yes (see Question 2).





4. **Q:** How long do my (or my dependent's) City healthcare coverage benefits last?

A: The City treats you as if you are still here. All benefits remain intact.

a) **Q:** Can this time be extended? If so, how are any payroll deductions handled?

A: Payroll works as it did prior to deployment.

5. **Q:** May I elect to rely solely on military healthcare and discontinue payroll deductions for City of Columbus healthcare providers?

A: Yes.

a) **Q:** Do I have to make any special arrangements to do so (in either case)?

A: Yes. Contact your HR officer.

6. **Q:** How do I reinstate City healthcare coverage when I return to normal City employment status?

A: City healthcare coverage begins on the first day back at work and as soon as you notify HR. There is no waiting or enrollment period (*Open Season*).





7. **Q:** Is there a delay in coverage or an enrollment waiting period when I return to normal city employment?

A: No. See Question 6.

8. **Q:** I am being deployed. I want to be considered for promotional opportunities while I am gone. I do not know if I will have e-mail and I don't even know what my mailing address will be. How can I stay informed?

A: For deployed individuals who cannot provide a definite contact address, information relative to employment and/or promotional opportunities can always be found on the Civil Service Commission Web site, <http://www.csc.columbus.gov>, or by calling the Civil Service job line at (614) 645-7667.

9. **Q:** As a current City of Columbus employee, what rights do I have for employment or promotion consideration?

A: As an employee, you have certain rights established by USERRA. However, along with those rights there are certain responsibilities. It is critically important for the deployed individual to establish and maintain a line of communication with his/her supervisor and Civil Service.

10. **Q:** Will a position be held open indefinitely until I am able to be interviewed?

A: USERRA law does not require that an employer hold positions open indefinitely. After all, an employer may





not be able to meet its objectives if positions are left unstaffed. However, employers are required to make reasonable efforts to allow deployed individuals the same employment opportunities that would be available if the individual was not deployed. The City of Columbus strives to make accommodations for deployed personnel within fair and reasonable parameters.

11.Q: With regular mail possibly being rerouted from my home to my military location, then finally to me at my present location, does the City of Columbus or the Civil Service Commission recognize and make allowances for delays or problems in mail service?

A: The City of Columbus, including the Civil Service Commission, has no way of predicting delays in the mail system, or how long those delays may be. This is another reason why it is critically important for the deployed individual to establish and maintain a line of communication well in advance.

12.Q: How do I protect my employment rights or what do I need to do to make sure that I receive notices of employment opportunities?

A: Employment rights are protected by operation of USERRA law, however, this does not mean that a deployed individual will automatically return to a promotion. The deployed individual must first be able to communicate which specific promotional or employment opportunities he/she is interested in. For sworn,





uniformed employees of the Police and Fire Divisions, career paths are well defined and promotional examinations generally occur at regular two-year intervals. For all other City employees, however, the issue is more complex. There are potentially many other employment opportunities that a given individual may be qualified for and interested in. For this reason, it is nearly impossible for the deployed individual's supervisor or the Civil Service Commission to anticipate the specific promotional or other employment opportunities of interest. For all employees, Civil Service will make every effort to accommodate deployed individuals. In these situations, it is of critical importance for the deployed individual to effectively communicate their desires well ahead of time so that provisions may be made to allow the deployed individual access to promotional or other employment opportunities.

13.Q: Do the Civil Service Commission or Human Resources Department have different requirements or responsibilities for notification of job opportunities? What are my responsibilities and what are theirs?

A: Your responsibility is to effectively communicate, well ahead of time, your desire to be considered for any given promotional or other employment opportunity. Upon effectively communicating your interest, Civil Service can then make notification of job opportunities, and if needed, make special accommodation to ensure the deployed individual is able to participate in the process as if he or she were not deployed.





14.Q: Will I receive my regular City wages for a certain period in addition to my military pay?

A: This will depend on your particular compensation plan. Check with your department or division HR representative.

15.Q: How long will I receive regular City wages?

A: By collective bargaining contracts and pay ordinance, the City issues military leave with pay for up to 22 days of military leave per year. During this period, earnings are considered “salary” for pension purposes and, as a result, employee and employer retirement contributions continue uninterrupted.

a) Q: Are there any other pay benefits after these expire?

A: After 22 days of military leave with pay, the City issues regular salary less the amount received in military base pay. The employee must submit a base-pay document from the military in order to determine the differential in pay. Differential in pay is NOT salary for pension purposes and, as a result, employee and employer contributions are suspended.





The employee has the option to use military leave without pay if the employee earns more regular salary in the military than that of the City.

16.Q: Are there deductions in City pay for the military pay that I will also receive? If so, how do I substantiate the military pay to the City?

A: The employee must submit a base-pay document from the military in order to determine the differential in pay between regular salary less the amount received in military base pay.

17.Q: Will regular contributions to PERS continue while I am deployed?

A: By collective bargaining contracts and pay ordinance, the City issues military leave with pay for up to 22 days of military leave per year. During this period, earnings are considered “salary” for pension purposes and, as a result, employee and employer retirement contributions continue uninterrupted.

18.Q: Will my time towards retirement also continue to accrue?

A: Military leave with pay is considered “salary” for pension purposes and, as a result, employee and employer retirement contributions continue uninterrupted.





Military leave differential pay is NOT salary for pension purposes and, as a result, employee and employer contributions are suspended. Upon return from active military duty, an employee may apply for service credit by completing the OPERS Certification of Interrupted Military Service Form, [OPERS Form IM-1](#). Employees returning from active duty are strongly encouraged to contact OPERS:

OPERS Member Services.....1-800-222-7377
Ohio Police & Fire.....1-888-864-8363

19. Q: Can anyone show me now what my City paycheck will look like after I am deployed?

A: You will receive your City pay for the first 22 days of deployment (see page 19, *Explanation of 22 Days per Year Paid Military Leave*). Your paycheck will reflect the difference between City and military pay.

20. Q: Are there any death or disability benefits that would apply from the City of Columbus?

A: City life insurance is carried throughout deployment, however, you must continue to pay the premiums. Most deploying service members choose to discontinue City death and disability benefits in favor of military benefits, restarting the City’s benefits upon redeployment. There is no *Open Season* for restarting City life insurance and disability coverage for members of the military. Check with your HR officer for more information.

