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## ACKNOWLEDGEMENT

The development of this Transition Assistance Management Program-Family Member Employment Assistance Program (TAMP-FMEAP) Management Guide and Curriculum Guide is the result of collaborative effort, amassed experience, and a shared vision by United States Marine Corps (USMC) installation and headquarters program management staff.

Special thanks to the Functionality Assessment Working Group, comprised of Ms. Regina Steward, Mr. Glen Dyer, and Mr. Roberto Katekaru, who have been acting in an advisory capacity for this project.

As part of the larger Department of Defense (DoD) Transition Assistance Program, the USMC TAMP-FMEAP program recognizes the contributions of the Department of Labor (DOL), Department of Homeland Security (DHS) and Veterans' Administration (VA), and all their staff in helping achieve the objectives held by every staff member associated with TAMP-FMEAP: providing the Marine and his or her family members with quality and timely employment information, training experience, career exploration, and vocational guidance.

**Information Accuracy:** The material contained in the guide is current as of May 2008. Subsequent changes in laws, policies, and regulations are not addressed herein.



## TAMP-FMEAP PROGRAM OVERVIEW

The following section provides the basic building blocks of TAMP-FMEAP knowledge, including a brief overview of the TAMP-FMEAP role in supporting the DoD and USMC mission, TAMP-FMEAP goals, program origins, and a review of DoD and USMC guidance and mandated policy that are the underpinnings of all TAMP-FMEAP activities.

## MISSION AND GOALS

**“I think it goes without saying that during a time of war, it is essential that we as a nation help our warriors smoothly return to civilian life. For many, finding a job is a critical aspect of their transition. Not only is it important for their long-term financial stability, but meaningful work can have a beneficial impact on both the physical and the mental health of that warrior. It is also important for our nation’s economy, the vitality of the civilian labor market, to benefit from the higher-trained, skilled, and motivated individuals that make up the character of that returning veteran. Perhaps more importantly, we as a grateful nation owe it to those who have served and sacrificed to provide them with the resources and assistance they may need to enter again civilian life.”**

**JUNE 13, 2007**

**Committee Member,**

**U.S. SENATE COMMITTEE ON VETERANS’ AFFAIRS**

## SUPPORTING THE DOD AND USMC MISSION

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DoD recognized long ago that our Service members and their families are the most valuable resource in support of national defense. The goal of a combat-ready force supported by empowered, self-sufficient families whose quality of life reflects the high standards and pride of nation they defend became a cornerstone of the DoD family policy mission. To ensure the success of our highly mobile, combat-ready force, DoD instituted a comprehensive package of personal and family support services known as quality of life programs.

TAMP-FMEAP is just one of many quality of life initiatives fostered by DoD and implemented on Marine Corps installations through Marine and Family Services (M&FS), Marine Corps Community Services (MCCS). Marine Corps leadership has long acknowledged the connection between quality of life of the individual

Marine and operational readiness, as aiding in long-term retention. In today's all volunteer force, which currently operates in an uncertain global environment, the provision of quality of life programs and services to the Marine Corps community is critical.

The Marine Corps honors its obligation to take care of its own and has committed to providing Marines and their families with the support and services necessary to balance the competing demands of military and personal life over different stages of family life and career development. This obligation is embodied in Marine and Family Services.



All Marine and Family Services are directly related to combat readiness and are designed to assist our leadership, sustain the individual Marine transformation, and be a force multiplier that helps maintain Marines as the nation's premier warfighters. The primary focus of effort for all Marine and Family Services, including TAMP-FMEAP, is on prevention, education, and empowerment. This focused effort enables our Marines and families to be armed with the vital knowledge and essential skills necessary to identify and prevent situations before they develop into serious problems, and to provide the essential skills to productively navigate through all personal or professional life transitions.

## TAMP-FMEAP MISSIONS

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Transition assistance services prepare separating Marines and their families with the skills, tools, resources, and education necessary to make successful transition into the civilian workforce. TAMP is also intended to improve individual quality of life, enhance personal and family readiness, and return solid citizens to the civilian community. Once separating Marines are settled into their new civilian lives, it is expected that they will continue to support the USMC and further aid in its recruiting efforts.

FMEAP provides assistance to Active Duty military family members (reservists, retirees, and civilians, if space is available) to help them achieve their personal and professional goals through employment, education, or volunteerism. FMEAP also acts as a force for retention as successful spouse employment assists in retaining the career Active Duty Service member.

## HISTORY

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### TRANSITION ASSISTANCE PROGRAM

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The current framework for the overall Transition Assistance Program (TAP) stems from the mandates within Public Law (PL) 101-510 and the ensuing National Defense Authorization Act for fiscal year 1991. At that particular time, DoD was grappling with the ongoing Base Closure and Realignment requirements and meeting the Base Closure and Realignment Commission (BRAC) mandate to reduce force level by about one-third over the period of a few years. The program goals, set almost two decades ago, were to help with the massive military drawdown of the 1990s and the displacement of military and DoD personnel alike. The 1990 BRAC established the process by which DoD installations would be closed or realigned, but it was the National Defense Authorization Act that authorized the comprehensive transition assistance benefits and services for separating and retiring Service members and their spouses.

Transition assistance was provided to Service members even before the Congressional mandate formalized the program. Service members and veterans from the Vietnam era underscored the need for the nation to support and honor its heroes just as our Service members supported and defended our nation. The Marine Corps has honored and supported our military members by meeting the same transition assistance goals as outlined in the 1990 mandate: to provide career and employment assistance, vocational guidance, and transition information to separating and retiring Service members and their spouses so that they can successfully reenter the nation's civilian workforce.

So much of the current TAP structure and requirements result from an evolving series of public laws and ensuing DoD policy. The 1990 Congressional mandate initiated a major collaborative

effort among the Departments of Labor, Defense, and Veterans Affairs to leverage transition opportunities for Service members. The mandate also precipitates directives from the Secretary of Defense, which are then passed down to the Service heads for action. Each of the military Services implements the DoD directives and supplements its own service-specific and installation-specific policies.

Although there are variations in the Service-level names, each of the programs is in compliance with the DoD directives. The Army hosts the Army Career and Alumni Program (ACAP), the Air Force has the Transition Assistance Program (TAP), and the Navy and Marine Corps have the Transition Assistance Management Program (TAMP).

## **FMEAP**

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In 1985, Public Law 99-145 created what has come to be known in the Marine Corps as FMEAP. Section 806 of this act specifically addressed the need to increase employment opportunities for spouses. The mandate targeted the challenges of the mobile military lifestyle, especially the unique challenges to spouse employment due to frequent relocations. Successful spouse employment was recognized as a factor in retaining the career Active Duty Service members which in turn supported the overall mission readiness of the services.

In 2003, DoD and DOL entered into a Memorandum of Understanding (MOU) to further efforts in supporting the military members and their families with transition and employment support services, but specifically to ensure that opportunities for training, education, and employment are available to military spouses. Per the MOU, the Departments were tasked to study potential activities of mutual interest that expand recruitment, job-search services, training, placement, licensing and certification, and other services for military personnel and their families, and eliminate duplication and waste in achieving these common goals.

## **POLICY AND GUIDANCE**

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Much of day-to-day operations for TAMP-FMEAP is a result of Congressional mandates, legislation, DoD instructions, and USMC policy. These various directives outline specific duties and responsibilities germane to the program.

## TAMP PUBLIC LAWS AND MEMORANDUMS OF UNDERSTANDING

The public laws depicted below are progressive in nature. Over time, the original mandates were amended as the program evolved to meet the changing military environment or as the needs of DoD or the Services dictated. PL 101-510 provides the basis for TAMP activities, and subsequent public laws primarily amend PL 101-510. Chapter 58 within PL 101-510 focuses on legislation related to transition, including involuntary separation, Preseparation Counseling, employment assistance, health benefits, excess leave, and permissive temporary duty.

The chart below quickly encapsulates some of the major legislative changes within transition assistance. A full accounting of this essential mandate is provided in the Resources Chapter of this guide.



2001



**Amends:** 1991 National Defense Authorization Act: 1142, title 10

**New Verbiage - 1142:** Preseparation counseling is to begin as soon as possible during the 12 months prior to separation (separates) and 24 months prior to retirement (retirees).



2007

**Amends:** 1991 National Defense Authorization Act – 1144, title 10 - Mandate for collaborative efforts between DoD, DOL and DVA

**New Verblage - 1144:** The 2007 MOU recommits DOL, DoD, and the VA to provide Transition Assistance and adds the Department of Homeland Security as a MOU member.

## **A SNAPSHOT OF THE PUBLIC LAWS AFFECTING TAMP**

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### **Public Law 101-510 and resulting 1991 National Defense Authorization Act**

Section 502-1141-1143; 1144-1150

Title 10 United States Code, Chapter 58, "Benefits and Services for Members Being Separated or Recently Separated." This chapter established benefits and services for members being separated or recently separated from the military. In general, this law established the following elements of TAMP:

- Transition services and benefits for personnel on Active Duty
- Specific transition services for all separating personnel and their spouses
- Specific transition benefits available to involuntary separatees only
- Separation pay for enlisted members involuntary separated (six years plus one day time in service [TIS])

The sections listed below are core elements of the law in relation to TAMP and frame many of the basic requirements of TAMP. The details of the sections are provided in the Resource Chapter of this guide.

Sec. 1141 - Involuntary Separation Defined

Sec. 1142 - Preseparation Counseling and Transmittal of Medical Records to Department of Veterans Affairs

Sec. 1143 - Employment assistance: DoD

Sec. 1143a - Encouragement of post-separation public and Community Service

Sec. 1144 - Employment Assistance, Job Training Assistance, and Other Transition Services: DOL

Sec. 1145 - Health benefits

Sec. 1146 – Commissary and Exchange Benefits

Sec. 1147 – Use of Military Family Housing

Sec. 1148 – Relocation Assistance For Personnel Overseas

Sec. 1149 – Excess Leave and Permissive Temporary Duty

Sec. 1150 - Affiliation with Guard and Reserve units: waiver of certain limitations

Sec. 1152 - Assistance to eligible members and former members to obtain employment with law enforcement agencies

Sec. 1153 – Assistance to Separated Members to Obtain Employment with Health Care Providers

**Public Law 103-337 and resulting 1995 National Defense Authorization Act, Section 543 amends: 1991 National Defense Authorization Act, Section 1144**

Change: Coast Guard members and their spouses are now allowed to participate in the TAP workshops.

**Public Law 107-103 and resulting 2001 Veteran's Education and Benefits Act, Section 302 amends: 1991 National Defense Authorization Act; 1142**

Change: Preseparation Counseling is to begin as soon as possible during the 12 months prior to separation (separates) and 24 months prior to retirement (retirees).

**2007 Memorandum of Understanding: Department of Labor, Department of Defense, Department of Veterans Affairs, and Department of Homeland Security (DHS) Transition Assistance Program amends: 1991 National Defense Authorization Act, Section 1144**

Change: The 2007 MOU recommits the DOL, DoD, and VA to providing all manner of transition assistance and adds DHS as a MOU member.

## **TAMP - DOD DIRECTIVES**

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In addition to the Congressional mandates prescribing TAMP requirements, DoD promulgates directives and instructions that offer additional targeted outcomes for the program.

**DoD Directive 1332.35, "Transition Assistance for Military Personnel," 9 December 1993**

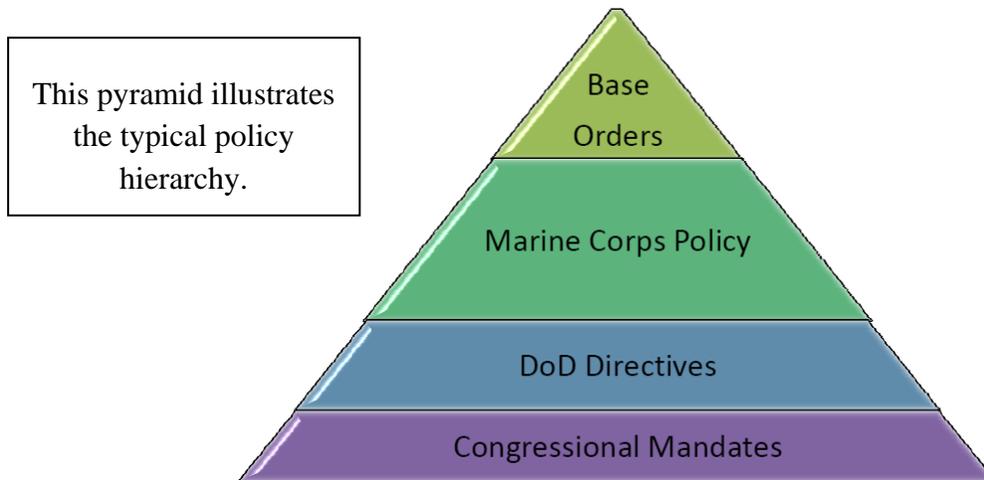
This Directive describes responsibilities for transition assistance programs for Active Duty military personnel and their families and authorizes the Services to provide separating Service members and their families with the skills, tools, and self-confidence necessary to make a successful reentry into the civilian workforce. Employment assistance is included as one of the required components of transition services.

**DoD Instruction 1332.36, "Pre-separation Counseling for Military Personnel," 14 February 1994**

This Instruction establishes policy, assigns responsibilities, and prescribes procedures for the provision of Pre-separation Counseling for Active Duty Service members and their spouses.

**DoD Instruction 1342.22, "Family Centers," 30 December 1992** This Instruction establishes policy guidance, assigns responsibilities, and prescribes procedures for the implementation, oversight, accountability, staffing, and funding of Family Centers within DoD. The Instruction requires the provision of programs and support activities designed to help single and married DoD personnel and their families to successfully manage the challenges of military life, including transition and employment issues.

**Under Secretary of Defense for Personnel and Readiness Memorandum, "Memorandum of Understanding (MOU) Between the Department of Defense (DoD) and the Department of Labor (DOL)," 25 July 2003** This MOU provides the framework for a broad range of continuing and new partnership efforts between the Departments to ease reentry into the civilian workforce and ensure that military skills are translated into civilian employment.



## USMC POLICY

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Overarching Marine Corps policy is developed at the headquarters level after considerable review, research, and dialogue with installation staff at all programmatic levels. It is designed to be specific to the Marine Corps mission requirements yet still be in compliance with DoD directives and congressional mandates. This policy is the Marine Corps standard and must be adhered to.

Additional actions, requirements, or guidance may be developed by an Installation Commander to better target the unique needs specific to that locale or installation. Understanding and meeting the requirements in both the Marine Corps Order and installation orders are essential for program success. TAMP-FMEAP staff members will need to intimately understand both.

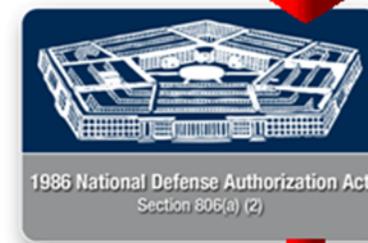
**Marine Corps Order (MCO) P1700.24B, "Marine Corps Personal Services Manual," 27 December 2001** Personal Services is now know as Marine and Family Services. This Order publishes policies for Marine and Family Services. Chapter 4, Section 1 (and Section 3 for FMEAP) of MCO P1700.24B specifically addresses transition assistance for separating Service members.

## PUBLIC LAW AND FMEAP

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Military spouse employment is a critical component of the DoD Social Compact with military families. The Social Compact acknowledges the responsibility of DoD to provide support to families as they face the daily challenges and sacrifices of military life, including making frequent relocations, managing family issues, and trying to sustain a career while their sponsor is serving his or her country.

Public Law 99-145 holds its place in history as the first Congressional mandate to specifically address spouse employment issues. Over the next two decades, additional legislation was enacted to further the efforts of the military spouse and family members in their pursuit of gainful employment and mobile careers.



**Authorizes:** Hiring preference for Military Spouses at Nonappropriated Fund Activities

**Promotes:** Departments of Labor, Defense and Veterans Affairs to work in cooperation to increase employment opportunities for spouses

**Public Law 107-107, "National Defense Authorization Act for Fiscal Year 2002," §571, "Improved Financial and Other Assistance to Military Spouses for Job Training and Education," 28 December 2001** This legislation directs DoD to examine the current military spouse employment assistance programs and to evaluate whether direct financial assistance to military spouses for employment training would be beneficial for retention of military Service members. It also directs DoD to review current military spouse employment policies and states that DoD shall seek partnerships with other federal agencies, private-sector employers, and

defense contractors to seek ways to incorporate hiring preferences for qualified spouses of members of the Armed Forces.

**Title 10 United States Code (USC), §1056, "Relocation Assistance Programs," 2 January 2006** This legislation directs the Secretaries of the military departments to provide relocation information, preparation, and acclimation services to military Service members and their families receiving Permanent Change of Station (PCS) orders. It further states that the relocation services will be provided with an emphasis on information regarding spouse employment opportunities.

**Title 10 USC, §1144, "Employment Assistance, Job Training Assistance, and Other Transitional Services," 2 January 2006** This legislation directs the Secretary of Labor, in conjunction with the Secretary of Defense, the Secretary of Transportation, and the Secretary of Veterans Affairs to establish and maintain a program to furnish counseling, assist in identifying employment, and provide training opportunities; to help in obtaining such employment and training; and to provide other related information and services to members of the Armed Forces who are being separated from Active Duty and the spouses of such members.

**Title 10 USC, §1784, "Employment Opportunities for Military Spouses," 2 January 2006** This legislation authorizes the Secretary of Defense to provide employment opportunities for military spouses in the same geographic area as their sponsors' permanent duty station (Military Spouse Preference Program).

**DoD Directive 1332.35, "Transition Assistance for Military Personnel," 9 December 1993** This Directive authorizes the Services to provide separating Service members and their families with the skills, tools, and self-confidence necessary to ensure successful reentry into the civilian workforce. Required transition services include providing employment assistance to both separating Service members and their spouses.

## **FMEAP REGULATIONS**

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Although no current DoD Instruction or Directive specifically addresses the service-specific employment assistance programs, the following regulations address some spouse employment issues:

**DoD Directive 1342.17, "Family Policy," 30 December 1988** This Directive establishes policies, assigns responsibilities, and prescribes procedures on family policy for DoD personnel. The extent and exact nature of the system of family programs and services is based on installation-specific requirements and needs. The Directive specifically cites "private and public

sector employment assistance" when listing programs and services included in the family support system (paragraph 4.3).

**DoD Instruction 1338.19, "Relocation Assistance Programs," 15 June 1990** This Instruction directs the military branches of service to provide relocation assistance programs to DoD personnel and their families who are undergoing a PCS relocation, including spouse employment assistance both prior to departure (paragraph 5.6.1) and post-arrival (paragraph 5.6.2).

**DoD Instruction 1400.23, "Employment of Family Members of Active Duty Military Members and Civilian Employees Stationed in Foreign Areas," 12 May 1989** This Instruction establishes DoD policy, responsibilities, and procedures to improve employment opportunities for family members of Armed Forces personnel and civilian employees of U.S. government agencies stationed in foreign areas by establishing preference for military family members in employment decisions in overseas locations.

**DoD Instruction 1404.12, "Employment of Spouses of Active Duty Military Members Stationed Worldwide," 12 January 1989** This Instruction establishes policy, assigns responsibilities, and prescribes procedures for improved employment opportunities for spouses of Active Duty military personnel stationed worldwide by establishing preference for military spouses in employment decisions.

**DoD 1400.25-M, "Department of Defense Civilian Personnel Manual (CPM)," Subchapter 1800, "Department of Defense Priority Placement Program," December 1996** This Manual implements policy, delegates authority, and assigns specific overall responsibilities for the DoD Priority Placement Program (PPP) for civilian employees.

**Memorandum of Understanding (MOU) Between the Department of Defense (DoD) and the Department of Labor (DOL), 25 July 2003** This MOU provides a framework for a broad range of continuing efforts between the Departments, including three important areas: connections to the job markets in America's communities, involvement with labor laws that affect reemployment (e.g., training, unemployment compensation), and interest in states' reciprocal licensing and certification requirements needed to qualify for employment.

**Deputy Under Secretary of Defense for Civilian Personnel Policy Memorandum, "Employment of Military Spouses," 7 October 2004** This Memorandum implemented, throughout DoD, the results of a two-year trial period that allowed military spouses to accept an unlimited number of temporary, intermittent, or flexible schedule positions without loss of their military spouse preference.

**DoD PPP Operations Manual, Chapter 14, "DoD Military Spouse Preference Program," July 1998** The Military Spouse Preference Program is a component of the PPP within DoD.

Chapter 14 of the Operations Manual prescribes registration, referral, and placement procedures for the DoD Military Spouse Preference Program.

**Secretary of the Navy Instruction (SECNAVINST) 1754.1B, "Department of the Navy Family Support Programs," 5 November 2007** This Instruction provides policy and assigns responsibilities for the implementation of Navy and Marine Corps Family Support Programs and key functions. Paragraph 9(b)(1) ensures that employment assistance for family members is delivered by the family support program units.

**Department of the Navy, "Civilian Human Resources Manual (DON CHRM)," 17 January 2003** Subchapter 310.1 of this Manual, "Military Spouse Employment Preference," provides policy regarding employment preference and assistance to spouses of Active Duty members of the Armed Forces for all Department of the Navy activities and commands employing appropriated fund civilian employees at grade level GS/GM-15 and below.

**Marine Corps Order (MCO) P1700.24B, "Marine Corps Personal Services Manual," 27 December 2001** This Order publishes policies for Marine and Family Services, which reside within Marine Corps Community Services. Chapter 4, Section 3 of this Order specifically addresses the FMEAP.

**MCO P12000.11A, "Marine Corps Nonappropriated Fund Personnel Policy Manual," 31 October 2000** This Order provides detailed personnel administrative procedures and provides the primary reference for the overall administration and utilization of employees of Marine Corps Nonappropriated Fund Instrumentalities (NAFIs). Paragraph 2106 of the Order specifically addresses military spouse preference for employment in Marine Corps NAFIs.





## ORGANIZATIONAL STAKEHOLDERS

In order to have a successful program, all stakeholders must be identified to include their roles and responsibilities. The stakeholders are those who are impacted by - or have an impact on – TAMP-FMEAP. In this next section, the focus is on the organizational stakeholders primarily found within Marine Corps Community Services (MCCS).

### MARINE CORPS COMMUNITY SERVICES (MCCS)

The Personal and Family Readiness Division, (MR), is under the cognizance of the Deputy Commandant for Manpower and Reserve Affairs. MR serves as the Program Sponsor for Marine Corps Community Services (MCCS). The MCCS Board of Directors advises the Commandant regarding MCCS matters and make decisions on issues that cross installation boundaries, such as plans, policy, and resource management.

MCCS was established in 1999 at major Marine Corps installations as the primary service provider for more than 80 programs and services available to Marines in garrison, while deployed, or in independent duty environments. It is built upon five main pillars of operation: Marine and Family Services, Personnel and Regulation, Business Operations, Support, and Plans Policy and Analysis. The five pillars provide different areas and level of support but work in concert to support Marines and further the Marine Corps mission.

There are many other non-MCCS organizations that support Marines and are commonly found aboard the installation. They typically include the VA, the Navy-Marine Corps Relief Society (NMCRS), the American Red Cross (ARC), thrift shops, base housing, religious programs, spouse organizations, and medical treatment facilities. They all play critical roles in enhancing the well-being of Marines and their family members.

## **MARINE AND FAMILY SERVICES**

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Marine and Family Services supports Commanders' efforts to prevent and/or resolve problems before they impact personal, family, and unit readiness. Marine and Family Services programs deliver transition and relocation assistance, substance abuse counseling, family advocacy, new parent support, family member employment assistance, suicide prevention counseling, personal financial management, and lifelong learning opportunities.

These programs provide direct support for transitioning Service members and their families, be it assistance with a final move, financial counseling and budgeting, dealing with the emotional strain of transition, or any of the many other support services within MCCS.

It is highly encouraged to develop positive relationships with the following program managers in order to structure the most successful transition possible for Marines and their family members. This is especially true for those program areas that are in direct support of Preseparation Counseling.

**The Relocation Assistance Program (RAP)** provides relevant relocation information and services during Permanent Change of Station (PCS) to transitioning Marines and their families. Services include but are not limited to PCS Smooth Moves Workshop, group or individualized relocation consultation, Newcomers Orientation and Welcome Aboard briefings, and development of individual relocation plans via Plan My Move/Military Installations located at: [www.militaryHOMEFRONT.dod.mil/moving](http://www.militaryHOMEFRONT.dod.mil/moving).

**The Personal Financial Management Program (PFMP)** assists financially challenged Marines and families become better money managers through various counseling services. Classes include Financial Fitness, Take Charge of Credit, and Tackling Debt. The PFMP can assist Service members and families in meeting financial objectives by providing guidance

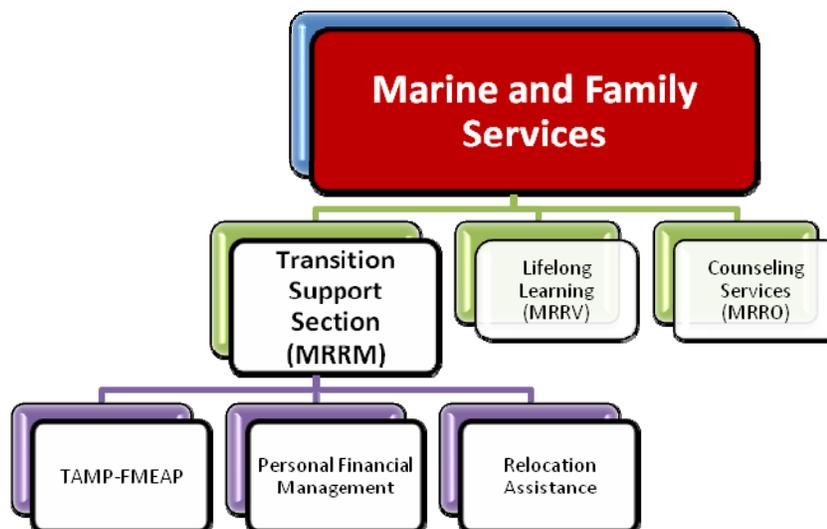
and education on various financial topics.

**MCCS Lifelong Learning (LL)** programs provide education and learning resources for Active Duty, reserve, and retired Service members; military family members; and DoD civilian employees. These programs include Tuition Assistance (TA), which funds courses from the high school and vocational/technical level to associate, baccalaureate, and postgraduate doctoral studies; Military Academic Skills Program (MASP), which delivers improvement courses in reading, writing, and mathematics for those who require basic skills prior to pursuing advanced education goals; and Apprenticeship Program, which offers professional civilian recognition for military job skills. LL also provides oversight for the Marine Corps Library Program, which provides learning resources and free Internet access.

**The Substance Abuse Program** identifies, counsels, or rehabilitates Marines who are drug or alcohol abusers or dependent on drugs or alcohol. Key elements include prevention, timely identification, early intervention, effective treatment, and rehabilitation.

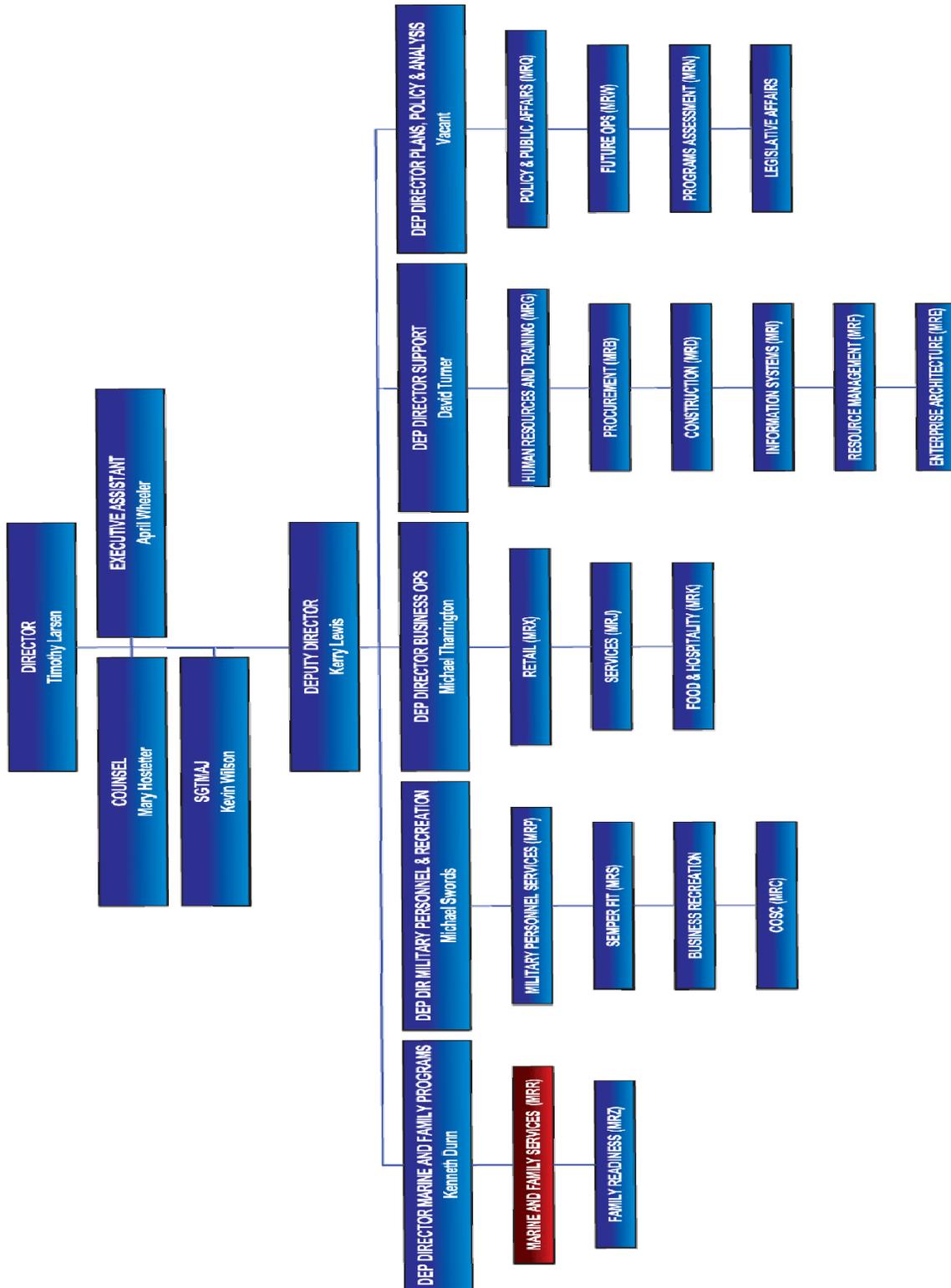
**The Family Advocacy Program (FAP)** offers training and counseling as preventive measures. FAP services address spouse abuse, child abuse and neglect, rape, and sexual assault. Procedures are established to identify and report all cases of alleged family maltreatment, sexual assault, and rape in order to provide safety, protection, and support for victims.

**The New Parent Support Program (NPSP)** educates and supports families with children up to 4 years of age. This program consists of home visitation, classes and outreach through Play Morning, Single Parent Support Groups, Mom’s Basic Training, Parenting Classes, and Daddy’s Baby Boot Camp. The program successfully reduces the number of child abuse/neglect cases.



Marine and Family Services is represented by the red box in the comprehensive MCCS Table of Organization on the next page.

# The MCCS Table of Organization



## OTHER MCCS PROGRAMS AND SERVICES PILLARS

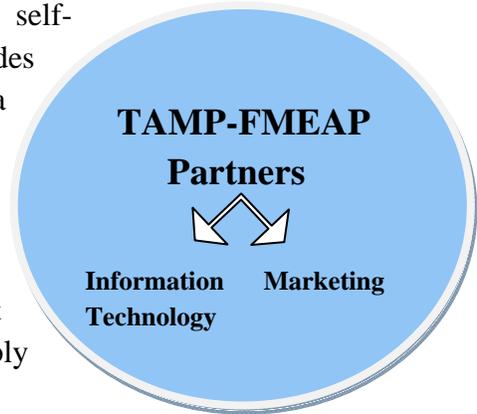
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**Marine Corps Family Team Building (MCFTB)** provides programs to enhance quality of life, personal growth, and information about the Marine Corps lifestyle. MCFTB offers a variety of spouse education classes and seminars ranging from classes directed toward those new to the military lifestyle, to seminars directed toward assuming leadership roles in the community.

**Semper Fit** is the health and wellness pillar of MCCS. Semper Fit programs contribute to military effectiveness by promoting and maintaining the mental and physical well-being of Active Duty Marines and other authorized patrons through physical fitness, benefits-based recreation, and health promotions. The components of the Semper Fit Program are Fitness and Health Promotion, Sports and Athletics, Recreational Aquatics, Outdoor Recreation, Parks and Recreation, and the Single Marine Program (SMP).

**General Support** refers to those functions that support MCCS pillar activities. Such functions include human resources, marketing, finance and accounting, information technology (IT), and training. A couple of these functions may be of tremendous value to the TAMP-FMEAP. IT and Marketing professionals are two essential partners for any successful TAMP-FMEAP.

IT support is crucial to keeping the Career Resource Management Center (CRMC) computer labs up and running and ensuring that job-search and skills self-assessment software are operational. IT can provide upgrades to existing program systems that improve efficiency, data collection, or communication. When computer problems occur, service delivery is impaired, if not halted. A solid working relationship with the IT support team, be it base or MCCS, will greatly benefit the overall program and TAMP-FMEAP personnel. When relationships exist between coworkers, they are more likely to respond favorably when their services are needed.



The same principle about relationships applies to Marketing. Although your staff has some level of experience with program promotion and marketing, MCCS Marketing staff members are experts in their field, and they are armed with the resources to provide effective, timely, and accurate support.

**Business Operations** is the revenue-producing pillar of MCCS. It consists of the Marine Corps Exchange, Seven Day Store, Package Store, Gas Station, Club System, and other activities that generate funds through the provision of specific services or goods.

**For more information on MCCS programs, log on to the MCCS Web site - Leaders Guide:** [http://usmc-mccs.org/aboutmccs/downloads/MCCS\\_Leaders\\_Guide.pdf](http://usmc-mccs.org/aboutmccs/downloads/MCCS_Leaders_Guide.pdf).

## **Building Relationships**

TAMP-FMEAP is only one of many quality of life programs structured under the Marine and Family Services umbrella. No one program can provide comprehensive support to Marines, which is why it is essential to meet and collaborate with personnel from other supporting programs. These relationships can prove to be the difference between successful program implementation and failure.

A few quick thoughts on how to start developing these beneficial external relationships:

- Provide a one-on-one brief highlighting TAMP-FMEAP needs and challenges. Ask others if they can assist.
- Invite them to attend a TAMP-FMEAP employment workshop (or part of one).
- Provide a summary sheet of program goals.
- Coordinate a regular meeting time (e.g., monthly) to provide collaboration of services.
- Meet casually for coffee or lunch.
- Be willing to support their program with TAMP-FMEAP resources (let them use the training room for one of their events or to use the computer lab to help train their staff).
- Attend MCCA team-building functions, such as an employee appreciation day picnic.
- Make “cold calls” to the different programs to meet and greet the people there.
- Highlight and promote another agency or program in newsletters or e-mail blasts.

## BASE SUPPORT AGENCIES

There are agencies that support quality of life programs in addition to the MCCA programs. They may be located on base, sometimes physically near MCCA facilities, or may have branch offices within the community. TAMP-FMEAP staff should be aware of the potential for professional growth and skills expansion offered by these organizations for Marines and their family members.

**The American Red Cross (ARC)** is known for its ability to respond to disasters and emergencies and to aid Marines and their families with emergency communication. The Red Cross can also provide numerous classes and certifications that afford Marines and their family members the chance to build marketable skills for use in future employment. Classes include, but are not limited to: babysitting, swimming, and cardiopulmonary resuscitation (CPR). Volunteer opportunities for youth and adults also offer a chance for résumé skill building, practical work experience, and networking that might help with finding employment in the future.

**The Navy-Marine Corps Relief Society (NMCRS)** provides financial assistance in the form of budget counseling, loans, grants, and scholarships. The NMCRS relies heavily on volunteers to provide services to all Service members on the installation. This is another opportunity for spouses to learn new skills, develop practical résumé experience, and potentially parley volunteerism into paid employment.





## PROGRAM STAKEHOLDERS

### THE TEAM

The TAMP-FMEAP team includes staff members (internal and external to MCCA), Active Duty appointed representatives, installation leadership, MCCA leadership, MOU collaborators like the VA and DOL, and higher headquarters staff at the Services and Office of the Office of the Secretary of Defense (OSD) levels.

All these players have a role in providing transition assistance to the Service members and their families.

## **TAMP-FMEAP INSTALLATION STAFF**

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### PROGRAM MANAGER

The program staff is lead by either a combined TAMP-FMEAP program manager or stand alone managers (depending on installation T/O or structure). The Program Manager (YC-301-2 or GS-0301-11/12) provides overall program management and ensures that Marine Corps policies are executed appropriately. They are the subject matter experts (SMEs) and advise installations leadership at all levels.

The TAMP-FMEAP Program Managers will also:

- Supervise and train all TAMP-FMEAP staff
- Supervise, coordinate, and train unit transition counselors
- Maintain and develop close, cooperative, and professional relations with DOL, VA, DoD, local, state, and federal agencies to ensure program requirements are met
- Provide overall program administration, including staffing, resourcing, reporting, outreach, and program analysis
- Manage and coordinate activities and delivery of TAMP-FMEAP services
- Host and/or participate in semiannual career/job fairs
- Develop and conduct TAP employment workshops and local workshops per USMC policy
- Provide leadership and guidance to ensure fellow staff members execute their roles and responsibilities within the parameters of all relevant policies
- Manage a local resource library
- Ensure quarterly reports are submitted to HQMC (MRRM)
- Design local program Marketing and promotional strategies to ensure an effective Marketing and public relations program

### PROGRAM SPECIALIST

The TAMP-FMEAP Specialist (YA 0301 or GS 0301-09) provides employment assistance and career coaching to patrons in all aspects of TAMP-FMEAP and is the primary facilitator for Preseparation Counseling Briefs and TAP Employment Workshops, as required (once National Veterans' Training Institute (NVTI) certified).

Other responsibilities include:

- Conduct program analysis, including trends and accomplishments
- Research employment and career-development opportunities
- Design and execute lesson plans for a wide variety of TAMP-FMEAP topics
- Coordinate community outreach, special events, and marketing

- Capture and maintain patron database for statistical report preparation

## PROGRAM ASSISTANT

The TAMP-FMEAP Assistant (GS-303-5/6/7) shall provide point-of-service customer service at CRMC, including patron needs analysis, information resource and referral, and one-on-one assistance.

Other responsibilities include:

- Provide oversight of daily operations of the resource library
  - Résumé writing assistance and review
  - Computer assistance – software programs, Internet job banks/sites
  - Maintenance of job listings and informational bulletin boards
  - Patron usage recordkeeping
- Assist in facilitating TAMP classes and employment-related workshops, briefings, and seminars
- Support career fairs, workshops, and special seminars
- Liaison with Unit Transition Counselors (UTC), career retention specialists, and other M&FS staff

## INSTALLATION AND UNIT COMMANDERS

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Although broad policy guidance has been established that provides program intent, the specific management and execution of all MCCS programs rests with the Installation Commander. The Installation Commander is assisted in these activities by the installation MCCS Directors. MCCS Directors are responsible to their commanders for day-to-day operations of, and customer satisfaction with, MCCS program and services.

The MCCS Director and/or M&FS Director will rely on the TAMP-FMEAP manager's expertise to summarize program expectations, goals, and challenges for the Installation Commander. It is not unusual for program managers to provide the TAMP-FMEAP data at installation staff meetings, or anytime upon request. The program manager is responsible for supporting the installation commander in providing TAMP and FMEAP aboard that installation.

The working relationship that a TAMP-FMEAP manager develops with the Installation Commander will vary from location to location but, it is one relationship that should be consistently strong regardless of the location. Transition is an integral part of the manpower cycle. Commands rely on the transition program to assist their Marines in making good decisions about transition. They rely on FMEAP to help family members find greater satisfaction with

their employment status, which in turn helps their quality of life. They also expect an exceptional customer service experience for the Marine. How they receive assistance during their TAMP experience will stay with them long after they leave the Marine Corps, so the impression should be a good one. Each Marine becomes an ambassador in the civilian community and act as a strong recruiting tool for the Marine Corps.

**“Transition assistance programs impact retention as well. Army and Navy studies discovered the sooner Service members are introduced to the transition assistance program, the more likely they are to re-enlist.”**

Charles Abel, DoD Worldwide Transition Assistance Program Training Conference

The unit commanders are also essential gatekeepers to those Marines who are eligible for transition services. Program Managers need to garner the command support in order to reach those Marines. There are numerous competing demands placed on the Marines and their time is hardly their own, which is why the unit commander must understand the full scope of TAMP requirements, why it is necessary, what they can do to promote transition assistance early, and what the benefits are for the command.

If direct contact with the unit commanders is uneventful, contact the Sergeant Major of the unit or Senior Staff Non-Commissioned Officers. Educate them about the policies and responsibilities of providing the complete career life-cycle options for their Marines. The Marine is entitled to use this program and is required to receive the information. It is the program manager’s job to help the unit see the benefits for individual Marines, the unit, and the Marine Corps as a whole.

Outlined below are the TAMP-FMEAP requirements for an Installation Commander:

- Mandate transition timelines into unit separation procedures
- Designate, in writing, at least one officer, staff noncommissioned officer, noncommissioned officer or civilian equivalent to serve as the UTC (within 30 days)
  - Ensure that Command UTCs attend an initial training session (within 30 days) and all follow-on training as required
  - Ensure that subordinate commands do the same
- Provide suitable office and classroom facilities to accommodate the Preseparation Counseling Brief, TAP Employment Workshop, VA Benefits Brief, DTAP Brief, and TAMP-FMEAP class volume and frequency. Facilities include adequate seating with tables, audiovisual equipment, handicap accessibility, and sufficient parking
- Ensure that Active Duty and Reserve family members are notified of the availability of TAMP-FMEAP services via command briefs, unit welcome aboard briefs, and other media and marketing avenues

The Installation Commander must also ensure that Service members receive all mandated Transition Assistance as outline in the program deliverables section.

## **UNIT TRANSITION COUNSELOR (UTC)**

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The UTCs play a crucial role in the transition process. They are the first point of contact and are a major influence on the overall outcome and success of the process. The UTC is an advocate for the TAMP and process, but is also the command representative and provides feedback to the commander concerning the unit's compliance rate.

As noted earlier, the UTCs are designated in writing by the Installation Commander and must attend basic UTC training within 30 days of his or her appointment. Once the UTC has finished training, he or she is to actively seek out all Service members within the unit who are eligible for the preseparation interview.

UTCs must identify and monitor all separating and retiring Active Duty and Reserve Service members, regardless of rank, including unanticipated separations. UTCs will conduct the preseparation interviews in a group setting or individually, as needed. The roles and responsibilities of the UTC are fully outlined in the program implementation section of this guide.

## **MEMORANDUM OF UNDERSTANDING (MOU) COLLABORATORS**

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Public Law 101-510 outlines the need and requirements for a collaborative effort among the DOL, DoD, and VA to provide training opportunities, help in obtaining such employment and training, and other related information and services to members of the Armed Forces. This foundational law led to the establishment of a Memorandum of Understanding and designated specific responsibilities regarding delivery of services for the TAMP, including the DOL Transition Assistance Program (TAP) Employment Workshop, the VA Benefits Briefing, and the VA Disabled Transition Assistance Program (DTAP) Briefing.

In 2007, the MOU was amended to include the Department of Homeland Security (DHS).

The MOU specifies roles and responsibilities for each executive department. As the DoD representative, the Program Manager will collaborate with the various department representatives in order to fulfill all MOU requirements. The focus of effort will be primarily in the coordination of services, schedules, personnel and overarching logistical support.

Understanding each MOU collaborator's role will help gauge the DoD/TAMP level of effort and interaction. All TAMP-FMEAP staff should review the standing MOU to ensure all staff understands the various requirements and expectations.

### DEPARTMENT OF LABOR

DOL is responsible for establishing, maintaining, and delivering the two and one-half day TAP Employment Workshop. Workshops focus on job-search assistance. The following list outlines the major points of effort for the DOL:

- Develop and maintain TAP Employment Workshop curriculum and manuals/materials
- Provide NVTI-trained facilitators
- Monitor and provide feedback on program delivery and content
- Collect relevant workshop data (quarterly)

The working relationship with DOL personnel is very important. Many program managers try to co-locate with their VA and DOL partners as the proximity is beneficial to communication and program interaction. Personal meetings and regular communications can make the difference when coordinating these program components.

### DEPARTMENT OF VETERAN'S AFFAIRS

The VA is responsible for establishing, maintaining, and delivering the four-hour VA Benefits Briefing and two-hour Disabled Transition Assistance Program (DTAP) briefing. The VA briefing focuses on veteran's benefits and claims assistance, and the DTAP briefing is for those who have identified a service-connected disability or think they may have a disability. The following list outlines the major points of effort for the VA:

- Develop and maintain VA Briefing materials
- Provide counselors for overseas locations
- Monitor and provide feedback on program delivery and content
- Collect relevant workshop data (quarterly)

### DEPARTMENT OF DEFENSE

DoD is responsible for Service member participation, including supporting and marketing the program to military commanders and providing logistical support. The following list outlines the major points of effort for DoD:

- Identify workshop frequency needs based on projected separation/base realignment and closure (BRAC) information
- Provide suitable classroom space (enough to accommodate 24 people for TAP employment workshops)
- Provide logistical support – registration, scheduling, AV equipment, seating
- Publicize and promote workshops at all installations
- Notify and register participants based on priority
- Assist with program monitoring and evaluation
- Provide outreach to unit leadership to ensure that eligible Service members attend
- Monitor and provide feedback on program delivery and content
- Collect relevant workshop data (quarterly)

## HEADQUARTERS MARINE CORPS

### CMC-MRRM

Headquarters Marine Corps staff is responsible for all TAMP-FMEAP oversight and policy development. The Program Manager is the program implementer – headquarters is the program architect. In their role as architect, they are required to:

- Administer TAMP-FMEAP by providing guidance, policies, procedures, and required training support
- Evaluate TAMP-FMEAP to ensure that established standards are met
- Analyze quarterly reports and provide feedback to the installation TAMP-FMEAP manager
- Incorporate provisions of the Marine Corps Order into any revisions of the Inspector General (IG) checklist

The headquarters staff is available to provide guidance and assistance for any questions relating to policy and overall USMC program management. There may be questions or issues that are particular to your installation that Program Managers will need to forward along the installation chain of command. Keep in mind that the headquarters staff must be responsive to the needs of the program as a whole – systemically and holistically.

Listed below are a few example situations of when contacting the staff at headquarters is advisable:

- Policy-related questions
- Policy waivers (in very extenuating circumstances)
- Congressional investigations

- National media coverage
- Dramatic changes to program utilization
- Major funding shortfall unresolved at the installation level
- Uncooperative behavior from MOU collaborators (VA, DOL, DHS)

And a few things to resolve locally first:

- Staff conflict
- Scheduling conflicts
- Budget concerns
- New employee orientation/training

Organizational charts are presented next to help put the MCCS and HQMC chain of command in perspective.

## PROGRAM PATRONS

### ELIGIBILITY

Transition services must be made available to separating and retiring Active Duty Service members, members of the Reserve and National Guard serving on Active Duty for a minimum of 180 consecutive days (regardless of the type of discharge), retirees, family members, and BRAC-impacted DoD civilians. Service members may access transition services 12 months prior to separation and 24 months prior to retirement.

Transition services are also available up to 180 days after separation or retirement and longer on a space-available basis.

#### EXCEPTION:

Service members separating or retiring within 90 days after returning from deployment shall attend TAMP prior to deployment.

In this instance, the 12-24 month eligibility is waived.

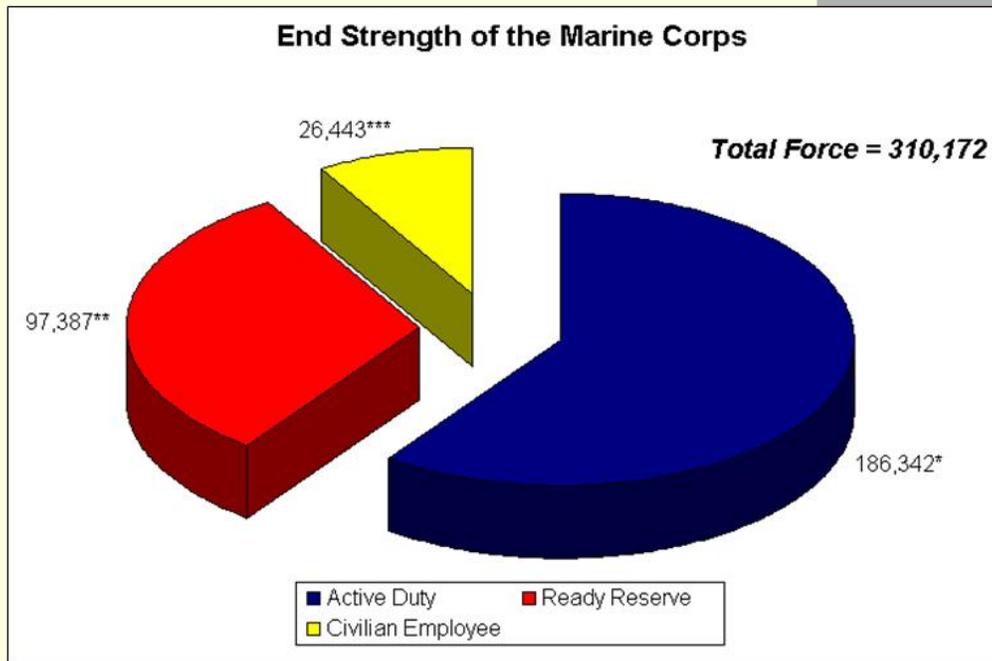
## DEMOGRAPHICS

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TAMP-FMEAP staff should review basic patron demographics on a regular basis. Listed below are some comprehensive USMC demographics for consideration. As each installation can vary greatly, it is advisable to speak with the installation M&FS Director for installation-specific demographics.

- On average, Active Duty officers and enlisted personnel have served 5.1 years; 60 percent of the entire Marine Corps has served less than four years.
- Almost two thirds (64 percent) of all enlisted personnel have served less than four years of active service.
  - 67 percent of Marines are 25 or younger
  - 25 percent of Marines are not old enough to legally consume alcohol
  - 39 percent of Marines are LCpl or below (other Services are between 20 percent and 23percent)
  - 45 percent of Marines are married (next closest is Navy at 55 percent)
  - Marine Corps families are “younger” than those of the other military Services
  - The average age of Marine spouses is 28.4 (next closest is Army at 30.7)
  - Average age for a married enlisted Marine is 27.2 (other services all exceed 30)
  - Average age of a Marine at birth of first child is 23.5 years old

## Total End Strength of the Marine Corps

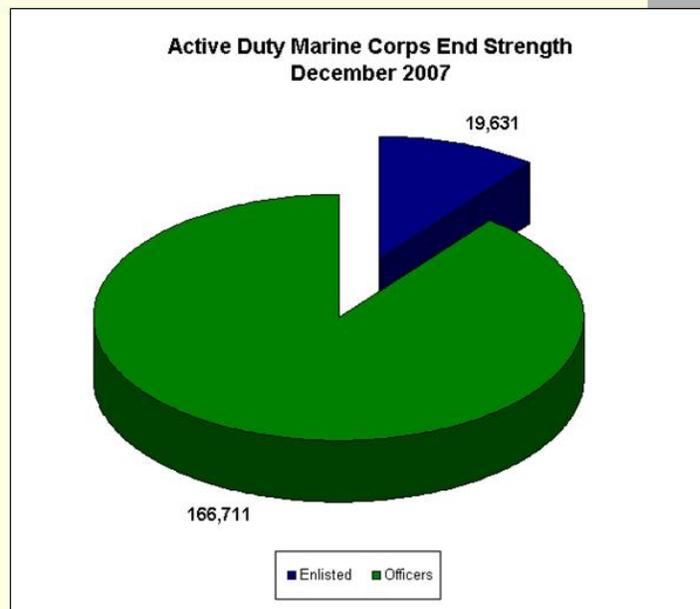


\* Active Duty Strength as of December 2007

\*\* Ready Reserve End Strength as of Jan 2008 – includes Selected Reserves, Individual Ready Reserves, and Other Reservists

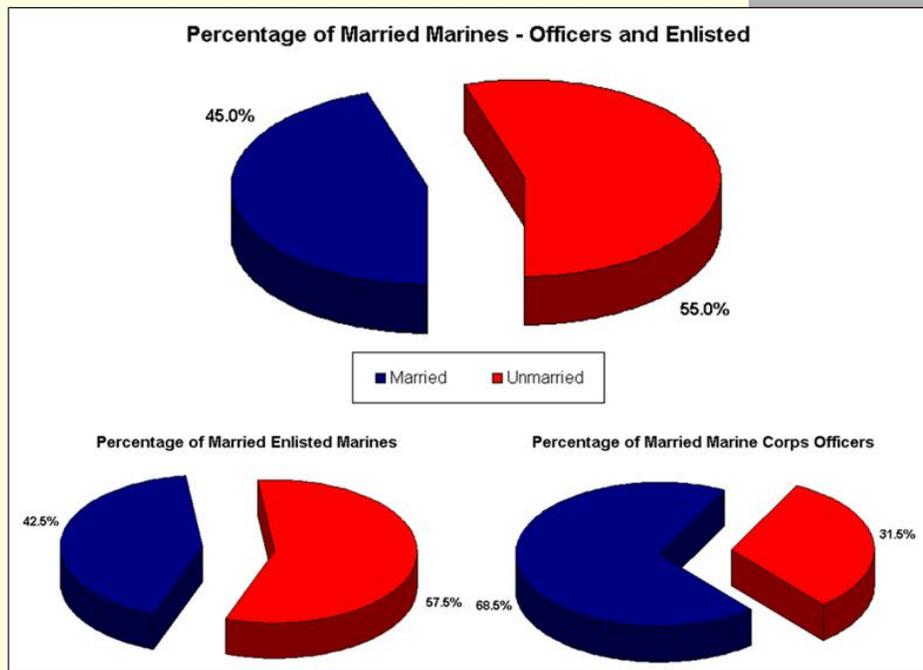
\*\*\* USMC Civilian End Strength as of Sep 2007 for APF employees and Jan 2008 for NAF employees

## Active Duty Marine Corps End Strength

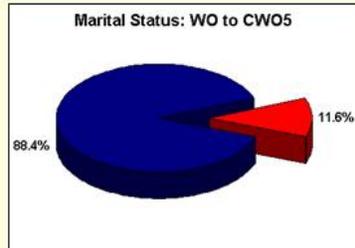


**Total Number Active Duty Marines as of December 2007:  
186,342**

## Marital Status of Active Duty Marines



## Marital Status of Active Duty Marines by Rank





## PROGRAM IMPLEMENTATION

TAMP-FMEAP overarching program deliverables outlined in Marine Corps order are as follows:

1. Transition Assistance
2. Employment Resources
3. Career Coaching
4. Education and Training

Autonomous program development and implementation allows the Marine Corps to be flexible, adaptive, and responsive to emerging needs of the commands and installations. It also allows spouses and family members to access services vital to the well-being and financial success of that family. By ensuring transitioning Marines are provided quality service and support, they will be prepared to make a successful transition back to civilian life.

Employment Resources, Career Coaching, and Education and Training have been developed to provide more in-depth support and services in pivotal areas – areas that have been determined to support the personal and family readiness mission as well as the Marine Corps mission.

## TRANSITION ASSISTANCE – FEDERAL MANDATES

Separating or retiring Service members are eligible and should make an appointment with their TAMP-FMEAP office 12 months prior to their known separation date to commence the transition process. Retiring Service members are eligible and should make an appointment 24 months prior to their retirement date. All separating and retiring Service members who have unanticipated separation dates (administrative discharges, medical separations/discharges, etc.) should begin the process as soon as possible. Outlined below are the various components that make up the Congressionally mandated Transition Assistance Program.

### PRESEPARATION INTERVIEW

- Attendance is mandatory for all Marines serving on Active Duty for more than 180 consecutive days
- The Unit Transition Counselors (UTC) will provide either individual or group counseling sessions
- The Preseparation Interview shall consist of the following:
  - Explanation of the transition requirements for separating and retiring Service members
  - Time frames for attendance at mandatory Preseparation Counseling Brief, TAP Employment Workshop, and VA Benefits Brief
  - Procedures for obtaining a copy of the Verification of Military Experience and Training (VMET) document, DD Form 2586
  - Explanation of Section I and completion of Section II, blocks 1 through 6, on the Preseparation Counseling Checklist for Active Component Service members (DD Form 2648) or the Preseparation Counseling Checklist for Reserve Component Service members Released from Active Duty (DD Form 2648-1)
  - Information for upcoming counseling and workshops
  - Information on where a Service member can call or go to in order to obtain additional TAMP information or resources and be scheduled for mandatory TAMP sessions

At the completion of the Preseparation Interview, the UTC signs the last page of DD Form 2648/2648-1 in the lower right-hand corner and includes the date the interview was completed.

All UTCs are appointed in writing by the Installation Commander and must attend UTC training within 30 days of their appointment.

## **PRESEPARATION COUNSELING BRIEF**

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- Attendance is mandatory for all Marines serving on Active Duty for more than 180 consecutive days
- All separating and retiring Marines must complete the Preseparation Interview first; then attend the Preseparation Counseling Brief
- Preseparation Counseling Brief attendance is required prior to commencing any other transition services
- TAMP-FMEAP personnel conduct this Brief. The TAMP-FMEAP staff member conducting the brief must sign Section II, 9a and b (transition counselor signature and date) of Form 2648 or 2648-1
- Preseparation Counseling Brief (typical length is one day)
- The Preseparation Counseling Brief will include:
  - Specific, detailed information on all items listed on DD Forms 2648 and 2648-1
  - When possible, the brief shall consist of SMEs from command and community organizations to present informational briefings on topics addressed on the DD Forms 2648 and 2648-1
  - Procedures for obtaining a copy of the DD Form 2586, Verification of Military Experience and Training (VMET)

For clients who request it, assistance shall be provided in the development and execution of a detailed Individual Transition Plan (ITP). The ITP is provided in the Management Resources chapter of this guide. It is also available on TurboTap.org.

## **TRANSITION ASSISTANCE PROGRAM (TAP) EMPLOYMENT WORKSHOPS**

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- Attendance is mandatory for all Marines serving on Active Duty for more than 180 consecutive days
- All separating and retiring Service members must complete the Preseparation Counseling Brief first, then the TAP Employment Workshop
- DOL-trained facilitators provide instruction
- Workshop length is two and one-half days
- Optimal workshop size is no more than 50 participants

The TAP Employment Workshop will cover:

- Instructions on how to write a résumé and cover letter
- Options for skills assessment

- Job-search techniques
- Proper interviewing techniques
- Labor market conditions
- How to use electronic employment data banks
- Important information about career and job services available through DOL
- How to access the DOL Career One-Stop Center in their local community to continue their job search if needed after separation or retirement

## **DEPARTMENT OF VETERANS AFFAIRS (VA) BENEFITS BRIEF**

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- Attendance is mandatory for all Marines serving on Active Duty for more than 180 consecutive days
- VA-trained facilitators provide instruction (USMC personnel may not conduct the VA Benefits brief)
- Brief length is four hours
- The VA Brief is designed to:
  - Inform eligible patrons of all VA benefits and entitlements
  - Outline the procedures for applying for benefits
  - Provide information on the Montgomery GI Bill
  - Direct patrons on where to go to get VA assistance once they return home (healthcare, counseling at a Vet Center, home loan guarantee, etc.)

NOTE: Demobilizing National Guard and Reserve Service members receive a one-hour VA brief that also includes information on the DTAP. Although not mandatory, if a VA Benefits Brief is on the demobilization schedule, all members of that unit receive the brief. The materials, information, counselors, and all data collection and analysis related to the VA Benefits Brief are the responsibility of the VA.

## **VA DISABLED TRANSITION ASSISTANCE PROGRAM (DTAP)**

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- Attendance is mandatory for all Active Duty and Reserve Service members receiving a Medical Evaluation Board or believing that they have a Service-connected disability; or are awaiting a medical discharge, have incurred an injury or illness while on Active Duty, or have aggravated a preexisting condition
- VA-trained facilitators provide instruction
- Brief length is two hours
- The DTAP brief is designed:

- Specifically for Service members who have or think they have a service-connected disability
- To outline eligibility for Chapter 31, Vocational Rehabilitation and Employment Service benefits by VA
- To inform/enroll Service members in VA Vocational Rehabilitation

## TAMP-FMEAP - POLICY REQUIREMENTS

Although TAMP-FMEAP plays a large role in the management and oversight of the Transition Assistance process, considerable time and effort is spent with the remaining three policy requirements:

1. Employment Resources
2. Career Coaching
3. Education and Training

These services are more flexible than federal policy and driven by Marine Corps goals and requirements. Because they are installation supported and implemented, there may be subtle variations from base to base. Overall, each of the following segments ties directly back to Marine Corps policy.

## TRANSITION ASSISTANCE

In the preceding section, all the requirements for Transition Assistance were detailed. The topic is re-addressed in this section to explain more fully the role TAMP-FMEAP plays in fulfilling the requirement.

The installation commander relies on the experience and knowledge of the TAMP-FMEAP manager to ensure policy requirements are met. As a result, the TAMP-FMEAP office becomes the main point of effort to orchestrate the fulfillment of these parts of the transition assistance process.

### [PRE-SEPARATION INTERVIEW \(DD FORM 2648\)](#)

The UTCs are held directly responsible for providing the one-on-one or group interviews for identified Service members. There are actions, however, to be undertaken by the TAMP-FMEAP staff preceding and following the counseling sessions.

Support will entail:

- Establishing and advertising training schedules for UTCs
- Coordinating all logistics to provide UTC training
- Utilizing HQMC UTC training curriculum to train duly-appointed Marines to serve as the designated UTCs
- Coordinating and offering ongoing refresher training for all UTCs
- Liaison with all levels of leadership to ensure UTC outreach is appropriate
- Track and maintain all completed DD Forms 2648 and 2648-1 for a minimum of three years

### PRESEPARATION COUNSELING BRIEF

TAMP-FMEAP staff play a major role in the Preseparation Counseling Brief. As the main facilitator, the staff will ensure all pre – during, and post – brief support has been provided.

Support will entail:

- Establishing and advertising brief schedules
- Coordinating all logistics to provide brief
- Staffing with trained facilitator
- Tracking and maintaining all completed evaluations
- Coordinating SME's presentations
- Providing resource and referral for other steps of transition process
- Coordinating materials relevant to briefing
- Maintain class rosters

### TAP EMPLOYMENT WORKSHOP

TAMP-FMEAP staff provide support to personnel conducting the TAP Employment Workshop. Support will entail:

- Developing a workshop schedule that includes coordinating times and dates with DOL and VA personnel

- Advertising workshops, as appropriate, throughout the installation
- Arranging classroom locations, space, and classroom resources to include audiovisual requirements
- Developing a registration and/or sign-in process and forms for patron attendance
- Disseminating, reviewing, and recommending changes based on DOL TAP Employment Workshop Evaluations
- Maintaining workshop evaluations for three years
- Providing copies of workshop evaluations to DOL instructors as requested
- Obtaining and making available any supplies to include copies of handouts needed by instructors or patrons

## **EDUCATION AND TRAINING**

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TAMP-FMEAP is required to deliver classes and workshops to assist patrons in achieving goals through employment, education, or volunteerism. Topics include personal and career assessments, job-search skills, federal employment, résumé writing, and interviewing techniques with the option of offering additional topics. Following is a brief synopsis of specific class/workshop topics, depicted as modules in the TAMP-FMEAP Curriculum Guide, with specific guidance on how to use, customize, and manage each and when and how to update modules.

### **TAMP-FMEAP WORKSHOPS**

HQMC provided a standardized TAMP-FMEAP Curriculum Guide for use by all installation programs. The curriculum is intended to provide a consistent level of quality, uniform content and delivery methods, and common scope of topics. It is to be offered as supplemental education and training for all Marines and family members undergoing the transition process or seeking employment. The components of the curriculum are modules that can be used separately or combined into custom classes ranging from one to ten hours.

There are two specific tools available for TAMP-FMEAP staff to better acquaint themselves with the Curriculum Guide requirements and content. The first is the supplemental Administration and Logistics manual that contains the logistical, administrative, and planning guidance necessary to host these new training experiences.

The other is the “Notes to the Facilitator” section found at the beginning of each of the modules. The notes section provides a quick overview of content and scope of the module. It uses

practical, theoretical, and metaphorical references to establish value for patrons to attend classes and commands to encourage participation.

**Outlined below are the individual modules that comprise the TAMP-FMEAP Curriculum Guide.**

## **CAREER DECISION MAKING AND PLANNING**

The Career Decision Making and Planning module introduces the career decision-making and planning process, provides the Individual Development Plan (IDP), and outlines informational and participatory resources. Much of the material contained in this module is theory based, which can be challenging to impart to patrons in a short, concise, and understandable manner, with the patron taking practical information from the theoretical concepts. Metaphorical references are included throughout the module to help impart theoretical concepts in a clear, concise, meaningful, and practical manner.

The Notes to the Facilitator section explains these theoretical concepts and provides practical explanations to help facilitators to better understand them.

The goals and objectives for this module are as follows:

- Understand the career decision-making and planning process
- Identify career-planning needs
- Develop an IDP to manage the process and keep track of specific tasks to be performed
- Learn how to use the Career Decision-Making Exercise to help make a final career decision
- Understand the concepts of a career, life roles, and how the worker role is part of a career, and the importance of maintaining balance between life roles
- Learn how different factors impact the career decision-making process

Refer to the Administration and Logistics Guide for information, in table format, on when and how to update handouts in this and all modules. It is recommended that the lesson plan be reviewed and updated annually, per TAMP-FMEAP staff and patron feedback.

## **JOB-SEARCH STRATEGIES**

The Job-Search Strategies module offers patrons a chance to learn about various job-search strategies and resources to enhance effectiveness and efficiency of a job search. The goals and objectives for this module are as follows:

- Demonstrate competence in implementing several traditional and nontraditional job-search strategies, techniques, and resources
- Utilize a job-search checklist and job-search log to organize job-search efforts at the local, state, regional, national, and international levels
- Conduct thorough and productive research on potential employers
- Self-identify transferable competencies, skills, and personal attributes gained from military, homemaker, volunteer, and other paid/unpaid work experiences
- Understand ethical responsibilities during the job search

## **RÉSUMÉS AND COVER LETTERS**

The Résumés and Cover Letters module offers patrons techniques, tips, and resources for creating effective résumés and cover letters, and the proper use of references and letters of recommendation, all designed to increase their chances of receiving multiple job offers with access to the best job offers.

The goals and objectives for this module are as follows:

- Learn about various résumé styles, the advantages of each, and how to properly format them
- Review the major elements of a résumé
- Understand the importance and proper use of references and letters of recommendation
- Develop outlines for a quality cover letter and personal résumé

TAMP-FMEAP managers are encouraged to develop a database or collection of sample résumés and cover letters, created from résumés developed for patrons (with personal information removed) as a reference to help other patrons in developing their own résumés. It is helpful to create and organize these by Military Occupational Specialty (MOS) and rank.

## **JOB FAIR STRATEGIES**

The Job Fair Strategies module introduces techniques, strategies, and resources to help patrons make a favorable impression at a job fair, thereby increasing the number of potential employment opportunities developed, resulting in more job offers.

The goals and objectives for this module are as follows:

- Know what to do to prepare for a job fair
- Learn techniques and strategies for effective participation in a job fair
- Learn what to do after a job fair in order to follow up on positions they applied for and leads that were generated

## **FEDERAL GOVERNMENT JOB SEARCH AND APPLICATION**

The Federal Government Job Search and Application module is unique from others in the Curriculum Guide in that the lesson plan and supporting handouts were developed using existing resources from the U.S. Office of Personnel Management's (OPM's) USAJOBS Web site. This was done in order to take a standard approach to teaching patrons how to search for and apply to federal government jobs using OPM resources. The USAJOBS Web site serves as the clearinghouse for many federal government jobs and as such its tutorials serve as the standard-bearer for how to search for and apply to federal government jobs.

The goals and objectives for this module are as follows:

- Know about eligibility requirements for federal government jobs
- Know how and where to look for federal government jobs
- Know how to apply online for federal government jobs
- Learn how to construct a federal résumé and identify knowledge, skills, and abilities (KSAs)

It is highly recommended to access the USAJOBS Web site to demonstrate resources referenced in the appropriate section of the module to help patrons gain a better understanding of the topic.

## **INTERVIEW TECHNIQUES**

The Interview Techniques module introduces and covers topics, techniques, strategies, and tips to prepare patrons for a successful job interview.

The goals and objectives for this module are as follows:

- Learn how to prepare for an interview
- Understand what to expect during an interview and how to respond appropriately
- Learn appropriate follow-up after the interview

- Understand the importance of good communications skills, including verbal and nonverbal cues

## **JOB OFFER EVALUATION AND SALARY NEGOTIATION**

The Job Offer Evaluation and Salary Negotiation module is the final module in the Curriculum Guide, serving as the culmination point for all work performed by patrons developing job-search skills in previous modules. The module stresses how previous work will benefit the patron by maximizing the number of job offers they will receive, the quality of the offer, and the level of compensation available.

The goals and objectives for this module are as follows:

- Acquire research tools to evaluate pay and benefits for a job
- Understand the impact that cost-of-living has on salary by geographic area
- Learn what topics to consider and how to effectively use resources to evaluate job offers
- Learn how to leverage salary research information during salary negotiations
- Address strategies to maximize the first year of employment

It is highly recommended that facilitators utilize a computer with Internet access and projector to demonstrate the Salary.com, CareerOneStop, and Sperling's Best Places Web sites referred to in the module.

## **WORKSHOP DELIVERY**

TAMP-FMEAP staff can refer to the Administration and Logistics Guide, developed to highlight the processes needed to efficiently and consistently administer the seven course modules covering career and job-search skill-development topics in the Curriculum Guide, for guidance on delivery of these courses and other workshops conducted by the CRMC. Local policies governing delivery of workshops should be developed and referred to in order to augment those in the Administration and Logistics Guide and address specific local needs.

## **MARKETING**

Each MCCA has a Marketing division or office that can help staff develop marketing materials for all CRMC programs. Specific services available often include design of fliers, brochures, posters and other printed/virtual advertising materials for distribution in paper or electronic format. Marketing personnel can also assist managers and staff with strategies, techniques, and resources for developing and executing a marketing plan, including actual distribution of marketing materials to various audiences throughout the base.

Managers are advised to consult with the MCCA Marketing office prior to conducting any marketing activities to check for compliance with local base policies and procedures regarding distribution and posting of fliers, posters, and other marketing materials.

Installation Commanders should ensure that Active Duty and Reserve family members are notified of availability of TAMP-FMEAP services via command briefs, unit welcome aboard briefs, and other media or marketing avenues, and to encourage family members to participate in TAMP-FMEAP opportunities to the maximum extent.

## LOGISTICS

Logistical requirements for setup and delivery of workshops and other MCCA programs are dependent upon the activity, estimated number of participants, type of classroom/facility, and classroom/facility availability. Options for facility and classroom setup will vary and may be determined by local resources and staff experience with resources. General setup options, including a Logistics Checklist, are available in the Training Logistics section of the Administration and Logistics Guide.

## STAFFING

Staffing needs for workshops are dependent upon the number of participants attending and the type/degree of participant involvement. For example, a workshop that is designed to have participants develop a specific resource such as a résumé will require more facilitators, as they will be needed to circulate around the room to help answer questions, check on work, and provide specific, individual guidance. Workshops that are more informative in nature and not as participatory would only require a single facilitator.

## MATERIALS

Materials needed to support workshops depend upon the workshop topic. General guidelines on classroom materials and equipment can be found in the Administration and Logistics Guide. Specific materials recommended for each training module in the Curriculum Guide are located in the Facilitator's Tools and Optional Tools sections at the beginning of each module. Specific handouts to be used in support of each training module are listed in the Patron Handouts section at the beginning of each module, and in the Handouts section of the Administration and Logistics Guide.

## EVALUATIONS

TAMP-FMEAP managers are encouraged to develop and use evaluations to gauge participant satisfaction with workshops, provide constructive feedback, and offer suggestions for improvement. Check with the local installation for any policies and procedures for development and use of workshop evaluations to ensure compliance. It is suggested that managers review existing evaluations for quality and consistency, modifying those as needed or developing new ones as required.

## RECORDKEEPING

MCO P1700.24B requires all Installation TAMP-FMEAP managers to maintain attendance rosters for a minimum of three years for Preseparation Counseling Briefs, TAP Employment Workshops, and other classes, including name, grade, unit, branch of service, Active Duty or Reserve, and EAS/EOS or retirement date.

TAMP-FMEAP managers should identify and ensure compliance with any MCCA and local command-developed reporting requirements also, and develop the appropriate recordkeeping procedures needed to support them. Managers are encouraged to identify internal reporting needs and develop recordkeeping resources to support these as well. The Administrative Requirements and Administrative Timeline Summary sections of the Administration and Logistics Guide provide further information and guidance on reporting and recordkeeping procedures.

## CAREER COACHING

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Career coaching and assistance is one of the four main services provided by TAMP-FMEAP staff. Career coaching is a vital resource and enables Service members and their spouses the opportunity to formally, logically and systematically outline career plans, goals, objectives, and timelines for each.

## INDIVIDUAL DEVELOPMENT PLAN (IDP)

Career coaching may include TAMP-FMEAP staff providing assistance to patrons with an Individual Development Plan (IDP). The IDP includes career goals, skills identification, and development. TAMP-FMEAP staff is encouraged to utilize the IDP as a tool to help patrons organize their career development and job-search efforts. The IDP is introduced and made available to patrons in the Career Decision Making and Planning module, with instructions given to patrons to visit the CRMC and work with staff and resources to further work on and complete the plan.

Not all patrons will need to complete each step in the plan, as their unique needs will dictate which steps are appropriate to their situation. The Career-Planning Survey is utilized at the beginning of the Career Decision Making and Planning module to help patrons determine what their career development and job-search needs are and what steps in the IDP are appropriate for them to complete as a result.

## ASSESSMENTS

Assessment tools include current computer-based, self-directed software programs, and that qualified personnel shall administer these tools as required. The IDP contains the following assessment options for patrons to utilize in the CRMC, with assistance from staff as appropriate:

- List on a separate sheet of paper interests, skills, and values, then discuss with a CRMC staff member
- Take one or more of the following assessments to further understand interests, skills, values, and temperament:
  - Discover program
  - CPP\* Online Assessment
  - Other resources
- Discuss similarities and differences between what the patron knew about their interests, skills, values, and temperament before taking the assessment(s) and what they learned after taking the assessment(s)

Managers should ensure that staff take patrons through the remainder of the steps in the IDP, as appropriate to their career-development needs, to ensure resolution of career concerns.

\*CPP, Inc. (formerly Consulting Psychologists Press)

## PERSONAL MARKETABILITY

TAMP-FMEAP managers are responsible for developing and making available resources concerning résumé and cover-letter writing, networking, automated job-search programs, interviewing, and job-search methods.

## LABOR MARKET INFORMATION

TAMP-FMEAP managers are responsible for developing and making available resources to research careers, companies, salaries, and benefits and to determine skills needed in specific labor markets.

Effective use of quality labor market information is critical to TAMP-FMEAP managers' success in providing effective career and job search skill development services to patrons. DOL provides quality, up-to-date labor market information via the [www.CareerOneStop.org](http://www.CareerOneStop.org) Web site. Specific resources on this Web site that are of value to staff and patrons include the following:

- The “browse occupations” link on the main page of the [www.CareerOneStop.org](http://www.CareerOneStop.org) Web site, for an occupation profile that includes outlook for employment, salary, and education and training information
- Links to state-specific resources via the “State Information” link, and the “State Job Banks” drop-down box, on the [www.careerinfonet.org](http://www.careerinfonet.org) Web site
- Career Resource Libraries at the [www.careerinfonet.org](http://www.careerinfonet.org) web site by selecting “Career Tools” then “Career Resource Library”
- Career videos at the [www.careerinfonet.org](http://www.careerinfonet.org) web site via the “Occupation Information” link, then the “Videos” link in the left column on the next page
- Occupational Network (O\*Net) at [www.online.onetcenter.org](http://www.online.onetcenter.org)

There are literally hundreds of other sources of career information including books, videos, and other Internet Web sites, many of which are already available in some form in the CRMC. Internet-based information, however, is usually current, updated frequently, and free, whereas books and videos can become outdated quickly. It is helpful to identify career-specific Web sites and bookmark them by category.

TAMP-FMEAP managers can use labor market information to assess and gain a better understanding of their local labor market. This will enable staff to better advise patrons on jobs and careers that are in demand in the local community or statewide. Refer to Chapter 9 of the U.S. Marine Corps TAMP-FMEAP Career and Workforce Development Training Manual for details on how to conduct a local labor market analysis to obtain useful information.

## **EMPLOYMENT RESOURCES**

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## RESOURCE LIBRARY

TAMP-FMEAP managers are responsible for the development, implementation, and update of a library of resources in the CRMC that patrons can use in their career and job-search pursuits. The TAMP-FMEAP Resource Library shall include current books, publications, periodicals, videos, computer systems, and software applications with online access. TAMP-FMEAP managers and staff shall maintain the library, and assist patrons in finding information relating to their career needs and goals. It further states that resource information shall include local and national labor market information, public and private agencies that provide targeted job referrals, volunteer and self-employment opportunities, entrepreneurship, and sources for education and technical training.

Managers are advised to ensure that these resources are updated and/or replaced as they become dated. Managers are also encouraged to move from using printed resources to creation of a virtual library of resources organized by topic, stored and made available via computers in the CRMC. In this case, resources can be downloaded to patrons' portable USB drives, e-mailed to patrons, or accessed via a CRMC Web site.

## INTERNET RESOURCES

TAMP-FMEAP managers are encouraged to provide information to patrons to make them aware of the following Internet-based resources that augment those available in the CRMC:

### **MilitaryHOMEFRONT.dod.mil**

[MilitaryHOMEFRONT](http://MilitaryHOMEFRONT.dod.mil) is the official Department of Defense web site for reliable Quality of Life information designed to help troops and their families, leaders and service providers. The site is a service of the Office of the Under Secretary of Defense for Personnel and Readiness.

The site itself is divided into three main topic areas – *Service Providers, Troops and Families* and *Leadership*. Each area contains program specific information, pertinent to each installation and Service as well as DoD-level programs and initiatives. Listed out below is an overview of the primary categories within each topic area. These content areas are augmented by exceptional applications within the website such as Plan My Move and Military Installations.

### **Overview**

- This is intended to provide a general description of the program/subject.

## **News and Updates**

- This section will highlight new programs, initiatives, policies, or resources of interest to service providers.
- Although the same material will also be captured, when appropriate, under Legislation and Policy and Management Resources and Materials, this will be a quick and easy way for service providers to access the newest and most reliable information about their programs.

## **Legislation and Policy**

Legislation

DoD Policies

Service Regulations and Orders

- This section provides links to federal legislation, DoD policy, and Service policies related to the program/subject.
- Each link is followed by a brief explanation of the legislation or policy for a quick and easy reference.

## **Management Resources and Materials**

Links to Branch Support Services

- This section provides links to the relevant Service-level program websites.
- Each link is followed by a brief explanation of the website and the resources available on the website that may be of interest to service providers or their clients.

Links to Additional Resources

- This section provides links to DoD websites, other federal government websites, and to .org websites for organizations working in partnership with DoD or that have content of particular and unique relevance to service providers.

Promotional Materials

- This section serves as a repository for brochures, posters, pamphlets, etc. that service providers are able to download for use.

Management Tools

- This section serves as a repository for desk guides, videos, information papers, etc. that service providers are able to download.

### Training Resources

- This section serves as a repository for training-related resources, such as facilitator's guides, PowerPoint presentations, videos, and information papers.

### Recommendations to Service Providers

- This section provides general recommendations to service providers intended to help further efforts in providing comprehensive and high quality services to clients.

### Frequently Asked Questions

- This section, written in question and answer format, addresses questions or concerns that service providers may have regarding resources, initiatives, or new programs, and also addresses some questions that clients may have about the program/subject.

### Glossary

- This section provides definitions of some of the terms associated with the program/subject, written with both the service providers and their clients in mind.

### **Links are updated regularly to ensure that all content is fresh and reliable.**

Listed below are the topics of information on MilitaryHOMEFRONT for Spouse Employment.

### **Spouse Employment**

News and Updates

Legislation and Policy

Legislation

Department of Defense Policy

Service Regulations and Orders

Management Resources

Support Services

Additional Resources

Promotional Materials

Management Tools

Training Resources

FAQs and Glossary

## **TurboTAP.org**

[TurboTap.org](http://TurboTap.org) is DoD's official Web site providing information for Service members on transitioning from military service. TurboTAP.org is intended to supplement transition support services offered by the CRMC.

TurboTap is an easy to use, interactive Web portal that provides life-long support to separating military Service members (Active Duty, Guard, and Reserve) and their families. It is a single-source starting point for accessing key resources available for Service members transitioning out of the military at any point in their military career.

TurboTap was developed through a collaborative partnership among DoD, DOL, the Department of Veterans Affairs, the Department of Education, the Small Business Administration, the National Veterans Corporation, and the National Guard Bureau. These organizations have integrated their best online tools, information, and support services for the benefit of transitioning Service members returning to their homes, communities, and local employers.

TurboTap is available for life. Each transitioning Service member is encouraged to establish a TurboTAP account, which gives the Service member access to the online TurboTAP Individual Transition Planning Tool and provides them with beneficial e-mail alerts when benefits and support services change. The main TurboTAP features include:

- A multimedia tutorial explaining how to use TurboTap
- Downloadable Preseparation and Transition Guides, four helpful checklists, and sources of in-person assistance
- An Employment Hub with links to job boards, a résumé tool, and job-search assistance
- A VA Benefits Hub with a full range of benefits, including a focus on health issues
- A TurboTAP Account for transition planning and benefit alerts

## **MILSpouse.org**

The [Military Spouse Resource Center](http://www.MilSpouse.org) (www.MilSpouse.org) is designed to assist the spouses of U.S. military personnel. The MilSpouse.org Web site is jointly sponsored by DoD and DOL. The center provides easy access to information, resources, and opportunities related to education, training, and employment for military spouses. MilSpouse.org extends services to military

spouses directly through the site and partnerships with other organizations, installation family service centers, and DOL's local One-Stop Career Centers.

### **Military Spouse Career Center**

The [Military Spouse Career Center Web](http://www.military.com/spouse) site (www.military.com/spouse) was developed and is operated by Monster and Military.com under contract on behalf of the DoD. It supports spouses and families by providing access to career opportunities, training information, and education options.

This Web site provides TAMP-FMEAP managers with a host of information for distribution to military spouses, such as:

- Military Spouse Career Center Bookmark, a bookmark with "at-a-glance" information on the Military Spouse Career Center
- Free Services for Military Spouses, a one-page sheet detailing all of the resources offered on the Military Spouse Career center
- Military Spouse Education, Training and Career Resources Bookmark, a bookmark listing DoD and DOL Web sites for military spouses
- Mission: Medical Transcription, an overview of this portable, flexible, federally promoted career for military spouses
- Medical Transcription: An Ideal Career for Military Spouses, FAQs for the medical transcription career field
- MILSpouse.org Flyer, a flyer listing the resources offered on MILSpouse.org
- Spouses to Teachers brochure
- Spouses to Teachers flyer
- Spouses to Teachers Supporting Spouses in Europe and the Pacific
- Military OneSource Educational Materials for Spouse Training, Education, and Career

### **Military OneSource.com**

[Military OneSource](http://www.militaryonesource.com) is provided by the DoD at no cost to Active Duty, Guard, and Reserve personnel (regardless of activation status) and their families. Services include help with child care, personal finances, emotional support during deployments, relocation information, Eldercare, emotional well-being, family life issues, stress management, education research and resources, local community services and resources needed for special circumstances.

Service is available by phone, online, and face-to-face through private counseling sessions in the

local community. Consultants hold a master's degree and provide personalized consultations on specific issues such as education, special needs, and finances. Customized research detailing community resources and appropriate military referrals are offered. Clients can even get help with telephonic simultaneous language interpretation and document translation services.

This interactive Web site includes locators for education, child care, and elder care, online articles, referrals to military and community resources, financial calculators, live online workshops (called Webinars), and an opportunity to "e-mail a consultant." Additional resources include CDs, books, videos, pamphlets, information sheets and more on a variety of topics.

Face-to-face counseling sessions focus on issues such as normal reactions to abnormal situations (e.g., combat), newly managed individuals, work/life balance, grief and loss, adjustment to deployment, stress management, and parenting. Persons seeking counseling will receive up to six counseling sessions per issue at no cost to them. To access a counselor in their local community, individuals can call a Military OneSource consultant directly. Service is available in CONUS, as well as Hawaii, Alaska, U.S. Virgin Islands, and Puerto Rico. For more information on Military OneSource.com and to register for services, visit their Web site or call 1-800-342-9647.

**Google or Ask.com** searches are helpful in identifying Web sites of professional associations, schools, and other organizations that are excellent repositories of career information. Some Web sites charge annual fees for access, which can be well worth the cost for the quality, up-to-date information they provide. Headquarters Marine Corps has purchased ACT's Discover program for use in CRMCs and Lifelong Learning Centers Corps-wide. Check with the MCCS Lifelong Learning Center or Base Library to see what is available in your location.

## **CAREER RESOURCE MANAGEMENT CENTER (CRMC)**

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### CAREER COACHING

Career coaching is one of the four major elements of TAMP-FMEAP services. Career-coaching services are to be made available to patrons upon request, and patrons be referred to appropriate resources and agencies regarding employment options and financial and relocation concerns. Specific career-coaching assistance requirements identified are addressed and met in the seven modules of the Curriculum Guide, including the IDP.

TAMP-FMEAP managers are strongly encouraged to utilize the U.S. Marine Corps TAMP-FMEAP Career and Workforce Development Training Manual as a resource to ensure that appropriate career-coaching resources and services are developed and delivered. Managers are strongly advised to use the Manual as a training tool to develop staff competencies in delivery of career and job-search skill development services to patrons.

## INFORMATION AND REFERRAL

CRMCs not only provide patrons with career and job-search skill development resources, but also serve as a clearinghouse for information on and referral to other services of value, both on and off base. In order to more effectively serve patrons' information needs, TAMP-FMEAP managers should consider acquiring and making available information for and referral to services offered by the following agencies, if relationships with these agencies are not currently in existence:

- **MCCS Lifelong Learning and the Base Library:** Provides electronic resources, including free access for patrons to the following online databases:
  - [GALE](http://infotrac.galegroup.com/itweb/usmc.hq) – infotrac.galegroup.com/itweb/usmc.hq: Use GALE resources to find full test articles and abstracts that are relevant to your needs. The cross searchable databases include collections for criminal justice, military and intelligence, health, sports medicine, academics, and news. The student Resource Center- Junior offers content that meets middle school standards, and the Student Edition collection offers articles and ebooks on a wide range of high school subject matter.
  - [Navy Knowledge Online](http://www.nko.navy.mil) - www.nko.navy.mil: Under My Education, authorized users can access thousands of resources, including more than 6,100 electronic books. Specific to transition issues, users can access newspapers, transition and separation guides, and veterans' information, and have access to the Petersons Education site. Additionally, users can access Cliff Notes, finance books, a multimedia library for royalty-free images and other design graphics, CLEP guides, language guides, and business guides.
  
- **Unit Family Readiness Program:** The individual Marine is responsible and accountable for their personal and family readiness, and is supported by the enduring partnership between the Unit Family Readiness Program's Family Readiness Command Team and the MCCS Team. Proactive outreach and support for each Marine and their family will begin when they join the Corps and are renewed with each mission, life and career event through their active and reserve service.

Family is defined as members of a Marine's family. Therefore, family support shall be accessible and provided to Marines, spouses, children, wards, and the designated parents and extended family members throughout the lifecycle of the Marine.

- **Navy-Marine Corps Relief Society:** A private, nonprofit charitable organization sponsored by the Department of the Navy that operates nearly 250 offices ashore and afloat at Navy and Marine Corps bases throughout the world. Its mission is to provide, in partnership with the

Navy and Marine Corps, financial, educational, and other assistance to members of the Naval Services of the United States, eligible family members, and survivors when in need, and to receive and manage funds to administer these programs.

- **Veterans' Administration** representatives to further assist patrons with information on benefits covered in the VA Benefits Briefing
- **USMC Prior Service and other military Service recruiters** to meet patron information requests for reenlistment, lateral move to a different occupational specialty, or interservice transfer
- **Local County Department of Social Services** for information on public assistance programs
- **Local Private Welfare to Work Agencies** for information on assistance programs available through these agencies
- **Local One-Stop Career Center** for further assistance with developing job-search skills; locating employment opportunities; and identifying unemployment benefits and education and training options, including financial aid and other public assistance programs.

## COMPUTER AND WEB ACCESS

TAMP-FMEAP managers should establish and maintain contact with installation information systems support personnel to comply with installation policies and directives governing computer use and Web access on base. Managers are encouraged to supplement existing policy with internal ones that provide control and fair use of computer and Internet resources.

Managers and staff should evaluate equipment usage history and patron traffic to determine the correct quantity of information technology resources needed to support demand. This evaluation and review should also take into consideration acquisition of new equipment and technology that would maximize patron effectiveness, efficiency, and success in their job-search efforts, and provide the highest quality of services to patrons. When possible, appropriate priority should be given to updating computer resources when creating and executing budgets. Prior to committing budgetary resources to address needs, managers are advised to discuss needs and shortcomings with installation information systems support personnel to determine whether installation resources are currently available to meet them.

Managers are encouraged to develop and execute a plan to identify printed resources for migration to electronic ones, replacing books, periodicals, and brochures with their electronic equivalents. This will make it easier and more effective for patrons to not only utilize resources in the CRMC, but to also take copies with them on personal USB drives, have staff e-mail resources, or post to a CRMC or MCCA-sponsored Web site for access and use.

## LABOR MARKET INFORMATION

TAMP-FMEAP managers are responsible to make available labor market information for patron use in their career and job-search pursuits.

The Job-Search Strategies and Job Offer Evaluation and Salary Negotiation modules of the Curriculum Guide provide a classroom instruction package and associated resources to develop patron skills in accessing and properly using labor market information. TAMP-FMEAP managers and staff are encouraged to make available the state and national labor market information Web sites identified in these modules and in previous sections of this Management Guide for patron use in the CRMC.

## LOCAL JOB POSTING

If not already in place, TAMP-FMEAP managers should develop a procedure to acquire and make available local job openings for patron viewing. Managers should contact the following local agencies to be added to their job opening distribution list or for information on how to access job posting Web sites:

- City/County government
- City government
- Temp agencies
- City/County school system
- Retail establishments
- Local hospital
- Health services agencies
- College/University

Job postings can be printed and placed in binders; however, managers should explore options to post jobs and make them available electronically using Internet-based commercial software products. Posting jobs electronically provides patrons with more flexibility in accessing information at a time and location more convenient to them. It also allows employers the flexibility to post positions at their convenience.

## PRINT AND ELECTRONIC RESOURCE LIBRARY

The following categories are suggested as a means of organizing printed and virtual resources. Supplement these with other categories per local CRMC needs:

- Application Forms
  - Local employers
  - Local city and county government agencies
  - Statewide employers
  - State government
  - Federal government
    - KSAs
- Cover Letters
  - Cover letter samples
- Education and Training
  - Distance learning
  - Financial aid
  - Graduate schools
  - Internships
- Résumés
  - Résumé samples by MOS/job type
- Interviewing
- Job Fairs
  - Employer profiles
- Labor Market and Salary Information
- Salary Negotiation and Job Offer Assessment

## WEB SITES

### **Career Information**

- Subcategorize by career title
- Education and Training
  - Distance learning
  - Financial aid
  - Graduate schools
  - Internships
- General Information Links
- Job Search and Job Application
  - Subcategorize by career titles

- Federal government
- Local resources
- Military transition
- State resources
- Search firms and networking
- Relocation
- Salary and Labor Market Research

There is a complete listing of many transition-related Web sites in the Management Resources section of this guide.

### TAMP-FMEAP DATABASE AND WEB RESOURCE

TAMP-FMEAP managers are encouraged to develop and customize databases appropriate to the following local needs:

- Registering patrons for workshops and other CRMC services
- Tracking of patrons and usage of services
- Mail or electronic distribution of CRMC information, services, and events to patrons
- Follow up on patrons
  - Job placement
- Library and other information resources
- Job postings
- Employers and their use of CRMC services
- Patron suggestions for improving existing services or developing new services

Managers are encouraged to develop a virtual library of resources organized by topics identified in the previous section and to store and make these resources available via computers in the CRMC. Resources can be downloaded to patrons' portable USB drives, e-mailed to patrons, or accessed via a CRMC Web site. See the Job-Search Web Sites handout in the Job-Search Strategies module for a list of Web sites to populate Web site categories. Managers are advised to ensure Web sites and handouts are updated and/or replaced as they become dated, per instructions in the Table for Updating Module Handouts.

Managers should check with installation information systems support personnel, especially the MCCS Webmaster or other person responsible for the installation MCCS Web site, to develop a section of the MCCS Web site for the CRMC and TAMP-FMEAP program.

## MARKETING CRMC

TAMP-FMEAP managers should develop internal and external marketing plans to ensure patron awareness of CRMC resources and encourage use. The Marketing Division is an excellent resource to facilitate this. Marketing professionals in the division have the experience, tools, and proper connections to ensure maximum distribution of marketing initiatives to applicable markets, both on and off base.

## **JOB FAIRS AND SPECIAL EVENTS**

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TAMP-FMEAP managers are required to host or participate in career/job fairs semiannually. Managers should develop and utilize a checklist of tasks required for implementation of job fairs and special events. This checklist can be organized in chronological order, by task or function, by staff member responsibility, or some combination of these. Refer to the attached Job Fair Checklist for an example of general tasks, duties, and responsibilities organized chronologically. Managers should ensure that checklists address local needs.

## MARKETING

TAMP-FMEAP managers are responsible for developing a marketing campaign targeting Active Duty and Reserve Service members and their families, employers, commanders, and installation and community support agencies. The Marketing paragraph in the Program Implementation section provides details on services provided by the installation MCCS to assist CRMC managers and staff with marketing initiatives. Managers are encouraged to speak with personnel in the Marketing office of the installation MCCS for options available to assist them with marketing job fairs and other special events.

Installation Commanders should ensure Active Duty and Reserve family members are notified of the availability of TAMP-FMEAP services via command briefs, unit welcome aboard briefs, and other media or marketing avenues, and to encourage family members to participate in TAMP-FMEAP opportunities to the maximum extent. TAMP-FMEAP managers are encouraged to identify and work with representatives of Installation Commanders who can facilitate patron awareness of job fairs and special events.

## LOGISTICS

Logistical requirements and what is needed to meet them will vary by CRMC location and available options on base where the job fair can be held. Managers and staff should begin job fair planning to address logistics issues at least six months prior to the desired job fair date, with one year prior to the date recommended. Consideration should be given to the anticipated number of employers and job seekers attending to check for appropriate venues. Cost for conducting a job fair should be identified then matched to funds available, with shortcomings addressed appropriately. Managers are encouraged to explore partnership opportunities with local agencies off base, such as college/university career development centers, economic development offices, chamber of commerce, OneStop Career Center, and employment security/unemployment offices among others, to help with cost and logistics.

Refer to the attached general Job Fair Task List and Timeline for a list of typical tasks to be performed. Managers can use this as a base to develop a more specific resource to address local needs.

## STAFFING

Staffing for job fairs and other special events will be determined by the estimated number of patrons participating, the type of patron involvement in the event, and the scope of activities for which supervision or management is required. TAMP-FMEAP managers will have to plan carefully in advance to ensure that the appropriate number of staff required for job fairs and other events is identified, with any shortcomings brought to the attention of supervisors in the chain of command. Refer to local MCCA policy for requests for staffing augmentation from other sources.

## EVALUATIONS

Evaluations for job fairs and other events are useful tools for identification of improvements to these activities. TAMP-FMEAP managers are encouraged to develop evaluations for use in this regard; however, it is suggested that care be taken to ensure that evaluations address topics of value to managers and staff, are of high quality, and are reviewed and updated periodically.

Sample evaluations for both employers (Employer Evaluation Form) and job seekers (Job Seeker Evaluation Form) attending job fairs are attached as examples for managers to use in developing their own forms that better address local needs.

## TAMP-FMEAP IN REMOTE AND OVERSEAS LOCATIONS

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The challenges for Service members transitioning from an overseas or remote location have been duly recognized by DoD for many years. In 1993, the DoD published Directive 1332.35, which included language outlining new requirements for assistance. Essentially, the DoD recognized “the need for an enhanced transition assistance program for eligible Service members and their families who are overseas to help alleviate the special difficulties overseas personnel encounter when job and house hunting.”

It further outlines a new priority level assigned to Service members returning from overseas. The DoD required that all stateside installations give priority transition assistance to eligible personnel who recently returned from overseas.

### TAP OVERSEAS WORLDWIDE

DOL and VA (with the support of DoD) also recognized the challenges faced by Service members and began Overseas TAP Worldwide Services. TAP employment workshops were coordinated for personnel stationed in Europe, the Far East, Panama, and Guantanamo Bay, Cuba. In the years that followed, VA counselors were expanded in Europe and the Far East.

The VA currently has counselors assigned in Germany, England, Italy, Korea, Japan, and Okinawa. Circuit-traveling service provides periodic briefings in Spain, Iceland, the Azores, and Guantanamo Bay, Cuba.

### TAMP AFLOAT - SHIPBOARD TRANSITION ASSISTANCE

USMC TAMP Deployment Specialists provide transition assistance, career coaching, and education and resources to Service members returning from deployments on ship.

For those TAMP-FMEAP locations that support the transition process for remote locations, the following considerations need to be factored into the staffing model, expenditure plan, and workflow:

- Travel to and from location - shipboard, field training, or other non-installation environment
- Lodging and accommodation – civilian lodging, government quarters, berthing or “bunk” space if shipboard or in training locale
- Access and coordination with remote command
- Identification and coordination of attendees

- Human Resources concern – is travel part of the position description
- Presentation Resources – A/V needs, materials, space allocation

## EMPLOYMENT RESOURCES OVERSEAS

For Marines and their family members stationed abroad, finding gainful employment can be challenging. Quite commonly, job opportunities are greatly reduced due to language barriers, cultural obstacles, or heavy competition by other military spouses. The employer of choice overseas, and on installations stateside, is MCCS (or MWR). They are the single greatest employer of military spouses.

Spouse employment overseas can be competitive as the job pool is much smaller than in the US so alternatives to traditional employment are crucial. In the ever-evolving electronic landscape, more and more telecommuting opportunities are available for employment success. Spouses overseas are finding they can keep their employment options open if they can connect to work electronically.

Many spouses decide to take the time overseas to return to school in order to further their career development. Career development overseas is not vastly different than career development stateside. The essential components are the same: self-evaluation, planning, education and training and can be fulfilled OCONUS as easily as CONUS.

There are numerous resources for spouses who would like the nontraditional work model or would like to reassess their career progression plans. Opportunities in telework, home-based businesses, and small business ownership are available for spouses willing to work. The following Web sites are excellent resources to help spouses (and TAMP-FMEAP staff) outline opportunities for growth and progression in their careers, as well as remote employment options.

## SPOUSE EMPLOYMENT RESOURCES

**Military Spouse Career Center:** <http://www.military.com/spouse>

DoD, in partnership with Monster.com, provides the virtual [Military Spouse Career Center](#). It offers career networking services and employment information to military spouses. In addition, the center provides information on spouse-friendly employers, education and scholarships, licensing and certification, job-search skills, and much more. Military spouses can create and post résumés and explore both national and international employment postings.

**Military Spouses Career network:** <http://mscn.org/>

[The Military Spouses' Career Network](#) provides a means for communicating, sharing, and assisting you in managing your career by increasing spouses' access to valuable information on mobile career strategies, location-independent job opportunities, and how to improve your employability worldwide.

**Military Assistance Program (MAP)** <http://www.defenselink.mil/mapsite/spousepref.html>

This site provides an extensive description of the [Military Spouse Preference Program](#), including links to references for this program and other useful sites. It also provides a list of the documentation needed when applying for the Spouse Preference Program.

## EMPLOYMENT “OUTSIDE THE GATES”

For spouses, family members, and Marines seeking employment in the local economy as a non-national citizen, it is imperative to determine that country's working visa requirements. Using Japan as an example, typical requirements for securing a work visa would go something like this for a military spouse:

The employer would need to contact the regional immigration authority to obtain a Certificate of Eligibility. This is required to get a work visa. As the spouse is already stationed/living in Japan, he/she may not need to get a landing permission. (This is the legal basis for remaining in Japan. Typically, it is stamped in a passport upon arriving in Japan and states immigration status.) The certificate is filled out by the employer and processed by the local government. Some employers may not require a work visa.

It should be noted that there are categories of employment. Each category stipulates the length of stay and the permitted activities while in the country. The categories are professor, artist, religious activities, journalist, investor/business manager, legal/accounting services, medical services, researcher, instructor, engineer, specialist in humanities, intercompany transferee, entertainer, and skilled labor. For additional information, contact your local consulate or embassy [US.Embassy-Japan](#).

## STATUS OF FORCES AGREEMENT (SOFA)

The Status-of-Forces Agreement plays a vital role in preserving command authority, guaranteeing fair treatment of individual Service members, and conserving scarce resources. SOFAs define the legal status of U.S. personnel and property in the territory of another nation.

Although each SOFA is unique, all SOFAs normally deal with issues necessary for day-to-day business, such as entry and exit of forces, entry and exit of personal belongings (i.e., automobiles), labor, claims, and contractors to name a few. Any individual entering Japan must have a visa entitling them to enter and reside in Japan for a period of time.

Members of the United States Armed Forces in Japan and accompanying civilian employees are granted SOFA status. SOFA status entitles spouses and family members to a military identification card, which in turn allows access and use of base facilities such as the commissary and exchange.

*MCCS is one of the main organizations that hire military spouses and family members. As such, the following SOFA-related information is provided.*

People working for MCCS must have SOFA status throughout their employment, unless they gain employment as a Japanese National employee. Most MCCS employees are awarded SOFA status through their sponsor. MCCS grants SOFA status to those at least 21 years of age; other restrictions related to visas and expiration of prior SOFA status may apply.

## **UTC SUPPORT**

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UTCs play a special role in providing the first step in the transition process. UTCs are required to attend training within 30 days of appointment by the installation commander. Training is coordinated through the TAMP-FMEAP office. Standardized training is a hallmark of the UTC program and you can access the training curriculum and supplemental materials on the MCCS Website.

Outlined below are the major program requirements for UTCs.

### IDENTIFICATION

The UTC is responsible for identifying those Marines who are potentially separating or retiring from the Marine Corps. If a Marine does not have an approved reenlistment package at 180 days prior to separation/retirement, that Marine shall be identified to attend the Preseparation Interview conducted by the UTC.

The UTC should notify an identified (no approved reenlistment at 180 days prior to separation/retirement) Marine regarding either a group or one-on-one Preseparation Interview appointment time.

## ELIGIBILITY

1. Retiree: Eligible 24 months prior to retirement and required no later than 90 days prior to retirement
2. Separatee: Eligible 12 months prior to separation and required no later than 90 days prior to separation
3. Involuntary Separatee: Immediately upon notification of *potential* discharge
4. Reservists: During deactivation, when on Active Duty for more than 180 consecutive days
5. Deployment considerations: If a Service member will separate/retire within 90 days after return from deployment, the Service member must attend TAMP prior to deployment

## PRESEPARATION INTERVIEW

- Outline the TAMP requirements for separating and retiring Marines
- Review the time frames for attendance at mandatory Preseparation Counseling Brief, TAP Employment Workshop, and VA Benefits Brief
- Schedule the Service member for upcoming counseling and workshops
- Complete and sign DD Form 2648 or 2648-1, Section II, blocks 1 through 6
- Provide the procedures to obtain a VMET prior to attending a TAP Employment Workshop
- Provide an original and two copies of the Preseparation Counseling Checklist to the Active Duty and Reserve Service member for attendance at the Preseparation Counseling
- The UTC is to be appointed by the Commander via a formal appointment letter. A copy of this appointment letter shall be maintained by the UTC, and a copy of the appointment letter shall be filed at the TAMP office as soon as possible

After the active-duty or Reserve Service member completes the Preseparation Counseling Brief, ensure that the signed original Preseparation Counseling Checklist is provided to the UTC to be included in the Service member's Official Military Personnel File (OMPF), which is maintained at HQMC, MMSB-20. Provide one copy to the Service member.

## MARKETING

Ensure that all separating and retiring Active Duty and Reserve Service members and their families are informed of and encouraged to utilize all TAMP-FMEAP services. Spouses of separating and retiring Active Duty and Reserve Service members are encouraged to attend all components of the TAMP process and take advantage of TAMP services.

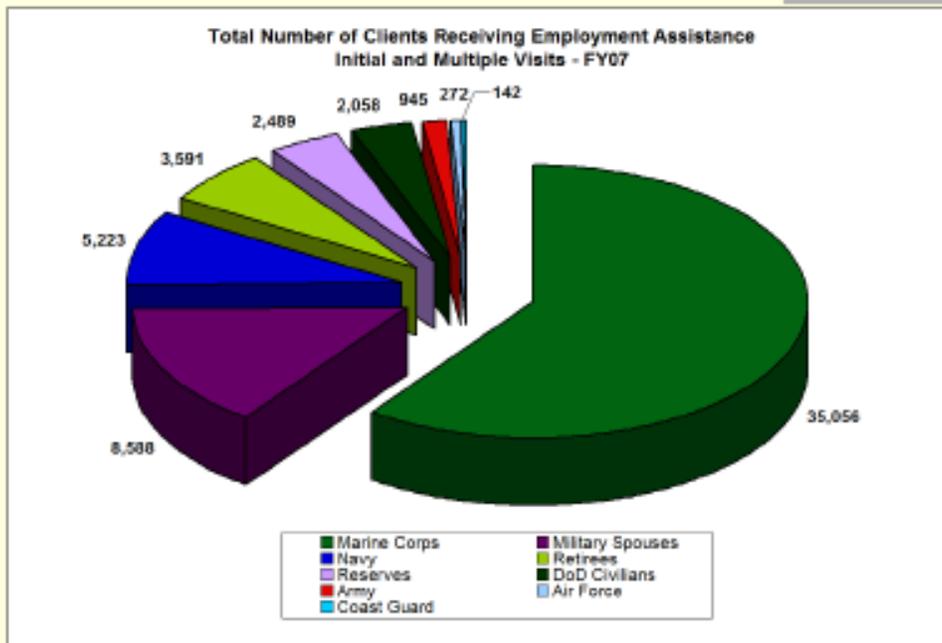
## RECORDKEEPING

After the Active Duty or Reserve Service member completes the Preseparation Counseling Brief, ensure the signed Preseparation Counseling Checklist is provided to the UTC to be included in the Service member's Official Military Personnel File (OMPF), which is maintained at HQMC, MMSB-20. ***One copy goes to the Service member.***

Establish and maintain a tracking system to ensure that the original Preseparation Counseling Checklist is properly completed, signed, and mailed to MMSB-20, 2008 Elliot Road, Quantico, VA 22134 in order to be included in the Active Duty and Reserve Service member's OMPF. The UTC shall maintain a file (manual or electronic) with copies of all completed and signed Preseparation Counseling Checklists for all separating and retiring Service members for a minimum of three years from the separation date.

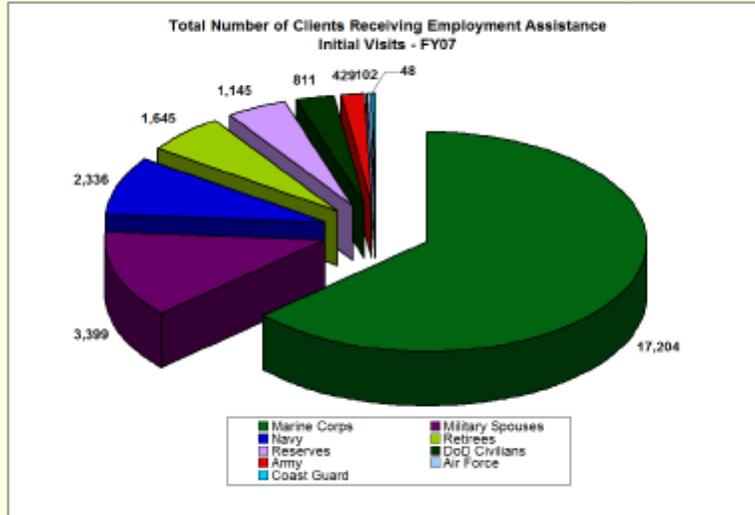
# A SNAPSHOT OF PROGRAM STATISTICS

## Employment Assistance through the Transition Assistance Program – All Clients



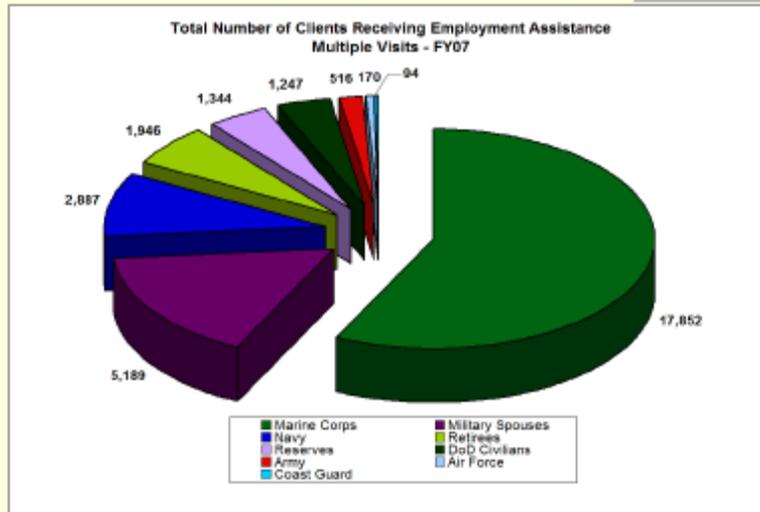
Total Number of Clients Receiving Employment Assistance in FY07:  
58,364

## Employment Assistance through the Transition Assistance Program – Initial Visit Clients



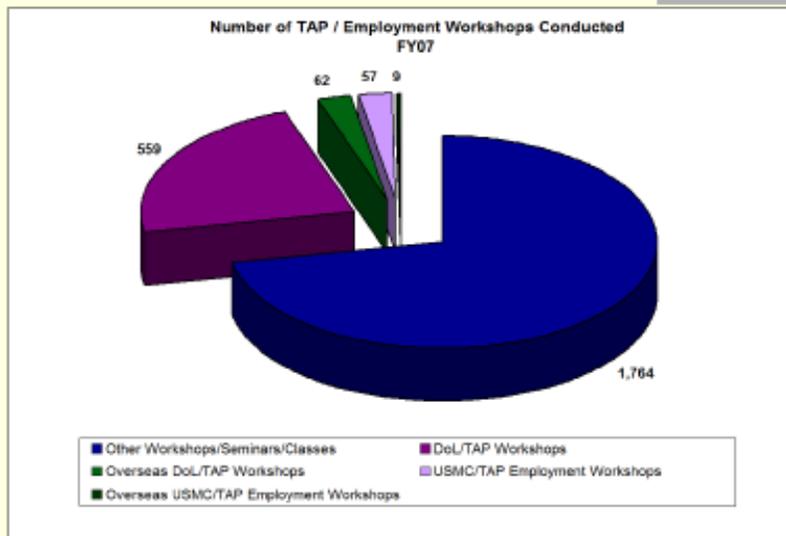
Total Number of Clients Receiving Employment Assistance in FY07 during Initial Visits:  
27,119

## Employment Assistance through the Transition Assistance Program – Multiple Visit Clients



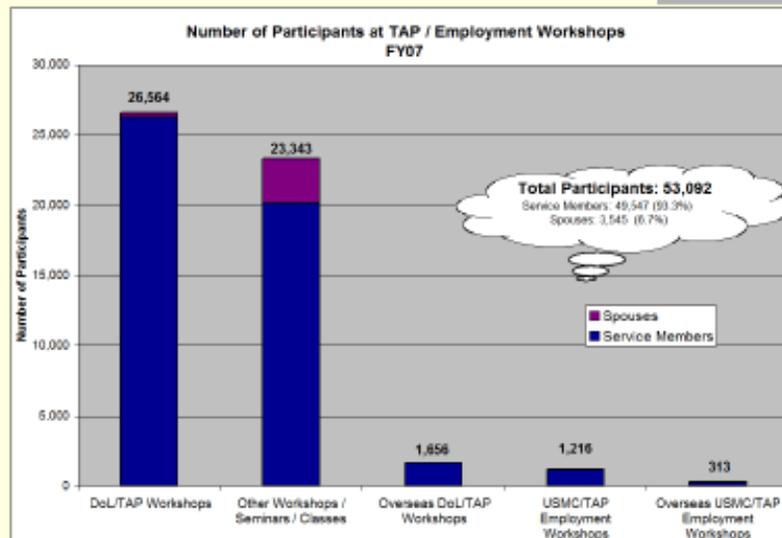
Total Number of Clients Receiving Employment Assistance in FY07 during Additional Visits:  
31,245

## TAP / Employment Workshops Conducted in FY07

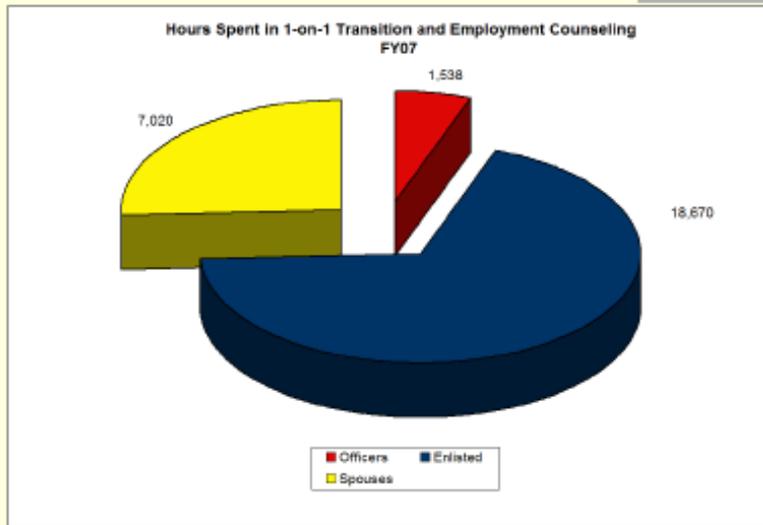


Total Number of Workshops Conducted in FY07 :  
2,451

## Participants at TAP / Employment Workshops in FY07

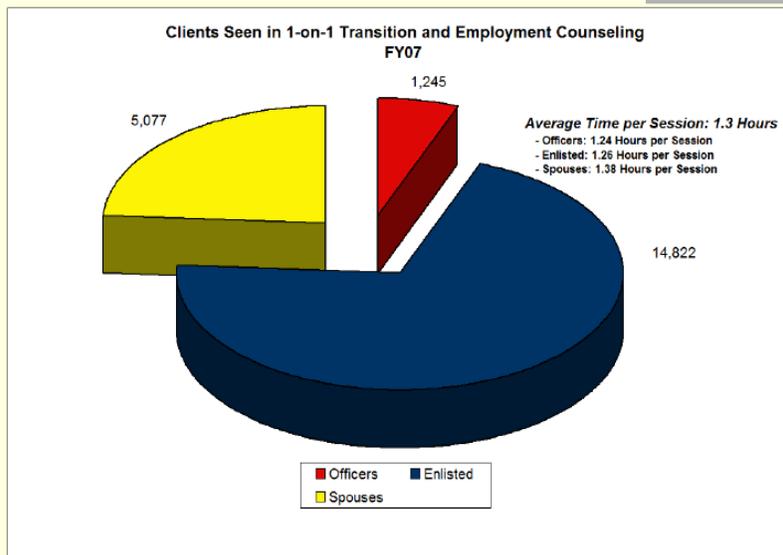


## Hours Spent in One-on-One Counseling Sessions



Total Number of Hours Spent in 1-on-1 Transition and Employment Counseling:  
27,228

## Participants in One-on-One Counseling Sessions



Total Number of Clients Seen in 1-on-1 Transition and Employment Counseling:  
21,144



## PROGRAM WORKFORCE

### PERSONNEL

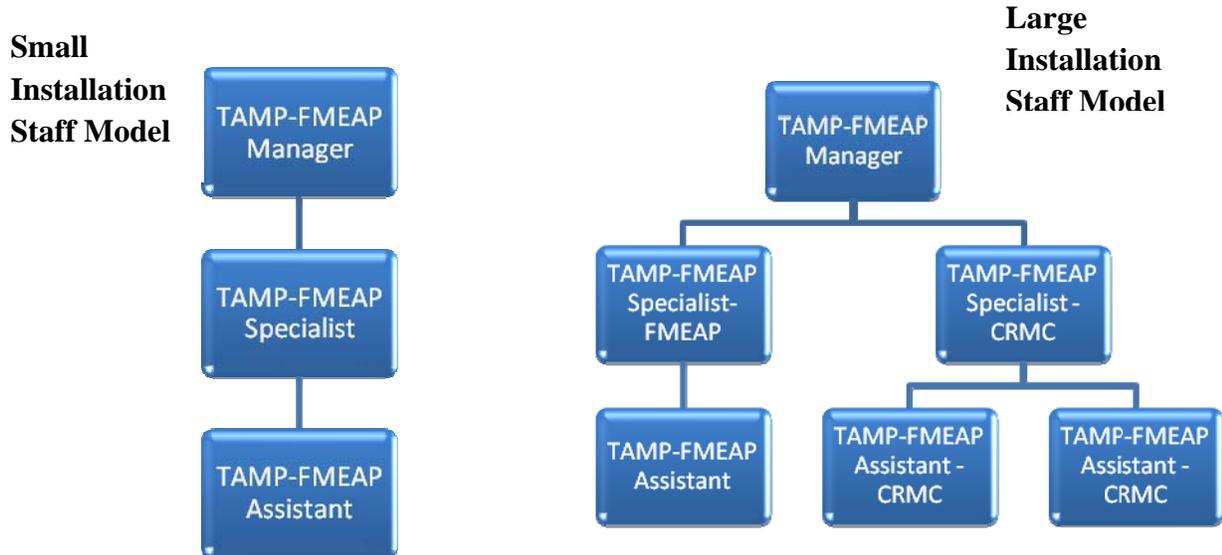
In reference to the Marine Corps' civilian workforce, General M.W. Hagee, Commandant of the Marine Corps, states "People are our most important asset" (White Letter No. 01-03). No truer statement has been made. Workforce development is a recognized core competency for MCCA and is goal number 1 in the 2005-2010 Strategic Plan which is why MCCA spends considerable time, energy, and effort recruiting the right people, developing their talents and recognizing their contributions.

### STAFFING MODEL

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HQMC staff has outlined staffing minimums for TAMP-FMEAP. The staffing model is structured to provide basic service coverage for even the smallest installation program. The

program team will require one program manager, one program specialist, and one program assistant. On larger installations, these staffing levels may be increased to meet demand. The standard set for staffing will ensure that all program goals and outcomes will be met as established by law, by DoD directive and by USMC policy.



Outlined below are the basic knowledge, skills, and abilities expected from each staff position with additional requirements outlined, per MCO, for the program managers.

### PROGRAM MANAGER

The program staff is lead by the Program Manager (GS-0301-11/12) who provides overall program management and ensures that Marine Corps policies are executed appropriately. They are the Subject Matter Experts (SMEs) and advise installations leadership at all levels.

The TAMP-FMEAP Program Managers will also:

- Supervise and train all TAMP-FMEAP staff
- Coordinate and train Unit Transition Counselors (UTCs)
- Maintain and develop close, cooperative, and professional relations with DOL, VA, DoD, local, state, and federal servicing agencies to ensure program requirements are met
- Provide overall program administration, including staffing, resourcing, reporting, outreach, and program analysis
- Manage and coordinate activities and delivery of TAMP-FMEAP services
- Host and/or participate in semiannual career/job fairs

- Coordinate TAP employment workshops and local workshops per USMC policy
- Provide leadership and guidance to ensure fellow staff members execute their roles and responsibilities within the parameters of all relevant policies
- Manage a local resource library
- Ensure quarterly reports are submitted to HQMC (MRRM)
- Design local program Marketing and promotional strategies to ensure an effective Marketing and public relations program

TAMP-FMEAP program managers are provided with program planning guidance and direction according to the following:

- MOU among DOL, DoD, VA, and DHS for TAP and DTAP
- DoDD 1342.17, Family Policy
- DoDI 1342.22, Family Centers
- MOU among DOL, DoD, VA, and DHS for Spouse Employment
- DoDD 1332.35, Transition Assistance for Military Personnel
- Executive Order 12568
- DoDI 1332.36, Preseparation Counseling for Military Personnel
- DoDI 1332.37, Program to Encourage Public and Community Service Employment
- DoDI 1404.12, Employment of Spouses of Active Duty Military Members Stationed Worldwide
- Marine Corps Order P1700.24 B

The MCO identifies requirements specific to the Program Manager and includes:

Outreach:

- Conduct outreach to local businesses, professional organizations, and employment offices
- Coordinate efforts between the Marine Corps and other Service installations whenever possible. Regionalized meetings are encouraged.
- Develop a marketing campaign to target Active Duty and Reserve Service members and their families, employers, commanders, and installation and community support agencies

Site management:

- Establish and maintain a current resource library, including books, publications, periodicals, videos, and computer systems with online access
- Provide career coaching and assistance to patrons
- Provide patrons with options other than employment, such as volunteer service, entrepreneurship, or educational opportunities

#### Briefings and workshops:

- Conduct initial training sessions in accordance with the standardized UTC training
- Conduct periodic refresher training for UTCs
- Ensure DD Forms 2648 and 2648-1 are the focus of the Preseparation Counseling Brief and coordinate SMEs to brief their respective topic areas
- Utilize the DOL TAP Manual as the core curriculum for the TAP Employment Workshop
- Ensure that only National Veterans' Training Institute (NVTI)-trained personnel facilitate the TAP Employment Workshop
- Host or participate in semiannual career/job fairs

#### Program management:

- Maintain attendance rosters for a minimum of three years for Preseparation Counseling Briefs, TAP Employment Workshops, and other classes, including name, grade, unit, branch of Service, Active Duty or Reserve, and EAS/EOS or retirement date
- Conduct Commanding General's Inspection Program in conjunction with installation Inspector General (IG) utilizing the Automated Inspection Reporting System (AIRS) Checklist
- Submit the Quarterly Report to HQMC (MRRM) no later than the 15th of the month following the end of the quarter
- Ensure that TAMP-FMEAP Specialists obtain CWDP certification

### PROGRAM SPECIALIST

The TAMP-FMEAP Specialist (GS 0301-7/9 or 9/11) provides employment assistance and career coaching to patrons in all aspects of TAMP-FMEAP and is the primary facilitator for Preseparation Counseling Briefs and TAP Employment Workshops, as required (once NVTI certified).

#### Other responsibilities include:

- Conduct program analysis, including trends and accomplishments
- Research employment and career-development opportunities
- Design and execute lesson plans for a wide variety of TAMP-FMEAP topics
- Coordinate community outreach, special events, and marketing
- Capture and maintain patron database for statistical report preparation

## PROGRAM ASSISTANT

The TAMP-FMEAP Assistant (GS-303-5/6/7) provides point-of-service customer service at CRMC, including patron needs analysis, information resource and referral, and one-on-one assistance.

Other responsibilities include the following:

- Provide oversight of daily operations of the resource library
  - Résumé writing assistance and review
  - Computer assistance (software programs and Internet job banks/sites)
  - Maintenance of job listings and informational bulletin boards
  - Recordkeeping of patron usage
- Assist in facilitating TAMP classes and employment-related workshops, briefings, and seminars
- Support career fairs, workshops, and special seminars
- Liaison with UTC, career-retention specialists, and other M&FS staff

<b>Training and Certification Standards</b>			
<b>What</b>	<b>Who</b>		
	TAMP-FMEAP Program Manager	TAMP-FMEAP Specialist	TAMP-FMEAP Assistant
DoD Spouse Summit	X		
DoD Preseparation Counselor Training*	X	X	X
NVTI TAP Employment Workshop Facilitator Training**	X	X	X
CWDP Certification	X	X	

\* If conducting pure separation counseling

\*\* If facilitating the TAP Employment Workshop

**TAMP-FMEAP Management – Helpful Websites**

<b>SUBJECTS AND TYPES OF INFORMATION</b>	<b>SOURCE</b>	<b>WEB SITE</b>
Full range of personnel-related information with links to Office of Personnel Management and Navy Human Resources Service Centers	Department of Navy Human Resources Community (HRM)	<a href="http://www.donhr.navy.mil">http://www.donhr.navy.mil</a>
Full range of local HR information	Civilian Human Resources Office	Location Specific
Information for all Civilian Marines, employment, Civilian Career Leadership Development (CCLD), and other topics	United States Marine Corps, Civilian Career Leadership Development Branch (MPD)	<a href="https://lnweb1.manpower.usmc.mil/CCLD/index.htm">https://lnweb1.manpower.usmc.mil/CCLD/index.htm</a>
Full range of HR information: information linked by topical index	Office of Personnel Management	<a href="http://www.opm.gov/html/topics.htm">http://www.opm.gov/html/topics.htm</a>
DoD HR information; DoD regulations, reference guides, information on benefits and entitlements, classification, labor relations, pay, and hours of work	Defense Civilian Personnel Management Service	<a href="http://www.cpms.osd.mil/fas">http://www.cpms.osd.mil/fas</a>
Workers' Compensation	DOL	<a href="http://www.DOL.gov">http://www.DOL.gov</a>
Scholarships for federal employees and their spouses and dependents	Federal Employees Educational Assistance (FEEA)	<a href="http://www.feea.org/">http://www.feea.org/</a>
Information on Navy's workplace safety and health program and initiatives, links to other federal agencies and DOL/FECA Web site.	Naval Occupational Health and Safety	<a href="http://www.navosh.net/initiatives/compensation.cfm">http://www.navosh.net/initiatives/compensation.cfm</a>
Basic information on NSPS	National Security Personnel System	<a href="http://www.cpms.osd.mil/nsps/whatisnps.html">http://www.cpms.osd.mil/nsps/whatisnps.html</a>

## **TRAINING, EDUCATION, AND CREDENTIALING**

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### NEW HIRE ORIENTATION

TAMP-FMEAP managers are encouraged to utilize the approximately 50 civilian training programs MCCA offers for orientation of new CRMC staff, and professional development for all NAF and NSPS/APF personnel.

HQMC (MRG) sponsors NAF training programs designed to enhance the technical skills or management competencies of MCCA employees, and it offers a wide variety of training courses available through MR Training Operations, including world-class customer service, leadership, management, and Marine Corps Family Team Building.

Local installations also offer, via MCCA, other professional development courses such as 7 Habits of Highly Effective People, diversity awareness, managing a diverse workforce, anger management, financial planning, career development, communications, developing desktop procedures, empowerment, and Naval Correspondence. Local installations are required to offer several mandatory civilian training programs, such as Prevention of Sexual Harassment, Equal Opportunity Office, Customer Service, and Standards of Conduct. Costs associated with HQMC (MR) training programs are funded through the HQMC Operating Fund.

A wide-range of orientation and training programs are available for all NSPS/APF personnel. Visit the Department of the Navy's Civilian Human Resources Web site at [https://www.donhr.navy.mil/Employees/donhr\\_training.asp](https://www.donhr.navy.mil/Employees/donhr_training.asp) for a list of training opportunities and more detailed information about these programs. Local APF Human Resources offices also offer general development courses as well as occasional specialized courses in topics such as retirement planning.

### CERTIFIED WORKFORCE DEVELOPMENT PROFESSIONAL (CWDP) - USMC MANDATORY

TAMP-FMEAP staff members designated by the Installation TAMP-FMEAP manager to obtain CWDP certification shall notify HQMC MRRM by 1 July of each year for the following year's certification candidacy.

The Certified Workforce Development Professional (CWDP) credential was created by the National Association of Workforce Development Professionals (NAWDP) in 1999 as a systemic process through which training, experience, and expertise of individual workforce professionals is recognized. Attaining the CWDP credential signifies that an individual is part of a highly

qualified group of practitioners who are nationally certified through satisfying the rigorous standards of skill, education, experience, ethics, and commitment to professionalism set forth by the association.

Individuals who have attained the CWDP credential have demonstrated experience and knowledge in the following 10 distinct competency areas deemed necessary for professional career and workforce practitioners. For individuals already providing workforce services, the core competencies are usually inherent in their current delivery career or employment planning.

1. **History and Structure of the Workforce Development System.** CWDP professionals understand the history and structure of the nation's multiple workforce development programs and how this impacts the current system and is able to relate public workforce development policy, initiatives, and funding sources with the current system. CWDP professionals are able to interpret current laws and structure to deliver appropriate services, and they understand how their own work impacts the system's goals.
2. **Career Development Process.** CWDP professionals understand the process by which individuals (1) define their career goals; (2) prepare for, search for, and retain employment; and (3) build skills, advance, and change employment. CWDP professionals are able to identify the kinds of information individuals need, including assessment, in order to make realistic career decisions, and they know where that information can be found. CWDP professionals know what skills are needed to search for, obtain, retain, and change employment.
3. **Labor Market Information (LMI).** CWDP professionals understand the kinds of labor market information available and its uses and are able to access, analyze, and use local, state, and national electronic and non-electronic Labor Market Information delivery systems.
4. **Diversity.** CWDP professionals understand the special employment needs of diverse groups and are able to adapt materials and services to address these needs.
5. **Customer Service.** CWDP professionals understand who are the principal customers of the workforce development system and are able to identify their needs and expectations and what constitutes positive customer satisfaction. CWDP professionals understand the concepts of "excellence" and "speed of response" in work performance.
6. **Program Management.** CWDP professionals understand how programs are designed to use appropriate service strategies to meet program goals. CWDP professionals understand how budgets are developed and costs are tracked for individual programs and

are able to use indicators and established instruments to document program performance and outcomes.

7. **Communication.** CWDP professionals have good listening skills, are able to write clearly, and speak to individuals or large groups in order to teach, inform, or persuade.
8. **Technology.** CWDP professionals understand basic computer technology used in workforce development and are able to demonstrate proficiency or understanding of various computer software applications and the Internet.
9. **Collaboration and Problem Solving.** CWDP professionals understand the basic principles of teamwork and are able to deal with customers, colleagues, agencies, and partner associates in a positive, professional manner. CWDP professionals are knowledgeable about the range of services in the community and maintain relationships with partners to deliver a comprehensive array of services to customers.
10. **Business and Employer Knowledge.** CWDP professionals understand business and employer needs, how the private economy works, concepts of profit and loss and Return on Investment (ROI), recruitment and retention of workers, and the role of workforce development in economic development.

Within MCCS, professional standards and/or related industry certifications are found in a number of programs, including voluntary education, library, relocation assistance, recreation, health and wellness, fitness, new parent support, and clinical counseling. While most TAMP-FMEAP staff members have years of professional experience and have demonstrated competence in transition assistance and employment readiness programs, few hold credentials from the same certifying organization. Attainment of a standard credential would demonstrate to the community that service providers across the Marine Corps have met national standards for education, experience, and ethical conduct, as well as specialized knowledge in career and workforce development. While the CWDP represents a specific field of study, it is broad enough to accommodate the unique demographics and mission of the Marine Corps. Pursuing certification supports the following TAMP-FMEAP objectives:

- Provides a professional standard for the TAMP-FMEAP staff members
- Promotes uniform professional standards and equitable levels of knowledge and expertise across the Marine Corps
- Demonstrates commitment to maintaining professional competencies through ongoing education and advanced training endorsed by a nationally recognized organization
- Supports the implementation and application of industry best practices

- Advances the career and workforce development profession
- Enhances program credibility and provides a strategic new marketing position
- Demonstrates competence in core career development and workforce theories and practical application
- Affiliates members with a national organization recognized as an industry leader and whose members are fellow practitioners in both public and private sectors
- Allows TAMP-FMEAP staff members to serve as models to those Marines and family members who want or need to pursue further education, training, or other credentials to achieve their employment goals
- Provides professional equity with other programs that are endeavoring to provide certification opportunities to staff members

***The CWDP application process.*** The CWDP certifying body recognizes the KSAs of a professional attained through academic education, training, self-directed study, and on-the-job experience, which makes the application process a natural complement to many existing professional development activities and training. There is no formal curriculum that a participant must complete prior to applying for the CWDP credential, but the applicant must have requisite knowledge in the workforce development competency areas identified previously. In order to be certified, applicants must meet certain minimum standards:

- Document how and where knowledge and skill in competency areas was obtained
- Provide documentation for education and relevant work experience
- Submit two independent references rating their knowledge and skill in the 10 workforce development competency areas
- Agree to abide by the NAWDP Code of Professional Ethics and Practices
- Maintain membership in a workforce development-related professional association that sponsors workshops, conferences, and/or a professional publication

Applications are reviewed by the Certification Review Committee four times a year: February, May, August, and November. To maintain the credential, CWDPs must recertify every three years by documenting and submitting proof of a minimum of 60 hours of professional development activities addressing one or more of the competency areas, adherence to the Code of Professional Ethics and Practices, and workforce development professional affiliation membership. For first-time certification, application fees are \$75 for NAWDP members and \$150 for nonmembers. Renewal fees are \$50. Copies of the application package can be found at [www.nawdp.org](http://www.nawdp.org).

## NATIONAL VETERANS' TRAINING INSTITUTE (NVTI)

TAMP-FMEAP staff responsible for conducting the TAP Employment Workshop shall attend the NVTI TAP Facilitator training, per the National TAP MOU dated 19 Sept 2006.

NVTI was established in 1986 to further develop and enhance the professional skills of veterans' employment and training service providers throughout the U.S. The program is administered by the University of Colorado at Denver and Health Sciences Center with training conducted in Denver, Colorado, and at selected regional sites in the U.S. and abroad. The Institute is the only one of its kind in the United States. To date 50,000 + veterans' employment and training professionals have attended NVTI training.

Information on NVTI can be found at <http://www.nvti.cudenver.edu> or by calling (800) 331-0562.

## NATIONAL LEARNING CENTER (NLC)\* PRESEPARATION COUNSELING TRAINING

Installation TAMP-FMEAP staff responsible for conducting the Preseparation Counseling Brief must attend the DoD Preseparation Counselor Training.

This mandatory three and a half day course is designed to provide preseparation counselors with a standard format to follow when conducting preseparation counseling sessions. This course focuses on participants gaining knowledge and understanding about the law, DoD guidance, and timelines as related to Preseparation Counseling. Participants are introduced to the Preseparation Counseling Checklist, DD Forms 2648 or 2648-1, and provided with detailed information regarding each element on the checklist. Participants research each element and present the knowledge to other counselors during this session. The purpose of Preseparation Counseling is clearly defined along with basic facilitation skills to enhance a counseling session. Course availability and other information is available by calling 303-315-2200.

## WORKSHOPS AND CONFERENCES

TAMP-FMEAP managers should encourage staff members to take advantage of workshops, conferences, and other professional development resources and opportunities to further develop skills necessary to assist patrons with career concerns and job-search efforts. Check with the local MCCS for relevant conferences and other training options available to staff.

Managers are encouraged to explore other local, state/regional, and national professional development opportunities including membership in professional organizations. Local options could include those offered by the chamber of commerce, employment security/unemployment office, One-Stop Career Center, or workforce development board.

State, regional, and national options could include those offered by:

- The National Career Development Association (NCDA) select
  - select the “Professional Development” option at [www.ncda.org](http://www.ncda.org)
- Association of Job Search Trainers (AJST)
  - select the “Membership Benefits” option at [www.ajst.org](http://www.ajst.org)
- National Association of Colleges and Employers (NACE)
  - select the “Membership” option at [www.naceweb.org](http://www.naceweb.org)

Conduct a Google search to identify other state associations of colleges and employers.

Staff who are awarded the CWDP credential and wish to maintain it must recertify every three years by documenting and submitting proof of a minimum of 60 hours of professional development activities addressing one or more of the competency areas, adherence to the Code of Professional Ethics and Practices, and workforce development professional affiliation membership. The requirements for renewal are provided with the original certificate and also sent by NAWDP about 90 days prior to recertification date. CWDPs must keep their address current with NAWDP for contact concerning certification renewals and periodic changes in recertification requirements. Renewal fees are \$50. NAWDP also offers an annual conference and other means for workforce development professionals to enhance their professional abilities. Information is available by selecting the “Professional Development” link on the NAWDP Web site at [www.nawdp.org](http://www.nawdp.org).

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## **PROGRAM MANAGEMENT SKILLS FOR SUCCESS**

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### LEADERSHIP

Leadership is a foundational competency applicable to all employees regardless of position or job title, and it is vitally important to supervisors who are dually responsible for managing the Transition Assistance Management Program - Family Member Employment Assistance Program (TAMP-FMEAP) and serving as a positive leader to staff and other Marine Corps Community Services (MCCS) entities. Leadership is a hallmark of the Marine Corps, and it is equally valued, embraced, and expected within the Active Duty and civilian forces. Great investment has been made in establishing and promoting leadership competencies within the entire civilian sector

with the expectation that every employee will achieve, at a minimum, foundational leadership competencies. Supervisors are expected to support the Marine Corps through the achievement and deployment of more advanced leadership competencies.

Fundamental to the concept of leadership is distinguishing between management and leadership. *Management* typically refers to the logistical coordination and execution of a program, project, or product, including handling tangible assets or inventory, establishing and adhering to time frames, appropriately aligning resources, etc. *Leadership* involves motivating, inspiring, guiding, and coaching people to help them achieve their peak performance.

### **Successful leadership:**

Successfully deploying intangible assets to inspire and motivate people  
toward a positive goal or outcome

### **Successful management:**

Successfully managing tangible assets to achieve a positive goal or outcome

Within a resource-constrained, dynamic environment such as TAMP-FMEAP, where productivity and work pace are extremely high, effective leadership becomes even more relevant to the successful implementation of the programs. Management activities usually become paramount, and insertion of leadership techniques becomes challenging. However, experienced managers know that employing thoughtful and premeditated leadership skills and techniques usually results in higher productivity and higher morale among staff members. Taking the time to deploy leadership competencies can save valuable time, glean more positive work outcomes, and foster a happier work environment. In fact, research from both the Gallup Organization (2001) and the DOL (2007) indicates that employee retention and productivity are predominately determined by the employee's relationship with his or her immediate supervisor.

The number of leadership training and development options available to TAMP-FMEAP staff and other Marine Corps civilians is increasing every year. Training opportunities exist for grade levels GS-5 through Senior Executive Service (SES) level. Programs range in length from three months to one year. Tuition, per diem, and travel (if necessary) are covered by the Marine Corps. Following are opportunities available to Marine Corps civilian personnel, which are frequently announced through MARADMINS:

- USDA Aspiring Leaders GS-5 to 7
- USDA New Leader Program GS-7 to 11
- Presidential Management Fellows
- USDA Executive Leadership Program GS-11 to 13
- Executive Leadership Course
- Defense Leadership and Management Program (Only with the possession of a Master's Degree)
- LEGIS/Congressional Fellowship Program (Executive level with seven years experience)
- USDA Executive Potential Program GS-13 to 15
- Industrial College of the Armed Forces
- Seminar XXI GS14 to SES
- National Security Management Course Mil/Civ Executives (O6 and 14 and Above)
- Federal Executive Institute

Like their military counterparts, the Marine Corps has implemented initiatives to foster leadership and professional development among its civilian workforce. The Civilian Career and Leadership Development (CCLD) program sponsors numerous local and centralized initiatives. Additionally, the CCLD initiated the 21 Communities of Interest (COIs). COIs define core civilian competencies integral to the Marine Corps mission. All civilian job series codes are assigned to one of the 21 COIs with each COI containing recommended competencies, recommended training, and road maps for leadership and technical skills development.

CCLD and COIs work together to help civilians build career skill sets around the Civilian Leadership Competency Continuum. The continuum is based on a series of four career levels: foundational, supervisory, managerial, and executive. TAMP-FMEAP staff are encouraged to seek and participate in these opportunities through their local CCLD administrator.

## COMMUNICATION

Communication is the sharing of information between two or more individuals or groups in an organization to reach a common understanding. Communication is a requisite skill for successful TAMP-FMEAP managers, not only for communications with staff members but also to effectively represent TAMP-FMEAP to intra-agency entities within or outside of MCCA. Effective and influential communication is the predominant determinant to successful deployment of the TAMP-FMEAP. Ineffective program execution can frequently be traced to ineffective or deficient communication; likewise, effective program execution can frequently be traced to effective and proactive communication strategies.

High-performance organizations make substantial investments in training their staff in the art of communication. Effective and influential communication does not suddenly occur; it results from thoughtful strategy, preparation, and practice. TAMP-FMEAP managers and staff members are encouraged to actively seek opportunities to enhance their communication skills and practice key strategies so that the act of communicating becomes natural and unrehearsed. Good communication skills can be utilized by supervisors in a variety of work situations, including staff meetings, individual meetings, serving the customer, or during discussions with senior civilian or Marine Corps leaders. Four major functions are served through communication: providing knowledge and guidance, motivating staff members, influencing individual and group behavior, and expressing feelings and emotions.

## 1. Providing Knowledge and Guidance

TAMP-FMEAP staff members require information to do their job effectively. Managers must communicate essential information regarding performing tasks, performance expectations and standards, programmatic decisions, policies and other formal guidance, and MCCA program standards. Communicating knowledge is extremely important to new employees; equally important is the ongoing sharing of employee performance and program information with all staff members. Effective communication involves an exchange of information in a neutral way, minimizing the potential for interpersonal conflict. Following are attributes of effective and supportive communication relevant for managers charged with disseminating knowledge and guidance:

- **Congruent.** Focuses on honest messages where verbal statements match thoughts and feelings.
- **Descriptive.** Defines the message using concrete, objective statements.
- **Specific.** Objectively focuses on the issue or information without judgment.
- **Validates.** Seeks to respectfully engage the message receiver in a positive manner.
- **Conjunctive.** Facilitates interaction by active listening and following the flow of the discourse, not necessarily a rigid communication agenda.
- **Ownership.** Utilizes language that implies ownership of the message.

## 2. Motivating Staff Members

Motivating staff members is a leadership competency that the Marine Corps expects all supervisors and managers to demonstrate. Challenging work environments can consume an organization's best resources, and experienced supervisors understand that they must deploy their best communication and coaching skills to help staff members navigate these challenges. Motivation is a key determinant of performance in organizations, and TAMP-FMEAP managers

play a central role in using communication to instill confidence and enthusiasm in their staff. Additionally, communicating the meaningful aspects of their work and its impact on and support of the Marine Corps mission is essential to motivating employees.

Managers must also provide meaningful feedback to their staff in both group and individual settings. Meaningful feedback can be a *positive transaction* (e.g., praising performance, offering supportive comments) or a *negative transaction* (e.g., identifying a problem, sharing a concern about performance). Research indicates that the nature and frequency of communicating positive and negative transactions significantly impacts the overall performance of an organization. Too many negative transactions, or too many positive transactions without benefit of negative transactions, will result in a low-performance organization. The right balance for managers to achieve is 5.6 positive transactions for every one negative transaction (5:1).

<b>Organizational Performance Level</b>	<b>Positive Transactions</b>	<b>Negative Transactions</b>	<b>Ratio</b>
<b>High-performance organizations</b>	5.6	1	5:1
<b>Low-performance organizations</b>	1	3	1:3
<b>Low-performance organizations</b>	>7	1	7:1

In short, TAMP-FMEAP managers need to effectively utilize both positive and negative communication transactions to motivate staff members, maintain the health of the program, and foster growth.

### **3. Influencing Individual and Group Behavior**

A primary function of communication for managers is to control, coordinate, and influence the behavior and activities of their staff. This function can be achieved through regularly communicating information relevant to performance expectations, professional roles, workplace rules, and generally accepted social norms within the organization. The medium for this type of

communication may be in-person discussions, e-mails, staff meetings, and all-hands MCCA, or Marine and Family Services gatherings.

#### **4. Expressing Feelings and Emotions**

The communication competency includes listening with an open mind, sending convincing and clear messages, and cultivating an empathetic give-and-take relationship.

The appropriate expression of feelings and emotions is paramount to all organizations, including TAMP-FMEAP. Both positive and negative feelings and emotions significantly influence the organizational environment. The extent to which individuals and groups experience positive, negative moods at work is determined by both personality traits and specific environmental factors, such as reactions to personal, professional, and workplace events.

Positive feelings and emotions can feed and support the professional passion, creativity, behavior, productivity, and morale of employees. Furthermore, employees experiencing positive feelings and emotions are more likely to be helpful to coworkers and customers. Conversely, employees experiencing negative feelings and emotions are more likely to engage in workplace incivility and exhibit a lack of regard and respect for others. Unfortunately, this behavior can result in numerous negative consequences, such as reduced job satisfaction and lowered performance.

In an effort to appropriately express feelings and emotions, experts utilize and encourage organizations to share their “work mood.” Work mood describes how people feel at the time they actually perform their jobs. Moods can vary from being extremely elated and enthusiastic to being distressed, nervous, or even hostile. Unlike fixed personality characteristics, work mood is much more transitory, changing from day to day or even from hour to hour and having significant impact on the organization. Because of this, many companies are embracing an approach that encourages employees to actively share their work mood on a daily basis.

Experienced TAMP-FMEAP managers understand their ability to influence, create, and sustain a positive work environment for their staff. The relationship between a supervisor and employee remains a key factor in determining job satisfaction, and a positive relationship will definitely influence the collective work mood.

#### **PROBLEM SOLVING**

Problem solving is an integral skill for every employee, and it is especially important for TAMP-FMEAP managers requiring a definitive skill set. Management, inherently, is a problem-solving job: if organizations did not have problems, there would be no need for managers. Identifying

and solving problems does not have to be a negative occurrence; it can be a highly rewarding experience that results in good plans and processes for future organizational challenges. Progress and success usually begin with the identification of a problem. Without problems, organizations can become complacent and lack momentum.

### **Presence of problems:**

Indicates and provides opportunity for growth and progress

### **Absence of problems:**

Indicates a potentially complacent organization lacking momentum or motivation to embrace change

The most well-known and widely accepted model of analytical problem solving is a six-step methodology, which is the cornerstone of the quality improvement movement. In fact, the Marine Corps utilizes an expanded derivative of this process within its operations and planning standards. This further demonstrates that most challenges within the work environment, ranging from the mundane to the highly complex, can be addressed using this standard six-step methodology. Many organization or programmatic failures can be attributed to managers eliminating important steps in identifying problems and generating solutions. Although other methodologies and approaches are utilized within organizations or referred to by other names, most are simple derivations of the widely accepted six-step model discussed here.

### **Step One: Defining the Problem**

This critical first step involves a diagnostic approach whereby the root cause of the problem is identified; not just the symptoms. However, listing the symptoms or by-product of the problem can help gauge seriousness and depth. Whether identifying an employee performance issue or examining a failed marketing endeavor (e.g., low attendance at a TAMP-FMEAP event), this step requires a wide search for information. The more relevant the information discovered, the more likely the manager will be to accurately define the problem. Attributes of good problem definition include the following:

- **Focusing on factual information.** The problem should be framed in objective, non-personal terms. Assumptions must be addressed through the presence of evidence, which

requires all parties to make their thinking “visible” to allay false or erroneous perceptions and suppositions.

- **Identifying and soliciting individuals as information sources.** A skilled supervisor will take time to ask many questions and solicit answers prior to defining the problem. Information gathering should be conducted in a positive manner to allay any fears employees may have and to strengthen participation. In doing so, the information gatherer will be much more successful in getting to the root cause of the problem.
- **Stating the problem explicitly.** The problem is stated in simple and concrete terms in language understood by all.
- **Ensuring that the problem definition unambiguously demonstrates what organizational or program standard or expectation was not achieved.** Inherent to all workplace problems is an agreed upon goal, standard, or expectation that was not met. A particular situation at one organization may be perceived as fine; whereas at another organization, the very same situation is defined as a problem. Why? Because every organization has its own mission, goals, criteria, protocols, etc., that provide the foundation for measuring success and, inherent to that, the foundation for identifying problems and challenges.
- **Identifying area of responsibility.** Accountability is essential to moving forward with solutions. A solid problem definition answers “Whose problem is this?” Since TAMP-FMEAP is a service delivery program, most programmatic challenges (and successes) will be owned by an individual or specific team of people (e.g., VA counselors).
- **Ensuring that the solution is not part of the definition.** Problem definitions need to focus on the root cause of the problem, not infused with a disguised solution. For example, if there is a low turnout at a job fair, the problem statement might be “Low turnout at the job fair” versus “We need to make sure commands are distributing our marketing information.” It is tempting to offer solutions prior to adequate problem definition; however, managers will yield more solutions and glean more participatory information from stakeholders if they remain true to this methodology. Premature problem definition may lead a manager to the wrong conclusion or to miss opportunities for effective program growth.

## Step Two: Generating Alternatives

This second step to problem solving requires that alternatives be generated prior to selecting the best solution. This promotes and empowers employees to make contributions to their

organization and provides the supervisor with potentially several good ideas. Actions for generating alternatives may include the following:

- Identify key people who may have specific knowledge about the problem and engage them in identifying alternatives. This may be done through a standard staff meeting, a management meeting, an e-mail, or a structured brainstorming session.
- Ensure that proposed solutions are compatible with the mission and goals of the organization, as well as TAMP-FMEAP-related orders, directives, and protocols.
- Ensure that all potential solutions, good or bad, are identified prior to choosing. Many good solutions go unheard because the first, most-viable solution presented is selected for implementation.
- Avoid evaluating solutions as they are proposed; wait until all have been identified.
- Encourage ideas for both short-term and long-term strategies.

### **Step Three: Evaluating the Alternatives and Selecting**

Once alternatives have been identified, the next step is to evaluate and select the most viable solutions. When appropriate, TAMP-FMEAP managers are encouraged to involve their staff to the greatest degree possible in this step. Not only will the manager probably receive unexpected and creative solutions, the process itself is very empowering for employees or other individuals involved with the problem. Concurrently, the manager is actively modeling effective problem solving for his or her staff. Following are actions that may be employed during this phase of quality problem solving:

- Thoughtfully weigh pros and cons for each alternative.
- Evaluate the potential success rate of preferred alternatives. An organization may have a phenomenal idea, but successful implementation may involve resources, decision making, or actions beyond the manager's control. For example, a personnel policy or Marine Corps operational tempo may be an influential factor underlying a problem, yet is beyond the control or authority of TAMP-FMEAP or Marine and Family Services management. Identifying both short-term and long-term viable alternatives is useful.
- Consider unintended consequences. Skilled problem solvers are able to visualize how a particular action may result in unanticipated outcomes, including creating another

problem. This involves weighing the potential impact on other programs, services, employees, or TAMP-FMEAP patrons.

- Systematically identify solutions that will work, and then from those choose the *optimal* solution.
- Once chosen, state and define the optimal solution in concise and unambiguous *terms* easily understood by all.

#### **Step Four: Implementing the Solution**

A common reaction to a problem is quickly implementing a solution to “get rid” of the problem. For small issues, this approach can be successful. For larger programmatic or personnel issues, supervisors will discover that investing time in this core problem process will yield more long-term, sustainable results. Preparing employees or an organization for solution implementation requires just as much attention as the solution itself. As stated earlier, solving problems usually requires change. Experienced supervisors recognize that change can be a difficult course to navigate and, therefore, implementing solutions must be approached with great sensitivity.

- Preparing for solution implementation sometimes requires that supervisors “sell” the solution to achieve buy-in and set the process up for success. Supervisors should be prepared to confidently address the recommended solution and discuss the expected positive results to employees and senior leaders.
- Engage others in the implementation process. Research indicates that actively involving others fosters personal investment and creates a sense of ownership that results in an increased acceptance rate of the recommended solution.
- Effective implementation is usually most effective in small, incremental steps. Successfully implementing “mini” changes sets the stage for more “macro”-level changes, decreases resistance, and creates support as others observe progress being made. Early accomplishments and small “wins” frequently lead to employee confidence and can increase the confidence level that senior management has in the TAMP-FMEAP manager.
- Facilitate feedback to ensure that the solution is working and identify any necessary changes. Monitoring and measuring the solution process is necessary to assess whether or not the desired outcome is achieved.

- Be prepared to change course, if necessary. The best-laid plans can result in unintended consequences, or the nature of the problem may have changed due to personnel or environmental changes that preclude a particular solution. Skilled managers recognize that changing course is sometimes as important as initiating a course of action, and that it does not reflect a failed process.

### **Step Five: Protocol or Policy Development (Optional)**

This optional step is reserved for those changes within TAMP-FMEAP that are intended for long-term sustainability or that must be reflected in formal guidance such as Standard Operating Procedures (SOPs), Memorandums of Understanding, White Letters, and Marine Corps or installation orders. Most guidance that exists in current policy and directives originated from the recognition and identification of a problem, the identification and authorization of a solution, and authority to sustain the solution. For example, Marine Corps SOPs provide blueprints outlining resolutions and implementation procedures for the delivery of services (solution) in response to an identified need (problem).

### **Step Six: Communicating the Transition (Optional)**

This optional step is reserved for those solutions resulting in changes that must be communicated across a broad spectrum of people or organizations to ensure that everyone understands the new organizational standard or expectation. For example, managers may distribute new information that requires employees to validate receipt of that information.

## TIME AND STRESS MANAGEMENT

TAMP-FMEAP is one of the most utilized programs in MCCS, resulting in multiple projects, tasks, and management and administrative responsibilities for both managers and staff members. Unfortunately, managing the immense work load on a daily basis frequently prevents supervisors from performing more important tasks, such as planning programs, mentoring employees, or conducting quality assurance. The supervisory competencies of managing stress and time are predominately behavioral, which means they are tangible, observable attributes that can be consciously and independently demonstrated, practiced, and improved.

Managing stress and time is one of the most critical supervisory skills required for an organization to be successful. However, executive and leadership coaches frequently observe employees who are deflated due to work fatigue and work stress. The inability to effectively manage time and stress can professionally derail an otherwise outstanding manager or staff

member. Interestingly, 25 years of employee surveys consistently report that incompetent management is the largest cause of workplace stress. TAMP-FMEAP supervisors should be aware that their ability to manage time and stress impacts their ability to manage the program and, more importantly, ultimately influences the level of workplace stress in their immediate environment.

Additionally, the presence of negative stress in the workplace not only negatively impacts employees, it also impedes positive management skills, such as making good decisions and solving problems. This impediment further creates stress and the cycle is complete. Following are techniques that may be helpful to TAMP-FMEAP managers:

- **Determine goals and measure expended time.** Sometimes goals are best stated through active work plans (e.g., 90-day work plans) where more immediate progress and positive outcomes are observed. Determine and plan the amount of time that should be spent on activities aligned with the goal.
- **List and group tasks.** List all tasks regardless of size or scope. Align applicable tasks under specific projects or macro-initiatives. Identify dependencies (those tasks that are dependent upon the completion of another task). Dividing and breaking down tasks into micro-steps helps alleviate feelings of being overwhelmed.
- **Prioritize tasks.** Tasks should be tagged as urgent, important, or unimportant. Most tasks associated with long-term program growth and sustainment are tagged as important, yet most managers find themselves spending most of their time on routine or urgent tasks. In the long run, this precedent adversely affects effective program planning and implementation. One technique is to identify at least one or two important tasks to complete during the day, week, and month in addition to the routine or urgent tasks. This investment of time will save time in the long run by improving employee performance, establishing processes, planning new programs, etc.
- **Save your best time for important tasks.** Your best time should be reserved for those projects and tasks requiring your “best” self. Unimportant or trivial tasks should be reserved for low-energy or other less-than-optimal times during the work day.
- **Keep track of time.** This is one of the best yet underused time management techniques. Unless time is measured and controlled, there is no way to improve the amount of time needed for essential activities.
- **Do busy work at an appointed time.** Because it is natural to allow simple tasks to take priority over important tasks, schedule a certain period during the day to do busy work to ensure that important tasks are not superseded by more mundane or routine activities.

- **Reach closure on at least one item per day.** Finishing even one planned task can produce feelings of accomplishment and reduce stress.
- **Explore automated task management.** In addition to the e-mail application that TAMP-FMEAP uses, Microsoft® Outlook® also offers wonderful tools for task and time management. This application offers PC-based tools to create lists and individual and group calendars, prioritize tasks, schedule meetings, and delegate activities, and it offers a follow-up feature.

## MEETING MANAGEMENT

TAMP-FMEAP management responsibilities include sponsoring and facilitating meetings. Skillfully planning and conducting meetings is a prerequisite for managerial and organizational effectiveness. There are many reasons why this skill is crucial to organizations, mainly because a substantial amount of a manager's time is spent in meetings. If costs were assigned based on time spent, most meetings would be quite expensive endeavors, which is a primary reason why many companies focus on making meetings more efficient while not compromising the quality of decisions made.

Unorganized meetings frustrate participants and yield poor outcomes in relation to the investment of time. Meetings, when well managed, can produce the best outcomes for organizations and result in higher quality collective decisions. There are three factors that usually drive the need to conduct a meeting:

1. To make announcements
2. To make decisions
3. To brainstorm

Of these three factors, the first should be considered an optional requirement unless the manager is actively finding ways to increase morale or provide an opportunity for employees to be away from their desk. A meeting should be called when one or more of the following apply:

- **Information sharing.** This is different than announcements. Information for a project may be possessed by several different people. By having a meeting, critical or influential information is shared, permitting team members to hear the same message. This avoids communication "triangulation" where messages can become distorted as information is passed.

- **Commitment building.** This type of meeting is useful when employees need to learn about a committed course of action and be given the opportunity to share their thoughts and insights or become actively engaged in the planning process.
- **Information dissemination and feedback.** This approach is used when managers or other leaders want to gauge reactions, provide the opportunity to vent, and plant ideas related to change.
- **Problem solving.** Research indicates that groups outperform the best individuals in accomplishing tasks requiring critical-thinking skills. Also, higher quality decisions are usually made when others are involved. Meetings should be called when problems need to be addressed and options identified through brainstorming.

Tips for successful meetings:

### 1. Prepare

- Identify a need for a meeting; ensure that a real need exists prior to scheduling. If the primary reason for the meeting is to disseminate information, consider an e-mail or teleconference.
- Explore medium options suitable for attendees. To avoid travel or another inconvenience such as lack of meeting space, consider a teleconference, video teleconference, Webinar, or other virtual meeting medium.
- Develop an agenda and allocate specific times for each topic.
- Distribute an announcement and the agenda to invited attendees in advance.

### 2. Execute

- Ensure a facilitator and recordkeeper have been assigned.
- Distribute meeting minutes from the last meeting and solicit approval.
- Adhere to the agenda and to the allotted timeframe. If participants digress, assure them that their concerns have been noted and will either be addressed in follow-on correspondence or at a future meeting.
- Document decisions and actions, and ensure that an action officer is assigned to each prior to closing the meeting.
- Request agenda items for the next meeting and assign a tentative place and time.
- Send a follow-up thank-you e-mail to all participants for their time and contributions.

# RESOURCES FOR SUPERVISORY SKILLS INFORMATION AND TRAINING

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## MarineNet

[MarineNet](https://www.marinenet.usmc.mil) (<https://www.marinenet.usmc.mil>), an online learning management system sponsored by the Marine Corps College of Continuing Education, offers online courses covering supervisory skill subjects, including leadership, communications, problem solving, time and stress management, and meeting management. These courses are accessible from any Personal Computer on Marine Corps installations or from home. Once registered, users may access the courses via a username and password. Courses are available to civilians working for the Marine Corps. Numerous courses are also available to family members with valid government identification. The following table outlines sample courses found on MarineNet.

### MarineNet Classes

#### **Communications**

Cross-cultural Communications Simulation  
Improving Your Cross-cultural Communications  
International Communications Simulation  
Project Communications Management Simulation  
Project Communications Planning  
Sales Communications Essentials  
Sales Communications Foundations

#### **Meeting Management**

Conducting Effective Sales Research Meetings  
Effectively Using Customer-focused Research Meetings  
Etiquette and the Business Meeting  
Facilitating Work Groups and Meetings  
Leading Effective Business Meetings  
Participating Effectively in Business Meetings  
Planning Effective Business Meetings

#### **Problem Solving**

Creative Problem Solving and Effective Thinking Simulation  
Generating Alternatives in Problem Solving  
Problem Solving and Decision Making in Groups  
Rational Problem Solving and Decision-making Simulation

#### **Leadership**

Communication Skills for Leadership  
Dynamics of Leadership  
From Technical Professional to Leadership Simulation  
Going from Management to Leadership Simulation  
Leadership and the Knowledge Worker  
Leadership Development for Technical Professionals  
Leadership in Management Simulation  
Leadership in Six Sigma  
Leadership Skills for Women Simulation  
Leadership without Authority  
Organizational Culture and Leadership  
Six Sigma Team Leadership

#### **Time and Stress Management**

Developing Good Time Management Habits  
Elements of Project Time Management  
Techniques for Better Time Management  
Stress  
Success over Stress

## **Navy Knowledge Online**

The [Navy Knowledge Online](https://wwwa.nko.navy.mil) (NKO) Website (<https://wwwa.nko.navy.mil>) offers online courses in supervisory skills through its Navy e-Learning feature. Additionally, NKO has a vast array of commercial databases and holdings covering a variety of professional information and adult education topics. Access to NKO and e-Learning is available to Navy and Marine Corps civil service personnel. Like MarineNet, NKO requires only a username and password to access the courseware from installation Personal Computers or from home.

## **Civilian Leadership Development (CLD) Program**

Established by Marine Corps Order 12410.24, the CLD program provides voluntary training and professional development pathways for civilians supporting the Marine Corps. Training initiatives are both centrally and locally sponsored.

## **Civilian Workforce Development Application (CWDA)**

The [CWDA](https://cwda.manpower.usmc.mil) (<https://cwda.manpower.usmc.mil>) is an online tool designed to guide civilian personnel in their professional development and to enable Marine Corps civilian leadership visibility of the workforce to better direct and manage development.



## PROGRAM RESOURCES

Program resources for the TAMP-FMEAP include both physical durables such as office furniture, computers, print materials for the CRMC library and intangibles such as budgets and funding streams. Each is an essential element in the support of the program and must be thoughtfully considered and prudentially administered.

## EQUIPMENT AND FACILITIES

The Marine Corps Personal Services Manual establishes specific guidelines and requirements for equipment and facilities.

## **CAREER RESOURCE MANAGEMENT CENTER**

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The CRMC is the hub for delivery of all patron services and resources. Ideally, the CRMC should be structured to match expected patron use, taking into consideration the estimated number of Active Duty, Reserve, retired, civil servant, and military family members. CRMCs should also be located, if possible, where the highest level of patron traffic on base is expected.

### OPERATION

Ideally, CRMC hours of operation should take into consideration patron needs, with the CRMC open and staffed during peak hours when patrons can utilize the facility. Local needs may indicate extended hours, particularly in the days and weeks before events such as job fairs, in order to best provide services to patrons to prepare them for such events. Managers should also give consideration to deployment cycles, particularly during the weeks after major commands return from deployments, as a large number of Service members often begin the process of separation from Active Duty upon return from deployment and need to utilize the CRMC for their transition to civilian employment.

### COMPUTER LAB

The computer lab is the central location in the CRMC where most patron job search tasks are completed. As such, managers should set up the computer lab in a way that promotes the most effective and efficient use of resources by patrons. Managers should develop a system that regulates computer use (particularly the amount of time patrons can spend on a given computer) in order to allow as many patrons as possible an opportunity to use computer resources.

### OFFICE SPACE REQUIREMENTS

Facilities are to include adequate seating with tables, audiovisual equipment, handicap accessibility, and sufficient parking.

There must also be handicapped accessible office space that is adequate to accommodate TAMP-FMEAP staff and the CRMC, a classroom to be readily available for TAMP-FMEAP seminars, and facilities adequate to accommodate large TAP seminars and installation job fairs shall be available on an as needed basis.

There should also be sufficient space for all assets in the computer lab, including enough space between computers to allow for patron comfort, and to ensure as much confidentiality as possible of work done by the patron at computer work stations. Consideration should also be given to allowing sufficient space for CRMC staff to conduct counseling and other sessions with clients.

### OFFICE EQUIPMENT REQUIREMENTS

All offices are also required to support and supply computer hardware necessary for office use and must be capable of running current versions of the Marine Corps standard office automation software and other software required to support mission requirements. Minimum hardware requirements include broadband Internet access for both patron and staff use, and CD-RW drives. Also required are items such as a scanner, printers, and copier. Minimum software requirements for use of Microsoft Office, career assistance software, and assessment tools are also directed.

Managers must give consideration to the number of computers needed to support the number of patrons utilizing the CRMC. Managers should evaluate CRMC usage patterns and demand for services, then request the necessary resources to provide services, considering available physical space in the CRMC where resources can be located.

Managers must also consider acquiring an adequate number of laser printers for patron use in printing related job-search documents and determine the most proper and effective physical location of each. Other office machinery and resources particularly fax machines, scanners, copiers, document shredders, and phones need to be considered, and actions should be taken to purchase and make these available for patrons to use in their career-development and job-search pursuits. A sufficient number of tables, desks, and chairs should be available for patron use when working in the CRMC.

### LIBRARY – ELECTRONIC/PRINT

Libraries should be developed for electronic and print resources to support patron career development and job-search needs. Section 6: Print and Electronic Resource Library of the CRMC provides suggestions for categories to use when acquiring and organizing printed and virtual resources.

Managers should also give proper consideration to physical space requirements for library assets and the location of these for ease of patron use when accessing materials from the CRMC library.

## RESOURCE ALLOCATION AND MANAGEMENT

### FUNDING

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#### OSD FUNDS

The TAMP-FMEAP is predominately funded by Office of the Secretary of Defense (OSD) “purple” funds (those funds that do not represent a specific Service but rather reflect all related DoD entities). These appropriations (which means congressionally sponsored) are “fenced,” meaning that they cannot be siphoned off at HQMC or at the local installation level to support other requirements. The Family Advocacy Program (FAP) and the Relocation Assistance Program (RAP) are also the recipients of fenced funds. Each Service receives its allocation on a quarterly basis, which is then transferred to the installations.

#### OPERATIONS AND MAINTENANCE (O&M) FUNDS

The POM competitive process occurs every two years and produces a six-year programming plan. Budgeting is built from the POM and becomes the appropriations (public law) for resourcing the Marine Corps. O&M funding is the primary source of funding for MCCA programs and is the focus of MCCA programming efforts. With the exception of the OSD funds, MCCA funds are not fenced and it remains a commander’s prerogative as to what amount is actually allocated to MCCA. Unfortunately, deviations to the projected amounts occur due to emerging priorities during the year of execution, which requires installation commanders to make very difficult trade-off decisions. The amount of O&M funds found within the TAMP-FMEAP or other M&FS programs is contingent upon the installation’s needs and priorities. On behalf of bases and stations, MR (Personal and Family Readiness Division) coordinates, develops, and subsequently proposes to Marine Corps leadership balanced organizational planning and resourcing strategies that optimize the use of appropriated funds (APF) resources. Typically, there are no “new” dollars available for allocation; rather, it is the same “Dollar” that is repeatedly available for competition. If the decision is made to engage in the POM process, there must be credible data to support a realistic competition.

#### DEFICIENCIES AND FUTURE REQUIREMENTS

MR coordinates the development and justification of APF resources and works with installations to identify and document program-related requirements and deficiencies. To identify and support

unfunded requirements, appropriate documentation and justification must be made to support requests for future funding, including OSD-funded programs. It is imperative that TAMP-FMEAP personnel identify efficiencies or shortfalls as they occur and not wait for the beginning of resource cycles to initiate resource requirements.

Regardless of funding streams, managers must be at the ready for potential opportunities to elevate or advocate their programmatic requirements. TAMP-FMEAP managers need to ensure that their execution data is aligned with and supports the spending plan. Credibility is further established if performance metrics or other quantifiable data are used to support the deficit or new initiative. Impact statements should be used to articulate the value/benefit of funding, or conversely, the implications if deficiencies are not funded. This defense is best framed using standard data or other quantifiable data that links impacts to mission outcomes (e.g., personal or unit readiness). A sample initiatives worksheet is provided in the resources section of this guide and can be used as a first step in requesting funding through your local chain of command.

## RESOURCE PLANNING

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Basic infrastructure is needed to support an efficient and effective TAMP-FMEAP office. TAMP-FMEAP managers must maintain equipment and other items necessary to support events, projects, marketing, and daily operations. TAMP-FMEAP managers must proactively evaluate when their resources might expire, research and identify projected costs for maintenance or replacement, and prepare documentation that supports the need.

All of these projected resource expenses should be captured in your annual expenditure plan. You should also factor in all program “wish list” items – those elements that are not essential to program operations but that would be of great value and enhance program delivery and personnel capabilities or provide extra efficiencies.

- Examples of items that must be resourced include the following:
- Salaries
- Professional certification fees (e.g., CWDP)
- Conferences and workshops
- Travel
- Office supplies
- Computer and printer – for office use
- Computer and printers for CRMC computer lab
- Phone lines
- Training supplies (paper charts, markers, name tags, etc.)
- Hard-copy resources

- Videos – CRMC library
- Books – CRMC library
- Magazines – CRMC library
- Subscription services to professional organizations and agencies newsletters
- Presentation support – projectors/screens
- Travel costs to support professional conference
- Marketing materials
- Wish-list items

## **CONTRACT SUPPORT**

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### PURPOSE OF CONTRACTS

Contracts represent a requirement by the government for the procurement of goods or provision of services. On average, the federal government writes over 10 million “actions,” commonly referred to as contracts, for products and services needed. With increased government reformation and downsizing, contracting has become a reality for many government entities, particularly within DoD. As a result, government staff may not be able to generate required materials for a program or deliver a needed service. For example, the bi-annual job fair can be coordinated by a private conference management company. Regardless of the task, contractors can serve as a “third arm” for many government agencies to help them achieve their program goals and objectives.

### MANAGEMENT RESPONSIBILITIES

Although TAMP-FMEAP functions are typically provided by government staff, the acquisition of materials or the provision of a particular function or service may be contracted if funds are available and a need exists. Therefore, it is important that TAMP-FMEAP personnel understand the basic concepts of contract management. Fortunately, all installations have a local agency or access to a regional contracting office that provides assistance in contract management.

To purchase goods and services through a nongovernment entity, the TAMP-FMEAP manager will need to prepare a Statement of Work (SOW) that outlines the deliverables needed and the time frame within which they are needed. If the contracting office elects to fully compete the requirement, bids will go out to companies that possess the goods or provide the services.

The contracting office will then issue a Request for Proposal (RFP) to the identified companies. Typically, a technical proposal from a company will describe how they will provide the service or develop the goods and materials. The company will also submit a cost proposal that describes their cost in performing the duties as described in the technical proposal. Government staff, with the contracting office, will evaluate each company's bid and select the winning vendor.

Contracting offices may also utilize the General Services Administration (GSA) schedule to minimize the time and effort that a full competition entails. The GSA has awarded numerous contracts to government contractors who have met the stringent standards set forth by the GSA and have a set price for goods and services. The TAMP-FMEAP manager still provides a SOW and other necessary documents to the contracting office. The contracting office will release a Request for Quote (RFQ) to selected vendors, and a selection is made based upon price and value. Other purchasing vehicles exist and TAMP-FMEAP managers are encouraged to coordinate with their contracting agency to learn more about the acquisition process.

Once an award is made, the TAMP-FMEAP manager may serve as the contracting office representative, which provides them the authority to oversee the performance of the contract. The COR's responsibilities are clearly defined by the contracting officer. The COR is responsible for receiving the goods and services and evaluating for quality and performance. If questions or concerns arise, the COR may interact with both the contractor and the contracting office to satisfy any actions necessary.

## POTENTIAL AREAS FOR CONTRACTING

There are many contractor-provided goods and services that would be helpful to TAMP-FMEAP. Each locale must evaluate what the specific needs are and identify fiscal resources available to support contracted services. Contract assistance may be used to obtain the following sample TAMP-FMEAP products and services.

- CRMC staff support
- Job Fair logistical support and coordination
- Development and distribution of marketing materials
- Training, facilitation, professional development services
- Event and conference coordination
- "Surge capacity" personnel to assist in the delivery of workshops and briefs during times of peak transition





## PROGRAM MARKETING AND OUTREACH

Marketing is necessary, viable, and integral to the function, operation, and success of MCCS programs and activities. It is a recognized programmatic function highlighted in Marine Corps orders, base orders, and established directives. Too often, there are questions about just what is marketing and how to do it. Marketing is not just the distribution of information to people. It is the distribution of the right information to the right people. Quite often people confuse the actions of advertising with the actions of marketing. Advertising is a function used in support of the overall marketing plan. Marketing, however, is a function of program planning, and can only happen after programmatic goals, requirements, timelines and outcomes have been established and measured. Developing marketing strategies should be the final step of an overall strategic plan.

## MARKETING PLAN

TAMP-FMEAP managers are encouraged to develop program goals with associated timelines, review requirements and develop outcomes on an annual basis. This process must include program staff and be vetted through Marine and Family Services. This program information is the foundation of any marketing plan. The marketing plan should include anticipated outcomes, cost, staffing requirements, client information, and all timelines. Once outlined, managers are encouraged to clear the marketing plan with M&FS directors prior to implementation to ensure that it is within local marketing parameters.

Per MCO 1700.27A, the installation MCCS marketing departments are required to develop an annual MCCS integrated marketing plan which is based on the short-term and long-term MCCS plans. The integrated plan incorporates marketing plans for all MCCS operations - Business Operations, Readiness, Marine and Family Services, and Semper Fit. Request a copy of the previous year's marketing plan to act as a guide and see what has been planned and implemented from the previous year. Speaking to the installation M&FS manager about the plan provides buy-in, allows for great dialogue, and also provides visibility on potential cross-marketing opportunities.

The installation marketing department has a wealth of information and can help with many marketing needs. The department has vast experience, has marketed specifically to M&FS programs, knows the clients and demographics, understands the funding pipelines, and can help to produce materials in support of the TAMP-FMEAP plan. Program Managers are encouraged to forge a relationship with this internal agency as they can be a valuable resource. Please keep in mind that the amount and type of support that MCCS marketing provides to M&FS varies from installation to installation.

### **Define the Patrons**

The term "patron," in relation to TAMP-FMEAP, can encompass many different factions. A patron can be the "person in the seat" end-program user, such as the transitioning Marine, or it can be the unit commander who uses the program on a different level. As such, the program marketing will need to be tooled to outline a different benefit for each patron.

Categories of possible TAMP-FMEAP patrons are listed below. Each has its own criteria for program involvement.

- Transitioning Marines – mandatory per MCO policy
- Marines and their family members – seeking information and support with employment assistance, career development, education and training, and transition assistance

- Base and unit commands – to assist them with meeting program compliance rates and inspection (Commanding General Inspection Program (CGIP)/Inspector General (IG)) requirements
- M&FS and MCCA – provides immediate oversight of program and champions for resourcing, logistics, and service delivery
- Higher headquarters – provides policy and guidance and requires reporting and program analysis on program success and efficiencies
- UTC – relies on TAMP-FMEAP staff to take Marines and spouses through the transition process
- Reserve Component – utilizes TAMP-FMEAP staff in the same way as unit commanders
- Program Partners – are co-dependent on TAMP-FMEAP to achieve mandated transition goals and outcomes

### **Define the Message**

**Marketing must move a patron from in-action to action.**

**In this case, you need to identify the benefits or values of your program that make the patron want to participate.**

**You will need to determine a value proposition for each patron.**

### **Distribute the Message**

Once the patron assessment and needs assessment are completed and a value proposition has been developed for each patron, a delivery method for the message must be selected. There are methods that TAMP-FMEAP staff can implement and others that the installation MCCA marketing department can help with. The marketing department will expect a clear written message (program synopsis) to use in developing advertising and promotional materials.

The delivery method will vary greatly based on the audience (patron), timeliness, goals of the message, cost, staffing, and level of effort needed.

Listed below are a variety of options that installation MCCS marketing departments can assist with. These are all options that can be used as a stand-alone method or in combination with other delivery methods.

**Print Media.** Eye-catching print materials can be one of the most effective methods of reaching your patrons. This can include posters, brochures, direct mail pieces, counter cards, and large-format signs.

**On the Web (installation MCCS Web site).** The internet offers many opportunities for marketing your program or event. Information is available to the customer, on demand, 24/7. Web pages, banner ads, downloadable PDF files, and other online media make your message available to thousands of annual visitors.

**E-mail.** Blast e-mails are a way to quickly disseminate information about upcoming events. Installation and unit Web sites and newsletters are good vehicles for disseminating information as well.

**Base Training Center.** Broadcast your message larger than life! The Base Training Center is frequented by 20,000(+) patrons per month. Video advertisements are shown before each movie. What a great way to get your message out.

**Electronic Marquees.** Roadside exposure to customers on the go. Whether they are going to or from work or commuting about the base, they are bound to drive past one of these electronic marquees. Your message can be displayed on a rotating basis and will receive high visibility.

**Eventline Banner Stations.** Share your message with traveling customers. Promote your program or event with a bold and colorful banner.

**Base Newspaper.** Depending on base circulation, you can reach up to 25,000 readers weekly by publicizing your program or event on the MCCS page or by paid advertising in the newspaper.

**Multimedia Leverage.** The latest technologies and methods of distribution. Enhance your message with audio, video, animation, and interactivity. Deliver the message via CD, DVD, VHS, or online streaming media.

Listed below are two highly effective delivery methods that any of the TAMP-FMEAP staff can deliver.

**Presentations.** TAMP-FMEAP staffers are often provided with the opportunity to be guest speakers or one of several speakers for a given event. Ensure that the most relevant information

is shared and that program capabilities are demonstrated, which creates a tangible connection between the need and services available. If possible, make the presentation interactive and use PowerPoint® slides to help maintain participant's attention. If time allows, ask pertinent questions of the crowd to involve them in the learning process. Remember that the participants at the speaking event can carry your message to others as secondary marketers. Commanders and unit leaders are excellent secondary marketers.

**Word of Mouth.** Information relating to the TAMP-FMEAP should be proactively shared via customers, leadership, and fellow service providers. Marines or spouses in leadership positions who come in for services can be provided with marketing materials that they can distribute at their commands or organizations. Establishing a positive relationship and liaison with other MCCS program representatives who are servicing the same target population is beneficial to all involved. Cross-marketing is always encouraged for economy of scale and synergy of purpose. Effort should be made to routinely trade information with representatives from within each M&FS program area, Semper Fit, and Marine Corps Family Team Building. Although they may not play a direct role in the transition process, they do have access to your end user and can inform and refer potential patrons to your program.

## CIVILIAN COMMUNITY

Program managers are required to:

- Develop relationships with organizations in the civilian community that can help managers identify additional resources of potential value to patrons and help make these resources available to them, particularly for those patrons who live off base
- Conduct outreach to local businesses, professional organizations, and employment offices to facilitate patron career goals
- Provide information on the merits of hiring Service members and their families
- Apprise patrons of options such as volunteer service, entrepreneurship, or educational opportunities when employment options are limited

In order to meet the above requirements, program managers can consider the following tactics to assist with relationship building with community employers, businesses, and professional organizations:

**Print or Electronic Direct Mail Campaign** – Mail or email all local Chamber of Commerce members, Rotary club members, Better Business Bureau, Employment Commission, local universities and colleges, major business partners, local and federal Human Resources offices, VFW, USO. Provide an information fact sheet on vital employment statics and facts about the

benefits of hiring Marines and their family members. Keep it brief and provide a follow-on point of contact.

**Personal Meet-n-Greet** – Take time and go visit the above named groups. The Chamber of Commerce and Rotary clubs both hold monthly meetings and are often looking for guest speakers. Bring literature highlighting the benefits of hiring military.

**Phone calls** – Don't hesitate to pick up the phone and start making phone calls.

**Open House** – Plan an informational “Open House.” Invite representatives into the TAMP-FMEAP training classroom or office space. Provide an informal presentation about TAMP-FMEAP highlighting partnership opportunities beneficial to both sides. Have testimonials ready to personalize the advantages of completing the transition assistance process and utilizing the TAMP-FMEAP services. A Marine could tape a brief segment utilizing equipment you are already using to record mock interviews.

## **Local Employers**

Managers are also encouraged to identify and contact local employers to:

- Explore ways in which local job opportunities can be made available to patrons
- Encourage employer participation in CRMC-sponsored job fairs
- Provide career and labor-market information for staff and patron use
- Serve as volunteers for mock job interview workshops

## **Volunteers**

Managers should actively seek ways to develop a pool of volunteers to help deliver appropriate services in the CRMC and staff CRMC-sponsored events such as job fairs and workshops. Local command Unit Family Readiness Programs and Family Readiness Officers, retired military, service organizations such as Rotary and Kiwanis, local church groups, and off-base volunteer organizations are examples of sources from which volunteers can be recruited.

## **Community Organizations**

The following community organizations are excellent resources for managers to consider in their efforts to market CRMC services and advertise CRMC-sponsored events, particularly to patrons who live off base:

- Chamber of Commerce, particularly for identifying local employers who could participate in job fairs and post job openings with the CRMC
- Employment Security Commission or State Employment Office, for information on unemployment insurance benefits available to patrons, as well as other services made available to veterans and their family members
- Economic Development Office or Workforce Development Board, as a resource for the TAMP-FMEAP manager to stay up-to-date on local workforce development initiatives, particularly those leading to creation of new jobs in the local community
- Local community college or DOL-sponsored small business development centers, as resources for providing information on services, incentives, and benefits available to veterans, women, and other minorities interested in starting their own small business
- DOL local One-Stop Career Center, as a resource for patrons to obtain further assistance off base with career-development and job-search pursuits. TAMP-FMEAP managers are encouraged to develop relationships with local One-Stop Center managers that will lead to sharing of information on services of benefit to patrons, and also for creation of partnerships between the CRMC and the local OneStop to deliver services of benefit to both military Service members and their families, and civilians in the local community

## DETAILED LISTING OF COMMUNITY COLLABORATION PARTNERS

### **Chamber of Commerce**

The local Chamber of Commerce can be a very helpful source of information on local businesses and business activities. To assist patrons with local job-search efforts, TAMP-FMEAP managers can approach chamber representatives for contact information about businesses and agencies in the area to gain insight into hiring trends, hiring needs, and how local businesses address them. Obtaining and maintaining a list of chamber members might prove useful when informing patrons of places to look for possible employment opportunities. The local Chamber of Commerce can also serve as an excellent partner for job fairs and other off-base employment initiatives, either as an actual partner or as an information resource for a member list used to develop a job fair invitation database.

TAMP-FMEAP staff members assisting patrons with job searches in other communities nationwide can refer individuals to the Chamber of Commerce in that area. Visit [www.chamberofcommerce.com](http://www.chamberofcommerce.com) to access their Resource Directory for information on chambers of commerce serving a local community.

TAMP-FMEAP managers should encourage staff members to consider volunteering for service on chamber of Commerce Committees. This will help staff members become more involved in the workings of the chamber and more knowledgeable of the inner workings of the local labor force from the employer's perspective. It will also provide chamber members on committees a chance to interact with and get to know TAMP-FMEAP staff members, who could facilitate relationships that can lead to improved opportunities for connecting local employers to transitioning Marines and job-seeking family members. Fostering and maintaining these relationships could open up a wealth of other future opportunities beneficial to patrons, such as chamber members sponsoring military family support events. This type of involvement builds goodwill between the military base and civilian community, which is a key strategic initiative of local Marine Corps Base commanders.

### **Economic Development Office**

Most communities have an economic development office that is responsible for promoting business and industry benefits attractive to prospective businesses. This office is often co-located with or closely connected to the local Chamber of Commerce. Like the local Chamber of Commerce, the local economic development office can provide TAMP-FMEAP managers and staff members with information on new and upcoming businesses and industries in the area, which they could use in job fair development and advising patrons of possible employment opportunities. The local Chamber of Commerce should be able to provide contact information for the community's economic development office.

### **State Employment Offices**

The local employment office is a critical resource that TAMP-FMEAP managers and staff should establish a relationship with to effectively assist patrons. Names of state employment agencies vary from state to state (e.g., Employment Commission, Employment Security Commission, Department of Labor and Employment). To locate state offices, staff members can visit <http://www.DOLeta.gov/regions/statecontacts>.

Local employment offices are well known to the military community both on and off base, as most have a Veterans' representative whose primary responsibility is to assist Service members with their transition into the civilian labor market and community. Many state employment offices have partnered with the CRMC, providing an onsite representative with scheduled hours to meet transitioning Service members in person either by appointment or on a walk-in basis. These representatives are also usually a part of formal briefings conducted on a regular basis to separating Service members and their families. These local offices are excellent sources of information on local labor market trends, local wages, employment law, and employment rights

of the individual. The Veterans' representative is often a retired Service member who is well attuned to the needs of the transitioning Marine, and, as a result, can streamline the process of obtaining benefits or overcoming any barriers to employment or training opportunities.

### **Local Colleges and Universities**

In addition to offering a wide range of short- to long-term training options, local colleges and universities make available a number of programs to assist patrons with financial, child care, and other challenges associated with attending school. TAMP-FMEAP managers should contact representatives at local colleges and universities to establish relationships that will benefit patrons. Managers can explore options such as scheduling formal presentations on training programs and support services offered by schools, ensuring that the TAMP-FMEAP office is on regular distribution for information on available training and education programs. This may increase the possibility of the educational institution establishing a formal or recurring presence in the career resource management center on base.

Local colleges and universities can also serve as excellent career development resources for patrons. Many have career centers that offer free career assessments, career planning, résumé creation/critique, and other job-seeking services. Of particular benefit to the TAMP-FMEAP office would be any local information the college career center might have on employment trends in the area, including outlook for employment and salary figures for occupations. Some college career centers have established formal relationships with the career resource management center to partner in education, training, and job-seeking services, such as job fairs and group career development sessions.

### **One-Stop Career Centers**

America's Service Locator, a component of the DOL's One-Stop Career system, is an information resource where Marines and family members can locate One-Stop Career Centers in communities nationwide. Individuals can visit their Web site at [www.servicelocator.org](http://www.servicelocator.org), enter a zip code, and select desired service(s) to locate the nearest One-Stop Career Center. Direct assistance is also available by dialing 1-877-US2-JOBS. The Web site for CareerOneStop is [www.careeronestop.org](http://www.careeronestop.org). One-Stop Centers offer many, if not all, of the following resources to assist patrons:

- Career Resource Room
- Rooms where employers can interview job seekers
- Telephones, fax/copy machines, personal computers, Internet access, and video viewing stations
- Onsite child care or help finding child care
- Youth services for finding work and how to get a work permit
- Job openings (including work experience, internships, and community service)

- Strategies for finding a job, preparing for job interviews, and résumé preparation and posting for employers to view
- Summer job and learning opportunities
- General Educational Development (GED) exam preparation
- Reading, writing, math, and English (ESL) skill assessment and improvement programs
- Information about schools and training programs
- Help with living expenses while in training
- Financial aid for training information
- Career planning resources such as interests and skills assessments and career information, including jobs in demand and rates of pay
- Information about employers in the local area
- What local employers expect of their workers
- Worker services, including dealing with job loss and filing Unemployment Insurance (UI) claims
- Community resource information
- Job skills training or retraining
- Starting a business
- Help with living expenses while in training
- Programs to share job-search strategies with other job seekers (job clubs)



## PERFORMANCE MANAGEMENT

Program evaluation is the process by which critical elements of a program are assessed against a criteria or standard set forth by a recognized national governing body or experienced senior leaders. Often referred to as Quality Assurance (QA), program evaluation involves the ongoing process of objectively and systematically monitoring the access to and appropriateness of services provided, and customer service. Per MCO P1700.24B, quality is the degree of adherence to generally recognized standards of good practice and achievement of anticipated outcomes for a particular service, procedure, assessment, or problem.

Very simply, performance management is managing, measuring, and accounting for program performance. As mentioned earlier in the discussion of personnel and staff roles, employee performance management focuses on the employee's role in improving organizational effectiveness in the accomplishment of the MCCA strategic mission and goals. In this section, the focus will be on the various measurement tools utilized to gauge the progress and success of these goals.

Successful implementation of the TAMP-FMEAP program ensures that Marines and their families receive comprehensive transition, career, and employment assistance. Measuring these

individual outcomes can be challenging, yet most program areas within MCCA, including TAMP-FMEAP, require some level of quantification and measurement.

Linking programmatic functions to desired outcomes has long been a challenge, but MCCA recognizes that future funding requests and justifications for current resources will involve and require outcome-based cost information and related data. All MCCA program areas endeavor to collect standardized data and identify outcome measures that accurately assess/reflect the impact of the organization's contribution to positive military outcomes, as well as to identify situational trends and provide context and analysis of those metrics. Most MCCA program areas are required to collect information relating to program usage or patronage that is then reported to installation MCCA directors, installation commanders, higher headquarters, and MCCA Board of Directors.

It is the responsibility of the TAMP-FMEAP Managers to collect data to measure progress necessary to demonstrate program achievement. Performance measurement is essential to define the critical link between program resources (funding, resources, and personnel) and program outcomes.

## OSD REPORTING

TAMP-FMEAP, as an OSD-supported program, must collect metrics as mandated by OSD and HQMC. Within the Marine Corps, MR is the sponsoring agent responsible for the gathering installation data and submitting all USMC metrics to OSD in a quarterly report. This report details TAMP-FMEAP functions performed the previous three months and validates the appropriate use of the appropriations received and executed. As the program manager, you will be responsible for the culling of all TAMP-FMEAP activity data at your installation. For your reference, a blank, sample installation report can be found in the resources section of this guide. Please note: TAMP-FMEAP Quarterly Reports are a requirement per MCO – P1700.24B and shall be provided to HQMC, MRRM no later than the 15th of the month following the end of the quarter. A sample has been provided in the TAMP-FMEAP Management Resources section of this guide.

## HQMC REPORTING

HQMC also has reporting requirements that serve internal needs approved by the board of directors. The goal for HQMC is to have an automated Web-based reporting system for the M&FS Quarterly Report. Under development as a HQMC M&FS initiative, the quarterly report is designed to standardize program reporting procedures across installations and capture

traditional M&FS capabilities. Currently in the design phase, the expectation is a system that is easily accessed by users in the field via a Web-based software system with searchable data fields. The endeavor is challenging since most programs have numerous reporting requirements that must be satisfied in different formats and venues. The online data collection system will combine OSD-mandated metrics and Marine Corps requirements.

## INSTALLATION METRICS

In 2000, the Marine Corps invested in Activity Based Costing and Management (ABC/M) to serve as a standard management tool to track expended resources and model base operations more like a business. It is primarily a tool for financial measures. ABC/M relies on activity-based cost information and performance measures to help determine assignment of cost for utilization or consumption of an organization's resources.

Ultimately, this assignment of costs will provide commanders with the ability to quickly identify funding and/or performance deficiencies or surpluses across the installation's mission areas to look at the total cost and the resulting performance in efficiency and effectiveness, and to develop a plan to improve specific areas. Currently, all major organizations are contributing data to the local Business Performance Office aboard installations. TAMP-FMEAP managers are encouraged to participate in the process and analysis of that data.

## Reporting Summary

Who	Report, Form or Evaluation	How Long	Comments
Unit Transition Counselor	Forms 2648 and 2648-1	3 years	<p>One copy given to Marine;            One copy for Marine's record book mailed to: MMSB-20, 2008 Elliot Road, Quantico, VA 22134;            One copy for the UTC            (3 copies total)</p>
TAMP-FMEAP Office	Forms 2648 and 2648-1	3 years	<p>Log of all Marines; signed and dated form is kept in addition to paper copies of form</p>
TAMP-FMEAP Office	DOL TAP Employment Workshop Evaluations	3 year	<p>Provide copy to DOL instructors are requested. Utilize summary comment for program improvement. Review for actionable trends – both positive and negative – for facilitators, content, logistics, or process</p>
TAMP-FMEAP Office	Job Fair Rosters and Evaluations	1 year	<p>Maintain rosters of companies attending, requesting attendance, and preregistered patrons. Utilize comments for after-action report, marketing quips, future planning</p>

## QUALITY ASSURANCE MEASURES

Inspections are conducted to ensure that M&FS are being operated according to existing regulations and program standards, and qualified personnel are performing their assigned tasks in a timely and professional manner. Program evaluation is a necessary and critical component of Performance Management.

**My mission is to promote Marine Corps combat readiness, integrity, efficiency, effectiveness, and credibility through impartial and independent inspections, assessments, inquiries, and investigations.**

**-Inspector General  
United States Marine Corps**

Inspections are the primary agents for quality assurance within the Marine Corps. Every installation commander is responsible for utilizing inspections as part of the overall installation annual QA plan. The QA plan addresses the goals and objectives of prevention activities and intervention and treatment. The QA program involves an ongoing process to monitor and evaluate objectively and systematically the access to and appropriateness of client care and customer service, and to resolve identified problems in care, service, or performance.

There are three types of inspections that are conducted, which you should be aware of:

**Inspector General of the Marine Corps (IGMC).** Under the direction of the SECNAV and CMC, the IGMC coordinates, conducts, and evaluates inspections of Fleet Marine Forces, Reserve Forces, and supporting establishment commands, units, and activities. Typically, a team comprised of SMEs will travel to installations to conduct the inspection. Team members meet with program managers to discuss their programs, identify problems, and make recommendations to the commanding general and to CMC.

**Commanding General Inspection Program (CGIP).** On a biennial basis, commanding generals conduct inspections of most MCCS programs and personnel. Teams are comprised of local SMEs. Installations will often have agreements with one another to inspect each others' respective programs.

**Command Inspection Program (CIP).** These are IGMC-sponsored inspections conducted on a triennial basis and are conducted on very short notice. Inspectors use an existing inspection checklist comprised of questions and policy references for each identified function.

You may be required to prepare and participate in these inspections as directed by the installation commander. All inspections are based on existing Marine Corps Policy and/or base orders and conducted to ensure that the M&FS programs are being operated according to existing regulations and in support of mission accomplishments. Most program areas have a listing of inspectable areas summarized in program-specific AIRS checklists. Please review the checklist often. It is accessible on the USMC IG website at <http://hqinet001.hqmc.usmc.mil/ig/> or in the resources section of this guide.

## MANAGEMENT GUIDE RESOURCES

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\*\*Available for printing on the TAMP-FMEAP Management Guide CD

This United States Code established benefits and services for members being separated or recently separated from the military.

### **SEC. 1141 - INVOLUNTARY SEPARATION DEFINED**

A member of the armed forces shall be considered to be involuntarily separated for purposes of this chapter if the member was on Active Duty or full-time National Guard duty on September 30, 1990, or after November 29, 1993, or, with respect to a member of the Coast Guard, if the member was on Active Duty in the Coast Guard after September 30, 1994, and—

(1) in the case of a regular officer (other than a retired officer), the officer is involuntarily discharged under other than adverse conditions, as characterized by the Secretary concerned;

(2) in the case of a reserve officer who is on the Active Duty list or, if not on the Active Duty list, is on full-time Active Duty (or in the case of a member of the National Guard, full-time National Guard duty) for the purpose of organizing, administering, recruiting, instructing, or training the reserve components, the officer is involuntarily discharged or released from Active Duty or full-time National Guard (other than a release from Active Duty or full-time National Guard duty incident to a transfer to retired status) under other than adverse conditions, as characterized by the Secretary concerned;

(3) in the case of a regular enlisted member serving on Active Duty, the member is

(A) denied reenlistment, or

(B) involuntarily discharged under other than adverse conditions, as characterized by the Secretary concerned; and

(4) in the case of a reserve enlisted member who is on full-time Active Duty (or in the case of a member of the National Guard, full-time National Guard duty) for the purpose of organizing, administering, recruiting, instructing, or training the reserve components, the member

(A) is denied reenlistment, or

(B) is involuntarily discharged or released from Active Duty (or full-time National Guard) under other than adverse conditions, as characterized by the Secretary concerned.

## **SEC. 1142 - PRESEPARATION COUNSELING AND TRANSMITTAL OF MEDICAL RECORDS TO DEPARTMENT OF VETERANS AFFAIRS**

(a) Requirement.—

(1) Within the time periods specified in paragraph (3), the Secretary concerned shall (except as provided in paragraph (4)) provide for individual preseparation counseling of each member of the armed forces whose discharge or release from Active Duty is anticipated as of a specific date. A notation of the provision of such counseling with respect to each matter specified in subsection (b), signed by the member, shall be placed in the service record of each member receiving such counseling.

(2) In carrying out this section, the Secretary concerned may use the services available under section 1144 of this title.

(3)

(A) In the case of an anticipated retirement, preseparation counseling shall commence as soon as possible during the 24-month period preceding the anticipated retirement date. In the case of a separation other than a retirement, preseparation counseling shall commence as soon as possible during the 12-month period preceding the anticipated date. Except as provided in subparagraph (B), in no event shall preseparation counseling commence later than 90 days before the date of discharge or release.

(B) In the event that a retirement or other separation is unanticipated until there are 90 or fewer days before the anticipated retirement or separation date, preseparation counseling shall begin as soon as possible within the remaining period of service.

(4)

(A) Subject to subparagraph (B), the Secretary concerned shall not provide preseparation counseling to a member who is being discharged or released before the completion of that member's first 180 days of Active Duty.

(B) Subparagraph (A) shall not apply in the case of a member who is being retired or separated for disability.

(b) Matters To Be Covered By Counseling.— Counseling under this section shall include the following:

(1) A discussion of the educational assistance benefits to which the member is entitled under the Montgomery GI Bill and other educational assistance programs because of the member's service in the armed forces.

(2) A description (to be developed with the assistance of the Secretary of Veterans Affairs) of the compensation and vocational rehabilitation benefits to which the member may be entitled under laws administered by the Secretary of Veterans Affairs, if the member is being medically separated or is being retired under chapter 61 of this title.

(3) An explanation of the procedures for and advantages of affiliating with the Selected Reserve.

(4) Provision of information on civilian occupations and related assistance programs, including information concerning—

(A) certification and licensure requirements that are applicable to civilian occupations;

(B) civilian occupations that correspond to military occupational specialties; and

(C) Government and private-sector programs for job search and job placement assistance, including the public and community service jobs program carried out under section 1143a of this title, and information regarding the placement programs established under sections 1152 and 1153 of this title and the Troops-to-Teachers Program Act of 1999 (20 U.S.C. 9301 et seq.)

(5) If the member has a spouse, job placement counseling for the spouse.

(6) Information concerning the availability of relocation assistance services and other benefits and services available to persons leaving military service, as provided under section 1144 of this title.

(7) Information concerning the availability of medical and dental coverage following separation from Active Duty, including the opportunity to elect into the conversion health policy provided under section 1145 of this title.

(8) Counseling (for the member and dependents) on the effect of career change on individuals and their families.

(9) Financial planning assistance.

(10) The creation of a transition plan for the member to attempt to achieve the educational, training, and employment objectives of the member and, if the member has a spouse, the spouse of the member.

(11) Information concerning the availability of mental health services and the treatment of post-traumatic stress disorder, anxiety disorders, depression, suicidal ideations, or other mental health conditions associated with service in the armed forces.

(12) Information concerning the priority of service for veterans in the receipt of employment, training, and placement services provided under qualified job training programs of the Department of Labor.

(13) Information concerning veterans small business ownership and entrepreneurship programs of the Small Business Administration and the National Veterans Business Development Corporation.

(14) Information concerning employment and reemployment rights and obligations under chapter 43 of title 38.

(15) Information concerning veterans preference in federal employment and federal procurement opportunities.

(16) Contact information for housing counseling assistance.

(17) A description, developed in consultation with the Secretary of Veterans Affairs, of health care and other benefits to which the member may be entitled under the laws administered by the Secretary of Veterans Affairs.

(c) Transmittal of Medical Information to Department of Veterans Affairs.— In the case of a member being medically separated or being retired under chapter 61 of this title, the Secretary concerned shall ensure (subject to the consent of the member) that a copy of the member's service medical record (including any results of a Physical Evaluation Board) is transmitted to the Secretary of Veterans Affairs within 60 days of the separation or retirement.

## **SEC. 1143 - EMPLOYMENT ASSISTANCE: DEPARTMENT OF DEFENSE**

(a) Employment Skills Verification.— The Secretary of Defense and the Secretary of Homeland Security with respect to the Coast Guard shall provide to members of the armed forces who are discharged or released from Active Duty a certification or verification of any job skills and experience acquired while on Active Duty that may have application to employment in the

civilian sector. The preceding sentence shall be carried out in conjunction with the Secretary of Labor.

(b) Employment Assistance Centers.— The Secretary of Defense shall establish permanent employment assistance centers at appropriate military installations. The Secretary of Homeland Security shall establish permanent employment assistance centers at appropriate Coast Guard installations.

(c) Information to Civilian Entities.— For the purpose of assisting members covered by subsection (a) and their spouses in locating civilian employment and training opportunities, the Secretary of Defense and the Secretary of Homeland Security shall establish and implement procedures to release to civilian employers, organizations, State employment agencies, and other appropriate entities the names (and other pertinent information) of such members and their spouses. Such names may be released for such purpose only with the consent of such members and spouses.

(d) Employment Preference by Nonappropriated Fund Instrumentalities.— The Secretary of Defense shall take such steps as necessary to provide that members of Army, Navy, Air Force, or Marine Corps who are involuntarily separated, and the dependents of such members, shall be provided a preference in hiring by nonappropriated fund instrumentalities of the Department. Such preference shall be administered in the same manner as the preference for military spouses provided under section 1784 (a)(2) of this title, except that a preference under that section shall have priority over a preference under this subsection. A person may receive a preference in hiring under this subsection only once. The Secretary of Homeland Security shall provide the same preference in hiring to involuntarily separated members of the Coast Guard, and the dependents of such members, in Coast Guard nonappropriated fund instrumentalities.

## **SEC. 1143A - ENCOURAGEMENT OF POSTSEPARATION PUBLIC AND COMMUNITY SERVICE**

(a) In General.— The Secretary of Defense shall implement a program to encourage members and former members of the armed forces to enter into public and community service jobs after discharge or release from Active Duty.

(b) Personnel Registry.— The Secretary shall maintain a registry of members and former members of the armed forces discharged or released from Active Duty who request registration for assistance in pursuing public and community service job opportunities. The registry shall include information on the particular job skills, qualifications, and experience of the registered personnel.

(c) Registry of Public Service and Community Service Organizations.— The Secretary shall also maintain a registry of public service and community service organizations. The registry shall contain information regarding each organization, including its location, its size, the types of public and community service positions in the organization, points of contact, procedures for applying for such positions, and a description of each such position that is likely to be available. Any such organization may request registration under this subsection and, subject to guidelines prescribed by the Secretary, be registered.

(d) Assistance To Be Provided.—

(1) The Secretary shall actively attempt to match personnel registered under subsection (b) with public and community service job opportunities and to facilitate job-seeking contacts between such personnel and the employers offering the jobs.

(2) The Secretary shall offer personnel registered under subsection (b) counselling services regarding—

(A) public service and community service organizations; and

(B) procedures and techniques for qualifying for and applying for jobs in such organizations.

(3) The Secretary may provide personnel registered under subsection (b) with access to the interstate job bank program of the United States Employment Service if the Secretary determines that such program meets the needs of separating members of the armed forces for job placement.

(e) Consultation Requirement.— In carrying out this section, the Secretary shall consult closely with the Secretary of Labor, the Secretary of Veterans Affairs, the Secretary of Education, the Director of the Office of Personnel Management, appropriate representatives of State and local governments, and appropriate representatives of businesses and nonprofit organizations in the private sector.

(f) Delegation.— The Secretary, with the concurrence of the Secretary of Labor, may designate the Secretary of Labor as the executive agent of the Secretary of Defense for carrying out all or part of the responsibilities provided in this section. Such a designation does not relieve the Secretary of Defense from the responsibility for the implementation of the provisions of this section.

(g) Definitions.— In this section, the term “public service and community service organization” includes the following organizations:

(1) Any organization that provides the following services:

(A) Elementary, secondary, or postsecondary school teaching or administration.

(B) Support of such teaching or school administration.

(C) Law enforcement.

(D) Public health care.

(E) Social services.

(F) Any other public or community service.

(2) Any nonprofit organization that coordinates the provision of services described in paragraph (1).

(h) Coast Guard.— This section shall apply to the Coast Guard in the same manner and to the same extent as it applies to the Department of Defense. The Secretary of Homeland Security shall implement the requirements of this section for the Coast Guard.

## **SEC. 1144 - EMPLOYMENT ASSISTANCE, JOB TRAINING ASSISTANCE, AND OTHER TRANSITION SERVICES: DEPARTMENT OF LABOR**

(a) In General.—

(1) The Secretary of Labor, in conjunction with the Secretary of Defense, the Secretary of Homeland Security, and the Secretary of Veterans Affairs, shall establish and maintain a program to furnish counseling, assistance in identifying employment and training opportunities, help in obtaining such employment and training, and other related information and services to members of the armed forces under the jurisdiction of the Secretary concerned who are being separated from Active Duty and the spouses of such members. Such services shall be provided to a member within the time periods provided under paragraph (3) of section 1142 (a) of this title, except that the Secretary concerned shall not provide pre-separation counseling to a member described in paragraph (4)(A) of such section.

(2) The Secretary of Defense, the Secretary of Homeland Security, and the Secretary of Veterans Affairs shall cooperate with the Secretary of Labor in establishing and maintaining the program under this section.

(3) The Secretaries referred to in paragraph (1) shall enter into a detailed agreement to carry out this section.

(b) Elements of Program.— In establishing and carrying out a program under this section, the Secretary of Labor shall do the following:

- (1) Provide information concerning employment and training assistance, including
  - (A) labor market information,
  - (B) civilian work place requirements and employment opportunities,
  - (C) instruction in resume preparation, and
  - (D) job analysis techniques, job search techniques, and job interview techniques.
- (2) In providing information under paragraph (1), use experience obtained from implementation of the pilot program established under section 408 of Public Law 101–237.
- (3) Provide information concerning Federal, State, and local programs, and programs of military and veterans’ service organizations, that may be of assistance to such members after separation from the armed forces, including, as appropriate, the information and services to be provided under section 1142 of this title.
- (4) Inform such members that the Department of Defense and the Department of Homeland Security are required under section 1143 (a) of this title to provide proper certification or verification of job skills and experience acquired while on Active Duty that may have application to employment in the civilian sector for use in seeking civilian employment and in obtaining job search skills.
- (5) Provide information and other assistance to such members in their efforts to obtain loans and grants from the Small Business Administration and other Federal, State, and local agencies.
- (6) Provide information about the geographic areas in which such members will relocate after separation from the armed forces, including, to the degree possible, information about employment opportunities, the labor market, and the cost of living in those areas (including, to the extent practicable, the cost and availability of housing, child care, education, and medical and dental care).
- (7) Work with military and veterans’ service organizations and other appropriate organizations in promoting and publicizing job fairs for such members.
- (8) Provide information regarding the public and community service jobs program carried out under section 1143a of this title.

(c) Participation.— The Secretary of Defense and the Secretary of Homeland Security shall encourage and otherwise promote maximum participation by members of the armed forces eligible for assistance under the program carried out under this section.

(d) Use of Personnel and Organizations.— In carrying out the program established under this section, the Secretaries may—

- (1) provide, as the case may be, for the use of disabled veterans outreach program specialists, local veterans' employment representatives, and other employment service personnel funded by the Department of Labor to the extent that the Secretary of Labor determines that such use will not significantly interfere with the provision of services or other benefits to eligible veterans and other eligible recipients of such services or benefits;
- (2) use military and civilian personnel of the Department of Defense and the Department of Homeland Security;
- (3) use personnel of the Veterans Benefits Administration of the Department of Veterans Affairs and other appropriate personnel of that Department;
- (4) use representatives of military and veterans' service organizations;
- (5) enter into contracts with public or private entities; and
- (6) take other necessary action to develop and furnish the information and services to be provided under this section.

## **SEC. 1145 - HEALTH BENEFITS**

(a) Transitional Health Care.—

- (1) For the time period described in paragraph (3), a member of the armed forces who is separated from Active Duty as described in paragraph (2) (and the dependents of the member) shall be entitled to receive—
  - (A) medical and dental care under section 1076 of this title in the same manner as a dependent described in subsection (a)(2) of such section; and
  - (B) health benefits contracted under the authority of section 1079 (a) of this title and subject to the same rates and conditions as apply to persons covered under that section.
- (2) This subsection applies to the following members of the armed forces:
  - (A) A member who is involuntarily separated from Active Duty.

(B) A member of a reserve component who is separated from Active Duty to which called or ordered in support of a contingency operation if the Active Duty is Active Duty for a period of more than 30 days.

(C) A member who is separated from Active Duty for which the member is involuntarily retained under section 12305 of this title in support of a contingency operation.

(D) A member who is separated from Active Duty served pursuant to a voluntary agreement of the member to remain on Active Duty for a period of less than one year in support of a contingency operation.

(3) Transitional health care for a member under subsection (a) shall be available for 180 days beginning on the date on which the member is separated from Active Duty.

(4)

(A) The Secretary concerned shall require a member of the armed forces scheduled to be separated from Active Duty as described in paragraph (2) to undergo a physical examination immediately before that separation. The physical examination shall be conducted in accordance with regulations prescribed by the Secretary of Defense.

(B) Notwithstanding subparagraph (A), if a member of the armed forces scheduled to be separated from Active Duty as described in paragraph (2) has otherwise undergone a physical examination within 12 months before the scheduled date of separation from Active Duty, the requirement for a physical examination under subparagraph (A) may be waived in accordance with regulations prescribed under this paragraph. Such regulations shall require that such a waiver may be granted only with the consent of the member and with the concurrence of the member's unit commander.

(5)

(A) The Secretary of Defense shall, in consultation with the Secretary of Veterans Affairs, ensure that appropriate actions are taken to assist a member of the armed forces who, as a result of a medical examination under paragraph (4), receives an indication for a referral for follow up treatment from the health care provider who performs the examination.

(B) Assistance provided to a member under paragraph (1) shall include the following:

(i) Information regarding, and any appropriate referral for, the care, treatment, and other services that the Secretary of Veterans Affairs may provide to such member under any other provision of law, including—

(I) clinical services, including counseling and treatment for post-traumatic stress disorder and other mental health conditions; and

(II) any other care, treatment, and services.

(ii) Information on the private sector sources of treatment that are available to the member in the member's community.

(iii) Assistance to enroll in the health care system of the Department of Veterans Affairs for health care benefits for which the member is eligible under laws administered by the Secretary of Veterans Affairs.

(b) Conversion Health Policies.—

(1) The Secretary of Defense shall inform each member referred to in subsection (a) before the date of the member's discharge or release from Active Duty of the availability for purchase by the member of a conversion health policy for the member and the dependents of that member. A conversion health policy offered under this paragraph shall provide coverage for not less than an 18-month period.

(2) If a member referred to in subsection (a) purchases a conversion health policy during the period applicable to the member (or within a reasonable time after that period as prescribed by the Secretary of Defense), the Secretary shall provide health care, or pay the costs of health care provided, to the member and the dependents of the member—

(A) during the 18-month period beginning on the date on which coverage under the conversion health policy begins; and

(B) for a condition (including pregnancy) that exists on such date and for which care is not provided under the policy solely on the grounds that the condition is a preexisting condition.

(3) The Secretary of Defense may arrange for the provision of health care described in paragraph (2) through a contract with the insurer offering the conversion health policy.

(4) If the Secretary of Defense is unable, within a reasonable time, to enter into a contract with a private insurer to provide the conversion health policy required under paragraph (1) at a rate not to exceed the payment required under section 8905a (d)(1)(A) of title 5 for comparable coverage, the Secretary shall offer such a policy under the Civilian Health and Medical Program of the Uniformed Services. Subject to paragraph (5), a member

purchasing a policy from the Secretary shall be required to pay into the Military Health Care Account or other appropriate account an amount equal to the sum of—

(A) the individual and Government contributions which would be required in the case of a person enrolled in a health benefits plan contracted for under section 1079 of this title; and

(B) an amount necessary for administrative expenses, but not to exceed two percent of the amount under subparagraph (A).

(5) The amount paid by a member who purchases a conversion health policy from the Secretary of Defense under paragraph (4) may not exceed the payment required under section 8905a (d)(1)(A) of title 5 for comparable coverage.

(6) In order to reduce premiums required under paragraph (4), the Secretary of Defense may offer a conversion health policy that, with respect to mental health services, offers reduced coverage and increased cost-sharing by the purchaser.

(c) Health Care For Certain Separated Members Not Otherwise Eligible.—

(1) Consistent with the authority of the Secretary concerned to designate certain classes of persons as eligible to receive health care at a military medical facility, the Secretary concerned should consider authorizing, on an individual basis in cases of hardship, the provision of that care for a member who is separated from the armed forces, and is ineligible for transitional health care under subsection (a) or does not obtain a conversion health policy (or a dependent of the member).

(2) The Secretary concerned shall give special consideration to requests for such care in cases in which the condition for which treatment is required was incurred or aggravated by the member or the dependent before the date of the separation of the member, particularly if the condition is a result of the particular circumstances of the service of the member.

(d) Definition.— In this section, the term “conversion health policy” means a health insurance policy with a private insurer, developed through negotiations between the Secretary of Defense and a private insurer, that is available for purchase by or for the use of a person who is no longer a member of the armed forces or a covered beneficiary.

(e) Coast Guard.— The Secretary of Homeland Security shall implement this section for the members of the Coast Guard and their dependents.

## **SEC. 1146 – COMMISSARY AND EXCHANGE BENEFITS**

The Secretary of Defense shall prescribe regulations to allow a member of the armed forces who is involuntarily separated from Active Duty during the period beginning on October 1, 1990, and ending on December 31, 2001, to continue to use commissary and exchange stores during the two-year period beginning on the date of the involuntary separation of the member in the same manner as a member on Active Duty. The Secretary of Transportation shall implement this provision for Coast Guard members involuntarily separated during the period beginning on October 1, 1994, and ending on December 31, 2001.

## **SEC. 1147 – USE OF MILITARY FAMILY HOUSING**

### **(a) Transition for Involuntarily Separated Members.—**

(1) The Secretary of a military department may, pursuant to regulations prescribed by the Secretary of Defense, permit individuals who are involuntarily separated during the period beginning on October 1, 1990, and ending on December 31, 2001, to continue for not more than 180 days after the date of such separation to reside (along with other members of the individual's household) in military family housing provided or leased by the Department of Defense to such individual as a member of the armed forces.

(2) The Secretary of Transportation may prescribe regulations to permit members of the Coast Guard who are involuntarily separated during the period beginning on October 1, 1994, and ending on December 31, 2001, to continue for not more than 180 days after the date of such separation to reside (along with others of the member's household) in military family housing provided or leased by the Coast Guard to the individual as a member of the armed forces.

(b) **Rental Charges.—** The Secretary concerned, pursuant to such regulations, shall require a reasonable rental charge for the continued use of military family housing under subsection (a), except that such Secretary may waive all or any portion of such charge in any case of hardship.

## **SEC. 1148 – RELOCATION ASSISTANCE FOR PERSONNEL OVERSEAS**

The Secretary of Defense and the Secretary of Homeland Security shall develop a program specifically to assist members of the armed forces stationed overseas who are preparing for discharge or release from Active Duty, and the dependents of such members, in readjusting to civilian life. The program shall focus on the special needs and requirements of such members and dependents due to their overseas locations and shall include, to the maximum extent possible, computerized job relocation assistance and job search information.

## **SEC. 1149 – EXCESS LEAVE AND PERMISSIVE TEMPORARY DUTY**

Under regulations prescribed by the Secretary of Defense or the Secretary of Homeland Security with respect to the Coast Guard, the Secretary concerned shall grant a member of the armed forces who is to be involuntarily separated such excess leave (for a period not in excess of 30 days), or such permissive temporary duty (for a period not in excess of 10 days), as the member requires in order to facilitate the member's carrying out necessary relocation activities (such as job search and residence search activities), unless to do so would interfere with military missions.

## **SEC. 1150 – AFFILIATION WITH GUARD AND RESERVE UNITS: WAIVER OF CERTAIN LIMITATIONS**

(a) Preference for Certain Persons.— A person who is separated from the armed forces during the period beginning on October 1, 1990, and ending on December 31, 2001, and who applies to become a member of a National Guard or Reserve unit within one year after the date of such separation shall be given preference over other equally qualified applicants for existing or projected vacancies within the unit to which the member applies.

(b) Limited Waiver of Strength Limitations.— Under regulations prescribed by the Secretary of Defense, a person covered by subsection (a) who enters a National Guard or Reserve unit pursuant to an application described in such subsection may be retained in that unit for up to three years without regard to reserve-component strength limitations so long as the individual maintains good standing in that unit.

(c) Coast Guard.— This section shall apply to the Coast Guard in the same manner and to the same extent as it applies to the Department of Defense. The Secretary of Homeland Security shall prescribe regulations to implement this section for the Coast Guard.

## **SEC. 1152 - ASSISTANCE TO ELIGIBLE MEMBERS AND FORMER MEMBERS TO OBTAIN EMPLOYMENT WITH LAW ENFORCEMENT AGENCIES**

(a) Placement Program.— The Secretary of Defense, and the Secretary of Homeland Security with respect to the Coast Guard, may enter into an agreement with the Attorney General to establish or participate in a program to assist eligible members and former members of the armed forces to obtain employment as law enforcement officers with eligible law enforcement agencies following the discharge or release of such members or former members from Active Duty. Eligible law enforcement agencies shall consist of State law enforcement agencies, local law

enforcement agencies, and Indian tribes that perform law enforcement functions (as determined by the Secretary of the Interior).

(b) Eligible Members.— Any individual who, during the 6-year period beginning on October 1, 1993, is a member of the armed forces and is separated with an honorable discharge or is released from service on Active Duty characterized as honorable by the Secretary concerned shall be eligible to participate in a program covered by an agreement referred to in subsection (a).

(c) Selection.— In the selection of applicants for participation in a program covered by an agreement referred to in subsection (a), preference shall be given to a member or former member who—

(1) is selected for involuntary separation, is approved for separation under section 1174a or 1175 of this title, or retires pursuant to the authority provided in section 4403 of the Defense Conversion, Reinvestment, and Transition Assistance Act of 1992 (division D of Public Law 102–484; 10 U.S.C. 1293 note ); and

(2) has a military occupational specialty, training, or experience related to law enforcement (such as service as a member of the military police) or satisfies such other criteria for selection as the Secretary, the Attorney General, or a participating eligible law enforcement agency prescribed in accordance with the agreement.

(d) Grants To Facilitate Employment.—

(1) The Secretary of Defense, and the Secretary of Homeland Security with respect to the Coast Guard, may provide funds to the Attorney General for grants under this section to reimburse participating eligible law enforcement agencies for costs, including salary and fringe benefits, of employing members or former members pursuant to a program referred to in subsection (a).

(2) No grant with respect to an eligible member or former member may exceed a total of \$50,000.

(3) Any grant with respect to an eligible member or former member shall be disbursed within 5 years after the date of the placement of a member or former member with a participating eligible law enforcement agency.

(4) Preference in awarding grants through existing law enforcement hiring programs shall be given to State or local law enforcement agencies or Indian tribes that agree to hire eligible members and former members.

(e) Administrative Expenses.— Ten percent of the amount, if any, appropriated for a fiscal year to carry out the program established pursuant to subsection (a) may be used to administer the program.

(f) Requirement for Appropriation.— No person may be selected to participate in the program established pursuant to subsection (a) unless a sufficient amount of appropriated funds is available at the time of the selection to satisfy the obligations to be incurred by the United States under an agreement referred to in subsection (a) that applies with respect to the person.

(g) Authority To Expand Placement To Include Firefighters.—

(1) The Secretary may expand the placement activities authorized by subsection (a) to include the placement of eligible members and former members and eligible civilian employees of the Department of Defense as firefighters or members of rescue squads or ambulance crews with public fire departments.

(2) The expansion authorized by this subsection may be made through a program covered by an agreement referred to in subsection (a), if feasible, or in such other manner as the Secretary considers appropriate.

(3) A civilian employee of the Department of Defense shall be eligible to participate in the expanded placement activities authorized under this subsection if the employee, during the six-year period beginning October 1, 1993, is terminated from such employment as a result of reductions in defense spending or the closure or realignment of a military installation, as determined by the Secretary of Defense.

## **SEC. – 1153. ASSISTANCE TO SEPARATED MEMBERS TO OBTAIN EMPLOYMENT WITH HEALTH CARE PROVIDERS**

(a) Placement Program.— The Secretary of Defense, and the Secretary of Homeland Security with respect to the Coast Guard, may establish a program to assist eligible members of the armed forces to obtain employment with health care providers upon their discharge or release from Active Duty.

(b) Eligible Members.—

(1) Except as provided in paragraph (2), a member shall be eligible for selection to participate in the program established under subsection (a) if the member—

(A) is selected for involuntary separation, is approved for separation under section 1174a or 1175 of this title, or retires pursuant to the authority provided in section 4403 of the Defense Conversion, Reinvestment, and Transition Assistance Act of

1992 (division D of Public Law 102–484; 10 U.S.C. 1293 note ) during the six-year period beginning on October 1, 1993;

(B) has received an associate degree, baccalaureate, or advanced degree from an accredited institution of higher education or a junior or community college; and

(C) has a military occupational specialty, training, or experience related to health care, is likely to be able to obtain such training in a short period of time (as determined by the Secretary concerned), or satisfies such other criteria for selection as the Secretary concerned may prescribe.

(2) For purposes of this section, a former member of the armed forces who did not meet the minimum educational qualification criterion set forth in paragraph (1)(B) for placement assistance before discharge or release from Active Duty shall be considered to be a member satisfying such educational qualification criterion upon satisfying that criterion within five years after discharge or release from Active Duty.

(3) A member who is discharged or released from service under other than honorable conditions shall not be eligible to participate in the program.

(c) Selection of Participants.—

(1) The Secretary of Defense, and the Secretary of Homeland Security with respect to the Coast Guard, shall select members to participate in the program established under subsection (a) on the basis of applications submitted to the Secretary concerned not later than one year after the date of the discharge or release of the members from Active Duty or, in the case of an applicant becoming educationally qualified for teacher placement assistance in accordance with subsection (b)(2), not later than one year after the date on which the applicant becomes educationally qualified. An application shall be in such form and contain such information as the Secretaries may require.

(2) The Secretary of Defense, and the Secretary of Homeland Security with respect to the Coast Guard, may not select a member to participate in the program unless the Secretary concerned has sufficient appropriations for the placement program available at the time of the selection to satisfy the obligations to be incurred by the United States under subsection (d) with respect to that member.

(3)

(A) The Secretaries shall provide under the program for identifying, during each fiscal year in the period referred to in subsection (b)(1)(A), noncommissioned officers who, on or before the end of such fiscal year, will have completed 10 or more years of continuous Active Duty, who have the potential to perform competently in employment positions with health care providers, but who do not

satisfy the minimum educational qualification criterion under subsection (b)(1)(B) for placement assistance.

(B) The Secretaries shall inform noncommissioned officers identified under subparagraph (A) of the opportunity to qualify in accordance with subsection (b)(2) for placement assistance under the program.

(d) Grants to Facilitate Employment.—

(1) The Secretary of Defense and the Secretary of Homeland Security may enter into an agreement with a health care provider to assist eligible members selected under subsection (c) to obtain suitable employment with the health care provider. Under such an agreement, a health care provider shall agree to employ a participant in the program on a full-time basis for at least five years.

(2) Under an agreement referred to in paragraph (1), the Secretary concerned shall agree to pay to the health care provider involved an amount based upon the basic salary paid by the health care provider to the participant. The rate of payment by the Secretary concerned shall be as follows:

(A) For the first year of employment, 50 percent of the basic salary, except that the payment may not exceed \$25,000.

(B) For the second year of employment, 40 percent of the basic salary, except that the payment may not exceed \$10,000.

(C) For the third year of employment, 30 percent of the basic salary, except that the payment may not exceed \$7,500.

(D) For the fourth year of employment, 20 percent of the basic salary, except that the payment may not exceed \$5,000.

(E) For the fifth year of employment, 10 percent of the basic salary, except that the payment may not exceed \$2,500.

(3) Payments required under paragraph (2) may be made by the Secretary concerned in such installments as the Secretary concerned may determine.

(4) If a participant who is placed under this program leaves the employment of the health care provider before the end of the five years of required employment service, the provider shall reimburse the Secretary concerned in an amount that bears the same ratio to the total amount already paid under the agreement as the unserved portion bears to the five years of required service.

(5) The Secretary concerned may not make a grant under this subsection to a health care provider if the Secretary concerned determines that the provider terminated the employment of another employee in order to fill the vacancy so created with a participant in this program.

(e) Agreements with States.—

(1) In addition to the agreements referred to in subsection (d)(1), the Secretary of Defense, and the Secretary of Homeland Security with respect to the Coast Guard, may enter into an agreement directly with a State to allow the State to arrange the placement of participants in the program with health care providers. Paragraphs (2) through (5) of subsection (d) shall apply with respect to any placement made through such an agreement.

(2) The Secretary concerned may reserve up to 10 percent of the funds made available to carry out the program for a fiscal year for the placement of participants through agreements entered into under paragraph (1).

(f) Definitions.— In this section, the term “State” includes the District of Columbia, American Samoa, the Federated States of Micronesia, Guam, the Republic of the Marshall Islands, the Commonwealth of the Northern Mariana Islands, the Commonwealth of Puerto Rico, Palau, and the Virgin Islands.

# DOD, DOL, VA, DHS MEMORANDUM OF UNDERSTANDING

## MEMORANDUM OF UNDERSTANDING

### AMONG

DEPARTMENT OF LABOR  
DEPARTMENT OF DEFENSE  
DEPARTMENT OF VETERANS AFFAIRS  
DEPARTMENT OF HOMELAND SECURITY

TRANSITION ASSISTANCE PROGRAM  
AND  
DISABLED TRANSITION ASSISTANCE PROGRAM

**Purpose:** The Department of Labor (DOL), Department of Defense (DoD), Department of Veterans Affairs (VA), and the Department of Homeland Security (DHS) enter into this Memorandum of Understanding (MOU) as required by section 1144 (a) (3) of Title 10, United States Code, to carry out the Transition Assistance Program (TAP). This MOU recommits DOL, DoD, and VA, and adds the DHS, to provide TAP Employment Workshops, VA Benefits Briefings and the Disabled Transition Assistance Program (DTAP) for members of the Armed Forces and their spouses who are within 12 months of separation, or within 24 months of retirement. It supersedes and replaces all previous Transition Assistance Program (TAP) MOUs.

**Authority:** Section 502 of the National Defense Authorization Act (NDAA) for Fiscal Year (FY) 1991, P.L. 101-510, codified in sections 1141-1143 and 1144-1150 of title 10, United States Code, authorized comprehensive transition assistance benefits and services for separating service members and their spouses and required that TAP Employment Workshops be established and maintained. Section 502 further mandated that DOL, DoD, and VA enter into a detailed agreement regarding this requirement. Section 543 of the NDAA for FY 1995, P.L. 103-337, among other things, amended section 1144 of title 10, United States Code, to include Coast Guard members and their spouses under TAP. Section 302 of the “Veterans Education and Benefits Act of 2001,” P.L. 107-103, amended section 1142 of title 10, United States Code, to change the timeline in which separating service members are to commence the transition process. Section 1142 now requires that pre-separation counseling begin as soon as possible during the 12 months prior to separation for separatees who are not retiring and, in the case of members anticipating retirement, that counseling commence as soon as possible during the 24 months prior to retirement.

**Background:** DOL conducts two and a half (2 ½) day TAP Employment Workshops that provide employment information, training opportunities, and vocational guidance to allow separating service members to make informed career choices. The DoD, VA, and DHS in partnership with DOL, provide a comprehensive mix of veterans’ benefits and program information for the service members’ use in determining their future career direction. Further, the Employment Workshops provide service members an array of job placement assistance and employment training services to carry out those choices and begin their transition into civilian

employment prior to separation.

VA conducts a half-day (4 hours) VA Benefits Briefing for separating and retiring service members. In addition to the VA Benefits Briefings, VA also provides the DTAP. The DTAP provides information about disability benefits and vocational rehabilitation to: (1) individuals being separated due to a service-connected disability; (2) those who will be medically discharged; and (3) those who suspect they have a service-connected disability.

DTAP will be 2 hours in length, and will provide extensive information regarding VA's Vocational Rehabilitation and Employment Service (VR&E) benefits. All separating and retiring service members who qualify for DTAP should attend the VA Benefits Briefing prior to attending DTAP.

**Objectives:** The successful transition of veterans into civilian life is a mutual responsibility and concern of the DOL, DoD, VA, and DHS. To this end, these Departments are committed to maintaining a program to furnish counseling, assistance in identifying and obtaining employment and training opportunities, information about veterans' benefits programs, and other related information and services, to separating service members and their spouses.

**Scope:** The Transition Assistance Program shall be available to active duty members and their spouses within 12 months of separation or 24 months of retirement. On a space-available basis, DoD and DHS will authorize separated service members to attend workshops up to 180 days after their date of separation. If more than 180 days have elapsed since their date of separation, and separatees wish to seek employment assistance and counseling, they will be referred to the local One-Stop Career Center system where they can access an array of services, including those provided by a Disabled Veterans' Outreach Program (DVOP) Specialist or Local Veterans' Employment Representative (LVER). Additionally, the parties to this MOU may discuss and/or agree on other methods to provide transition assistance to service members unable to attend DOL workshops.

**Definitions:** See Acronyms and Definitions attached.

**Responsibilities:** Under subsections 1144 (a) and (b) title 10, United States Code, DOL is responsible for establishing and maintaining TAP Employment Workshops, with the cooperation of DoD, DHS, and VA. Accordingly, under this MOU, DOL is responsible for TAP Employment Workshop delivery. The DoD and DHS are responsible for service member participation, to include supporting and marketing the program to military commanders and providing logistical support. The VA is responsible for providing veterans' benefits information, claims assistance, and information that is unique to veterans being separated due to service-connected disabilities or other medical reasons.

**Joint Responsibilities:** To facilitate comprehensive workshops, DOL, DoD, VA, and DHS agree to:

- a. Provide an effective and well-coordinated sequence of transition services, minimizing any

- b. Promote optimal workshop sizes of no less than 24 participants. To this end, coordinate TAP Employment Workshop scheduling and access to TAP Employment Workshops among military installations within a 100-mile radius, regardless of military service affiliation.
- c. Ensure the following descending order of priority with respect to workshop attendance:
  - (1) Service members and their spouses who are closest to their date of separation from active duty (especially those within 90 days or less of separation).
  - (2) Personnel returning from overseas.
  - (3) Service members assigned to remote or isolated sites.
  - (4) All other active duty personnel and spouses eligible for TAP participation.
  - (5) Former service members, up to 180 days after their date of separation.
- d. Permit separating service members and their spouses to attend Employment Workshops 12 months prior to separation and permit retirees and their spouses to attend Employment Workshops 24 months prior to retirement.
- e. Coordinate with the appropriate representatives of the DOL, DoD, VA, and DHS on new internal directives that may affect the conduct of the TAP Employment Workshops.
- f. Coordinate support services required through other public agencies, military and veterans' service organizations, and the private sector.
- g. Identify and obtain potential guest speakers for workshops. However, all guest speakers must first be cleared by the military installation.
- h. Coordinate any pilot programs, studies, surveys, special initiatives, with DOL, DoD, VA, and DHS headquarters level Points of Contact (PoCs).
- i. Review and assess quarterly the overall quality of the program and the effectiveness of local delivery at participating sites, and modify the workshop components as required.
- j. Support development of local MOUs among local installation transition offices and regional and state DOL and VA offices. The local MOUs must conform to the overall intent and legal references contained in this MOU.

**The Department of Labor will:**

- a. Provide PoCs and coordinators at the headquarters and local level for the TAP Employment Workshops.

- b. Locate TAP Employment Workshops for separating and retiring service members on or within 100 miles of all major military installations.
- c. Develop TAP Employment Workshops to be two and a half (2 ½) days in length. The curriculum for two and a half (2 ½) days will focus on job-search assistance.
- d. Provide sufficient numbers of highly qualified TAP Employment Workshop facilitators such as DVOP specialists, LVER staff, and DOL contractor personnel to conduct TAP Employment Workshops.
- e. Provide overseas Employment Workshops.
- f. Make available to all separatees and retirees all TAP manuals and associated TAP Employment Workshop materials.
- g. Coordinate with the Department PoCs for DoD, VA, and DHS on any deletions or additions to the TAP Employment Workshop curriculum.
- h. Provide training for TAP Employment Workshop facilitators, within available class limitations, at the National Veterans' Training Institute (NVTI).
- i. Monitor TAP Employment Workshop delivery to maintain a high quality program. Monitoring should include TAP Employment Workshop evaluations of participants' feedback. The feedback will be used to improve the program at the local level and to elevate participants' issues of broad scope to the national level.
- j. Perform annual Workshop monitoring visits to ensure the quality of Workshops. Review participants' class critiques and monitor the effectiveness of the TAP Employment Workshop facilitators.
- k. Cooperate with the DoD, VA, and DHS to resolve problems with the Workshops.
- l. Provide ongoing publicity through installation newspaper articles, flyers and posters.
- m. Collect and provide DoD, VA, and DHS quarterly data on the number of DOL TAP Employment Workshops conducted and the number of attendees at the Workshops. Data provided will include: branch of service hosting the Workshop; number of retirees, separatees, and number of spouses for each class; total number of participants for each class; the breakdown of the workshop by gender and service (Army, Navy, Air Force, Marine Corps, and Coast Guard); the number of participants having more than 90-days left in the service; the number of participants with less than 90-days left in the service; and the organization that facilitated each Workshop [DVOP, LVER, VETS' Staff, Contractor, or When Actually Employed (WAE) Staff].
- n. Provide TAP Employment Workshops that include, at a minimum:

(1) Information concerning employment and training assistance, including: (a) labor market information; (b) civilian work place requirements and employment opportunities; (c) instruction in resume preparation, cover letters, and job applications; (d) job analysis techniques, job search techniques, job interview techniques, and salary negotiation.

(2) Information on Federal, State, and local programs that may be of assistance to members after separation from the armed forces, especially those services provided through the local One-Stop system, including services provided by Local Veteran Employment Representatives and Disabled Veteran Outreach Program Specialists and programs offered by military and veterans' service organizations

(3) Information advising members that the DoD and the DHS are required by Title 10, U.S.C., Section 1143(a) to provide proper certification or verification of job skills and experience acquired while on active duty that may have application to licensing and certification for employment in the civilian sector. Brief members on the DOL Website for Credentialing, advise them of the information they will find there, and explain how it will be of assistance to them as they job search.

(4) Information and other assistance on acquiring loans and grants from the Small Business Administration and other Federal, State, and local agencies.

(5) Information about the geographic areas in which members may relocate after separation from the armed forces, including, to the degree possible, information about employment opportunities, the labor market, and the cost of living in those areas (including, to the extent practicable, the cost and availability of housing, child care, education, and medical and dental care).

(6) Guidance and information to separatees and retirees during Workshops, on the role of Veterans' Service Organizations (VSOs). Explain how these organizations can assist separating and retiring service members with employment assistance. Provide information on how separating service members and retirees can access information on VSOs, and find out which ones sponsor and/or support job fairs in their local area.

(7) Information about any public and community service jobs programs available.

(8) Information on optional subjects or topics that may be considered relevant to the separating service member's ability to conduct a successful job search, such as familiarization with the "Internet" and those sites with potential to enhance his/her job search. However, the optional subjects or topics cannot be substituted for the mandatory requirements stated in paragraphs (1) through (7) above.

**The Department of Defense will:**

a. Provide PoCs and coordinators at the headquarters and local level for the DOL TAP Employment Workshops, VA Benefits Briefings, and DTAP.

- b. Make available a version of the TAP Employment Workshop, and provide transition assistance services, to the maximum extent feasible, to all separating service members who are assigned at overseas military installations where DOL is not facilitating a workshop.
- c. Share information about military personnel separations, base closures/realignments, and projected number of separating members by service as early as possible at the beginning of each fiscal year. This is required in order to determine the number of workshops that need to be decreased/increased and to adjust resources as necessary.
- d. Provide suitable classroom facilities for DOL TAP Employment Workshops, VA Benefits Briefings, and DTAP. Seating for DOL Workshops should be for a minimum of 24 participants on a regularly scheduled basis. There is no minimum participant requirement for VA Benefits Briefings and DTAP. Such facilities must include appropriate utilities (adequate lighting, ventilation, heat, etc.), male and female restrooms, furniture (tables, chairs, lectern, etc.), handicapped access, and sufficient parking. Audiovisual equipment (projection screen, overhead projector, microphone, etc.), telephones, and janitorial services must also be provided.
- e. Work with DOL and VA coordinators and military installations within a region (defined as an area in which military installations are within 100 miles of each other) to promote course delivery which will accommodate the recommended minimum workshop size of 24 participants. This should include coordination among military installations regardless of military service affiliation.
- f. Provide on-going publicity through, but not limited to newsletters, installation newspaper articles, flyers and posters.
- g. Encourage and promote maximum participation with the support of installation and unit commanders.
- h. Notify and register participants for Workshops. Work with DOL and VA coordinators to ensure seating is provided in accordance with priority considerations enumerated under paragraph c. "Joint Responsibilities," above.
- i. Follow-up with appropriate supervisory personnel to help ensure scheduled personnel are available for TAP Employment Workshops, required post-Government employment ethics briefing, VA Benefits Briefings, and DTAP. Installation TAP staffs are responsible for classroom discipline and facility logistics.
- j. PoCs or coordinators at DoD installations shall to the extent practicable, notify the local DOL and VA Coordinators of TAP Employment Workshop, required post-Government ethics briefings, VA Benefits Briefing, and DTAP cancellations at least 14 working days prior to the start date of a TAP Employment Workshop, VA Benefits Briefing or DTAP.
- k. Provide and fund NVTI training for DoD TAP Employment Workshop facilitators.

l. Assist DOL in monitoring TAP Employment Workshop delivery. Assist VA in monitoring VA Benefits Briefings and DTAP.

**The Department of Homeland Security (U.S. Coast Guard) will:**

a. Provide PoCs and coordinators at the headquarters and local level for the TAP Employment Workshops, VA Benefits Briefings, and DTAP.

b. Provide suitable classroom facilities for DOL TAP Employment Workshops, VA Benefits Briefings, and DTAP. Seating for DOL Workshops should be for a minimum of 24 participants on a regularly scheduled basis. There is no minimum requirement for VA Benefits Briefings and DTAP. Such facilities must include appropriate utilities (adequate lighting, ventilation, heat, etc.), male and female restrooms, furniture (tables, chairs, lectern, etc.), handicapped access, and sufficient parking. Audiovisual equipment (projection screen, overhead projector, microphone, etc.), telephones, and janitorial services must also be provided.

c. Work with DOL and VA coordinators and military installations within a region (defined as an area in which military installations are within 100 miles of each other) to promote course delivery that will accommodate the recommended minimum workshop size of 24 participants. This should include coordination among military installations regardless of military service affiliation.

d. Provide on-going publicity through, but not limited to, installation newspaper articles, flyers and posters.

e. Encourage and promote maximum participation, with the support of installation and unit commanders.

f. Notify and register participants for Workshops. Work with DOL and VA coordinators to ensure seating is provided in accordance with priority considerations enumerated under paragraph c. "Joint Responsibilities," above.

g. Assist DOL in monitoring TAP Employment Workshop delivery. Assist VA in monitoring VA Benefits Briefings and DTAP.

h. Follow-up with appropriate unit supervisory personnel to help ensure scheduled service members are available for TAP Employment Workshops, ensure classroom discipline, and supervise facility logistics.

i. DHS [US Coast Guard (local installations)] PoCs or coordinators shall, to the extent practicable, notify the local DOL and VA Coordinators of Workshop, VA Benefits Briefing, and DTAP cancellations at least 14 days prior to the start date of a TAP Employment Workshop, VA Benefits Briefing, or DTAP.

j. Provide and fund NVTI training for DHS TAP Employment Workshop facilitators.

**The Department of Veterans Affairs will:**

a. Provide PoCs and coordinators at the headquarters level for VA Benefits Briefings and DTAP.

b. Provide information on veterans' benefits and claims assistance. The VA Benefits Briefings will be a half-day (4 hours) in length.

c. In addition to VA Benefits Briefings, provide a separate DTAP Briefing to those individuals who: (1) are being separated or retiring due to a service-connected disability; (2) are being medically discharged; or (3) suspect they have a service-connected disability. The standardized DTAP will be 2 hours in length and in addition to the half-day (4 hours) VA Benefits Briefings. All separating and retiring service members who qualify for DTAP should attend the VA Benefits Briefing prior to attending DTAP.

d. Provide highly qualified benefits counselors, instructional aides (instructor's manuals, slides, and/or overheads of presentations, etc.), and course materials on veterans' benefits information for each Veterans Benefits Briefing and DTAP participant at locations where VA benefits' presentations and DTAP briefings are conducted.

e. Provide VA training curriculum concerns about veterans' benefits information and claims assistance to the National Veterans' Training Institute and DOL Transition Assistance Workshop staff.

f. Monitor VA Benefits Briefings and DTAP presenters to maintain a high quality program. Monitoring should include participants' evaluations. Their feedback will be used to improve the program at the local level and to elevate issues of broad scope to the national level.

g. Provide guidance and information to separatees and retirees during VA Benefits Briefings on the role of Veterans' Service Organizations. Also, provide information on how these organizations can assist them following their separation.

h. Provide overseas counselors under a separate Memorandum of Agreement with the Department of Defense.

i. Provide on-going publicity through, but not limited to, newsletters, installation newspaper articles, flyers and posters.

**Oversight:** The DOL, DoD, VA, and DHS PoCs at the national level will meet quarterly, or more frequently as necessary, to discuss program accomplishments, including best practices; to engage in planning; and/or to resolve issues. The DOL representative will chair the meetings.

**Review/Changes:** The DOL, DoD, VA, and DHS PoCs at the national level will review this MOU periodically, but no less than once every two years. Changes to this MOU will be in writing and approved in any event by all of the signatories or their successors. If during the review process it is determined that there will be no changes to this MOU, the signatories (or their successors') representatives will sign a joint memorandum stating that the MOU has been reviewed and is approved without change.

**Effect of Agreement:** This Memorandum of Understanding is an internal agreement and does not confer any rights upon any individual. It supersedes and replaces all previous Transition Assistance Program (TAP) MOUs.

This agreement does not authorize the expenditure or reimbursement of any funds. Nothing in this MOU shall obligate DoD, DHS, VA, or DOL to expend appropriations or enter into any contract or other obligation. All obligations of the Parties under this MOU shall be subject to the availability of funds for such purposes.

Nothing in this Memorandum of Understanding shall be interpreted as limiting, superseding, or otherwise affecting the parties' normal operations or decisions in carrying out their statutory or regulatory duties. This Memorandum of Understanding does not limit or restrict DoD, DHS, VA, or DOL from participating in similar activities or arrangements with other agencies.

**Effective Date and Duration:**

This Memorandum of Understanding shall become effective upon the date of the final signature of the undersigned parties. This MOU, as amended in writing, shall remain in force until superseded by a successor MOU. In the event this MOU is no longer statutorily required, it will be of no force and effect unless continued by mutual consent of the parties.

**Signatures**

**DEPARTMENT OF LABOR**

BY:   
DATE: \_\_\_\_\_

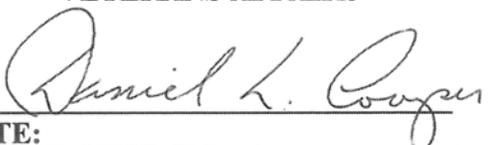
*Charles S. Ciccolella*  
Assistant Secretary for Veterans'  
Employment and Training

**DEPARTMENT OF DEFENSE**

BY:   
DATE: \_\_\_\_\_

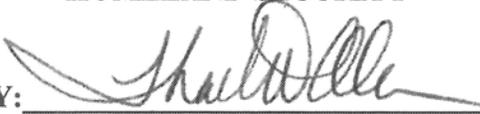
*David S. C. Chu*  
Under Secretary of Defense for Personnel  
and Readiness

**DEPARTMENT OF  
VETERANS AFFAIRS**

BY:   
DATE: \_\_\_\_\_

*Daniel L. Cooper*  
Under Secretary for Benefits

**DEPARTMENT OF  
HOMELAND SECURITY**

BY:   
DATE: \_\_\_\_\_

*Thad W. Allen*  
Admiral, U.S. Coast Guard  
Commandant

SEP 19 2006

## **Acronyms and Definitions**

### **A. Acronyms**

1. DoD – Department of Defense
2. DOL – Department of Labor
3. DHS – Department of Homeland Security (United States Coast Guard)
4. DTAP – Disabled Transition Assistance Program
5. VA – Department of Veterans Affairs
6. DVOP - Disabled Veterans Outreach Program (Specialist)
7. LVER - Local Veterans Employment Representative (State)
8. NVTI – National Veterans Training Institute
9. PoC- Point of Contact
10. TAP - Transition Assistance Program
11. WAE – “When Actually Employed” designates on-call federal employees receiving pay for specific services rendered but not assigned regular duties. While in a working status, these employees are understood as federal temporary employees and fall under federal expectations, guidelines and protections.

### **B. Definitions**

1. Coordinator - A person at the local level who has the responsibility for class scheduling and logistics.
2. Facilitator - A person trained at the National Veterans Training Institute (NVTI) or other entity approved by the National Office of Veterans Employment and Training Service whose primary duty is presenting instruction and providing administrative support of the TAP Employment Workshop.
3. Point of Contact – A representative from DOL, DoD, DHS or VA who is charged with carrying out that agency’s responsibilities.
4. Separating service member - A uniformed member of the Army, Navy, Marine Corps,

Air Force, or Coast Guard who is being discharged, released from active duty, released from custody and control of the Armed Forces, transferred to the Individual Ready Reserve, or retired.

# DOD-DOL MEMORANDUM OF UNDERSTANDING



PERSONNEL AND  
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000

JUL 25 2003



MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE ARMY  
(HUMAN RESOURCES)  
DEPUTY ASSISTANT SECRETARY OF THE NAVY  
(MILITARY PERSONNEL POLICY)  
DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE  
(FORCE MANAGEMENT AND PERSONNEL)

SUBJECT: Memorandum of Understanding between Department of Defense and  
Department of Labor

On July 11, 2003, the Secretaries of the Department of Defense and the Department of Labor signed a Memorandum of Understanding (copy attached) to promote cooperative efforts between the two Departments to improve the quality of life for Service members and their families and to contribute to the quality of the American labor force.

This Memorandum of Understanding provides the framework for a broad range of continuing and new partnership efforts between the Departments to ease re-entry into the civilian workforce and ensure military skills are translated into civilian employment. The Memorandum of Understanding will help military spouses establish careers despite having to transition among job markets due to frequent relocations. It will also strengthen Labor's efforts to support returning reservists' job searches, employ America's Job Bank to recruit for military jobs, expand employment infrastructure to support military spouse employment, and encourage corporate America to hire returning reservists and military spouses.

We will be standing up a working group in the next two months to focus on this exciting new project.

  
John M. Molino  
Deputy Under Secretary of Defense  
(Military Community and Family Policy)

Attachment:  
As stated



**MEMORANDUM OF UNDERSTANDING**  
**between the**  
**United States Department of Defense**  
**and the**  
**United States Department of Labor**

**This Memorandum of Understanding** is entered into between the United States Department of Defense ("DOD") and the United States Department of Labor ("DOL") effective as of the last date of signature set forth below.

**I. PURPOSE**

The purpose of this Memorandum of Understanding is to promote cooperative efforts between the U.S. Department of Defense and the U.S. Department of Labor to improve the quality of life for current and exiting service members and their families and to contribute to the quality of the American labor force. The patriotic services provided by military members and their families around the world have made the global economy possible and America the leading nation in the world economy. The goal of this joint effort by DOD and DOL is to enhance recruitment and retention for the military services and to assist the transition and reentry of military personnel into the 21<sup>st</sup> Century workforce. In addition to enhancing retention of and services to military personnel, this cooperative effort seeks to ensure that opportunities for training, education and employment are available to military spouses.

DOD and DOL cooperative efforts hereunder will analyze public policy issues related to military quality of life and employment in America, and explore areas for collaboration. This Memorandum of Understanding defines in general terms the basis on which the Departments will cooperate to study potential activities of mutual interest that may expand recruitment, job search services, training, placement, licensing and certification, and other services for military personnel and their families, and eliminate duplication and waste in achieving these common goals.

**II. BACKGROUND AND AUTHORITY**

The Department of Defense provides for the common defense of the nation with the primary task to deter conflict, but should deterrence fail, to fight and win the nation's wars. The core of the force is comprised of individuals of exceptional dedication and ability – people of outstanding character committed to an ethic of selfless service. The DOD promotes policy and business practices to attract, retain, and motivate a high quality, diverse, and sufficiently sized force to meet mission requirements, and implement programs and services to enhance the quality of life for the Armed Forces, their families, and retirees across the full human resource life cycle.

In accordance with 29 U.S.C. §551 et. seq., the Department of Labor fosters, promotes and develops the welfare of job seekers, wage earners, and retirees of the United States by improving their working conditions, advancing their opportunities for

profitable employment, protecting their retirement and health care benefits, facilitating effective linkages between employers and workers, strengthening free collective bargaining, and tracking changes in employment, prices, and other national economic measurements. In carrying out this mission, the Department administers a variety of Federal labor laws including those that provide unemployment insurance, training and other reemployment activities, and those that guarantee workers' rights to safe and healthful working conditions, a minimum hourly wage and overtime pay, and freedom from employment discrimination.

DOD shares with DOL a particular interest in expanding services that relate to and support the following:

1. *Recruitment*
2. *Retention*
3. *Re-entry*

Recruitment and retention of military personnel are essential to military readiness and the security of the nation. Following their service, the *reentry* of members of the military into the 21<sup>st</sup> Century workforce involves a significant *transition*. All three areas of interest can benefit significantly by access to the types of education and training opportunities that DOL provides and promotes, including expanding DOL participation in Transition Assistance Program (TAP) workshops conducted at overseas locations.

DOD and DOL are currently collaborating in the following programs:

1. TAP, which provides valuable employment and training services to military personnel during their separation from military service.
2. America's One-Stop Career Centers, where about one million Armed Forces veterans register for reemployment services each year.
3. America's CareerOneStop, which includes a website called "Defense Job Service" with career advice for persons separating from military service.
4. The Spouse Tele-Work Employment Program, a partnership between DOD, DOL, the Departments of State and of Transportation, the U.S. Coast Guard and the General Services Administration, to increase portable career credentials and provide skilled workers to the private sector.
5. The Military Spouse Resource Center is a joint project between the DOL Women's Bureau, the Employment and Training Administration and the Office of Policy in cooperation with the Department of Defense. This online learning tool and resource guide will help military spouses access information, resources and opportunities related to education, training and employment.
6. Veterans' Certification and Licensing Projects, which disseminate details on civilian licensing and certification requirements to current and former military personnel.
7. The Federal Contractor Veterans' Employment Program, which requires federal contractors and subcontractors to report annually on veterans hired and to take affirmative action to hire and promote protected veterans.

8. The Advanced Distributed Learning Initiative in which DOL and DOD are key participants in designing, developing, prototyping, and implementing new learning strategies for the 21<sup>st</sup> Century.
9. Career Advance Centers (CAC) at locations with high military populations (San Diego, CA; Norfolk, VA; Fort Campbell, KY).

The Departments are entering into this Memorandum of Understanding to leverage the individual and combined resources of the Departments and ensure the actions necessary to meet common goals. This Memorandum of Understanding establishes the critical framework essential to meeting the challenges of today's changing economy and global workplace. Ensuring the smooth transition of our military into our nation's workforce, while at the same time facilitating the recruitment and retention necessary to meet our nation's security needs, is paramount. The Departments of Defense and Labor, therefore, will continue to strengthen the quality of life for members of the Armed Forces and their families, and to contribute to the quality of the American labor force.

Future DOD and DOL collaboration will include:

1. Enhanced coordination for DOD logistical support that will facilitate the provision of overseas TAP workshops by DOL;
2. Expanded military recruitment through One Stop Career Centers, through which DOL offers a full range of employment and training services;
3. Enhanced utilization of DOL's America's Job Bank for recruitment into the armed forces;
4. Establishment of systematic military recruitment activities through the DOL Job Corps Program;
5. Enhanced retention and reentry by identifying additional occupations for registered apprenticeship programs, which provide training and portable certifications recognized throughout an industry;
6. Establishment of a common cross-reference of occupational codes between DOL's O\*NET and DOD's MOS taxonomies;
7. Establishment of an index to measure employment among military spouses; and
8. Consistent with the requirements of Veterans Preference, expanded employment services for military spouses, leveraging the resources of DOD's Armed Forces Family Centers and DOL's One Stop Career Centers.

### **III. RESPONSIBILITIES**

1. The Department of Labor will:
  - a. Inform all DOL Offices and state workforce agencies of the purpose and intent of this Memorandum of Understanding.

- b. Encourage Directors and Administrators to identify and establish collaborative endeavors in meeting the stated purpose of this Memorandum of Understanding.
  - c. Assign staff on a collateral duty basis to participate in a Working Group tasked with coordinating the implementation of this Memorandum of Understanding.
2. The Department of Defense will:
- a. Inform the Military Services of the purpose and intent of this Memorandum of Understanding.
  - b. Encourage the Military Services to identify and establish collaborative endeavors in meeting the stated purpose of this Memorandum of Understanding.
  - c. Assign staff on a collateral duty basis to participate in a Working Group tasked with coordinating the implementation of this Memorandum of Understanding.

#### **IV. JOINT RESPONSIBILITIES**

Both the Department of Labor and the Department of Defense will continue to implement their strong commitment to Veterans Preference in federal hiring, with the goal of increasing employment opportunities for separating service members and other veterans in the U.S. Government.

#### **V. AGENCY AGREEMENTS**

1. The Working Group identified in Section III above shall meet as necessary in order to accomplish the goals of this Memorandum of Understanding.
2. The Working Group shall submit, within 6 months of the execution of this Agreement, a preliminary progress report to both agency heads. The report shall identify areas of potential collaboration, barriers to be addressed, and recommend actions to implement each area of collaboration identified.
3. The parties recognize and agree that no new program, activity, or project may be initiated, nor an existing program, activity or project augmented or revised, without the approval of each agency head or his or her Designee.
4. This Memorandum of Understanding does not constitute a financial obligation or serve as a basis for expenditures. Each agency will utilize its own resources, including expending its own funds, pursuant to its statutory authority, to implement this Memorandum of Understanding. Any obligation of funds will be accomplished through other appropriate documents.
5. Releases to the press, public announcements, and communication with the Congress concerning joint programs conducted under this Memorandum

of Understanding may be made by either agency following coordination with the other agency.

**VI. EFFECTIVE DATE**

This Memorandum of Understanding is effective as described in the first paragraph above and shall continue in force indefinitely. It may be terminated by either agency by giving 90-day written notice to the other agency.

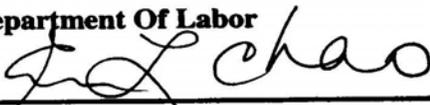
**VI. EFFECT**

1. Nothing in this Memorandum of Understanding shall be interpreted as limiting, superseding, or otherwise affecting either Department=s normal operations or decisions in carrying out its statutory or regulatory duties. This Memorandum of Understanding does not limit or restrict either agency from participating in similar activities or arrangements with other entities.
2. This Memorandum of Understanding is an internal governmental agreement designed to improve the efficiency of government and does not confer any rights on any other parties.

**US Department of Defense**

  
BY: SECRETARY OF DEFENSE 2/11/03  
Date

**US Department Of Labor**

  
BY: SECRETARY OF LABOR 2/11/03  
Date

# MARINE CORPS ORDER P1700.24B – MARINE CORPS PERSONAL SERVICES MANUAL

## MARINE CORPS PERSONAL SERVICES MANUAL

### CHAPTER 4

#### MOBILITY SUPPORT CAPABILITIES

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MARINE CORPS PERSONAL SERVICES MANUAL

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MARINE CORPS PERSONAL SERVICES MANUAL

CHAPTER 4

MOBILITY SUPPORT CAPABILITIES

4000. GENERAL. Mobility support programs and activities prepare service members and their families for successful relocations during their military career, support their employment and career development, and facilitate the successful transition to civilian life. These programs and activities include, but are not limited to, Transition Assistance Management Program (TAMP), Relocation Assistance Program (RAP), Family Member Employment Assistance Program (FMEAP), and the Exceptional Family Member Program (EFMP). These programs are essential to personal and family readiness. The Exceptional Family Member Program policy is covered in reference (v).

4001. TRAINING STANDARDS

1. CMC (MRM) will provide annual training updates as required for installation TAMP/RAP/FMEAP Managers/personnel. Installation TAMP/RAP/FMEAP Managers are required to attend an annual OSD TAMP/RAP/FMEAP Conference or annual professional enhancement conference as available.

4002. EQUIPMENT

1. Computer hardware necessary for office use will be capable of running current versions of the standard Marine Corps office automation software (SITES) and other software required to support mission requirements (Typing Tutorial, Federal Employment Application software (SF 171, OF 612), and Resume Writer) with Internet access. Both hardware and software shall be purchased in compliance with applicable Marine Corps orders.

2. Minimum Hardware Requirements: Internet access, scanner, laser printers, state-of-art copier and CD access for Job Browsers.

3. Loan Locker recommended minimum essential requirements: Dish packs, small electrical kitchen appliances, ironing boards with irons, futons, infant/small children cribs, car seats, and strollers.

Staff or on a collaborative regional basis. Individual seminar and Job Fair attendance rosters and program evaluations shall be completed and kept on file for 6 months.

6. The UTC shall monitor the status of personnel within the command to ensure that those Marines who are undergoing medical evaluation or have been referred to a medical board by the command are assigned to a DTAP workshop. A one-half day DTAP workshop designed specifically for separating service members will be conducted by the VA or TAMP Manager and Medical Personnel. The purpose of DTAP is to inform and enroll eligible service members in appropriate Department of Veterans Affairs (VA) vocational, educational, and rehabilitation programs. Attendance at DTAP does not replace the mandatory attendance at the preseparation interview or preseparation brief.

7. Inform separating service members of the Verification of Military Experience and Training Form (VMET) (DD-Form 2586, available on-line: <http://www.dmdc.osd.mil/vmet>). If not available on-line, contact the Transition Staff or the UTC who shall request it via the Marine Corps Total Force System (3270).

8. Ensure access to automated systems such as Transition Bulletin Board (TBB), America's Job Bank (AJB) and Standard Installation Topics Exchange System (SITES). In the event of Temporary Early Retirement Authority (TERA), all eligible TERA retirees shall be registered in the Public and Community Service (PACS) registry.

9. Per DoD Directive 1332.35 and this Manual, local installations shall electronically submit a Quarterly Report on the status of the Transition Program to CMC (MRM) no later than the 15th of the month following the close of the quarter. The UTC shall submit to the TAMP Manager the total number of separating service members, and their family members, completing the Preseparation Counseling Checklist during that quarter.

4104. STAFFING STANDARDS. Local installations shall determine actual staffing requirements based upon installation active duty population workload. It is recommended that TAMP have all or any combination of the following positions as authorized by the local Letter of Allowance (LOA).

1. TAMP/CRMC Program Manager, GS 301/343/101 (Supervisory). The Program Manager (PM) ensures the mandated TAMP program elements are met. PM provides oversight for the installation's TAMP program to include: client services, recommendations for the TAMP budget, administering client feedback evaluations, and liaison with the installation UTC. Evaluation results shall be used to determine program effectiveness, to schedule events and develop and conduct workshops. Coordinate with VA, DoL, and organizations within the Marine Corps and civilian communities. Initiate community outreach to develop employment opportunities and public speaking engagements; write program specific news releases and articles; maintain a career resource library to include books, periodicals, and ADP software programs; schedule and supervise TAMP staff; prepare and submit OSD mandatory Quarterly Reports; and manage the CRMC.
2. Career Resource Management Specialist, GS-301/343/101 (non-supervisory) or Employment Assistance Manager, GS 101 (non-supervisory). Assist the TAMP/CRMC Manager. Counsel active duty service members and their family members on career goals, job search techniques, and the Individual Transition Plan (ITP); coordinate and facilitate seminars and workshops; research new or improved transition program procedures; and perform other duties as assigned.
3. TAMP Assistant, GS-303. Assist TAMP Manager and TAMP staff. Work with CRMC clients on software programs, accessing Internet job banks/sites, and inputting mini-resumes into America's Job Bank (AJB); track daily CRMC client traffic, TAP and individual seminar attendance; and perform other duties as assigned.
4. Office Automation Assistant, GS 303/335. Assist TAMP and Family Member Employment Assistance Program (FMEAP) staff and clients with Automated Data Processing (ADP) requests; assist clients set up with resume writers or accessing employment opportunities in automated job banks; act as the first point of contact when clients enter the CRMC; perform other duties as assigned.

## TRANSITION BENEFITS ELIGIBILITY CHART

IF SERVICE MEMBER IS:	AND THE SEPARATION PROGRAM DESIGNATION (SPD) CODE IS:	THE SERVICE MEMBER MAY BE ELIGIBLE FOR (1)									
		1-YEAR HOUSEHOLD GOODS STORAGE	HOME OF SELECTION MOVE	180-DAY EXTENSION IN MILITARY FAMILY HOUSING	COMMISSARY AND EXCHANGE PRIVILEGES FOR 2 YEARS	MONTGOMERY GI BILL ENROLLMENT OR VETERANS EDUCATION ASSISTANCE PROGRAM COMMISSION	MEDICAL AND DENTAL CARE	PRIORITY AFFILIATION WITH THE GUARD OR RESERVE	CONTINUED HEALTH INSURANCE, INCLUDING PRE-EXISTING CONDITIONS COVERAGE	ONE-TIME NAF HIRING PREF.	EXTENSION IN DODDS FOR CHILDREN IN THEIR SENIOR YEAR
SEPARATING UNDER THE VSI/SSB PROGRAM	FCA/KCA/MCA/FCB/KCB/MCB	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
INVOLUNTARILY SEPARATING UNDER OTHER THAN ADVERSE CONDITIONS (2)	(See footnote 3)	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES

Figure 4-1

**NOTES:**

1. Transition assistance program counselors should provide specific benefit eligibility information to Service members or refer them to the appropriate office for further information.
2. Military Service members shall be considered to be involuntarily separated if he or she was on active duty or full time National Guard duty on September 30, 1990 or on or after November 30, 1993, and have been separated under other than adverse conditions. "Under other than adverse conditions" is defined as service characterized as "Honorable" or "General (under honorable conditions)."
3. JBB/LBB/JBC/LBC/LBD/JBK/LBK/JBMLBW/JCC/LCC/JCP/BCR/GCR/HCR/JCR/LCR/JDF/BDG/GDG/HDG/JDGLDG/BDK/GDK/HDK/JDK/GFC/HFC/JFC/LFC/JFF/LFF/JFG/LFG/JRH/LRH/JFL/JRM/JRN/JFQ/JFR/BFT/GFT/HFT/JFT/LFT/BFV/GFV/HFV/JFV/JFWLFW/BFX/GFX/HFX/JFXLFX/JGB/LGB/LGC/GGH/HGH/JGH/LGH/LGJ/BHF/GHF/HHF/JHF/JND/LND/BRB/GRB/HRB/JRB

MARINE CORPS PERSONAL SERVICES MANUAL

CHAPTER 4

MOBILITY SUPPORT CAPABILITIES

SECTION 3: FAMILY MEMBER EMPLOYMENT ASSISTANCE PROGRAM (FMEAP)

4300. GENERAL. FMEAP provides assistance and referrals for active duty family members who are seeking employment, career counseling, and personal career goal identification.

4301. PURPOSE. To ensure the standardization and equitability of the FMEAP throughout the U.S. Marine Corps.

4302. POLICY. Assist active duty spouses, family members, and retirees (on a space-available basis) in exploring employment options and preparing them to pursue opportunities in their chosen career fields. Assist clients in establishing goals and job search skills that will serve them whenever they choose to seek employment. Other services may include short-term employment assistance through close coordination with community employers and MCCS commercial and retail activities, and development of portable career options that are compatible with the mobile military lifestyle. Policy requirements for the FMEAP are identified in DoD Directive 1342.17.

4303. SCOPE

1. FMEAP services and resources are provided in the Career Resource Management Center (CRMC). CRMC is located within Personal Services.
2. Eligibility. Relocating military spouses and other qualified dependents.

4304. STAFFING STANDARDS

1. Installations shall determine the actual staffing requirement, to include series and grade level as required.

2. It is recommended that the Program Manager, a non-supervisory position, work with the Transition staff under the umbrella of the CRMC with primary focus on career opportunities for the active duty family member; liaison with local businesses and business organizations providing marketing materials and briefings on the merits of hiring the military spouse; and administer career assessment tools to assist spouses in preferred career choice.

# AUTOMATED INSPECTIONS REPORTING SYSTEM CHECKLIST

1:06:15 PM                      AIRS DETAILED INSPECTION CHECKLIST                      4/18/2007

FA   SC   STMT                      TEXT

122                      TRANS ASST MGT PROG - ( T A M P ) / F M E A P  
Functional Area Manager: MRRM  
Point of Contact: GS-12   SHERI MAKAYAN,   DSN 278-9523   (C)

703-784

Date Last Revised: 15 April 2007

122 01                      PRE - SEPARATION COUNSELING

122 01 001                      Does the Unit Transition Counselor (UTC) identify  
and notify Service members of the requirement to  
attend all TAMP required activities (Preseparation  
Counseling Brief and TAP Employment Workshop) no  
later than 180 days prior to separation/retirement?

Reference  
MCO P1700.24B PARA 4103.2

122 01 002                      Does the UTC track and ensure attendance at all TAMP  
required activities (Pre-separation Counseling Brief,  
TAP Employment Workshop) for units assigned?

Reference  
MCO P1700.24B PARA 4103.3

122 01 003                      Does the UTC conduct Preseparation Interviews  
(either group or individual) to provide  
information concerning the TAMP process  
and requirements?

Reference  
MCO P1700.24B, PAR 4103.3

122 01 004                      Does the UTC maintain either physically or  
electronically completed Pre-separation  
Counseling Checklists (DD Form 2648/-1)  
for at least three years for all separated/  
retired personnel?

Reference  
MCO P1700.24B, PAR 4103.3

122 01 005                      Does the UTC ensure that Service members who are  
possible candidates for a medical discharge attend  
the DTAP in addition to all other TAMP requirements?

Reference  
MCO P1700.24B PARA 4103.6

122 01 006                      Does the Installation TAMP Manager facilitate the  
Preseparation Counseling Brief in compliance with  
Department of Defense (DoD) Directives 1332.35  
and 1332.36?

Reference  
MCO P1700.24B PARA 4102

- 122 01 007 Does the TAMP Manager periodically monitor the conduct of TAP Employment Workshops to ensure the DoL TAP Workbook is used as the core curriculum?  
Reference  
MCO P1700.24B PARA 4103.4
- 122 01 008 Does the TAMP Manager retain either physically or electronically completed TAP Employment Workshop evaluations and attendance rosters for a minimum of three years?  
Reference  
MCO P1700.24B PARA 4103.4
- 122 01 009 Does the TAMP Manager periodically review the number of separatees/retirees to ensure the frequency of TAP Employment Workshops meets demand?  
Reference  
MCO P1700.24B PARA 4103.4
- 122 01 010 Does the TAMP Manager periodically review the frequency and content of seminars to determine relevance to separatees/retirees?  
Reference  
MCO P1700.24B PARA 4103.5
- 122 01 011 Does the TAMP Manager host or assist in hosting of Job Fairs on a regular basis?  
Reference  
MCO P1700.24B PARA 4103.5
- 122 01 012 Does the TAMP Manager retain either physically or electronically completed Job Fair rosters and evaluations for six months?  
Reference  
MCO P1700.24B PARA 4103.5
- 122 01 013 Does the TAMP Manager submit Quarterly Reports in accordance with HQMC guidelines?  
Reference  
MCO P1700.24B PARA 4103.9

**DD FORM 2648 - PRESEPARATION COUNSELING CHECKLIST FOR  
ACTIVE COMPONENT SERVICE MEMBERS**

**PRESEPARATION COUNSELING CHECKLIST  
FOR ACTIVE COMPONENT SERVICE MEMBERS**

*(Please read Privacy Act Statement below before completing this form.)*

**SECTION I - PRIVACY ACT STATEMENT**

**AUTHORITY:** 10 USC 1142, E.O. 9397.

**PRINCIPAL PURPOSE(S):** To record preseparation services and benefits requested by and provided to Service members; to identify preseparation counseling areas of interest as a basis for development of an Individual Transition Plan (ITP). The signed preseparation counseling checklist will be maintained in the Service member's official personnel file. Title 10, USC 1142, requires that not later than 90 days before the date of separation, preseparation counseling for Service members be made available.

**ROUTINE USE(S):** None.

**DISCLOSURE:** Voluntary; however, it will not be possible to initiate preseparation services or develop an Individual Transition Plan (ITP) for a Service member if the information is not provided.

**SECTION II - PERSONAL INFORMATION** *(To be filled out by all applicants)*

1. NAME <i>(Last, First, Middle Initial)</i>		2. SSN	3. GRADE
4. SERVICE <i>(X one)</i> <input type="checkbox"/> ARMY <input type="checkbox"/> MARINE CORPS <input type="checkbox"/> NAVY	<input type="checkbox"/> AIR FORCE <input type="checkbox"/> COAST GUARD	5. DUTY STATION	6. ANTICIPATED DATE OF SEPARATION <i>(YYYYMMDD)</i> I am <i>(X one)</i> <input type="checkbox"/> Retiring <input type="checkbox"/> Separating Voluntarily <input type="checkbox"/> Separating Involuntarily
7. DATE CHECKLIST PREPARED <i>(YYYYMMDD)</i>	7.a. Place an X in this box ONLY if you have less than 90 days remaining on active duty before separation or retirement. Please read the following instructions: If voluntarily separating or retiring and you have less than 90 days remaining on active duty before your separation or retirement, why was your preseparation counseling not conducted earlier? Please go to Section V - REMARKS and check the response that best describes the reason why preseparation counseling was not conducted earlier.		

**SECTION III. ALL TRANSITIONING SERVICE MEMBERS MUST READ INSTRUCTIONS, SIGN AND DATE.**

- a. Items checked "YES" are mandatory for Service member to receive further information or counseling, or attend additional workshops, briefings, classes, etc. Service members that check "YES" in Item 11.a. will be released by Commanders to attend the appropriate workshop, briefing, etc. in its entirety.
- b. Shaded Areas: Areas that are shaded mean (1) the information is not applicable or (2) the information is referring to a Web site address and the URL requires no explanation. For example: 11.b. is shaded under SPOUSE because DD Form 2586 does not apply to spouses. Items 11.f.(1) and (2) are shaded because they refer to Web site addresses and they require no explanation.
- c. POST GOVERNMENT (MILITARY) SERVICE EMPLOYMENT RESTRICTION COUNSELING (Item 19): Service members cannot decline this counseling. It is required prior to separation. Therefore, no blocks exist to allow Service members the option of checking "YES", "NO", or "NA". Transition/Command Career Counselors shall refer separating and retiring Service members to an installation legal office (Staff Judge Advocate or Counsel's Office) to ensure they receive a post government (military) employment restrictions briefing or counseling from an ethics official.
- d. I was offered preseparation counseling on the above date (Item 7) on my transition benefits and services as appropriate. I understand that this preseparation counseling is provided to assist my transition process as required by Title 10, USC, Chapter 58, Section 1142.
- e. I have checked those items where I desire further information or counseling. I have also been advised where to obtain assistance in developing an Individual Transition Plan (ITP).
- f. I  accept  decline *(X appropriate block)* preseparation counseling. *(If you check the "decline" box, you are declining preseparation counseling only on those items on this checklist where you have the option of declining.)* Sign and date the checklist.

8a. SERVICE MEMBER SIGNATURE	b. DATE <i>(YYYYMMDD)</i>	9a. TRANSITION COUNSELOR SIGNATURE	b. DATE <i>(YYYYMMDD)</i>
------------------------------	---------------------------	------------------------------------	---------------------------

**SECTION IV.** Please indicate *(by checking YES or NO)* whether you *(or your spouse if applicable)* desire counseling for the following services and benefits. All benefits and services checked YES should be used in developing your ITP. The following services and benefits are available to all Service members, unless otherwise specified:

	SERVICE MEMBER			SPOUSE			REFERRED TO
	YES	NO	N/A	YES	NO	N/A	
<b>10. EFFECTS OF A CAREER CHANGE</b>							
<b>11. EMPLOYMENT ASSISTANCE</b>							
a. Dept. of Labor sponsored Transition Assistance Workshops and Service sponsored Transition Seminars/Workshops							
b. Use of DD Form 2586 (Verification of Military Experience and Training)							
(1) Do you want a copy of your Verification of Military Experience and Training (VMET) Document? If yes, go to <a href="http://www.dmdc.osd.mil/vmet">http://www.dmdc.osd.mil/vmet</a> to print your VMET document and cover letter.							
c. DoD Job Search Web site <a href="http://www.dod.jobsearch.org">http://www.dod.jobsearch.org</a>							
d. Transition Bulletin Board (TBB) and Public and Community Service Opportunities <a href="http://www.dmdc.osd.mil/ot/">http://www.dmdc.osd.mil/ot/</a>							
e. Teacher and Teacher's Aide Opportunities/Troops to Teachers <a href="http://www.proudtoserveagain.com">http://www.proudtoserveagain.com</a>							
f. Federal Employment Opportunities							
(1) <a href="http://www.usajobs.com">http://www.usajobs.com</a>							
(2) <a href="http://www.go-defense.com">http://www.go-defense.com</a>							
g. Hiring Preference in Non-Appropriated Fund (NAF) jobs (Eligible Involuntary Separatees)							

PRESEPARATION COUNSELING CHECKLIST FOR ACTIVE COMPONENT SERVICE MEMBERS		NAME (Last, First, Middle Initial)						SSN		
SECTION IV (Continued)		SERVICE MEMBER			SPOUSE			REFERRED TO		
		YES	NO	N/A	YES	NO	N/A			
<b>11. EMPLOYMENT ASSISTANCE (Continued)</b>										
h. State Employment Agencies/America's Job Bank (1) <a href="http://www.ajb.org">http://www.ajb.org</a>										
i. Career One Stop <a href="http://www.careeronestop.org">http://www.careeronestop.org</a>										
<b>12. RELOCATION ASSISTANCE *NOTE: Status of Forces Agreement limitations apply for overseas Service members.</b>										
a. Permissive (TDY/TAD) and Excess leave										
*b. Travel and transportation allowances										
<b>13. EDUCATION/TRAINING</b>										
a. Education benefits (Montgomery GI Bill, Veterans Educational Assistance Program, Vietnam-era, etc.) (1) <a href="http://www.gibill.va.gov">http://www.gibill.va.gov</a>										
b. Workforce Investment Act (WIA)										
c. Additional education or training options (1) Small Business Administration <a href="http://www.sba.gov">http://www.sba.gov</a>										
d. Licensing, Certification and Apprenticeship Information (1) Department of Labor <a href="http://www.acinet.org">http://www.acinet.org</a> (2) U.S. Army <a href="https://www.cool.army.mil">https://www.cool.army.mil</a> (3) U.S. Military Apprenticeship Program <a href="https://www.cnet.navy.mil/usmap/">https://www.cnet.navy.mil/usmap/</a> (4) DANTES <a href="http://www.dantes.doded.mil/dantes_web/danteshome.asp">http://www.dantes.doded.mil/dantes_web/danteshome.asp</a>										
e. Defense Activity for Non-Traditional Educational Support <a href="http://www.dantes.doded.mil/dantes_web/danteshome.asp">http://www.dantes.doded.mil/dantes_web/danteshome.asp</a>										
<b>14. HEALTH AND LIFE INSURANCE</b>										
a. Transitional Health Care Benefit - for Eligibility Criteria and additional information go to: <a href="http://www.tricare.osd.mil">http://www.tricare.osd.mil</a> or <a href="http://www.tricare.osd.mil/Factsheets/viewfactsheet.cfm">http://www.tricare.osd.mil/Factsheets/viewfactsheet.cfm</a>										
b. Option to purchase 18-month conversion health insurance. Concurrent pre-existing condition coverage with purchase of conversion health insurance. <a href="http://www.tricare.osd.mil/chcbp">http://www.tricare.osd.mil/chcbp</a>										
c. Veterans' Group Life Insurance (VGLI) <a href="http://www.insurance.va.gov">http://www.insurance.va.gov</a>										
d. Veterans Centers <a href="http://www.va.gov/rcs">http://www.va.gov/rcs</a>										
<b>15. FINANCES</b>										
a. Financial Management (TSP, Retirement, SBP)										
b. Separation pay (Eligible Involuntary Separatees)										
c. Unemployment compensation										
d. Other financial assistance (VA Loans, SBA Loans, and other government grants and loans)										
<b>16. RESERVE AFFILIATION</b>										
<b>17. VETERANS BENEFITS BRIEFING</b>										
<b>18. DISABLED VETERANS BENEFITS</b>										
a. Disabled Transition Assistance Program (DTAP)										
b. VA Disability Benefits <a href="http://www.va.gov">http://www.va.gov</a>										
<b>19. POST GOVERNMENT (MILITARY) SERVICE EMPLOYMENT RESTRICTION COUNSELING</b> Information on post government (military) employment counseling (restrictions on employment, imposed by statute and regulation) shall be conducted by Services as appropriate. Transition/Command Career Counselors shall refer separating and retiring Service members to an installation legal office (Staff Judge Advocate or Counselor's Office) to ensure they receive a post government (military) employment restrictions briefing or counseling from an ethics official.										
<b>20. INDIVIDUAL TRANSITION PLAN (ITP)</b>										
a. As a separating Service member, after receiving basic preseparation counseling information and completing this checklist, you and your spouse (if applicable) are entitled to receive assistance in developing an Individual Transition Plan (ITP) based on the areas of interest you have identified on this checklist. The preseparation counseling checklist addresses a variety of transition services and benefits to which you may be entitled. Each individual is strongly encouraged to take advantage of the opportunity to develop an ITP. The purpose of the ITP is to identify educational, training, and employment objectives and to develop a plan to help you achieve these objectives. It is the Military Department's responsibility to offer Service members the opportunity and assistance to develop an ITP. It is the Service member's responsibility to develop an ITP based on his/her specific objectives and the objectives of his or her spouse, if appropriate.										
b. Based upon information received during Preseparation Counseling, do you desire assistance in developing your ITP? If yes, the Transition staff/Command Career Counselor is available to assist you.		SERVICE MEMBER			SPOUSE					
		YES	NO	N/A	YES	NO	N/A			

PRESEPARATION COUNSELING CHECKLIST FOR ACTIVE COMPONENT SERVICE MEMBERS	NAME (Last, First, Middle Initial)	SSN
SECTION V - REMARKS (Attach additional pages if necessary)		
Complete the following ONLY if you placed an X in Item 7a. See page 1, Section II, Item 7a.		
21. My counseling was conducted 89 days or less before my separation or retirement because: (X one)		
<input type="checkbox"/>	MISSION REQUIREMENTS	
<input type="checkbox"/>	PERSONAL REASONS	
<input type="checkbox"/>	MEDICAL SEPARATION	
<input type="checkbox"/>	LEGAL SEPARATION	
<input type="checkbox"/>	CHANGE IN CAREER DECISION	
<input type="checkbox"/>	OTHER (Please provide a brief explanation)	

**DD FORM 2648-1 - PRESEPARATION COUNSELING CHECKLIST  
FOR RESERVE COMPONENT SERVICE MEMBERS RELEASED  
FROM ACTIVE DUTY**

PREPARATION COUNSELING CHECKLIST FOR RESERVE COMPONENT SERVICE MEMBERS	NAME (Last, First, Middle Initial)						SSN
	SECTION IV (Continued)						REFERRED TO
	SERVICE MEMBER			SPOUSE			
	YES	NO	N/A	YES	NO	N/A	
<b>12. EDUCATION/TRAINING</b>							
a. Education benefits (Montgomery GI Bill, Veterans Educational Assistance Program, Vietnam-era, etc.) Chapter 1606, Title 10, U.S. Code							
(1) <a href="http://www.gibill.va.gov">http://www.gibill.va.gov</a>							
b. Workforce Investment Act (WIA)							
c. Additional education or training options							
(1) Small Business Administration <a href="http://www.sba.gov">http://www.sba.gov</a>							
d. Licensing, Certification and Apprenticeship Information							
(1) Department of Labor <a href="http://www.acinet.org">http://www.acinet.org</a>							
(2) U.S. Army <a href="https://www.cool.army.mil">https://www.cool.army.mil</a>							
(3) U.S. Military Apprenticeship Program <a href="https://www.cnet.navy.mil/usmap/">https://www.cnet.navy.mil/usmap/</a>							
(4) DANTES <a href="http://www.dantes.doded.mil/dantes_web/danteshome.asp">http://www.dantes.doded.mil/dantes_web/danteshome.asp</a>							
e. Defense Activity for Non-Traditional Educational Support <a href="http://www.dantes.doded.mil/dantes_web/danteshome.asp">http://www.dantes.doded.mil/dantes_web/danteshome.asp</a>							
f. Loan Relief for Military Personnel Called to Active Duty <a href="http://www.defenselink.mil/ra/mobil/pdf/sections.pdf">http://www.defenselink.mil/ra/mobil/pdf/sections.pdf</a> (See Section 8 of the Guide, "Demobilization and Transition Benefits", read section on Students.)							
<b>13. HEALTH AND LIFE INSURANCE</b>							
a. Transitional Health Care Benefit - for Eligibility Criteria and additional information go to: <a href="http://www.tricare.osd.mil">http://www.tricare.osd.mil</a>							
(1) A member of a reserve component who is separated from active duty to which called or ordered in support of a contingency operation if the active duty is for a period of more than 30 days. <a href="http://www.tricare.osd.mil/TricareHandbook">http://www.tricare.osd.mil/TricareHandbook</a>							
(2) A member who is separated from active duty for which the member is involuntarily retained (Stop Loss) in support of a contingency operation. <a href="http://www.tricare.osd.mil/TricareHandbook">http://www.tricare.osd.mil/TricareHandbook</a>							
(3) A member who is separated from active duty served pursuant to a voluntary agreement of the member to remain on active duty for a period of less than one year in support of a contingency operation. <a href="http://www.tricare.osd.mil/TricareHandbook">http://www.tricare.osd.mil/TricareHandbook</a>							
b. Option to purchase 18-month conversion health insurance. Concurrent pre-existing condition coverage with purchase of conversion health insurance. <a href="http://www.tricare.osd.mil/chcbp">http://www.tricare.osd.mil/chcbp</a>							
c. Veterans' Group Life Insurance (VGLI) <a href="http://www.insurance.va.gov">http://www.insurance.va.gov</a>							
d. Veterans' Centers <a href="http://www.va.gov/rcs">http://www.va.gov/rcs</a>							
<b>14. FINANCES</b>							
a. Unemployment compensation							
b. Other financial assistance (VA Loans, SBA Loans, and other government grants and loans)							
c. Post Deployment Pay - Defense Finance and Accounting Service (DFAS) <a href="http://www.dfas.mil">http://www.dfas.mil</a>							
<b>15. VA BENEFITS BRIEFINGS</b>							
<b>16. DISABLED VETERANS BENEFITS</b>							
a. Disabled Transition Assistance Program (DTAP)							
b. VA Disability Benefits <a href="http://www.va.gov">http://www.va.gov</a>							
<b>17. SOLDIERS AND SAILORS RELIEF ACT</b>							
<a href="http://www.dod.mil/specials/Relief_Act_Revision">http://www.dod.mil/specials/Relief_Act_Revision</a>							
<b>18. INDIVIDUAL TRANSITION PLAN (ITP)</b>							
a. As a separating Service member, after receiving basic prepreparation counseling information and completing this checklist, you and your spouse (if applicable) are entitled to receive assistance in developing an Individual Transition Plan (ITP) based on the areas of interest you have identified on this checklist. The prepreparation counseling checklist addresses a variety of transition services and benefits to which you may be entitled. Each individual is strongly encouraged to take advantage of the opportunity to develop an ITP. The purpose of the ITP is to identify educational, training, and employment objectives and to develop a plan to help you achieve these objectives. It is the Military Department's responsibility to offer Service members the opportunity and assistance to develop an ITP. It is the Service member's responsibility to develop an ITP based on his/her specific objectives and the objectives of his or her spouse, if appropriate.							
b. Based upon information received during Prepreparation Counseling, do you desire assistance in developing your ITP? If yes, the Transition staff/Command Career Counselor is available to assist you.							

PREPARATION COUNSELING CHECKLIST FOR RESERVE COMPONENT SERVICE MEMBERS	NAME <i>(Last, First, Middle Initial)</i>	SSN
SECTION V - REMARKS <i>(Attach additional pages if necessary)</i>		



# TRANSITION ASSISTANCE PROGRAM QUARTERLY REPORT

## USMC Transition Assistance Program Quarterly Report

Your Installation	
Quarter	1st
Year	FYXX

Fill in your data

<b>1. Operating Status of Military Personnel Transition Assistance Sites:</b>			
<b>a. Transition Assistance Program Sites: Yes/No</b>			
		Is your site active?	
		Is your site projected to close in the next 6 months:	
<b>b. Installation Level Transition Program Staff</b>			
<b>DoD</b>			
		Number of funded positions:	
		Number of filled positions supported:	
		Number of contract staff assigned:	
		Part Time positions supported:	
<b>Service (includes military personnel on staff)</b>			
		Number of funded positions:	
		Number of filled positions supported:	
		Number of contract staff assigned:	
		Part Time positions supported:	

<b>2. Pre-Separation Counseling Status (DD Form 2648):</b>			
<b>a. Total Number of Service Members receiving Presep counseling this Quarter:</b>			
<b>Army</b>			
		24 Months before Separation	
		12 Months before Separation	
		90 Days or more to Separation	
		89 Days or Less to Separation	
		Percent with 90 Days or More	
		Decline Counseling	
		Unanticipated Losses	
<b>Navy</b>			
		24 Months before Separation	
		12 Months before Separation	
		90 Days or more to Separation	
		89 Days or Less to Separation	
		Percent with 90 Days or More	
		Decline Counseling	
		Unanticipated Losses	
<b>Air Force</b>			
		24 Months before Separation	
		12 Months before Separation	
		90 Days or more to Separation	

## USMC Transition Assistance Program Quarterly Report

				89 Days or Less to Separation	
				Percent with 90 Days or More	
				Decline Counseling	
				Unanticipated Losses	
			<b>Marine Corps</b>		
				24 Months before Separation	
				12 Months before Separation	
				90 Days or more to Separation	
				89 Days or Less to Separation	
				Percent with 90 Days or More	
				Decline Counseling	
				Unanticipated Losses	
			<b>Coast Guard</b>		
				24 Months before Separation	
				12 Months before Separation	
				90 Days or more to Separation	
				89 Days or Less to Separation	
				Percent with 90 Days or More	
				Decline Counseling	
				Unanticipated Losses	
			<b>Total</b>		
				24 Months before Separation	
				12 Months before Separation	
				90 Days or more to Separation	
				89 Days or Less to Separation	
				Percent with 90 Days or More	
				Decline Counseling	
				Unanticipated Losses	
				<i>Number of Spouses who attended Pre-separations counseling:</i>	
			<b>b. Total Number of Reservist receiving Pre-Separation counseling during this Quarter</b>		
				24 Months before Separation	
				12 Months before Separation	
				90 Days or more to Separation	
				89 Days or Less to Separation	
				Percent with 90 Days or More	
				Decline Counseling	
				Unanticipated Losses	
			<b>c. Total Number of Service Members receiving Pre-Separation counseling per month:</b>		
				October	
				November	
				December	
				Number of Service Members receiving Pre-Separation counseling by month	
				Number of Pre-Sep Classes	

## USMC Transition Assistance Program Quarterly Report

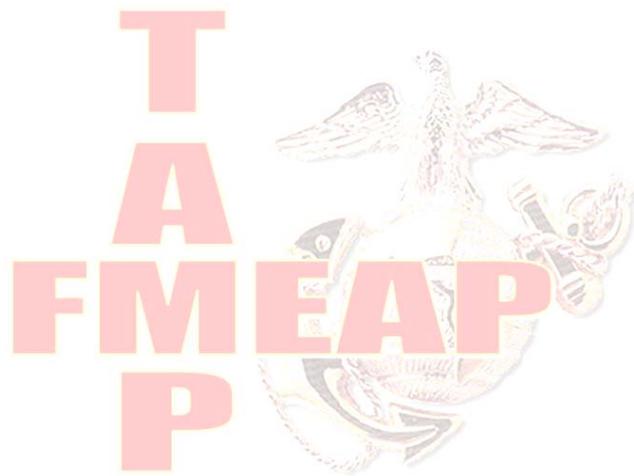
3. Employment Assistance as it relates to the Transition Assistance Program: Total Number who received employment assistance services this Quarter:				
<b>Initial Visit</b>				
	Army			
	Navy			
	Air Force			
	Marine Corps			
	Coast Guard			
	Military Spouses			
	DoD Civilians			
	Retirees			
	Reserves			
<b>Multiple Visits</b>				
	Army			
	Navy			
	Air Force			
	Marine Corps			
	Coast Guard			
	Military Spouses			
	DoD Civilians			
	Retirees			
	Reserves			
4. Number of total workshops conducted this quarter as they relate only to the Transition Assistance Program:				
<b>a. Number of DoL workshops Conducted</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			
<b>b. Number of USMC/TAP workshops conducted by Transition Staff</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			
<b>c. Number of DTAP workshops Conducted</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			
<b>d. Number of overseas DoL Workshops conducted by the Military Services</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			
<b>e. Number of overseas USMC TAP Workshops conducted by TAP staff</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			
<b>f. Number of other workshops/seminars/classes conducted:</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			
<b>Total number of workshops/classes/seminars conducted:</b>				
	1. Number of Military Service members attending:			
	2. Number of spouses attending:			

## USMC Transition Assistance Program Quarterly Report

<b>5. Relocation Assistance as it relates to the Transition Assistance Program:</b>			
	a. <i>Number of Military Service members requesting relocation assistance:</i>		
	b. <i>Number of spouses requesting relocation assistance:</i>		
<b>6. Personal Financial Management as it relates to the Transition Assistance Program:</b>			
	a. <i>Number of Military Service members requesting personal financial assistance:</i>		
	b. <i>Number of spouses requesting personal financial assistance:</i>		
	c. <i>Number of DoD civilians requesting personal financial assistance:</i>		
<b>8. Transition and Employment Counseling as it relates to the Transition Assistance Program (1 on 1 Counseling only):</b>			
	a. Total number of actual hours spent with officers:		
	b. Total number of actual hours spent with enlisted members:		
	c. Total number of actual hours spent with spouses:		
	<b>Total hours spent on 1 on 1 counseling</b>		
	d. Total number of officers seen in 1 on 1 counseling:		
	e. Total number of enlisted members seen in 1 on 1 counseling:		
	f. Total number of spouses seen in 1 on 1 counseling:		
	<b>Total number of clients seen in 1 on 1 counseling</b>		
<b>8. Number of contacts/briefings transition staff had with key installation personnel indicated below:</b>			
	O-7 and above		
	O-4 to O-6		
	O-1 to O-3		
	E-9		
	E-7 and E-8		
	<b>Total number of contacts/briefings with key installation personnel</b>		
<b>9. Transition Deployment Specialist</b>			
	Classes offered		
	Attendance at classes		
	One-on-One counseling sessions		
<b>10. Transition Assistance Program (TAP) workshops:</b>			
	<b>a. Total Number of Service Members receiving TAP during this Quarter:</b>		
	<b>b. Total Number of TAP Workshops:</b>		
		<b>Army</b>	
		24 Months before Separation	
		12 Months before Separation	
		180 Days or more to Separation	
		179 Days or Less to Separation	
		Percent with 180 Days or More	
		Decline Counseling	

## USMC Transition Assistance Program Quarterly Report

			<b>Navy</b>	
			24 Months before Separation	
			12 Months before Separation	
			180 Days or more to Separation	
			179 Days or Less to Separation	
			Percent with 180 Days or More	
			Decline Counseling	
			<b>Air Force</b>	
			24 Months before Separation	
			12 Months before Separation	
			180 Days or more to Separation	
			179 Days or Less to Separation	
			Percent with 180 Days or More	
			Decline Counseling	
			<b>Marine Corps</b>	
			24 Months before Separation	
			12 Months before Separation	
			180 Days or more to Separation	
			179 Days or Less to Separation	
			Percent with 180 Days or More	
			Decline Counseling	
			<b>Coast Guard</b>	
			24 Months before Separation	
			12 Months before Separation	
			180 Days or more to Separation	
			179 Days or Less to Separation	
			Percent with 180 Days or More	
			Decline Counseling	
			<b>Total</b>	
			<i>24 Months before Separation</i>	
			<i>12 Months before Separation</i>	
			<i>180 Days or more to Separation</i>	
			<i>179 Days or Less to Separation</i>	
			<i>Percent with 180 Days or More</i>	
			<i>Decline Counseling</i>	
			<i>Unanticipated Losses</i>	
			<i>Number of Spouses who attended Pre-separations counseling:</i>	
			<i>Reserve</i>	



## FUNDING INITIATIVE - WORKSHEET

### SAMPLE WORKSHEET - FUNDING NEW INITIATIVES

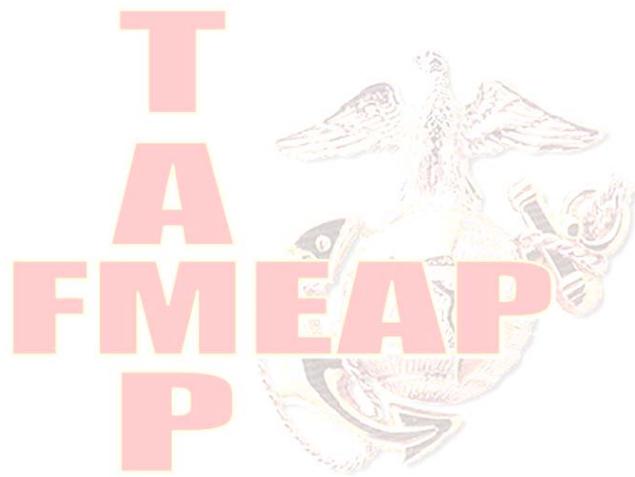
#### PROGRAM REQUEST \_\_\_\_\_

	1ST QTR	2ND QTR	3RD QTR	4TH QTR	FYDP Total
<b>Initiative Details</b>					
Labor					0
Equipment					0
Materials/Supplies					0
Other (Contract/Misc)					0
<b>Total Initiative</b>					0

**Request:** Insert succinct description of requirement; i.e., what will the money buy?

**Narrative/Justification:** Insert succinct statement that justifies the request for additional resources, how the requirement was identified/validated, and all supporting documentation/references; i.e., applicable directives,

**References:**



## JOB FAIR TASKS AND TIMELINE

<b>DUE DATE</b>	<b>DATE FINISHED</b>	<b>TASK TO BE COMPLETED</b>	<b>WHO HANDLES</b>
		Call facility for available dates for job fair	
		Draft and send facility request letter	
		Identify potential partners to sponsor job fair, such as nearby military bases, local Chamber of Commerce, or college/university	
		Discuss feasibility of partnerships, develop relationships, and identify specific tasks and duties for each to perform	
		Meet with MCCS Marketing Department to discuss marketing strategies, options, and tasks	
		Design job fair flyer	
		Develop advance advertising piece	
		Distribute advance advertising piece	
		Identify staffing needs, then pursue options for meeting shortages with a working party of available volunteers/Marines	
		Identify supplies and materials for job fair	
		Submit required purchase orders for supplies and materials	
		Update and prepare mail out list	
		Identify and coordinate process for mailing of invitations to employers	
		Identify catering needs and make arrangements for breakfast and lunch for employers	
		Print invitation letters and registration form	
		Stuff envelopes for mail out	
		Mail invitations and registration forms	
		Send out letters of request for tablecloths/tables/chairs, if needed	
		Pick up flyer and posters from MCCS Marketing	
		Submit requests for supplies and materials for job fair	
		Print flyers	
		Request supplies for employer packages for booths	
		Obtain supplies for employer registration area	
		Print employer surveys, job order forms, and employer services sheets for employer packet	
		Contact employers from last year who have not registered. Fax/email registration form if necessary.	

		Contact PMO to coordinate traffic and parking efforts	
		<b>Employer Registration Deadline</b>	
		Email flyer and other marketing materials to job seekers	
		Post banners at MCCS-approved locations on base	
		Market job fair via MCCS electronic billboards	
		Distribute printed marketing materials throughout the base	
		Prepare employer confirmation packages	
		Make employer signs for booths	
		Assign booths and create map for job seekers	
		Assemble employer packets for booths	
		Publish list of employers in the base newspaper (check with MCCS Marketing)	
		Assign tasks to job fair personnel and working party	
		Mail out confirmation packages	
		Print lunch receipts	
		Update and print employer check in list	
		Make name tags for job fair personnel	
		Make final signs for new employers	
		Confirmation phone calls to all registered employers, for possible cancellations and check # of lunches requested	
		Send job fair map to printing	
		Send final lunch count to caterer	
		Pick up and deliver tables, tablecloths, and other bulk supplies to job fair site	
		Job fair Set-up	
		<b>Job Fair</b>	
		Tear down	
		Take down banners and other posted advertisements	
		Update database with new employers and correct contact info	
		Prepare After Action Report – if required	

**EMPLOYER EVALUATION FORM****EMPLOYER EVALUATION FORM**

Please rank the following:

**FACILITIES**

	<b>Excellent</b>	<b>Above Average</b>	<b>Average</b>	<b>Fair</b>	<b>Poor</b>
Job Fair location	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Your booth area	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Hours of Job Fair	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Food Service	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Parking/Traffic Control	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

**ORGANIZATION**

Invitation/Registration	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Check-in/booth assignment	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Job Fair staff support	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>

<b>JOB SEEKERS</b>					
Overall qualifications	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Resume preparation	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Interviewing skills	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Dress/appearance	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b>JOB FAIR</b>					
Approximate number of job seekers who visited your booth:					
Between what hours did the majority of people visit your booth?					
Estimated number of potential hires?					
Were your hiring needs met? (If "no" please comment)					
<b>PLEASE COMPLETE THE INFORMATION ON THE NEXT PAGE—THANK YOU!!</b>					

**RECOMMENDATIONS:** What suggestions would you give to job-seekers on the following areas to help them improve their chances of securing employment with your company?

Resumes: \_\_\_\_\_

Interviewing Skills: \_\_\_\_\_

Appearance: \_\_\_\_\_

Letters of Reference: \_\_\_\_\_

**GENERAL INFORMATION**

Did your invitation reach you in a timely manner?                      Yes              No

Is the address to which we sent the invitation accurate?                      Yes              No

If not, please provide us with a better address:

\_\_\_\_\_

**RETURN**

Would you return to future job fairs?    Yes              No

**COMMENTS/SUGGESTIONS:**

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**THANK YOU FOR YOUR HELP IN EVALUATING THE JOB FAIR!  
PLEASE RETURN THE EVALUATION TO A JOB FAIR STAFF MEMBER BEFORE  
LEAVING.**



## JOB SEEKER EVALUATION FORM

<b>Job Seeker Evaluation Form</b>					
<b>How would you rate the publicity of the Job Fair?</b>	Excellent 5	Above Average 4	Average 3	Fair 2	Poor 1
<b>How did you learn about the Job Fair?</b>  Circle all that apply	Newspaper	TV	Radio	Posters	Flyers
	CRMC	Email	FMEAP Office	Roadside Banner	Word of Mouth
	Other:				
Suggestions or Comments:					
<b>How would you rate the representation of employers/quality of job openings?</b>	Excellent 5	Above Average 4	Average 3	Fair 2	Poor 1
Suggestions or Comments:					
<b>To what extent has this event improved your chances of getting a job?</b>	Significantly	Greatly	Somewhat	Marginally	Not at all
Suggestions or Comments:					
Please provide additional comments on back – Thank you..					

Additional Comments:

## WEBSITE RESOURCES

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The following websites are provided to help the TAMP-FMEAP staff with web-based resources for a variety of topics areas and includes information for all service areas. The listing is blocked according to nine major topics: General Transition, Employment Assistance, Entrepreneurship, Relocation, Education, Health Care, Life Insurance, Finance, and Veteran Benefits.

### GENERAL TRANSITION RELATED WEBSITES

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**A Summary of Veteran's Benefits:** <http://www.vba.va.gov/bln/21/index.htm>

**Air Force Airman and Family Readiness Center:** [www.militaryinstallations.dod.mil](http://www.militaryinstallations.dod.mil)

**Army Career and Alumni Program (ACAP):** <http://www.acap.army.mil>

**Civilian Assistance and Re-Employment (CARE):** <http://www.cpms.osd.mil/care/>

**Coast Guard Worklife Division – Transition Assistance:**  
[http://www.uscg.mil/hq/g-w/g-wk/wkw/worklife\\_programs/transition\\_assistance.htm](http://www.uscg.mil/hq/g-w/g-wk/wkw/worklife_programs/transition_assistance.htm)

**Department of Veterans Affairs (DVA):** <http://www.va.gov>

**Department of Veterans Affairs Locations:**  
<http://www1.va.gov/directory/guide/home.asp?isFlash=1>

**Department of Labor:** <http://www.DOL.gov>

**DoD Transportal:** <http://www.dodtransportal.org/>

**Family Center, Chaplain's Office, and Related Resources Finder:**  
<http://www.nvti.cudenver.edu/resources/militarybasestap.htm>

**Marine for Life:** <https://www.m4l.usmc.mil/>

**Marines Career Resource Management Center (CRMC)/Transition and Employment Assistance Program Center:** <http://www.usmc-mccs.org/tamp/index.cfm>

**Military Family Network:** <http://www.emilitary.org/>

**Military Home Front:** <http://www.militaryhomefront.dod.mil>

**Military Installation Locator:** <http://www.militaryinstallations.dod.mil/ismart/MHF-MI/>

**Military OneSource:** <http://www.militaryonesource.com/skins/MOS/home.aspx>

**National Guard Transitional Assistance Advisors:**

<http://www.guardfamily.org/Public/Application/ResourceFinderSearch.aspx>

**Navy Fleet and Family Support Center:** <http://www.fssp.navy.mil/>

**Operation Transition website:** <http://www.dmdc.osd.mil/ot>

**TurboTap:** <http://www.TurboTAP.org>.

**Temporary Early Retirement Authority (TERA) Program:** <http://www.dmdc.osd.mil/tera>

## EMPLOYMENT ASSISTANCE WEBSITES

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**21st Century Workforce Initiative:** <http://www.DOL.gov/21cw/>

**A List of state VETS directors:** <http://www.DOL.gov/DOL.vets>

**Army Civilian Personnel Online:** <http://www.cpol.army.mil/>

**Army Credentialing Opportunities Online (COOL):** <https://www.cool.army.mil/>

**Career InfoNet:** <http://www.acinet.org/acinet>

**Careers In Government:** <http://www.careersingovernment.com>

**DD Form 2586, Verification of Military Experience and Training (VMET):**

<http://www.dmdc.dod.mil/vmet>

**Department of Labor Resources:**

[www.bla.gov](http://www.bla.gov)

[www.careeronestop.org](http://www.careeronestop.org)

[www.DOLeta.gov/jobseekers/building\\_your\\_career.cfm](http://www.DOLeta.gov/jobseekers/building_your_career.cfm)

[www.DOLeta.gov/programs](http://www.DOLeta.gov/programs)

[www.hirevetsfirst.gov](http://www.hirevetsfirst.gov)

**DoD Civilian Careers:** <http://www.go-defense.com/>

**DoD Civilian Employment:** <http://www.go-defense.com>

**DoD Job Search:** <http://www.dod.jobsearch.org>

**DoD Spouse Career Center:** <http://www.military.com/spouse>

**Employer Support of the Guard and Reserve (ESGR):** <http://www.esgr.org/>

**Fed World Job Resource:** <http://www.fedworld.gov>

**Federal Employment Portal:** <http://www.opm.gov>

**Federal Job Search:** <http://www.usajobs.opm.com>

**Helmets to Hardhats (H2H):** <http://helmetstohardhats.org/>

**Helpful Career Related Resources:** <http://www.military.com/careers>

**Job Explorer:** <http://www.mcjex.net/>

**Military and Veteran Service Organizations:**  
<http://www.military.com/Community/Subpage/1,14746,GENERAL,00.html>

**National Trade and Professional Associations of the United States:**  
<http://www.associationsexecs.com>

**Navy Credentialing Opportunities Online (COOL):** <https://www.cool.navy.mil/>

**Occupational Information Network (O\*NET):** <http://online.onetcenter.org/>

**One-Stop Career Center:** [www.ServiceLocator.org](http://www.ServiceLocator.org)

**Skills Assessment Resources:** <http://www.hirevetsfirst.gov> and  
<http://www.Military.com/careers>

**State Employment Office Locator:** <http://www.naswa.org/links.cfm>

**The Riley Guide:** <http://www.rileyguide.com>

**Transition Bulletin Board (TBB):** <http://www.dmdc.osd.mil/ot>

**Troops to Cops:** <http://www.cops.usdoj.gov>

**US Job Bank:** <http://www.ajb.dni.us>

**Veterans Employment and Training Service VETS:**  
<http://www.DOL.gov/vets/aboutvets/contacts/main.htm>

**Vocational Information Center:** <http://www.khake.com>

**The Encyclopedia of Associations:** <http://library.dialog.com/bluesheets/html/bl0114.html>

**The Occupational Outlook Handbook:** <http://www.bls.gov/oco/home.htm>

**Troops to Teachers (TTT) Related Links:**

**TTT Home page:** <http://www.proudtoserveagain.com/>

**TTT Registration:** <http://www.proudtoserveagain.com>

**TTT Self-Determination Eligibility Guide:** <http://www.proudtoserveagain.com>

## **ENTREPRENEURSHIP/BUSINESS WEBSITES**

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**Association of Small Business Development Centers (ASBDC):** [www.asbdc-us.org](http://www.asbdc-us.org)

**Center for Veterans Enterprise (CVE):** <http://www.vetbiz.gov/>

**International Franchise Association (IFA):** [www.franchise.org](http://www.franchise.org)

**Office of Small and Disadvantaged Business Utilization:**  
<http://www.osdbu.gov/Listofmembers.htm>

**SBA Programs, Contacts, and Representatives:**

**Basic 7(a) Loan Guaranty:** <http://www.sba.gov/financing/sbaloan/7a.html>

**Federal Agency Procurement Forecast:** <http://www.sba.gov/GC/forecast.html>

**HUBZone Empowerment Contracting Program:**

<https://eweb1.sba.gov/hubzone/internet/>

**Local SBA district office Locator:** <http://www.sba.gov/GC/pcr.html>

**Local Women’s Business Center (WBC) Locator:** <http://www.sba.gov/wbc.html>

**Local SCORE Chapter Locator:** [http://www.score.org/findscore/chapter\\_maps.html](http://www.score.org/findscore/chapter_maps.html)

**Military Reservist Economic Injury Disaster Loan (MREIDOL) program:**

[http://www.sba.gov/disaster\\_recov/loaninfo/militaryreservist.html](http://www.sba.gov/disaster_recov/loaninfo/militaryreservist.html)

**Procurement Technical Assistance Centers (PTACS):**

**SBA Government Contract (GC) Office:** <http://www.sba.gov/GC/indexwhatwedo.html>

**Subcontracting Opportunities Directory:**

<http://www.sba.gov/GC/indexcontacts-sbsd.html>

<http://www.DOLa.mil/db/procurem.html>

**Simplified Acquisition Contracts:** <http://www.sba.gov/gc/indexprograms-vets.html>

**Small Business Development Centers (SBDC):** <http://www.sba.gov/sbdc/sbdcnear.html>

**Section 8(a) Program:** <http://www.sba.gov/8abd/>

**Surety Bond Guarantee Program:** <http://www.sba.gov/osg/>

**Service-Disabled Veteran-Owned Small Business Concern Program:**

<http://www.sba.gov/gc/indexprograms-vets.html>

**SCORE “Counselors to America’s Small Business:”** <http://www.score.org/>

**U.S. Small Business Administration (SBA):** <http://www.sba.gov/>

**Veterans Business Outreach Centers (VBOC):**

**Robert Morris University:** [www.rmu.edu/vboc](http://www.rmu.edu/vboc)

**The Research Foundation of the State University of New York:**

<http://www.nyssbdc.org/vboc>

**The University of West Florida in Pensacola:** <http://www.vboc.org>

**The University of Texas - Pan American:** <http://www.coserve.org/vboc>

**Vietnam Veterans of California:** <http://www.vboc-ca.org>

## RELOCATION WEBSITES

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**Chamber of Commerce Locator:** <http://www.chamberofcommerce.com>

**Marine Corps Relocation Program:** [HTTP://www.USMC-MCCS.org/rap](http://www.USMC-MCCS.org/rap)

**“Plan My Move” and Military Installations** <http://www.militaryhomefront.dod.mil/moving>

### Military Personnel Portals:

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**Air Force Portal:** <http://www.my.af.mil>

**Army Knowledge Online (AKO):** <http://www.army.mil/ako>

**Navy Knowledge Online (NKO):** <http://www.nko.mil>

**USA Travel Source:** <http://www.relo.usa.com>

**“Special Needs” Resources:** <http://www.militaryhomefront.dod.mil/>

**The “It’s Your Move” Pamphlet:** [http://www.usapa.army.mil/pdffiles/p55\\_2.pdf](http://www.usapa.army.mil/pdffiles/p55_2.pdf)

**Travel and Per Diem Information:** <https://secureapp2.hqda.pentagon.mil.perdiem/> .

## EDUCATION/TRAINING WEBSITES

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**Air Force (CCAF) Transcript:** <http://www.au.af.mil/au/ccaf/>

**Application Pell Grants or Federal Stafford Loans (FAFSA):** <http://www.fafsa.ed.gov/>

**Army (AARTS) Transcript:** <http://aarts.army.mil>

**Coast Guard Institute Transcript:** <http://www.uscg.mil/hq/cgi/forms.html>

**Department of Defense Voluntary Education Program:** <http://www.voled.doded.mil>

**Federal Financial Student Aid:** <http://www.federalstudentaid.ed.gov/>

**Marine Corps Academic Explorer:** <http://www.mcaex.net>

**Military Tuition Assistance:** [http:// www.usmc-mccs.org/education/mta.cfm](http://www.usmc-mccs.org/education/mta.cfm)

**Navy and Marine Corps (SMART) Transcript:** <http://www.navycollege.navy.mil>

**The Defense Activity for Non-Traditional Education Support (DANTES):**  
[http://www.dantes.doded.mil/dantes\\_web/danteshome.asp](http://www.dantes.doded.mil/dantes_web/danteshome.asp)

**VA 22-1990 Application for Education Benefits:**  
<http://www.vba.va.gov/pubs/forms/22-1990.pdf>

**VA Education Services (GI Bill):** <http://www.gibill.va.gov/>

**VA Regional Office Finder:** <http://www1.va.gov/directory/guide/home.asp>

**Veterans' Upward Bound:** <http://www.veteransupwardbound.org/vetub.html>

## HEALTH CARE WEBSITES

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**Ameriforce Deployment Guide:** <http://www.ameriforce.net/deployment/>

**CHCBP enrollment application:** <http://www.humana-military.com/chcbp/pdf/dd2837.pdf>

**Continued Health Care Benefit Program (CHCBP):**  
<http://www.humana-military.com/chcbp/main.htm>

**Courage to Care:** <http://www.usuhs.mil/psy/courage.html>

**DoD Mental Health Self-Assessment Program:** <http://www.pdhealth.mil/mhsa.asp>

**National Center for Post-Traumatic Stress Disorder (PTSD):**  
<http://www.ncptsd.va.gov/index.html>

**Returning Reservists Resources:**  
<http://www.usuhs.mil/psy/GuardReserveReentryWorkplace.pdf>

**TRICARE:** <http://www.tricare.osd.mil>

**TRICARE Dental Program:** <http://www.tricaredentalprogram.com/>

**TRICARE For Life (TFL):** <http://www.tricare.mil/tfl>

**TRICARE Health Benefits Advisors/Beneficiary Counselor and Assistance Coordinators (BCAC) Locator:** <http://www.tricare.mil/bcacdcao/>

**TRICARE Reserve Select (TRS) on the Guard/Reserve portal:**  
<https://www.dmdc.osd.mil/appj/esgr/privacyAction.do>

**TRICARE Retiree Dental Program:** <http://www.trdp.org/>

**TRS Point of Contact Information:** <http://www.tricare.mil/reserve/reserveselect/index.cfm>

**VA Eligibility:** <http://www.va.gov/healtheligibility/>

**VA Health Care Enrollment Resources:** <https://www.1010ez.med.va.gov/sec/vha/1010ez/>

**VA Home Page:** <http://www.va.gov/>

## LIFE INSURANCE WEBSITES

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**Form SGLV 8286, “Servicemembers' Group Life Insurance Election & Certificate”**

<http://www.insurance.va.gov/sgliSite/forms/8286.htm>

**Form SGLV 8286A “Family Coverage Election (FSGLI)”:**

<http://www.insurance.va.gov/sgliSite/forms/8286a.pdf>

**Form SGLV 8714 “Application for Veterans' Group Life Insurance”**

<http://www.insurance.va.gov/sgliSite/forms/8714.htm>

**OSGLI Contact Information:** <http://www.insurance.va.gov/sgliSite/miscellaneous/contact.htm>

**SGLI conversion policy:** <http://www.insurance.va.gov/sgliSite/conversion/convertingSGLI.htm>

**VA Office of Servicemembers’ Group Life Insurance (OSGLI):** <http://www.insurance.va.gov>

**VA OSGLI Frequently Asked Questions:**

<http://www.insurance.va.gov/sgliSite/SGLI/deployFAQ.htm>

## FINANCE RELATED WEBSITES

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**AnnualCreditReport.Com:** <http://www.annualcreditreport.com>

**EQUIFAX Credit Information Service:** <http://www.equifax.com>

**Experian National Consumer Assistance:** <http://www.experian.com>

**Get your W-2 from myPay:** <https://mypay.dfas.mil/mypay.aspx>

**Military Installation Finder:** <http://www.militaryinstallations.dod.mil/ismart/MHF-MI/>

**Military One Source:** <http://militaryonesource.com/skins/MOS/home.aspx>

**TRANSUNION:** <http://www.transunion.com>

**VA Form 26-1880, Request for Certificate of Eligibility:**  
<http://www.vba.va.gov/pubs/forms/26-1880.pdf>

**VA Home Loan Resources** <http://www.homeloans.va.gov/veteran.htm>

## **VETERANS BENEFIT RELATED WEBSITES**

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**Compensation and Pension:** <http://www.vba.va.gov/bln/21/index.htm>

**Department of Veteran Affairs:** <http://www.va.gov>

**DVA Life Insurance Programs:** <http://www.insurance.va.gov/>

**Education Benefits:** <http://www.gibill.va.gov/>

**Health Care Benefits:** <http://www1.va.gov/health/>

**Health Care Enrollment -Priority Groups:** <http://www.va.gov/healtheligibility/>

**Home Loan Guaranty:** <http://www.homeloans.va.gov/>

**Vet Center Directory:** <http://www1.va.gov/directory/guide/vetcenter.asp>

**State Veterans Benefits Directory:**  
<http://www1.va.gov/vso/index.cfm?template=view&SortCategory=3>

**Vocational Rehabilitation and Employment (VR&E):**  
<http://www.vba.va.gov/bln/vre/index.htm>



## GLOSSARY OF TERMS

*Provided as a courtesy from the DoD Active Duty Preseparation Guide.*

**Appropriated Fund (APF) positions** - Employment for which Congress has allocated funds to pay the salary for a position. These jobs are civil service employment usually identified by General Schedule (GS) level, GS-1 to GS-15, or NSPS.

**Career-conditional employee** - Permanent employees are generally hired into the federal government under a career-conditional appointment. A career-conditional employee must complete three years of substantially continuous service before becoming a full career employee. The promotion from career conditional to career employee occurs automatically after three years.

**Career employee** - A federal employee who has completed three consecutive years of government employment and has been granted "career tenure." Career tenure is granted automatically after three years of consecutive service. Career employees are more likely to be retained during layoffs or downsizing. They also have permanent reinstatement eligibility and may be considered for positions without having to take another competitive civil service examination.

**Curriculum vitae (CV)** - A summary of one's education, professional history, and job qualifications, as for a prospective employer. Curriculum vitae is sometimes used as a different name for a résumé.

**CPO** - Civilian Personnel Office

**Competitive civil service** - Most federal government civil service jobs fall under the competitive civil service category. Positions are filled through a fair, open, and merit-based process, unless excepted by statute, Executive Order, or Office of Personnel Management (OPM) action.

**Competitive service** - Jobs that are filled based on merit through an open application process in which the best candidate is chosen out of the pool of applicants seeking a certain position.

**Declaration for Federal Employment** - This form, provided during the application process or before employment begins, documents a candidate's fulfillment of the two requirements for federal employment: United States citizenship and, for men born after 31 December, 1959, compliance with United States Selective Service registration. It also asks questions about personal debt, employment history, and criminal background.

**Department of Labor (DOL)** - The DOL is one of the three partners providing transition assistance. The DOL Veterans' Employment and Training Services (VETS) through cooperative efforts with, and grants to each state and offers employment and training services to eligible veterans.

**Department of Veterans Affairs (VA)** - The VA is one of the three partners providing transition assistance. The VA consists of several departments including Veterans Health Administration and Veterans Benefits Administration

**Disability Transitional Assistance Program (DTAP)** - An integral component of transition assistance for Service members who may be released because of disability or who believe they have a disability qualifying them for vocational rehabilitation and employment-related services. DTAP includes the standard three-day Transition Assistance Program workshop plus additional hours of individual vocational rehabilitation information and employment assistance.

**Employment Assistance Offices** - Offices located on installations that provide Service members, civilians, and their family members with job search preparation and assistance.

**Excepted service** - This term applies to federal positions where certain civil service rules and regulations do not apply.

**Federal résumé** - Although there is no mandated form, some vacancy postings will refer to a federal résumé. It is simply a résumé that contains all the information required to apply for a federal job, including personal information, education, work experience, and job-related skills and training.

**Form C (OPM form 1203)** - An optical scan form on which applicants mark answers to employment questionnaires if required for the application process. Some agencies have applicants answer these questions online.

**General Schedule (GS) pay** - The general pay scale system for white-collar jobs in the federal government. Positions are identified by GS level, ranging from GS-1 to GS-15.

**Headhunter/Recruiter** - A person within a staffing firm who is responsible for identifying and screening/evaluating qualified candidates for an open position within a client business. The recruiter/headhunter generally works closely with the hiring firm to determine which candidates are best suited for any open positions. The term "Headhunter" is a colloquial term for recruiters, employment agencies, or executive search firms that broker human resources.

**Individual Transition Plan (ITP)** - A form to help, an ITP is not an official form but is created by the Service member to use as a framework to fulfill realistic career and personal goals. It

identifies actions and activities associated with transition. The Transition Assistance Office can assist in the development of the ITP, using the Preseparation Counseling Checklist (DD Form 2648) as an outline.

**Knowledge, Skills and Abilities (KSAs)** - The necessary characteristics of a qualified applicant for a particular job. Most federal job postings ask applicants to write a short supplemental essay describing specific skills and experiences that match those desired for the position in addition to submitting their resume.

**Military Spouse Preference (Program "S")** - A Program developed by DoD to allow employment preference for spouses of Active Duty Service members. To qualify for military spouse preference, spouses must be identified as one of the best-qualified candidates for the job.

**MGIB (Montgomery GI Bill)** - A federally funded program administered by Veteran Benefits Administration. Eligible Service members receive a maximum of thirty-six months of MGIB benefits for fulltime study. Payments are prorated for part-time study.

**Noncompetitive positions** - A position in the competitive service that is not filled by selection from an open competitive examination and that is usually based on current or prior federal service.

**Non-Appropriated Funds (NAF)** - These funds are generated through the purchase of goods and services at military installations. NAF activities may include the bowling alley, exchange, base theatre, recreation, library, etc. NAF employment typically refers to those jobs funded by NAF resources such as those jobs found in the exchange, the gym, and child care centers. Jobs range from entry level clerks to senior level management positions. NAF human services also offer military spouse preference for those who meet eligibility requirements.

**National Security Personnel System (NSPS)** - NSPS is the new performance-based personnel system being implemented within the Department of Defense and Department of Homeland Security for civilian positions. NSPS will replace the current GS system in these departments.

**Occupational questionnaire** - Included in some federal applications, it assesses a candidate's qualifications through detailed multiple choice or yes-or-no questions.

**Optional Application for Federal Employment (OF 612)** - This OPM form is the closest thing to a federal résumé and can be used as part of an application for almost any federal job.

**Outstanding Scholar Program** - Some federal agencies are authorized to make immediate employment offers for select entry-level positions in more than 100 career fields to college

graduates with a 3.5 GPA or better or who graduated in the top 10 percent of their class or major. Eligible candidates receive Outstanding Scholar Designation.

**Preference eligibility** - A veteran, spouse, or other designated individual who qualifies for employment preference. Preference eligible individuals are entitled to have five or ten points added to their earned score on a civil service examination.

**Preseparation Counseling Checklist (DD Form 2648)** - Form to help transitioning Service members identify their needs and develop a personal plan of attack for securing the services and resources necessary to meet those needs.

**Public trust designation** - A position that requires an applicant to undergo a background check.

**Qualifications Standards Operating Manual** - The federal government's published guide to qualifications required for General Schedule positions.

**Questionnaire for National Security Positions (Standard Form (SF) - 86)** - The form used for background checks for national security positions requiring a security clearance. It includes questions about educational background, past and current employers, police records, financial situation, and drug and alcohol usage.

**Résumé** - A brief account of one's professional or work experience and qualifications, often submitted with an employment application

**Resumix** - Resumix is an electronic résumé builder that may be used when applying for federal government positions.

**SF-86** - The questionnaire used for security sensitive positions that asks questions about background, financial status, criminal history, and personal behaviors.

**Superior academic achievement** - Graduation from an accredited four-year college or university will qualify an individual for a GS-5 level position in many occupations. Superior academic achievement, defined as graduation in the upper third of one's college class, a GPA of B or better, or membership in a nationally recognized honors society, like Phi Beta Kappa, will qualify for a GS-7 level position.

**Status candidates** - Job applicants who currently work for the federal government or certain former federal employees.

**Temporary or term position** - Appointments used to fill nonpermanent positions. Temporary positions are filled for one year or less; employees do not receive benefits. Term employment

may last from one to four years, and employees generally have the same benefits as permanent employees.

**Transition Assistance Program (TAP)** - A Department of Defense program designed to smooth the transition of military personnel, civilian employees, and family members from government service to the civilian sector.

**Transition Bulletin Board (TBB)** - The TBB provides a listing of job want ads and other useful information to separating/retiring military and federal civilian personnel and their spouses around the world.

**Upward Mobility Program** - Agencies can use this program to groom talent by creating or restructuring positions to be filled by promising entry-level applicants who are then offered training and other career-development opportunities.

**Vacancy Announcement** - Announcement of an open position within a company. Vacancy announcements describe the position, what skills and knowledge are required and desired for the position, and typically include how to apply for the position.

**Verification of Military Experience and Training (VMET) - DD Form 2586** - This form is created from a Service member's automated records on file. It lists military job experience and training history, recommended college credit information, and civilian equivalent job titles.

**Veterans Educational Assistance Program (VEAP)** - An education benefit program, VEAP is available if one elected to make contributions from military pay to participate. Benefits may be used for degree, certificate, correspondence, apprenticeship/on-the-job training programs, and vocational flight training programs. In certain circumstances, remedial, deficiency, and refresher training may also be available.

**Veterans' preference** - In the competitive process, veterans receive preferential consideration, typically by having five or ten points added to their scores during the examination process.

## Glossary of Key Separations and Retirement Terms

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**Administrative Separation** - Discharge or release from Active Duty upon or before expiration of enlistment, period of induction, or other required period of service, in the manner prescribed in MCO P1900.16F, by law, by the Secretary of Defense or the Secretary of the Navy, but specifically excluding punitive separation by the sentence of a general or special court-martial.

**Characterization of Service** - A classification of quality of service rendered, the characterization of service is recognition of the quality of a Marine's performance and conduct. Determining the proper characterization should not be underestimated. Characterization of service serves as a goal for each Marine and as a meaningful endorsement to potential employers.

- a. **Honorable.** An honorable characterization is appropriate when the quality of the Marine's service is otherwise meritorious that any other characterization would be clearly inappropriate. Enlisted Marine with average proficiency marks of 3.0 or higher and average conduct marks of 4.0 or higher, shall have his or her service characterized as Honorable.
- b. **General (Under Honorable Conditions).** A general characterization of service is appropriate when the Marine's conduct of performance of duty outweigh the positive aspects of the military record. Enlisted Marines with proficiency and conducts marks below 3.0 and 4.0, respectively, should receive a characterization of general, under honorable conditions.
- c. **Under Other Than Honorable Conditions.** This characterization is appropriate when the Marine's conduct or performance of duty, particularly the commission or omission of an act that constitutes a significant departure from that expected of a Marine.

For additional guidance concerning characterization of service for Marine Officers refer to the SECNAVINST 1920.6C. For additional guidance concerning characterization of service for enlisted Marines, refer to chapter 1 of MCO P1900.16F.

**Discharge** - Complete severance from all military status gained by appointment, enlistment, or induction.

**Dismissal** - Separation of a commissioned officer, effected by sentence of a general court-martial, or in commutation of such a sentence, or, in time of war, by order of the President, or separation of a warrant officer (WO-1) who is dismissed by order of the President in time of war. A complete severance from all military status.

**Expiration of Active Service (EAS)** - The day active service terminates, including voluntary extensions of enlistment, convenience of the Government legal, or convenience of the Government medical, for Marines voluntarily retained on Active Duty.

**Line of Duty** - In absence of clear and convincing evidence to the contrary, disease or injury suffered by a Marine will be considered to have been incurred in the line of duty. Disease or injury suffered by a Marine will not be considered to have been incurred in the line of duty when found under any one of the following circumstances:

- a. As a result of the Marine's intentional misconduct or willful neglect;
- b. While avoiding duty by desertion or unauthorized absence;
- c. While confined under sentence of court-martial that includes an unremitted dishonorable discharge;
- d. While confined under sentence of a civil court following conviction of an offense which is defined as a felony by the law of the jurisdiction where convicted.

**Mandatory Separation Processing** - A general term used to ensure the commander initiates the involuntary separation process, to the separation authority. This term does not mean that a board hearing is mandatory or that the separation of the respondent is mandatory.

**Mandatory/Involuntary Retirement** - Retirement required by law or as a result of actions by a selective early retirement board.

**Qualified Resignation** - A resignation for which the least favorable characterization of service allowed is general (under honorable conditions).

**Resignation** - The voluntary request, by an officer, to be divested of his or her commission or warrant. Such requests may be classified as "Unqualified," "Qualified," or "For the Good of the Service" as defined in MCO P1900.16F. Upon acceptance by the Secretary and completion of all administrative procedures, it may represent a complete severance from all military status.

**Separation Processing** - Processing is initiated on the date a command receives a written request for separation from a member, or on the date a command delivers a member notice of separation proceedings per MCO P1900.16F. Processing is not completed until the appropriate separation authority takes final action.

**Discharge** - Complete severance from all military status gained by the enlistment or induction concerned.

**Separation** - A general term which includes dismissal, dropping from the rolls, revocation of an appointment or commission, termination of an appointment, release from Active Duty, release from custody and control of the Marine Corps, or transfer from Active Duty to the: IRR, Fleet

Marine Corps Reserve, Retired List, Temporary or Permanent Disability List, or Retired Reserve and similar changes in an active or reserve status.

**Transition Benefits** - Benefits provided to assist Service members during the transition process. Eligibility for certain types of transition benefits will depend on the nature and characterization your discharge.

**Transition Services** - All separating Service members are eligible for services one year prior to separation. Retiring Service members are eligible for transition services two years prior to and one year after Retirement.

**Retirement** - The process of separating from the United States Marine Corps after at least 20 years of satisfactory service, and as a result drawing appropriate pay, allowances, and benefits.