

**Army Regulation 600–81**

**Personnel-General**

# **Soldier for Life - Transition Assistance Program**

**Headquarters  
Department of the Army  
Washington, DC  
17 May 2016**

**UNCLASSIFIED**

# ***SUMMARY***

AR 600-81

Soldier for Life - Transition Assistance Program

This new Department of the Army Regulation, dated 17 May 2016--

- o Clarifies specific "warm handover" guidance for Soldiers separating with an under other-than-honorable condition or characterization of service, or with a bad-conduct discharge (paras 7-2e(2) and 7-8c).
- o Includes language to permit students and trainees to receive transition assistance program services, on a space-available basis, for up to 180 days post DD Form 214 date, and is consistent with the transition Soldier Life Cycle (chap 7).
- o Prescribes the policies for the Soldier for Life - Transition Assistance Program (throughout).
- o Includes changes to reflect 10 USC 1142, which excludes Servicemembers who have not completed 180 continuous days of active duty not including full-time training duty, annual training duty, and days attending a service school while in active service (throughout).
- o Incorporates Army Directive 2014-18, Army Career and Alumni Program (hereby superseded) (throughout).

Personnel-General

**Soldier for Life - Transition Assistance Program**

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By Order of the Secretary of the Army:

**MARK A. MILLEY**  
General, United States Army  
Chief of Staff

Official:



**GERALD B. O'KEEFE**  
Administrative Assistant to the  
Secretary of the Army

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**History.** This publication is a new Department of the Army regulation.

**Summary.** This regulation prescribes policies governing the Soldier for Life - Transition Assistance Program. This regulation implements DODD 1332.35 and DODI 1332.36

**Applicability.** This regulation applies to the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff, G-1. The proponent has the authority to approve exceptions or waivers to this regulation that are

consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this regulation by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

**Army internal control process.** This regulation contains internal control provisions in accordance with AR 11–2 and identifies key internal controls that must be evaluated (see appendix B).

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval from the Deputy Chief of Staff, G-1 (DAPE–HRP–TD), 300 Army Pentagon, Washington, DC 20310–0300.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Deputy Chief

of Staff, G-1 (DAPE–HRP–TD), 300 Army Pentagon, Washington, DC 20310–0300.

**Committee management.** AR 15–1 requires the proponent to justify establishing/continuing committee(s), coordinate draft publications, and coordinate changes in committee status with the U.S. Army Resources and Programs Agency, Department of the Army Committee Management Office (AARP–ZX), 9301 Chapek Road, Building 1458, Fort Belvoir, VA 22060–5527. Further, if it is determined that an established “group” identified within this regulation later takes on the characteristics of a committee, as found in AR 15–1, then the proponent will follow all AR 15–1 requirements for establishing and continuing the group as a committee.

**Distribution.** This publication is available in electronic media only and is intended for command levels C, D, and E for the Regular Army, and D and E for the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This regulation supersedes AD 2014–18, dated 23 June 2014.

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## **Glossary**

## **Chapter 1 Introduction**

### **1–1. Purpose**

This regulation prescribes the policies for the Soldier for Life - Transition Assistance Program (SFL–TAP). The SFL–TAP is a component of the Transition Soldier Life Cycle model, designed to deliver a world-class transition assistance program that will “prepare” Soldiers, Department of Army (DA) Civilians, retirees, and Soldiers’ Family members for a new career, and “connect” Soldiers, with employers primed to hire veterans. The SFL–TAP ensures all eligible Soldiers in transition have the opportunity to develop the knowledge, skills, and self-confidence necessary to be competitive and successful in the global workforce and to achieve their post military service goals. The SFL–TAP helps transitioning Soldiers, DA Civilians, retirees, and Soldiers’ Family members make informed career decisions through benefits counseling, career preparation, and employment assistance to bring about a successful transition.

### **1–2. References**

See appendix A.

### **1–3. Explanation of abbreviations and terms**

See the glossary.

### **1–4. Responsibilities**

Responsibilities are listed in chapter 2 of this regulation.

### **1–5. Mission**

*a.* SFL–TAP is an enduring program, institutionalized within the Army culture and life cycle functions. The SFL–TAP provides a broad spectrum of programs, services, and networks. These are designed to prepare and connect Soldiers, DA Civilians, retirees, and Soldiers’ Family members, who are making critical career and transition decisions long before their separation date as stated on DD Form 214 (Certificate of Release or Discharge from Active Duty). The SFL–TAP is not a job-placement service but instead a program through which a wide range of services are made available to users. This is done through a combination of services provided by the Department of Defense (DOD), Department of Labor (DOL), Department of Veterans Affairs (VA), Small Business Administration (SBA), sister Services, and the U.S. Army. Transition counseling and career planning during the Soldier Life Cycle is the cornerstone service that helps the user properly focus on their career path, and the value of their experience, should they remain on active duty or make the transition to civilian life. Individuals using services have access to an abundance of reference materials and a wealth of information about benefits, civilian employment opportunities, career planning, and services available through many Federal, State, and local government agencies. SFL–TAP establishes a strong partnership between the Army and the private sector, creates a connection multiplier, improves employment prospects for personnel in transition, reduces unemployment compensation costs to the Army, and allows career Soldiers to concentrate on their mission.

*b.* The SFL–TAP fosters and promotes Army retention, both on active duty and in the Army National Guard (ARNG) or U.S. Army Reserve (USAR). The SFL–TAP helps Soldiers compare and contrast Army benefits and compensation with similar public or private sector occupations, to make informed career decisions. When Soldiers decide to leave active duty, the SFL–TAP shows them how continued service in the ARNG or USAR can supplement their income, provide education and career opportunities, and expand their contacts in the community.

*c.* The Army SFL–TAP’s dedication to Soldiers and their Families engenders a positive feeling toward the Army, and improves the Army’s ability to recruit young men and women. Soldiers who believe military service prepared them to succeed in their next career are more likely to remain loyal to the Army and to recommend serving in the Army to their friends and Family.

*d.* The SFL–TAP provides effective transition and employment assistance services to help Soldiers in transition assess their skills and objectives, then set goals and get help to achieve them. The transition process, and the personal coaching received, enables Soldiers in transition to overcome barriers. Personal coaching also engenders individual motivation, which encourages the Soldiers to return for more services. Services provided in a caring manner build trust and result in desired outcomes.

## Chapter 2 Responsibilities

### 2-1. Assistant Secretary of the Army for Manpower and Reserve Affairs

- a. The ASA (M&RA) will—
- (1) Provide policy oversight of the SFL-TAP.
  - (2) Assign the appropriate departmental deputy assistant secretary or director to serve as an Army Transition Assistance Program Senior Steering Group member.
  - (3) Provide representation to the SFL-TAP Executive Committee working groups, as necessary.
  - (4) Coordinate legislative matters that affect Army transition services to ensure adherence to Federal law.
- b. *Director, Army Marketing and Research Group.* The Director, AMRG, on behalf of ASA (M&RA), will—
- (1) Introduce employer partners to SFL-TAP.
  - (2) Synchronize outreach efforts and engagements with industry through SFL-TAP.
  - (3) Provide a list of Partnership for Youth Services (PaYS) Program Soldiers to USAR and ARNG, and ensure that a methodology for interviews exists.
  - (4) Report PaYS employment related metrics to SFL-TAP for inclusion in the “Quarterly Connection Update” briefing.
  - (5) Help develop and synchronize the marketing and branding of SFL-TAP.

### 2-2. Deputy Chief of Staff, G-1

- a. The DCS, G-1 will—
- (1) Develop and publish Army policies for transition, credential-fulfillment programs, apprenticeship programs, private sector internships, on-the-job training (OJT), and/or job-shadowing programs for the Active Component (AC) and Reserve Component (RC).
  - (2) Implement and administer the SFL-TAP in accordance with law and policy.
  - (3) Represent the SFL-TAP at DOD level.
  - (4) Review Army SFL-TAP services.
  - (5) Coordinate Army-wide SFL-TAP in the context of other life cycle and well-being programs.
  - (6) Ensure appropriate funding across all commands and agencies that support SFL-TAP.
- b. The Chief, Soldier for Life (SFL), on behalf of the DCS, G-1, will—
- (1) Be responsible to the Chief of Staff of the Army and DCS, G-1 for all Army transition assistance services that connect a Soldier with an employer, to include retirement-connect missions and synchronizing efforts to connect stakeholders.
  - (2) Develop virtual career fair and/or hiring events to support Soldiers in transition who seek employment.
  - (3) Support the SFL-TAP by clearing a path for community and retired Soldier networks.
  - (4) Report connection data and/or metrics to the U.S. Army Human Resources Command (HRC) Transition Division and senior Army leadership.
  - (5) Support the SFL-TAP strategic communications plan.
  - (6) Ensure employers wanting to hire veterans are introduced to SFL Fusion Cell (at <http://soldierforlife.army.mil/>) and directed to go there to post meaningful employment opportunities to the Army-designated job portal.
  - (7) Encourage the development of community networks that benefit those in transition.
  - (8) Provide community resources and points of contact by zip code and state to support eligible Soldiers’ transitions to the HRC Transition Division.
  - (9) Promote the Transition Soldier Life Cycle (SLC) model to reintegrate the Soldier and/or Family within the community.
  - (10) Form an Executive Transition Advisory Group, comprised of Army and corporate leaders, to support transition outreach efforts.
  - (11) Under authority of the DCS, G-1, coordinate with ASA (M&RA) and Office of the Secretary of Defense (OSD) to sustain and capitalize on OSD job fairs.
  - (12) Develop feedback systems from industry.
  - (13) Maintain communications with retirees to keep the path open to mentorship, employment connections, and access to community resources.
  - (14) Compile data from the ARNG, USAR, Installation Management Command (IMCOM), U.S. Army Recruiting Command (USAREC), and Army Marketing and Research Group (AMRG) to support SFL-TAP assessment.
  - (15) Submit a “Quarterly Connection Update” to senior Army leaders through the HRC Transition Division. The update should report the participation and success measures related to Soldier outcomes (for example, job interviews, offers, and acceptances) with more detailed analyses as possible by region, economic sectors, and installations.
  - (16) Complete a quarterly analysis of unemployment compensation for ex-Servicemembers (UCX) expenditures, for

Army veterans, by state, for Army senior leaders. The update should also include some indication or analysis on where employment opportunities exist for Soldiers in transition.

c. The Commander, U.S. Army Human Resources Command (USAHRC), on behalf of the DCS, G-1, will—

(1) Be responsible for all Army transition assistance services that prepare a Soldier, to include transition policy and regulations.

(2) Allocate adequate resources to the Army Transition Division, HRC to accomplish its mission.

(3) Coordinate with the DOL, VA, and SBA for recommended curriculum changes.

(4) Coordinate with OSD to define transition program execution at Joint bases—and lines of responsibility and common output level standards—and to adjust transition policy as it pertains to the Army Transition Program.

(5) Integrate transition policy within Army counseling and career counselor requirements.

(6) Maintain Credentialing Opportunities On-Line (COOL) as the Army Web site for information on credential-fulfillment.

d. The Director, Army Transition Division, on behalf of the DCS, G-1, will—

(1) Provide established standards, policy, and program guidance to Headquarters (HQ), IMCOM for program execution and oversight on the installation.

(2) Develop, coordinate, resource, budget, and write program objective memorandum (POM) requirements for a consolidated budget request that is "defended" throughout all phases of the planning, programming, budgeting, and executing system and/or POM process. Examples include requirements for all SFL-TAP, Public Law 101-510 (The Veterans Opportunity to Work Act of 2011), and/or career readiness standards (CRS), in support of all AC and RC Soldiers.

(3) Help eligible Soldiers prepare for a smooth transition from active duty.

(4) Track and report all metrics for the Veterans Opportunity to Work Act (VOW) and/or CRS, to include SLC requirements as they become institutionalized.

(5) Ensure that transition assistance services and resources are maximized; collaborate with other military and civilian agencies to maximize the use of allocated resources.

(6) Review and provide recommendations to transition programs developed by IMCOM and other commands, to ensure implementation and compliance with policy requirements.

(7) Coordinate with DOL and Department of Education (ED) for recurring, accurate, and timely projections on national and regional labor market trends. These projections must support credential-fulfillment, apprenticeship, OJT, job-shadowing, and/or internship programs.

(8) Develop an over-arching quality assurance (QA) program to ensure standard delivery; assess compliance, employment skills initiatives, and connection effectiveness; and provide periodic transition assistance curriculum reviews. This will include a face-to-face QA and staff assistance visit (SAV) at each SFL-TAP location, a minimum of every 2 years, in coordination with IMCOM transition regional leaders.

(9) Establish a process within the military personnel organizations of the Army to receive a legible copy of the completed, and authenticated, DD Form 2648 (Preseparation Counseling Checklist For AC, Active Guard Reserve (AGR), Active Reserve (AR), Full Time Support (FTS), and Reserve Program Administrator (RPA) Service Members) or DD Form 2648-1 (Transition Assistance Program (TAP) Checklist For Deactivating and/or Demobilizing National Guard and Reserve Service Members) from the SFL-TAP staff. The process will include a mechanism to verify transmission of the form to the eligible Soldier's permanent official military personnel file.

(10) Update the site management manual to include Web-based "TAP XXI" application access, policies and procedures, as well as resources at the local level (SBA, VA, DOL, Veteran Service Organizations (VSOs) and Military Service Organizations (MSOs)); provide training and guides for resources and tools such as the TAP XXI database and the Army Career Tracker (ACT) Web site.

(11) Establish program elements or accounting codes to separately and independently verify and review the monthly Military Department-funded execution data (for example, program funding levels, obligations, disbursements) in Defense Finance and Accounting Service reports and submit through ASA (M&RA) to Transition to Veterans Program Office (TVPO) quarterly. Any reduction to the SFL-TAP annual program funding of 5 percent or greater must be reported to TVPO.

(12) Maintain a list of State Government agencies that approve VA programs and State Government military advisory councils; publish it in the site management manual, and post it on the SFL-TAP Web site.

(13) Establish, maintain, and update all pertinent transition regulations and transition implementation instructions; publish guidance for transition assistance procedures for USAR and the ARNG's State adjutants general.

(14) Develop requirements and budgets for the POM; the Future Years Defense Program (FYDP); program budget reviews; and as required to comply with the SFL-TAP requirements. Coordinate through ASA (M&RA) with OSD TVPO for the SFL-TAP resource advocacy throughout these cycles.

(15) Identify and submit the SFL-TAP related issues at the general officer and senior executive service equivalent level, through ASA (M&RA), to TVPO in a timely manner. This ensures that the SFL-TAP related issues can go before the Senior Steering Group for discussion and decision.

- (16) Coordinate with TVPO to implement any new information technology (IT) systems or capabilities and revisions to existing systems that support the SFL–TAP, and ensure IT systems are compatible with OSD systems.
- (17) Distribute adequate resources to allow the SFL–TAP to accomplish its mission.
- (18) Use Army-approved standardized individual assessment tools.
- (19) Ensure that eligible Soldiers receive an individualized assessment of the various positions of civilian employment in the private sector for which Soldiers may be qualified. The qualifications would encompass skills developed through military occupational specialty (MOS) qualification, successfully completing resident training courses, attaining military ranks or rates, or other military experiences.
- (20) Act as the Army Staff (ARSTAF) point of contact for Army transition data management and SFL–TAP QA.
- (21) Manage and monitor the centralized SFL–TAP services contract, and ensure transition assistance and employment services rendered on installations are appropriate to the needs of eligible individuals.
- (22) Coordinate Army-wide transition assistance services and SFL–TAP, in the context of other life cycle and well-being programs.
- (23) Monitor and provide technical assistance to ensure that transition assistance services are accessible, effective, and responsive to the needs of eligible individuals.
- (24) Oversee a strategic communication program to ensure the success of the transition mission by communicating that mission to the Army leaders who support the mission, and to the individuals who are supported by the mission. Develop and deliver Army strategic communications to HQ, IMCOM for use by installation transition services managers (TSMs) at SFL–TAP Centers.
- (25) Maintain a robust and current SFL–TAP home page as part of the DCS, G–1 Web site, providing 24/7 Virtual Center support to eligible individuals.
- (26) Review, analyze, assess, and provide input to information provided by HQ, IMCOM regarding SFL–TAP and the operational circumstances of each installation’s SFL–TAP; inform HQ, IMCOM of specific operations in need of enhancement in accordance with this regulation; provide input to HQ, IMCOM based on assessments, reviews, and analyses regarding long-term planning and goal-setting.

### **2–3. Chief, National Guard Bureau**

The CNGB will—

- a.* Ensure that eligible Soldiers receive the SFL–TAP standardized transition curriculum, develop a viable individual transition plan (ITP) with a transition counselor, or at <https://www.sfl-tap.army.mil/>, and meet CRS as outlined in this regulation.
- b.* Ensure each eligible Soldier participates in a Capstone event to verify the eligible Soldier’s ability to attain CRS.
- c.* Ensure that eligible Soldiers who do not meet the CRS, or do not have a viable ITP, receive a warm handover (see section II in the glossary) to the appropriate interagency partner.
- d.* Act as the ARSTAF point of contact for transition assistance services for the ARNG to ensure program implementation and compliance.
- e.* Publish guidance for transition assistance services procedures for the ARNG.
- f.* Ensure coordination with Headquarters, Department of the Army (HQDA) offices regarding future policies and program updates or improvements.
- g.* Collaborate with SFL–TAP to ensure the transition assistance and employment services rendered meet the needs of those in transition.
- h.* Ensure individuals who provide transition counseling, and related actions, complete the Transition Counselor Course.
- i.* Act as the ARSTAF point of contact for ARNG Soldiers, not in an active status, who request transition under the provisions of this regulation.
- j.* Develop requirements and budgets for the POM; FYDP; program budget reviews; and as required to comply with the SFL–TAP requirements. Coordinate with the HRC Transition Division for the SFL–TAP resource advocacy throughout these cycles.
- k.* Ensure eligible Active Guard Reserve (AGR) Soldiers comply with the AC transition timeline, and receive access to and complete the SFL–TAP VOW and CRS requirements.
- l.* Provide the HRC Transition Division with quarterly curriculum feedback from ARNG Soldiers.
- m.* Provide SFL–TAP a list of ARNG employment programs, and State government points of contact, to support AC Soldiers’ transition to local communities.
- n.* Coordinate with the SFL office to report measures of effectiveness for all ARNG employment programs.
- o.* Provide critical information requirements to support the SFL–TAP (compliance, employment skills, and connection) for ARNG Soldiers.
- p.* Provide HRC Transition Division with RC benefits, by state, to put in site manuals and post to the SFL–TAP Web site.

- q. Ensure employers wanting to hire veterans are introduced to SFL Fusion Cell (at <http://soldierforlife.army.mil/>) and directed to go there to post meaningful employment opportunities to the Army-designated job portal.
- r. Appoint, at a minimum, one full-time and one assistant counselor to implement the SFL-TAP outlined in this regulation.
- s. Position the counselor on the State Adjutant General's staff to provide high visibility for the transition and alumni community.
- t. Ensure the counselor reports directly to a principal staff officer of the State Adjutant General's office.
- u. Ensure SFL-TAP functions are allocated adequate resources to accomplish their missions, as developed by the DCS, G-1, to include funding the mandatory training.
- v. Ensure that transition-eligible Soldiers, Soldiers who will become transition eligible (anticipated to be on orders for at least 180 days) and, when present, their Family members, are informed of pre-transition and post-transition policies outlined in this regulation.
- w. Coordinate with commanders of direct reporting units (DRUs), satellite installations, tenant or remote units or organizations, and military communities within their jurisdiction to deliver pre-transition and/or post-transition services to eligible Soldiers in transition.
- x. Further support the Army's SFL-TAP by doing the following:
  - (1) Set a command climate that sends the message "Soldiers in transition are valued."
  - (2) Understand the local installation SFL-TAP resources as well as virtual capabilities available to help eligible Soldiers meet VOW and CRS requirements.
  - (3) Become familiar with this regulation.
  - (4) Provide updates on SFL-TAP activities to the State Adjutant General's office, commanders of DRUs, satellite installations, and tenant or remote units or organizations within their jurisdiction.
  - (5) Provide monthly statistical data, through the respective IMCOM region, to comply with the established suspense date. Installations not covered by an IMCOM region will report directly to the HRC Transition Division.
  - (6) Allow facility access to interagency partners on installations in the United States and abroad, to carry out transition services, in accordance with DODD 5500.07-R and DODI 1344.07.
  - (7) Encourage installation commanders to permit civilian employers access to transition-assistance-related events and activities in the United States and abroad, in accordance with DODD 5500.07-R and DODI 1344.07. This will be done at no cost to the U.S. Government and to offer job opportunities, mentoring, internships, or apprenticeships leading to employment.
  - (8) Encourage installation commanders to permit VSOs and MSOs access to transition-assistance-related events and activities in the United States and abroad, in accordance with DODD 5500.07-R and DODI 1344.07. This will be done at no cost to the U.S. Government, to assist Soldiers with the post-military disability process and offer transition resources and services.
- y. Provide transition assistance services for all ARNG Soldiers within available resources.
- z. Collaborate with military State and Federal agencies to provide transition-related benefits, information, and services to current and former ARNG Soldiers.

## **2-4. Chief, Army Reserve**

The CAR will—

- a. Ensure that eligible Soldiers receive the SFL-TAP standardized transition components, develop a viable ITP with a transition counselor or at <https://www.SFL-TAP.army.mil>, and meet CRS as outlined in this regulation.
- b. Ensure each eligible Soldier participates in a Capstone process to verify the eligible Soldier's ability to attain CRS.
- c. Ensure that eligible Soldiers who do not meet the CRS or do not have a viable ITP receive a warm handover, as defined in section II of the glossary, to the appropriate interagency partner.
- d. Publish guidance for transition assistance procedures for the USAR.
- e. Ensure coordination with HQDA regarding future policies and program updates or improvements.
- f. Act as the ARSTAF point of contact for USAR Soldiers not in an active status, who request transition assistance, under the provisions of this regulation.
- g. Develop requirements and budgets for the POM; FYDP; program budget reviews; and as required to comply with the SFL-TAP requirements. Coordinate with the HRC Transition Division for the SFL-TAP resource advocacy throughout these cycles.
- h. Collaborate with SFL-TAP to ensure the transition assistance and employment services rendered meet the needs of those in transition.
- i. Ensure Army Reserve Soldiers are provided transition benefits, as outlined in this regulation, and act as the ARSTAF point of contact for transition assistance services for troop program unit Soldiers.
- j. Ensure individuals who provide transition counseling and related actions complete the Transition Counselor Course.

- k. Ensure eligible AGR Soldiers comply with the AC timeline and receive access to services.
- l. Provide the HRC Transition Division quarterly curriculum feedback from USAR Soldiers.
- m. Coordinate with the SFL office to report measures of effectiveness for all USAR employment programs.
- n. Provide critical information requirements to support the SFL–TAP (compliance, employment skills, and connection) for USAR Soldiers.
  - o. Provide SFL a list of USAR employment programs, and points of contact, to support AC Soldiers’ transitions to local communities (for example, the Private Public Partnership Office (P3O)).
  - p. Ensure employers wanting to hire veterans are introduced to SFL Fusion Cell (at <http://soldierforlife.army.mil/>) and directed to go there to post meaningful employment opportunities to the Army-designated job portal.
  - q. Appoint at a minimum, a full-time support position, and an assistant position, to implement the SFL–TAP outlined in this regulation.
  - r. Position the full-time support positions at the best locations, to provide high visibility for the transition and alumni community.
  - s. Ensure that SFL–TAP functions are allocated adequate resources to accomplish their missions, as developed by the DCS, G–1, to include funding of mandatory training.
  - t. Ensure that transition-eligible Soldiers, Soldiers that will become transition eligible (anticipated to be on orders for at least 180 days) and, when present, their Families, are informed of pre-transition and/or post-transition policies outlined in this regulation.
  - u. Coordinate with commanders of DRUs, satellite installations, tenant or remote units or organizations, and military communities within their jurisdiction, to deliver pre-transition and/or post-transition services to eligible Soldiers and their Families.
    - v. Further support the Army’s SFL–TAP by doing the following:
      - (1) Set a “command climate” that sends the message “Soldiers in transition are valued.”
      - (2) Understand the local installation SFL–TAP resources, as well as virtual capabilities available, to assist eligible Soldiers in meeting VOW and CRS requirements.
      - (3) Become familiar with this regulation.
    - w. Provide USAR leadership and commanders of DRUs, satellite installations, and tenant or remote units or organizations within their jurisdiction, with updates on the execution of the SFL–TAP.
    - x. Provide monthly statistical data through the respective IMCOM region, to comply with the established suspense date. Installations not covered by an IMCOM region will report directly to the HRC Transition Division.
    - y. Allow facility access to interagency partners on installations in the United States and abroad, to carry out transition services, in accordance with DODD 5500.07–R and DODI 1344.07.
    - z. Encourage installation commanders to permit civilian employers access to transition-assistance-related events and activities in the United States and abroad in accordance with DODD 5500.07–R and DODI 1344.07. This will be done at no cost to the U.S. Government, to offer job opportunities, mentoring, internships, or apprenticeships leading to employment.
      - aa. Encourage installation commanders to permit VSOs and MSOs access to transition-assistance-related events and activities in the United States and abroad, in accordance with DODD 5500.07–R and DODI 1344.07. This will be done at no cost to the U.S. Government, to assist Soldiers with the post-military disability process and offer transition resources and services.

**2–5. Assistant Chief of Staff for Installation Management**

- a. The Commander, IMCOM, on behalf of ACSIM, will—
  - (1) Act as the single integrator and synchronizer with regions to resolve execution issues at SFL–TAP designated locations.
  - (2) Deliver and enforce the services of the SFL–TAP to DA standards at IMCOM installations; be responsible for the management and operational supervision of SFL–TAP Centers and set professional standards for the operation of the SFL–TAP Center.
  - (3) Develop requirements and budgets for the POM; FYDP; program budget reviews; and as otherwise required to comply with the SFL–TAP requirements. Coordinate with HRC Transition Division for the SFL–TAP resource advocacy throughout these cycles.
  - (4) Provide adequate classrooms and/or space, wireless Internet, computers, and liaise with DOL, VA, and SBA for scheduling classes.
  - (5) Submit quarterly reports on VOW and/or CRS compliance through the HRC Transition Division to ASA (M&RA) along with comments and/or recommendations for program improvement; provide summaries of QA visits to ASA (M&RA).
  - (6) Assess installations’ SFL–TAP execution in accordance with established transition policies, procedures, and guidance.

- (7) Allow facility access to interagency partners on installations in the United States and abroad, in order to execute transition services in accordance with DODD 5500.07–R and DODI 1344.07.
- (8) Encourage installation commanders to permit civilian employers access to transition-assistance-related events and activities in the United States and abroad in accordance with DODD 5500.07–R and DODI 1344.07. This will be done at no cost to the U.S. Government, to offer job opportunities, mentoring, internships, or apprenticeships leading to employment.
- (9) Encourage installation commanders to permit VSOs and MSOs access to transition-assistance-related events and activities in the United States and abroad, in accordance with DODD 5500.07–R and DODI 1344.07. This will be done at no cost to the U.S. Government, to assist Soldiers with the post-military disability process and offer transition resources and services.
- (10) Ensure those in transition have access to military-friendly employers, access to employers in search of military skills, and qualifications appropriate for meaningful, sustainable employment. Coordinate job fairs and hiring events with RC units and locations.
- (11) Notify the SFL–TAP office of any immediate or foreseen, long-range, strategic curtailment or interruptions in service or major program functions.
- (12) Ensure the appropriate allocation of program resources, staffing, and physical facilities are provided at installations to enable TSMs to perform their primary program duties and responsibilities effectively, efficiently, and equitably.
- (13) Use program policies established and provided by the HRC Transition Division, along with procedures and standards developed by HQ, IMCOM, to assess the quality and uniformity of services being provided by installation TSMs worldwide.
- (14) Maintain, document, and oversee the ITP development process.
- (15) Inform and educate unit, command, and installation leadership on their responsibility to administer the Army SFL–TAP to ensure that eligible Soldiers meet the CRS before transition.
- (16) Help commanders identify the eligible population for SFL–TAP transition services.
- (17) Coordinate with the Defense Suicide Prevention Office, and the Suicide Prevention Program managers to provide information and updates in support of the transition curriculum module on resilient transitions and to distribute suicide prevention information and resources pursuant to Title 10, United States Code, Chapter 1142.
- (18) Provide eligible Soldiers with the link (<https://www.dmdc.osd.mil/tgsp/>) to the Web-based Transition Participant Assessment, and encourage them to complete it at the end of each transition course’s brick-and-mortar and virtual curriculum module, or group of modules. Responses will not identify individual Soldiers.
- (19) Maintain or establish permanent employment assistance centers at appropriate military installations pursuant to Title 10, United States Code, Chapter 1142.
- (20) Use appropriate assets at military installations and in the local community to enhance transition services in accordance with DODD 5500.07–R, and DODI 1344.07.
- (21) Coordinate with the appropriate SFL–TAP interagency partners for scheduling and conduct of the VA Benefits Briefings I and II and career technical training track; DOL Employment Workshop (DOLEW); and SBA entrepreneurship track, in accordance with memorandum of understanding (MOU) among DOL, DOD, VA, Department of Homeland Security (DHS), ED, U.S. Office of Personnel Management (OPM) and SBA, titled “Transition Assistance Program for Separating Service Members.”
- (22) Coordinate warm handovers and Capstone support with interagency partners.
- (23) Provide facilitator-to-student ratio (classes cannot exceed 50 participants; a minimum of 10 participants is required to conduct a class; except in those cases where the Military Departments request a class of fewer than 10 participants on a case-by-case basis); classrooms; appropriate facilities; IT infrastructure, Web access, and support; and equipment, including classroom computers and/or accommodation for personal computers to enable effective transition instruction and counseling in accordance with the MOU among DOL, DOD, VA, DHS, ED, OPM and SBA, titled “Transition Assistance Program for Separating Service Members.”
- (24) Provide adequate facilities and workspace for instruction and counseling, as agreed to by interagency partners in accordance with the MOU among DOL, DOD, VA, DHS, ED, OPM, and SBA, titled “Transition Assistance Program for Separating Service Members.”
- (25) Ensure equitable distribution of Army base operations resources to installations’ transition programs, considering serviced populations (that is, pre-/post-transitions, Families, and DA Civilians), to enable them to provide mandated services that include, but are not limited to—
  - (a) Delivery of pre-/post-transition services.
  - (b) Preseparation counseling.
  - (c) Execution of DD Form 2648 and DD Form 2648–1.
  - (d) Execution of DD Form 2958 (Service Member Career Readiness Standards/Individual Transition Plan Checklist).
  - (e) Transition Overview and/or Resilient Transitions Class.
  - (f) MOS Crosswalk Workshop.

- (g) Financial Planning Workshop.
- (h) Transition Career Tracks Workshop.
- (i) Veterans Administration benefits briefings.
- (j) The DOLEW.
- (k) Employment skills verification (DD Form 2586 (Verification of Military Experience and Training) is the deliverable).
- (26) Ensure that installation TSM job descriptions are standardized.
- (27) Ensure that eligible people in transition are informed about the policy in this regulation.
- (28) Provide HRC Transition Division with a quarterly QA inspection schedule for each SFL–TAP location, in order to conduct face-to-face QA inspection at each SFL–TAP location a minimum of every 2 years, in coordination with the HRC Transition Division.
- (29) Ensure installations conduct quarterly Transition Council meetings.
- (30) Provide the HRC Transition Division and the responsible Army command, Army service component command (ASCC), or DRU the meeting notes for all installations' quarterly Transition Council meetings.
- (31) Develop internal control procedures for installation SFL–TAP assessments.
- (32) Pilot or expand apprenticeship and OJT and/or job shadowing programs on installations and surrounding communities. Report all apprenticeship, credential-fulfillment, OJT, and job shadowing programs to the HRC Transition Division.
- (33) Report measures of effectiveness to SFL for installation and community job fairs and/or hiring events.
- (34) Report installation and community job fairs, and hiring events, metrics (number of Soldiers in transition attending, number of eligible Soldiers who conducted a job interview, received a job offer, and accepted a job) to SFL for inclusion in the Quarterly Connection Update.
- (35) Coordinate with VA, DOL, and SBA to provide VOW and/or CRS curriculum at SFL–TAP Centers and Mobilization Force Generation Installation platforms.
- (36) Distribute information to eligible Soldiers on State government agencies that approve VA programs and state military advisory councils.
- (37) Ensure Soldier and Family Assistance Centers (SFACs) provide needed adaptive transition classes and services to wounded, ill, and injured Soldiers in their facilities.
- b. Garrison commanders.* The garrison commanders will, on behalf of ACSIM—
  - (1) Identify community needs and resource requirements to their IMCOM regions.
  - (2) Allocate adequate resources to operate the installation SFL–TAP Center in accordance with this regulation.
  - (3) Ensure that SFL–TAP Center personnel are aware of HRC Transition Division and IMCOM resources to support operations and services.
  - (4) Ensure the SFL–TAP Center conducts an annual internal review, in accordance with this regulation.
  - (5) Establish written memorandums of agreement and MOUs with guidance from the Staff Judge Advocate. Organizations may include SBA, VA, DOL, and any others that contribute to SFL–TAP.
  - (6) Provide facilities that meet requirements of this regulation.
  - (7) Support the overall senior commander in establishing and conducting quarterly transition councils.
  - (8) Allow facility access to interagency partners on installations in the United States and abroad in order to execute transition services, in accordance with DODD 5500.07–R and DODI 1344.07.
  - (9) Encourage installation commanders to permit civilian employers access to transition assistance-related events and activities in the United States and abroad, in accordance with DODD 5500.07–R and DODI 1344.07. This will be done at no cost to the U.S. Government, to offer job opportunities, mentoring, internships, or apprenticeships leading to employment.
  - (10) Encourage installation commanders to permit VSOs and MSOs access to transition-assistance-related events and activities in the United States and abroad, in accordance with DODD 5500.07–R and DODI 1344.07. This will be done at no cost to the U.S. Government, to assist Soldiers with the post-military disability process and offer transition resources and services.

## **2–6. The Surgeon General**

*The Commander, U.S. Army Medical Command.* The Commander, MEDCOM, on behalf of TSG, will—

- a.* Ensure MEDCOM's advanced individual training RC trainees, completing their first 180 continuous days or more on active duty (AD), meet transition requirements and are VOW- and CRS-compliant.
- b.* Develop and maintain credential-fulfillment programs for medical MOSs.
- c.* Provide credential-fulfillment information during MOS schools in accordance with Public Law 113–66.
- d.* Adjust training to correct any gaps in military-to-civilian credentials.
- e.* Report unmitigated gaps to the HRC Transition Division.
- f.* Report status of credential-fulfillment efforts by MOS.

- g. Provide subject matter expertise on program adaptations for eligible disabled Soldiers.
- h. Help exchange information between the TAP XXI database and the Army Warrior Care and Transition System, also known as AWCTS.
- i. Report measures of effectiveness to the SFL fusion cell, for employment programs for eligible Soldiers in Warrior Transition Battalions (WTBs) and Warrior Transition Units (WTUs).
- j. Report transition metrics (number of eligible wounded, ill, and injured (WII) Soldiers, number of WII Soldiers who completed a job interview, received a job offer, and accepted a job) to SFL for inclusion in the Quarterly Connection Update.
- k. Report monthly to HRC Transition Division the status of MOS credential-fulfillment programs (number of eligible Soldiers beginning these programs—by MOS, and number completing—by MOS). Implement procedures to record awarded credentials in ACT.

## **2-7. Commander, U.S. Army Training and Doctrine Command**

The Commander, TRADOC will—

- a. In support of the transition SLC, ensure ACT records individual development plans (IDP), earned education and credential-fulfillment activities, completed CRS requirements prior to transition phase, and that it tracks SLC metrics.
- b. Update Army school curricula at every level to include the transition SLC, as appropriate, as well as information on credential-fulfillment, in accordance with Section 542, Public Law 113-66.
- c. Assist in the exchange of information between TAP XXI and ACT.
- d. Develop credential-fulfillment programs for feasible MOSs (widely recognized and marketable).
- e. Report status of credential-fulfillment efforts.
- f. Track number of MOS's credentialed.
- g. Integrate credentials in MOS schooling, additional skill identifier courses, and professional military education (PME).
- h. Conduct annual review of credential-fulfillment efforts and adjust plan for future.
- i. Integrate “transition” into PME.
- j. Report quarterly, to HRC Transition Division, the status of MOS credential-fulfillment programs (number of eligible Soldiers beginning credential-fulfillment programs by MOS, number of eligible Soldiers completing credential-fulfillment programs by MOS). Implement procedures to record awarded credentials in ACT.

## **2-8. Commander, U.S. Army Recruiting Command**

The Commander, USAREC will—

- a. Ensure RC commanders within the recruiting battalion boundaries are members of the Grassroots advisory council.
- b. Support the SFL-TAP strategic communications plan.
- c. Synchronize outreach efforts and engagements with industry with SFL.

## **2-9. Army commanders at all levels**

Army commanders will—

- a. Ensure that eligible Soldiers receive the SFL-TAP's standardized transition components, develop a viable ITP with a transition counselor, or at <https://www.SFL-TAP.army.mil/>, and meet CRS as outlined in this regulation.
- b. Ensure each eligible Soldier participates in a Capstone event to verify the eligible Soldier's ability to attain CRS.
- c. Ensure that eligible Soldiers who do not meet the CRS or do not have a viable ITP receive a warm handover, as defined in section II of the glossary, to the appropriate interagency partner.
- d. Identify a focal point or advisor for synchronizing the unit's SFL-TAP with the SFL-TAP.
- e. Identify the eligible population for SFL-TAP transition services.
- f. Support the Army's SFL-TAP by doing the following:
  - (1) Set a command climate that sends the message “Soldiers in transition are valued.”
  - (2) Know your TSM, and ensure your TSM knows of your “open door” policy.
  - (3) Become familiar with this regulation.
  - (4) Ensure all eligible Soldiers visit an SFL-TAP Center no later than 12 months prior to transition from active duty.
- g. Release eligible Soldiers during duty hours to complete the DOLEW and the VA Benefits Briefings I and II, and exempt them from normal duty for the full 24-hour period of each workshop or briefing day and the 12 hours immediately preceding and following each workshop or briefing.
- h. Encourage eligible Soldiers to make an informed decision regarding their transition by attending briefings, classes, and training offered by the SFL-TAP.
- i. Support the decision of all eligible Soldiers once a transition decision has been made.
- j. Implement a written command policy that supports eligible Soldiers during their transition.

## **Chapter 3 Structure**

### **3-1. Overview**

The SFL-TAP is a set of programs, services, and information directed by Public Law with policy oversight provided by the ASA (M&RA) and DCS, G-1. The program is managed by the SFL-TAP office at the Human Resource Center of Excellence, the Army's integrated SFL-TAP office. The program is managed at the tactical level (installation level) by IMCOM; the Army Reserve, at RC locations; and the ARNG, at ARNG locations. The mission of the SFL-TAP is to assist Soldiers, their Families, and DA Civilians with simple, timely, effective, and positive transitions, promoting long-term satisfaction and association with the Army through VOW and CRS attainment or compliance. This regulation is binding on all agencies and departments that provide transition assistance services.

### **3-2. Statutory and Department of Defense requirements**

- a.* Sections 1142, 1143, 1144 and 1148, Title 10, United States Code, Chapter 58.
- b.* Public Law 112-56, Veterans Opportunity to Work Act of 2011.
- c.* DODI 1332.18, which covers the disability evaluation system.
- d.* DODI 1322.25, which covers the Voluntary Education Program.
- e.* DODI 1322.29, which covers job training, employment skills training, apprenticeships, and internships for eligible Service members.
- f.* DODI 1332.35, which covers transition assistance for military personnel.
- g.* DODI 1332.36, which covers preseparation counseling for military personnel.
- h.* DODI 1332.38, which covers physical disability evaluation.

### **3-3. Principles of support**

The military personnel system will include a function to—

- a.* Provide eligible Soldiers, Army Retirees and their Family members, regardless of component, the opportunity to participate in transition assistance services as determined by an individual transition plan and in accordance with eligibility. (Eligibility requirements are listed in para 7-1 of this regulation.)
- b.* Provide DA civilians affected by base realignment and closures, reduction in force (RIF), or any other agency action that places an employee in a position where transition is necessary, the opportunity to participate in transition assistance services.
- c.* Support the Army's SLC as it pertains to transition.

### **3-4. Standards of service**

- a.* The SFL-TAP is—
  - (1) A military human resources function.
  - (2) The Army's functional transition office.
- b.* Select IMCOM installations will operate an SFL-TAP office headed by a TSM, as outlined in chapter 12 of this regulation.
- c.* ARNG and USAR will provide support to the SFL-TAP, as outlined in chapter 6 of this regulation.

## Chapter 4 Soldier for Life – Transition Assistance Program

### 4–1. Command responsibility

- a.* Commanders are responsible for the SFL–TAP within their units to ensure eligible Soldiers meet VOW and CRS standards prior to their transition from active duty. See paragraph 7–1 of this regulation for eligibility criteria.
- b.* Commanders or their designees will—
  - (1) Ensure that all Soldiers in transition fully participate and meet all transition requirements.
  - (2) Access TAP XXI to monitor, track, notify, and validate completion of transition requirements by their eligible Soldiers.
  - (3) Ensure eligible Soldiers meet the CRS before transition from active duty, designated by the DD Form 214 date.
  - (4) Be fully engaged, throughout the SLC, in enabling eligible Soldiers to attain the CRS and comply with statutory mandates, before transition.
  - (5) Verify that eligible Soldiers have met the CRS and have a viable ITP during Capstone, and ensure Soldiers who did not meet the CRS or have a viable ITP receive a warm handover to the appropriate interagency partners.
  - (6) Ensure eligible Soldiers receive SFL–TAP transition components, at key touch points throughout the SLC.
  - (7) Ensure development and maintenance of the IDP throughout the SLC.
  - (8) Ensure commanders and Soldiers in transition are aware of, and act to support all, senior commander policy letters and memorandums for SFL–TAP.

### 4–2. Transition priority for services

The following is the descending order of priority for participation in SFL–TAP transition services:

- a.* Eligible Soldiers identified as part of the targeted population.
  - (1) 18 to 24 years old.
  - (2) Completing first-term enlistments.
  - (3) Involuntarily separating due to force shaping.
  - (4) Soldiers in the Integrated Disability Evaluation System (IDES) process.
  - (5) Separating rapidly or on short notice from military service.
  - (6) RC unemployed.
- b.* Eligible Soldiers closest to their dates of discharge, or release from AD, or the caregivers of eligible WII Soldiers.
- c.* Eligible Soldiers returning from overseas or assigned to remote or geographically isolated locations.
- d.* All other eligible Soldiers that do not fall into the categories addressed in paragraphs *a* through *c* of this section.
- e.* Eligible Soldiers who have attended any previous SFL–TAP transition component and who want to repeat a component, as resources and capacity allow.
- f.* Spouses of eligible Soldiers, based in law and policy, as resources and capacity allow.
- g.* Any Soldier not listed as “eligible,” on a space-and-time-available basis.
- h.* DA Civilians affected by base realignment and closures, RIFs, or any other agency action that places an employee in a position where transition is necessary.

### 4–3. Transition participation

- a.* All eligible Soldiers will participate in SFL–TAP transition services, and meet the CRS, commensurate with either their personal higher education or their employment objectives. This will be done before transition from AD, reflected by the separation date recorded on the DD Form 214.
- b.* Commanders will ensure all eligible Soldiers fully participate and meet all transition requirements.
- c.* Commanders may execute distributed (preferred) or consecutive transition models, ensuring that eligible Soldiers in transition meet CRS.
  - (1) The distributed model (table 4–1) leads to a phased transition; this model is optimal for long-range planning and Soldier preparation.

**Table 4–1  
Timeline for meeting phased-transition requirements**

Months prior to anticipated transition date	Services to complete
24 - 12 months	Retirees complete: Preseparation counseling Initial counseling An individual transition plan Registration on the eBenefits Web site
18 - 12 months	Nonretirees complete: Preseparation counseling Initial counseling An individual transition plan Registration on the eBenefits Web site
15 - 12 months	MOS Crosswalk Workshop and skills-gap analysis Standardized Individual Assessment Identify requirements for any certifications and licensures
12 - 9 months	DOL Employment Workshop/DOL Gold Card
9 - 6 months	VA Benefits Briefings I and II
6 - 5 months	A resume of choice
5 - 4 months	12-month post separation budget
Not later than 3 months	DD Form 2958 (Capstone)

Notes:

<sup>1</sup> Transition Career Tracks (Accessing Higher Education, Career Technical Training and Entrepreneurship) will be completed throughout the transition period, in accordance with each Soldier's ITP.

<sup>2</sup> Continuum of Military Service Counseling will be conducted in accordance with appropriate Army timeline standards.

(2) The consecutive model (table 4–2) allows eligible Soldiers to meet CRS in the minimal amount of time; this model is optimal to support rapid separations.

**Table 4–2  
The five-consecutive-days model, for rapid transitions**

Day 1	Day 2	Day 3	Day 4	Day 5
<p><b>Transition overview:</b> - Individual transition plan - Value of a mentor - Special issues/concerns - Military Family concerns (1.5 hours SFL-TAP)</p> <p><b>MOS Crosswalk Workshop:</b> - Gap analysis - O*NET online interest profiler (2 hours SFL-TAP)</p> <p><b>VA Benefits Briefing I</b> (4 hours VA)</p>	<p><b>DOL Employment Workshop</b> (4 hours DOL)</p> <p><b>DOL Employment Workshop</b> (4 hours DOL)</p>	<p><b>DOL Employment Workshop</b> (4 hours DOL)</p> <p><b>DOL Employment Workshop</b> (4 hours DOL)</p>	<p><b>DOL Employment Workshop</b> (4 hours DOL)</p> <p><b>DOL Employment Workshop</b> (4 hours DOL)</p>	<p><b>Financial Planning Workshop:</b> - 12-month financial plan - Health care planning - Health insurance - Tax planning, preparation - Credit rating - Home ownership - Estate planning - Tools to build an integrated budget (5-6 hours SFL-TAP)</p> <p><b>VA Benefits Briefing II</b> (2 hours VA)</p>

d. Commanders will ensure all eligible Soldiers execute transition, in accordance with the timeline for the designated transition model (that is, distributed or consecutive). Exceptions granted by the commander to the distributed transition model are only authorized if a Soldier qualifies as a rapid separation, is on an order of less than 12 months, or is a deploying RC Soldier without access to a SFL–TAP Center who will complete transition requirements at a demobilization platform. A rapid separation occurs when a Soldier is separated, voluntarily or involuntarily, prior to his or her scheduled release date and does not have adequate time to accomplish the requirements 90 days prior to their release/discharge date or is on an order of less than 12 months. An SFL–TAP eligible Soldier identified as a potential rapid separation will be referred to SFL–TAP to begin SFL–TAP services at the time of their separation counseling or

as soon as identified, whichever is first. Soldiers enrolled in the IDES process must enroll in SFL–TAP immediately. Commissioned and warrant officers not selected for the next higher grade begin SFL–TAP immediately. All of these Soldiers are considered to be at high risk for unemployment and will immediately be enrolled in SFL–TAP and complete the CRS.

*e.* In the case of eligible RC Soldiers released from active duty, in which operational requirements, as determined by the Secretary of the Army, make the prescribed timeline unfeasible, the Capstone process will begin no later than the date of release from active duty, as reflected on the DD Form 214, “Certificate of Release or Discharge from Active Duty.”

*f.* Eligible Soldiers who do not reside within reasonable geographic proximity (generally 50 miles) to Regular Army transition assistance services, may complete transition assistance services provided by another military service if within reasonable geographic proximity. If transition assistance services are not available within reasonable geographic proximity, eligible Soldiers will complete their transition requirements online using the SFL–TAP 24/7 Virtual Center, which provides the same services offered at the SFL–TAP Centers on Army installations.

*g.* Eligible WII Soldiers that cannot complete the transition requirements in the prescribed models due to their incapacitation will be provided reasonable accommodations to successfully complete their transition and meet career readiness standards.

#### **4–4. Virtual curriculum in Joint Knowledge Online**

*a.* The Army provides synchronous SFL–TAP services through its 24/7 Virtual Center, similar to transition assistance services received at SFL–TAP Centers. The Virtual Center is preferred over the JKO asynchronous virtual curriculum whenever possible.

*b.* The virtual curriculum through JKO provides an alternative delivery of SFL–TAP transition services, to help comply with statutory mandates and attainment of the CRS.

*c.* Those who can use the JKO virtual curriculum for credit include:

- (1) Eligible Soldiers whose duty locations are in remote or isolated geographic areas.
- (2) Eligible Soldiers with an unanticipated rapid or short-notice separation, pursuant to 10 USC 59.
- (3) Caregivers of eligible WII Soldiers and eligible WII Soldiers who cannot complete the transition requirements in the prescribed models, due to their incapacitation.
- (4) Spouses of eligible Soldiers, as resources and capacity allow.
- (5) Non-eligible RC Soldiers.
- (6) Wounded, ill, or injured Soldiers whose medical condition may not permit them to attend classroom training for SFL–TAP transition services.

*d.* In-person service remains the preferred and recommended method to receive transition assistance services.

## Chapter 5

### Soldier for Life - Transition Assistance Program process

The program known as SFL–TAP is the combination of SFL–TAP resources and services used to enable transition-eligible Soldiers to attain the VOW and CRS requirements.

#### 5–1. Veterans Opportunity to Work requirements

The VOW curriculum consists of these subcomponents:

- a. Preseparation counseling (mandatory).
- b. VA Benefits Briefings I and II (mandatory).
- c. DOLEW (This is mandatory, unless exempt. See para 5–20 of this regulation for exemptions.)

#### 5–2. Career readiness standards requirements

Soldiers in transition must complete several procedures, and deliver several documents, before their transition date. Eligible Soldiers may attend the CRS class to complete the deliverable, or produce the standardized deliverable to validate completion. The CRS curriculum consists of these subcomponents:

- a. The DOD-standardized ITP (the ITP is the mandatory deliverable).
- b. The DOD-standardized, 12-month, post-separation financial plan (the 12-month, post-separation budget is the mandatory deliverable).
- c. Being registered for an eBenefits online account at ([www.ebenefits.va.gov](http://www.ebenefits.va.gov)).
- d. Continuum of Military Service Opportunity counseling (AC only).
- e. MOS Crosswalk Workshop with a military to civilian skills-gap analysis (the gap analysis is the mandatory deliverable).
- f. Identified requirements and eligibility for certification, licensure, and apprenticeship in desired career field.
- g. The standardized individual assessment tool.
- h. The DOL Gold Card for DOL American Job Centers.
- i. A completed job application package, or a job-offer letter. (The package must include a private- or public-sector resume, personal and professional references, and copies of at least two submitted job applications.)
- j. An SFL–TAP Career Track (in accordance with the ITP).
- k. A final step, the “Capstone” event, certifies the Soldier has met all the CRS. (The Capstone is mandatory and is documented, with a commander’s signature, on a DD Form 2958).

#### 5–3. Program Career Tracks

Eligible Soldiers may participate in SFL–TAP Career Tracks workshops. The eligible Soldier’s ITP, ability to attain CRS, and characterization of military service determines participation in the individual career tracks. The outcome of completed career tracks will be documented in the Soldier’s ITP and on the DD Form 2958, as applicable. Eligible Soldiers may participate in one (or more, if resource availability and operational requirements allow), of the following 2-day SFL–TAP transition career track workshops:

a. *Accessing Higher Education track.* Eligible Soldiers pursuing higher education will receive guidance to prepare for the application and admission process. Upon completing the Accessing Higher Education track, eligible Soldiers will be prepared to:

- (1) Complete an application to an accredited academic institution offering a relevant program of study related to the Soldier’s career aspirations, and within the Soldier’s financial means.
- (2) Schedule a session with a counselor from an academic institution.
- (3) Meet individually with education counselors, as needed.

b. *Career Technical Training track.* Eligible Soldiers pursuing career technical training will receive guidance and assistance in selecting schools and technical fields. Upon completing the Career Technical Training track, eligible Soldiers will be prepared to:

- (1) Complete an application to an accredited, career-focused, technical-training institution offering a relevant program of study related to the Soldier’s career aspirations, and within the Soldier’s financial means.
- (2) Schedule a session with a counselor from a career-focused, technical-training institution.
- (3) Meet individually with career-focused, technical-training experts and VA vocational education counselors, as applicable.

c. *Entrepreneurship track.* Eligible Soldiers pursuing self-employment, in the private or nonprofit sectors, will receive information related to the benefits and challenges of entrepreneurship, and the steps required for business ownership. Upon completing the Entrepreneurship track, eligible Soldiers will have developed the initial components of a business feasibility plan at no cost to the participant.

- (1) Eligible Soldiers will be given the opportunity to enroll in an 8-week online entrepreneurship course.
- (2) Eligible Soldiers will be afforded the opportunity to connect with a small business owner as a mentor to assist

with the business start-up process. A warm handover, as needed, will be coordinated through procedures established by the SBA.

#### **5-4. Capstone process (completion is mandatory)**

*a.* Capstone is the commander's opportunity to confirm the Soldier has met the mandatory transition requirements (for VOW and CRS).

*b.* Completion of the Capstone process is captured and annotated on DD Form 2958. (See the back of DD Form 2958 for instructions.)

*c.* DD Form 2958, in conjunction with the ITP, will be used by the commander, or commander's designee, to verify that the eligible Soldier has, or has not, met the CRS.

*d.* DD Form 2958 will document confirmation of a warm handover to interagency partners.

*e.* DD Form 2958 data will be submitted electronically to the Defense Manpower Data Center (DMDC) using TAP XXI (primary), or other DMDC Web-based service (secondary).

*f.* At Capstone, if the Soldier cannot meet the CRS before transition, the commander or commander's designee confirms and documents a warm handover to appropriate interagency partners, or local resources, on DD Form 2958.

(1) Capstone is a two-stage process. Stage one is an in-depth review of the eligible Soldier's ITP and CRS deliverables. Stage two consists of the commander or commander's designee verifying that the Soldier has a viable ITP and met the CRS. If the commander, or commander's designee, determines that the Soldier does not meet CRS, then the commander, through the transition counselor, confirms that a warm handover takes place with the appropriate interagency partners.

*(a) Stage one – Capstone review.* During the Capstone review, which may occur at any time prior to stage two, a Soldier's ITP, CRS deliverables pertaining to the member's personal goals, and DD Form 2958 will be checked to identify shortfalls and determine if the member is at risk of not meeting the CRS before transition.

*1.* The review will be conducted by:

*a.* A transition or career counselor for eligible Soldiers in the rank of O-5/lieutenant colonel or below.

*b.* The first commander with Uniform Code of Military Justice (UCMJ) authority in the chain of command, or his or her designee, for eligible Soldiers in the rank of O-6/colonel and above.

*2.* If during the review, a Soldier is determined incapable of meeting the CRS or has gaps in the ITP, the transition staff will introduce the member to the necessary resources to assist them in becoming career ready. Resources include inter-agency partners (such as VA and DOL), remedial skills building via the SFL-TAP transition services curriculum, one-on-one assistance from SFL-TAP staff, and assistance from installation or local community resources.

*3.* Eligible Soldiers will document the point of contact name, phone number, and email address of remedial resources on the ITP.

*(b) Stage two – Capstone verification.* The eligible Soldier's commander, or commander's designee, will review the ITP, CRS deliverables, and DD Form 2958 to determine whether or not the requirements to complete the CRS have been attained.

*1.* In cases where eligible Soldiers are still not able to meet the CRS during Capstone verification, the commander, or his or her designee, will initiate a warm handover, through the transition counselor, to appropriate partner agencies or local resources for post-separation support, in the community where the Soldier plans to relocate.

*2.* The commander or commander's designee confirms the warm handover has occurred by documenting the event on DD Form 2958.

*3.* Upon completing Capstone verification, eligible Soldiers will have been counseled on their ITPs; referred to further training and services, as needed; and connected, as needed, to appropriate interagency partners and local resources that provide continued benefits, services, and support when they become veterans.

*(2)* The Capstone timeline is several months long.

*(a)* Capstone will be conducted for each eligible Soldier, in accordance with the timeline prescribed within this regulation, to verify the member has met the CRS before discharge or release from AD.

*(b)* All eligible Soldiers will complete the Capstone process 90 days prior to an anticipated transition and document the results on DD Form 2958.

*(c)* Exceptions to this timeline are:

*1.* In the case of eligible AC Soldiers with a rapid or short-notice separation, of 30 days or fewer before discharge or release from AD, Capstone will begin no later than the date of transition as reflected on the DD Form 214.

*2.* In the case of eligible RC Soldiers released from AD, in which operational requirements, as determined by the Secretary of the Army, make the prescribed timeline unfeasible, the Capstone process will begin no later than the date of release from AD as reflected on the DD Form 214.

#### **5-5. Program transition timeline**

In anticipation of the discharge or release from AD of an eligible Soldier following the distributive model, and during key touch points in the SLC, the following timeline is applicable:

- a. In the case of an anticipated retirement, the components of SFL–TAP not yet completed will begin as soon as possible during the 24-month period before the retirement date.
- b. In the case of a transition other than a retirement, the components of SFL–TAP not yet completed will begin as soon as possible 12 months prior to the date of release from AD as reflected on the DD Form 214.
- c. In the case of a transition with less than 12 months' notification, the components of SFL–TAP not yet completed will not begin later than 90 days prior to the date of release from AD as reflected on the DD Form 214.
- d. When there is a retirement, or an unanticipated rapid or short-notice separation, as defined in the glossary, and there are 30 days or fewer before discharge or release from active duty, the incomplete portions of SFL–TAP will begin as soon as possible within the remaining period of service.
- e. SFL–TAP will begin as soon as possible within the remaining period of service when:
  - (1) An eligible RC Soldier is being released from active duty, under circumstances in which operational requirements, as determined by the Secretary of the Army, makes the prescribed transition timeline unfeasible.
  - (2) There are 90 or fewer days before the unanticipated release from active duty.

## **5–6. Early steps in the program**

- a. Once Soldiers in transition are identified and notified to begin the transition process, they either access SFL–TAP online to complete the preseparation briefing, call the SFL–TAP Center to schedule a preseparation briefing, or visit the SFL–TAP Center where any SFL–TAP staff member can help with the intake process.
- b. Demand for services might require eligible Soldiers to make an appointment before they arrive at the SFL–TAP Center. In these instances, eligible Soldiers typically contact the SFL–TAP Center by telephone and are pre-registered in TAP XXI and scheduled to use a client workstation. In other instances, workload might allow eligible Soldiers to walk in, be registered, and immediately begin receiving virtual SFL–TAP services. Factors in this decision include the number of terminals available and the typical demand for terminals. The TSM and SFL–TAP Center installation manager consult on how best to ensure quality services.
- c. Eligible retirees, veterans, and their spouses use TAP XXI to self-register. Retirees or veterans who register for SFL–TAP services for the first time, following their retirement or transition date, enter the official date as documented on their DD Form 214. They do not complete a DD Form 2648 or DD Form 2648–1 and no copy of the form is collected or filed. If a retiree or veteran already is registered, a staff member updates his or her status in TAP XXI.
- d. Collecting data plays an important part in the transition assistance process. Creating a pre-client record enables eligible Soldiers to schedule services and, at the same time, tracks attendance and provides the client access to automated employment assistance training and tools. Finally, and most importantly, data collection supports the Army's efforts to monitor compliance with Public Law, which requires eligible Soldiers to initiate transition services not later than 1 year prior to transition or retirement.
- e. To support Public Law and ensure data are reported accurately, eligible Soldiers enter a transition or retirement date based on what they know to be correct, what is in the personnel database or recorded on an official document or, for rapid-separation cases, what they have been told by their unit. In any case, SFL–TAP Center staff members do not tell eligible Soldiers to enter a separation date predetermined by an arbitrary rule (for example, 91 days from today).

## **5–7. Identifying Soldiers for transition services**

- a. Commanders will ensure that Soldiers potentially eligible for transition services are identified, and notified of all the requirements to complete the transition process. The primary method and first step in identifying eligible Soldiers is using loss data, from automated reports generated by the Army's system of record. Automated reports are generated using the expiration of term of service (ETS) or expiration of service agreement (ESA) dates, contained in the Soldier's automated personnel record. Eligible Soldiers identified by means of these reports are contacted through their units and informed that they are required to initiate transition assistance services.
- b. Automated reports are limited by the accuracy of several databases within the Army. Most inaccuracies result from actions not yet documented in the personnel database, such as Service reenlistments or extensions. Some result from unanticipated changes to ETS or ESA dates, due to administrative or medical separations that cause a Soldier to leave active duty before the documented date. In identifying eligible Soldiers leaving active duty prior to their anticipated dates, reports are not all-inclusive nor do they identify DA Civilian employees or Family members in transition. Therefore, it is necessary to rely on close partnerships with key individuals who can refer Soldiers in transition to SFL–TAP. These close partnerships include military personnel divisions, military personnel offices processing separation cases, Civilian Personnel Advisory Centers and supervisors, retention career counselors, retirement services officers, and sponsors.
- c. SFL–TAP for eligible AC and RC Soldiers is a commander's program, managed through performance metrics. By encouraging eligible Soldiers to start SFL–TAP services early, senior commander or tenant commanders, command sergeants major, first sergeants, and first line supervisors ensure eligible Soldiers are able to schedule their SFL–TAP activities around unit mission requirements. Senior commander or tenant commanders can also authorize SFL–TAP involvement with individuals on the installation who influence units and Soldiers, and who have the ability to resolve problems where they exist.

*d.* Posts that experience deployments present a particular challenge and require the TSM and SFL–TAP staff to work with commanders and units to support their scheduling and service needs. To achieve what is best for both the Soldier and the command, SFL–TAP staff must be sensitive to mission requirements and flexible in their efforts to meet Soldiers’ needs. It is important that an understanding with these units be reached so eligible Soldiers receive SFL–TAP services, as outlined in Army guidance, while commanders and the mission are considered and supported.

*e.* For those individuals not identified through routine methods, marketing is the most effective outreach tool available for encouraging Soldiers who face a transition to self-identify, and participate, early in transition services. Marketing should publicize SFL–TAP transition services and events, through installation media and public affairs, and focus on the benefits of enrolling early in transition services at the SFL–TAP Center.

*f.* The commander’s report is accessed in TAP XXI (the Army transition tracking and reporting IT system of record) by unit commanders, TSMs, and others to track and monitor progress of individual Soldiers in transition. This report, and all guidance for using it, is provided through SFL–TAP staff.

#### **5–8. Notifying Soldiers for transition services**

*a.* Eligible Soldiers should be notified when they first enter their transition window, for example 24 months for retirees, and 18 months prior to their ETS or ESA date for all others. Early notification helps ensure eligible Soldiers have ample opportunity to complete preseparation counseling no later than 1 year prior to ETS or ESA dates; attend classes mandated by VOW and CRS, meeting published timelines; and receive substantive employment assistance services, based on transition timeline requirements. Not all eligible RC Soldiers will have the benefit of an 18-month notification, and will be notified as soon as possible in order to complete transition requirements in accordance with published timelines, or as close to published timelines as feasible, due to mission requirements.

*b.* The command and unit transition advisor create and use a notification and tracking system to prepare notification emails to eligible Soldiers. This file is maintained electronically. Notification will be made, primarily, through the chain of command, and notification emails will be sent directly to the eligible Soldiers’ personal email accounts. Notification informs eligible Soldiers they have a mandatory requirement to receive transition assistance services. The notification spells out the mandatory stages of transition assistance, along with the timelines for such. Figure 5–1 provides a sample notification memorandum for commanders.



DEPARTMENT OF THE ARMY  
ORGANIZATION  
STREET ADDRESS  
CITY STATE ZIP

OFFICE SYMBOL

MEMORANDUM FOR SGT Joe Sample, A Company, 2/16th Infantry,  
Fort XXXX, XX 11111-1111

SUBJECT: Mandatory SFL-TAP Transition Assistance Services

1. As the first step in your transition process, you are required to complete Preseparation Counseling by **DAY/MONTH/YEAR**. This requirement is covered under 10 USC 1142. Since our records indicate that your scheduled expiration term of service (ETS) date is **DAY/MONTH/YEAR**, you must register for SFL-TAP services and schedule attendance at a Preseparation Counseling session NLT **DAY/MONTH/YEAR**. You may do so by calling the local SFL-TAP center at (XXX) XXX-XXXX, using the SFL-TAP On-Line website: [www.acap.army.mil](http://www.acap.army.mil), the SFL-TAP Virtual Center at 800-325-4715, or the SFL-TAP Virtual Center at SFL-TAP On-Line.
2. Preseparation Counseling is provided daily at the SFL-TAP Center, Building 1111, from 0900–1030 and 1300–1430. Preseparation is also available through the SFL-TAP Virtual Center by phone at 800-325-4715 or online at [www.acap.army.mil](http://www.acap.army.mil). During the Preseparation Briefing, you will learn about the transition benefits and services for which you may be eligible and complete the mandatory DD Form 2648. You will receive Individual Initial Counseling and an overview of SFL-TAP services so you can schedule future appointments and start making plans for a successful transition. You will learn what mandatory workshops you must attend and the recommended timeline for such. You also will be reminded to attend the installation ETS Briefing. Your spouse is invited to accompany you and learn about the benefits and services that will assist your Family in returning to civilian life.
3. You, your spouse, and any other adult members of your Family are eligible for a wide range of employment assistance services offered by the SFL-TAP Center. You will be required to attend employment assistance workshops, the MOS Crosswalk Workshop, financial planning for transition workshops, a VA Benefits Briefing, as well as learn how to use specialized employment assistance software. You will start with a skills and job assessment; then explore employment opportunities geared to your abilities and previous experiences; develop and write your resumes tailored to the private or Federal sectors using up-to-date software; conduct actual job searches; and prepare a 12-month post-service budget. You will also be assisted in preparing for job interviews using interactive videos. SFL-TAP Counselors will be available to support you throughout the job search process and help you develop your Individual Transition Plan (ITP).

Figure 5–1. Sample notification memo to Soldiers

4. While your eligibility to use SFL-TAP services extends for up to 180 days after transition or for life if you are retiring, it is important to start your transition planning now. If you have not yet made a decision about your re-enlistment, you are encouraged to use SFL-TAP's services to enable you to make an informed decision about your future.

5. The point of contact for this action is (Name) at (XXX) XXX-XXXX.

FOR THE COMMANDER:

NAME  
Commanding

Figure 5-1. Sample notification memo to Soldiers, continued

c. The installation SFL-TAP Center likely will receive status updates on eligible Soldiers who have reenlisted, extended, or already left active duty once commanders and eligible Soldiers are notified. This information is used to update the SFL-TAP Centers' notification and tracking files, and TAP XXI benchmarks. Status updates are annotated in the Soldier's TAP XXI record through the client "notes" field.

d. Notified eligible Soldiers, who are pending transition, contact the SFL-TAP Center according to instructions in the notification. Eligible Soldiers can call, use the SFL-TAP Web site, or the SFL-TAP 24/7 Virtual Center from their home or office to pre-register and schedule events. All SFL-TAP Center activities, including pre-separation briefings, DOLEW, VA briefings, and SFL-TAP training events are scheduled electronically. Walk-in clients do not need to pre-register, but they cannot be guaranteed a seat or lab work station. They can register upon their arrival at the SFL-TAP Center and, if they desire, complete DD Form 2648 at that time.

e. Standard notification procedures are impacted when a unit is preparing to deploy; therefore, notification procedures will be modified during periods of large-scale unit deployments. The chain of command is the best means of promoting timely and meaningful services. The chain of command should focus on getting eligible Soldiers, who will have less than 6 months remaining on active duty when they return, to participate in a pre-separation briefing before they depart. Forward Transition Support Teams (FTSTs) and Mobile Transition Teams (MTTs) should be utilized by the chain of command as flexible counselors able to deliver SFL-TAP services at the time and location best suited to the units' needs.

### 5-9. Preseparation counseling

a. Preseparation counseling is the first CRS completed. It is a mandatory counseling provided to eligible Soldiers by the SFL-TAP staff to inform Soldiers of services, benefits, curriculum, assessments, CRS deliverables and ITP regarding transition from AD.

(1) An appropriate legal representative or ethics official will brief eligible Soldiers on ethics pursuant to Title 41, United States Code, to ensure they understand how the law applies to former military members affected by specific government employment restrictions.

(2) Eligible Soldiers will receive information from SFL-TAP staff on how to access and use the DD Form 2586.

(3) Eligible Soldiers who are voluntarily or involuntarily separated under any program initiated by a DODI or DODD; congressional directive; Presidential order; or military department regulation, in order to ensure good order and discipline, shape the force, or draw down or realign forces, will be briefed by a career counselor or SFL-TAP staff on any special entitlements or benefits associated with these programs.

(4) Eligible Soldiers retained on active duty past their enlistment or reenlistment contracts for purposes of mission essentiality, deployment continuity, or operational requirements, as determined by the Secretary of the Army, will be

briefed by a career counselor or SFL–TAP staff on any entitlements and benefits incurred during involuntary retention actions.

(5) Eligible Soldiers will be counseled and provided information or referrals, as requested, on all items listed on DD Form 2648 or DD Form 2648–1 by the SFL–TAP staff.

*b.* DD Form 2648 and DD Form 2648–1 document the prepreparation counseling.

(1) The DD Form 2648 and DD Form 2648–1 will be used by eligible AC and RC Soldiers, respectively, to record prepreparation counseling.

(2) Transition counselors will explain to eligible Soldiers during prepreparation counseling how the ITP checklist and prepreparation counseling checklist work together to provide the Soldier with a plan to meet each CRS.

(3) In accordance with Title 5, United States Code, privacy information contained within these forms will be maintained based on the System of Records Notification pertaining to these forms. (Available at <http://www.opm.gov/information-management/privacy-policy/privacy-references/sornguide.pdf/>.)

(4) All items on the applicable DD Form 2648 or DD Form 2648–1 will be addressed during prepreparation counseling.

(5) Prepreparation counseling, as documented on the DD Form 2648 or DD Form 2648–1, will be completed before starting other portions of the SFL–TAP.

*c.* Prepreparation counseling follows a timeline.

(1) Prepreparation counseling for retirement purposes will begin as soon as possible during the 24-month period preceding an anticipated retirement date, but no later than 12 months before retirement.

(2) Prepreparation counseling for reasons other than retirement will begin 12 months before the anticipated date of transition.

(3) Prepreparation counseling will begin as soon as possible within the remaining period of service when:

*(a)* A retirement or other separation is unanticipated, and there are 90 or fewer days before discharge or release from active duty.

*(b)* An eligible RC member is being demobilized or deactivated from active duty, under circumstances in which operational requirements, as determined by the Secretary of the Army, make the 90-day requirement unfeasible.

*d.* Prepreparation counseling will not be provided to Soldiers who are discharged or released before completing their first 180 continuous days or more on active duty, as defined by Title 10, United States Code. This limitation does not apply to Soldiers who retire or separate for a disability.

*e.* Standard, automated, prepreparation counseling provides standardized counseling at the Soldier’s pace.

(1) The “initial orientation” to automated, prepreparation briefings is brief and focuses on the DD Form 2648, or DD Form 2648–1, presentation content available on TAP XXI, and the automated counseling experience. Each initial orientation is about 5 minutes long and provides a brief overview of the prepreparation and initial counseling process. The initial orientation is not used to provide detailed information about services or to demonstrate tools. Talking points serve only as a guideline for general information covered in the orientation, or the technical assistance required.

(2) Supplements may not be added to this standard orientation, and extended orientations are prohibited unless specifically requested and approved by the Director, Army Transition Division. Minor tailoring for installation-specific information is allowable. Refer to table 5–1 for the automated, prepreparation counseling outline.

**Table 5–1**  
**Automated prepreparation counseling for eligible Soldiers**

Client type	Counseling method
<ul style="list-style-type: none"> <li>- AC Soldier</li> <li>- AC Soldier: Referred for medical evaluation board (MEB) or physical evaluation board (PEB)</li> <li>- Demobilizing RC Soldier</li> <li>- Reserve Component Soldier serving in an AGR status</li> <li>- Member of another uniformed Service</li> <li>- Pre-deploying AC Soldier</li> </ul>	<p>The automated DD Form 2648 or DD Form 2648-1, using Web-based TAP XXI application</p>

(3) TAP XXI provides general transition information by means of standardized presentations and enables individuals to complete DD Form 2648 or DD Form 2648–1. For eligible Soldiers to benefit from prepreparation counseling, and make informed decisions about their transitions though, they must know to take full advantage of the information presented. Therefore, clients using TAP XXI to complete prepreparation counseling receive a brief orientation, during which they learn about SFL–TAP Center services and receive an overview of the TAP XXI application.

(4) Automated prepreparation counseling is administered in two formats: guided and individual. Guided, automated,

preparation counseling is conducted with groups of eligible Soldiers who are scheduled for a preparation event in TAP XXI. An SFL-TAP staff member helps eligible Soldiers with the most critical elements of registration (for example, Army Knowledge Online (AKO), demographic data, a “reason late code”) and the preparation counseling process. Even though an SFL-TAP staff member guides participants through the process, the actual automated preparation counseling activity is self-paced. Throughout the guided, automated preparation counseling, an SFL-TAP staff member is available for just-in-time counseling and assistance. The SFL-TAP staff determine when guided, automated, preparation counseling occurs and how often. The decision is based on client demand, staffing, facility limitations and automation support. To avoid interrupting clients using the automated job assistance training program—and other TAP XXI resources—guided, automated, preparation counseling typically means dedicating the entire computer lab, or a separate section of the lab, to the activity. To institute guided counseling, then, the facility must support this requirement.

(5) Individual, automated, preparation counseling is not a group activity. Eligible Soldiers begin and end their preparation counseling, at their own pace. Even though clients undergoing individual, automated, preparation counseling work independently, an SFL-TAP staff member remains available near the client terminals to provide just-in-time counseling and assistance. If the demand for preparation counseling is small, clients will benefit most from individual sessions. As with all SFL-TAP Center activities, client demand for services influences which methodology is used.

(6) Any SFL-TAP Center staff member can provide technical assistance. They help users identify which modules contain relevant information and resolve problems encountered when using TAP XXI. Because only trained and certified counselors can answer questions about transition benefits and services, all counselors must be fully trained in all aspects of transition assistance issues and possess a thorough knowledge of local service providers.

(7) Active counseling ensures an SFL-TAP Center counselor is available to answer questions and provide assistance. With active counseling, clients are afforded immediate access to counseling and technical assistance. Active counseling is designed to increase client comfort and success. Since active counseling uses counselor time efficiently, the SFL-TAP Center installation manager ensures sufficient resources are available for this. Active counseling takes two forms: just-in-time and resource counseling. Just-in-time counseling is closely associated with the Web-based TAP XXI application. Counselors assist with its use and answer questions about job search theory and skills activities. Sessions provide clients information and assistance they need to master a specific concept or skill, or accomplish a task. Resource counseling is not associated with the Web-based TAP XXI application. The SFL-TAP Center installation manager assigns counselors to act as a resource counselor in a public area of the SFL-TAP Center. The resource counselor answers general questions regarding transition and employment assistance, provides coaching, or helps clients make decisions.

(8) Eligible Soldiers who complete either guided, individual, or automated preparation counseling in the SFL-TAP Center, or the SFAC, print the completed DD Form 2648 or DD Form 2648-1, and then receive individual, initial counseling. During initial counseling, the Soldier and SFL-TAP staff member review the printed preparation checklist to ensure it is accurate and complete. They address any incomplete items, then focus the remainder of the session on the client’s needs, interests, and future goals, and refer the Soldier to service providers, as appropriate. The client is then scheduled for SFL-TAP courses. The client is encouraged to ask questions and receives additional information. Relevant documents, such as DD Form 2586, are printed. The SFL-TAP staff member reviews the ITP and, at a minimum, provides ITP blocks one and six to the client. Initial counseling activity is recorded in TAP XXI.

(9) All eligible Soldiers and their Family members participating in automated, preparation counseling, and initial counseling, receive a copy of the SFL-TAP Fact Sheet. SFL-TAP staff calls attention to the brochure and mention the various services SFL-TAP offers as part of a four-part process: Preparation counseling and initial counseling, SFL-TAP courses, employment assistance services and tools, and Capstone. They encourage clients to use the document as a personal reference, as well as a reminder of available SFL-TAP services and the means for accessing them. The counselor and the Soldier sign the DD Form 2648 or DD Form 2648-1.

(10) Reviewing a Soldier’s DD Form 2648 or DD Form 2648-1 is an essential first step in identifying client needs and persuading eligible Soldiers to use other essential SFL-TAP services. Consequently, within the SFL-TAP Center, only counselors may review and sign a DD Form 2648 or DD Form 2648-1. There are times, however, when following this rule inconveniences eligible Soldiers: when no SFL-TAP counselor is available to sign the form, or during large group AC mass pre-deployment and RC demobilization processing. When these special circumstances occur, the TSM is authorized to sign a completed DD Form 2648 or DD Form 2648-1.

*f.* Standard, manual preparation counseling is also acceptable, under certain circumstances.

(1) Manual preparation counseling is conducted only when necessary and when the TAP XXI application is not available. The preparation counseling methodology for each client type is outlined in table 5-2.

**Table 5–2  
Manual preseparation counseling for eligible Reserve Component Soldiers**

Client type	Situation	Method
- AC Soldier - AC Soldier: Referred for MEB/PEB - Reserve Component Soldier serving in an AGR status	- Web-based TAP XXI application fails - At a location other than the SFL-TAP Center or SFAC (for example, reintegration/re-deployment briefing, medical treatment facility, general officer's place of work) - Cannot log on to AKO - Does not have a common access card, if required	Manual DD Form 2648 using DD Form 2648 briefing script for eligible deploying AC Soldiers and corresponding slide presentation, followed by initial counseling
AC Soldier: Prisoner who, at separation, will have served for at least 180 continuous days of active duty service	At a location other than the SFL-TAP Center (such as an Army correctional facility or personnel control facility).	Manual DD Form 2648 using DD Form 2648 briefing script for eligible deploying AC Soldiers and corresponding slide presentation, followed by initial counseling
- Family member of eligible Soldier - Member of another uniformed Service	- Web-based TAP XXI application fails - At a location other than the SFL-TAP Center - Cannot log on to AKO - Does not have a common access card, if required	Manual DD Form 2648 using DD Form 2648 briefing script for eligible deploying AC Soldiers and corresponding slide presentation, followed by initial counseling
Predeploying, eligible AC Soldier	- Web-based TAP XXI application fails - Complete preseparation counseling at Soldier Readiness Program site	Manual DD Form 2648 using DD Form 2648 briefing script for eligible deploying AC Soldiers

(2) In the event TAP XXI fails, or the client is unable to access TAP XXI online, eligible Soldiers who must receive immediate preseparation counseling are provided manual individual, or group, counseling and receive individual initial counseling. Pre-deployment-eligible Soldiers may receive initial counseling at the Soldier Readiness Program (SRP) site, or when they visit the SFL-TAP Center before, during, or upon their return from deployment. A deploying, or deployed, Soldier may use the SFL-TAP 24/7 Virtual Center at any time.

(3) Reviewing a Soldier's DD Form 2648 or DD Form 2648-1 is an essential first step in identifying client needs and persuading eligible Soldiers to use other essential SFL-TAP services. Consequently, within the SFL-TAP Center, only counselors may review and sign a DD Form 2648 or DD Form 2648-1. There are times, however, when following this rule inconveniences eligible Soldiers: when no SFL-TAP counselor is available to sign the form, or during large group AC mass pre-deployment and RC demobilization processing. When these special circumstances occur, the TSM is authorized to sign a completed DD Form 2648 or DD Form 2648-1.

(4) The SFL-TAP Center's copies of DD Form 2648 or DD Form 2648-1, completed during automated preseparation counseling, reside on TAP XXI. Eligible Soldiers are instructed to print two copies. One is given to the Soldier, and one is provided to the servicing transition center (TC) to place in the Soldier's separation packet.

(5) The client is given the original DD Form 2648 or DD Form 2648-1, and one copy is provided to the servicing TC where it will be included in the Soldier's transition packet. A second copy is temporarily retained in the SFL-TAP Center's Army Records Information Management System-compliant filing system, until entered into TAP XXI as a proxy registration. The DD Form 2648 or DD Form 2648-1 elections are recorded in TAP XXI, and the SFL-TAP Center's copy of the form is shredded. Additionally, a copy of these forms will be filed in the Soldier's Army Military Human Resource Record.

## **5-10. Preseparation counseling for Soldiers within the Integrated Disability Evaluation System**

*a.* The mandatory delivery of SFL-TAP, and other transition, services to Soldiers in the IDES process, must be well coordinated with the physical evaluation board liaison officer (PEBLO) and assigned units' chains of command. This is done to ensure that the Soldier's medical condition, treatment regimen, and individual situation are taken into consideration before scheduling the mandatory services.

*b.* Soldiers in the IDES process should be given priority to SFL-TAP and other transition services. Ideally, Soldiers being processed for medical separation or retirement will schedule SFL-TAP services and receive those services at the SFL-TAP Center, SFAC, or in a designated classroom. If the number of Soldiers supported by the SFAC is large enough, on-site services, including manual preseparation briefings and SFL-TAP courses, may be scheduled.

*c.* Upon initiation of the Medical Evaluation Board and Physical Evaluation Board process, or entrance into the IDES process, Soldiers should be counseled by Army Continuing Education System (ACES) and the Department of Veterans Affairs. This should include eligibility to transfer education benefits (TEB), such as their Post 9/11 GI Bill, to their dependent(s) and the process to request the benefits. Soldiers who have not transferred their education benefits may be eligible for an exception to reenlist, or extend, to meet the 4-year service obligation for transferring the

benefits. Exceptions are for medical disqualification only and must be otherwise fully eligible for retention. Once a Soldier is approved for transition, exceptions for retention are no longer authorized. Soldiers who require an exception to reenlist or extend should contact their career counselors.

*d.* Soldiers in the IDES process must provide a copy of the completed DD Form 2648 or DD Form 2648–1 to the PEBLO and attend all classes mandated under VOW or CRS, either in person or through the SFL–TAP 24/7 Virtual Center. If they are retiring, these Soldiers also must attend a Pre-Retirement Briefing.

*e.* Soldiers in the IDES process must complete all transition requirements to meet VOW and CRS requirements.

### **5–11. Preseparation counseling for prisoners**

*a.* SFL–TAP Centers make every effort to ensure that all eligible Soldiers assigned or confined to an Army confinement facility (ACF) receive preseparation counseling before they transition from active duty. Those Soldiers assigned to a personnel control facility (PCF) or ACF may or may not be allowed to come to the SFL–TAP Center for services, where they would receive preseparation counseling. However, when allowed by the installation, SFL–TAP counseling staff can visit these facilities to deliver manual preseparation counseling. Beyond manual preseparation counseling, SFL–TAP staff does not provide any SFL–TAP services at the facility.

*b.* Some Soldiers are confined in Federal, State, county, or municipal facilities. Soldiers in civilian confinement may have a discharge action (separation in absentia) under AR 635–200 initiated, and a Soldier from the unit will be designated to clear the confined Soldier. On most installations, SFL–TAP is not included as part of the clearing process for these Soldiers and will not know the Soldier is being discharged from the Army in absentia. It is unlikely these Soldiers will visit an SFL–TAP Center, and SFL–TAP staff will not visit them to provide SFL–TAP services.

*c.* If asked to clear a Soldier being discharged in absentia due to confinement in a Federal, State, county, or municipal confinement facility and a client record exists in TAP XXI, an SFL–TAP staff member provides the individual who is clearing the Soldier a copy of the DD Form 2648 or DD Form 2648–1. At this time, the staff member instructs the individual to give the document to the TC for inclusion in the Soldier’s transition packet. If a client record does not exist, the SFL–TAP staff member completes a manual DD Form 2648 or DD Form 2648–1, enters “yes” for all elections, and enters “Service member not available” and the current date in items 28 a. and b. The SFL–TAP staff member signs and dates items 28 c. and d and writes, “Soldier was unavailable for preseparation counseling due to confinement in (facility name)” in the “Remarks” section. The SFL–TAP staff member provides the individual, who is clearing the Soldier, a copy of the DD Form 2648 or DD Form 2648–1 and instructs the individual to give the document to the TC for inclusion in the Soldier’s transition packet. The Soldier is proxy registered and the DD Form 2648 or DD Form 2648–1 elections are entered into TAP XXI.

### **5–12. Preseparation counseling for eligible, pre-deploying Active Component Soldiers**

Preseparation counseling for eligible, pre-deploying Soldiers can be conducted any time prior to unit deployment. Each Soldier completes a Pre-deployment Active Duty Military Soldier proxy registration form, providing a valid email address, if one is available. Eligible Soldiers are informed they can download and print an Individual Transition Plan (ITP) from SFL–TAP online. For a list of handouts, refer to the appropriate preseparation briefing script. Eligible Soldiers are encouraged to contact the SFL–TAP Center during deployment. SFL–TAP staff must monitor these email addresses regularly. Eligible Soldiers are also encouraged to use SFL–TAP online or the SFL–TAP 24/7 Virtual Center.

### **5–13. Directed initiatives—Partnership for Youth Success program**

*a.* The U.S. Army Partnership for Youth Success (PaYS) program is an enlistment option and recruiting support initiative for future Soldiers, Reserve Officers’ Training Corps (ROTC) cadets, and their influencers. PaYS reassures influencers, such as parents, that the Army invests in their sons and daughters through education and training while preparing them for possible employment after the Army.

*b.* The Army partners with corporate and State-government agencies that guarantee Soldiers and ROTC cadets, enrolled in the program, a job interview after completing their training, degree program, commissioning, and/or first term service obligations.

*c.* Counselors should inquire if the Soldier was enrolled in the PaYS program. Transition and career counselors also have the option of accessing the PaYS Soldier Lookup database, via the PaYS Web site, to connect Soldiers to their chosen PaYS partners. The PaYS help desk will provide the counselor a username and password.

*d.* Each PaYS participant receives a copy of the PaYS information sheet shown at figure 5–2. The information sheet is a stand-alone product and needs no further explanation. Soldiers requesting more information on the PaYS program, or their individual agreement, are directed to the PaYS Web site, which provides useful information and instructions to receive more information. Soldiers can also reach the PaYS help desk by telephone or email.



## U.S. Army Partnership for Youth Success (PaYS) Program

*Congratulations on nearing completion of your first term of service in the U.S. Army! If you choose to leave when your term of service is up, a job interview is guaranteed with the organization you elected upon your initial enlistment or before you enrolled in the Army ROTC program. The following information will help you complete this process:*

1. **Contact the PaYS helpdesk.**  
email [usarmy.knox.hqda-asa-mra.mbx.payshelpdesk@mail.mil](mailto:usarmy.knox.hqda-asa-mra.mbx.payshelpdesk@mail.mil) or call (502) 613-1222 to obtain specific information about your PaYS partner. The PaYS coordinator ([usarmy.knox.hqda-asa-mra.payscoordinator@mail.mil](mailto:usarmy.knox.hqda-asa-mra.payscoordinator@mail.mil)) is also available to help. PaYS Soldiers can find specific information about their PaYS opportunity by logging into the PaYS Information Exchange - <https://www.armypays.com/LOGIN.htm>.
2. **Research your PaYS partner web site to find information about their products and services.**
3. **Prepare a professional resume.**  
The SFL-TAP counselors are experts at converting military training and experience into language recognized by civilian human resource personnel.
4. **Tailor your resume to demonstrate how your skills, experience, training, and education meet the employer's needs.**  
Do not use military acronyms  
Resume should be no more than 2 pages (1 page is preferable)
5. **Prepare for the job interview; anticipate questions:**  
What do you know about this organization?  
Why do you want to work here?  
What can you contribute to this organization?  
How will your Army training and experience benefit this organization?
6. **Have examples ready to show how you have overcome obstacles with successful results.**
7. **Be prompt, positive, and enthusiastic.**
8. **Dress for success, relax, smile, and make eye contact.**

For more information on the PaYS Program visit [www.armypays.com](http://www.armypays.com)

Figure 5–2. Partnership for Youth Services information sheet

### 5–14. Initial counseling

Immediately following preseparation counseling, counselors provide substantive initial counseling (IC). The IC introduces caring and personal interaction to the transition assistance process and helps ensure that Soldiers in transition understand information and are able to take necessary action. It also ensures that the Soldiers have the opportunity to ask questions, seek clarification, and receive assistance in a private one-on-one setting. IC does not duplicate preseparation counseling but ensures clients leave the SFL-TAP Center focused on their transition goals and with the right information, tools, and plan to achieve them. IC is also the first step in establishing a counselor-client relationship. IC is used to emphasize to the Soldier the importance of participating in mandated events in the recommended sequence, to ensure all learning objectives are met and recorded on the ITP.

## **5–15. Individual transition plan**

- a.* Eligible Soldiers will be introduced to the requirement of developing an ITP from their IDP during pre-separation counseling.
- b.* The ITP is a step-by-step plan derived from the eligible Soldier's IDP.
- c.* Eligible Soldiers are required to document their post-military personal and professional goals and objectives on the ITP.
- d.* The ITP will contain evidence of the deliverables that meet the CRS—for example, budget, resume, and MOS gap analysis.
- e.* The ITP is an evolving document that is reviewed, modified, and verified throughout transition preparation.
- f.* ITP responses serve as potential triggers for further action by the eligible Soldier to connect to the appropriate interagency partner or subject matter expert for assistance.
- g.* During the ITP review and verification processes, eligible Soldiers shall produce deliverables, for example, budget, resume, and MOS gap analysis to serve as evidence that they are prepared to meet the CRS before discharge or release from active duty.

## **5–16. Follow up with new clients**

Eligible Soldiers might not be ready or able to commit to a workshop or other appointment. Therefore, SFL–TAP staff follow up with new clients who will not, or cannot, make an appointment following pre-separation counseling and leave the SFL–TAP Center without a scheduled appointment. These clients should be contacted by telephone and encouraged to schedule an appointment at that time, or use SFL–TAP online to self-schedule.

## **5–17. Military occupational specialty crosswalk process**

Following the transition overview is the MOS crosswalk process. This is when SFL–TAP counselors instruct eligible Soldiers how to examine their military experience, education, and training; identify civilian occupations that align with their experience; and document the gap between a desired civilian career and the requirements for that occupation. A gap analysis worksheet, located in the VOW/CRS Participant Guide, is also completed. The gap analysis is used in the DOLEW, and is a VOW/CRS requirement for transition. (Eligible Soldiers following the distributive model are reminded the DOLEW is to be completed at least 9 months before transition date from active duty, or as soon as possible for eligible Soldiers who are considered unprogrammed losses.)

## **5–18. Department of Labor Employment Workshop**

*a.* The DOL conducts employment workshops providing job-search assistance to Soldiers in transition, retiring Soldiers, and their spouses or caregivers. The DOLEW is conducted by professionally trained facilitators focusing on how to write effective resumes, cover letters, interviewing techniques, and methods for successful job searches. They further provide labor market conditions, individual competencies and skills assessments, and up-to-date information regarding veteran benefits. These include the special needs of disabled veterans. Eligible Soldiers following the distributive model should attend a DOLEW no later than 9 months before transition date from active duty, or as soon as possible for eligible Soldiers who are considered unprogrammed losses.

*b.* Public Law 101–510 authorizes facilitators and/or speakers for the DOLEW. Authorized presenters include State-government employment personnel, authorized contractors of DOL, VSOs, and representatives from DOD and the VA. A guest speaker is defined as a subject matter expert for a particular module of the workshop. These speakers must speak in generic terms about their respective subjects and not, in any way, suggest their companies as providers of services.

*c.* Guest speakers in the DOLEW come from many backgrounds.

(1) Authorized facilitators or speakers for the DOLEW are authorized contractors of DOL, VSOs, and representatives from the partner agencies (DOD and the VA). Those not considered guest speakers—rather, active partners in workshops—are DOL/Veterans Employment and Training employees, State Disabled Veterans Outreach Program/Local Veterans' Employment Representative personnel, VA, VSOs, military site transition personnel, and their authorized contractors.

(2) For the purpose of these workshops, a guest speaker is defined as a subject matter expert for a particular module of the workshop. As an example, when discussing financial management, having representatives from a local commercial financial firm to discuss good logic in budget planning, contingency development, and so forth, are acceptable. In accordance with DODI 1344.07, these speakers must talk in generic terms about their respective subjects and not, in any way, suggest that his or her company can provide these services. This would be considered soliciting business.

(3) Employer panels are a popular forum for guest speakers. These panels can provide an excellent overview of local hiring trends and employment issues. Employer panels are encouraged, provided speakers use generic terms regarding employment and they are not directly recruiting or distributing any materials representing their companies.

(4) The use of guest speakers should first be discussed with all partners. Consideration must be given to ensure there is sufficient time to present all required subjects before scheduling additional speakers. In addition, the time and location for these speakers must be coordinated in order to ensure the flow of the DOLEW is not disrupted.

(5) DOLEW facilitators can schedule guest speakers, provided they first receive approval from the DOD site manager to invite these speakers onto the military installation.

(6) Speakers may not pass out any materials in the DOLEW that have not been approved by the Director, Army Transition Division. At no time are speakers allowed to distribute materials on which their names or business information are printed and/or attached in any manner. They are not authorized to distribute business cards or post their business information anywhere in the DOLEW. At no time can speakers request personal information from the DOL participants in any form, for example, questionnaires, surveys, and so forth.

(7) All handout materials must be generic. As an example, if the speaker is discussing the proper dress for job interviews, an acceptable handout would include the “Do’s and Don’ts” of what to wear. This handout cannot have the name and/or business information from the speaker making the presentation or contain a recommended list of retailers suggesting where clothing items can be found for purchase.

(8) Guest speakers will not take time away from any mandated course curriculum material.

(9) All guest speakers must be advised of, and agree to, the conditions listed above prior to actually addressing the participants in the DOLEW. If they do not agree to these terms, they cannot be allowed to participate.

*d.* These policies are in effect to comply with established regulations regarding the conduct of civilian personnel on military installations. They are also intended to avoid conflicts of interest and prevent commercial companies from demanding equal time in the DOLEW.

*e.* Proper use of guest speakers, such as employer panels, can enhance the delivery of the DOLEW. However, the integrity of the DOLEW must be protected. These policies are not intended to eliminate the use of outside sources for appropriate, general, transition information. The TSM is responsible for ensuring DOLEW participants are protected against unlawful solicitation and violations of their legal rights to privacy.

### **5–19. Department of Labor Employment Workshop exemptions**

*a.* The DOLEW is the only VOW/CRS event from which a Soldier can possibly be exempt. Reasons eligible Soldiers can be exempt from the DOLEW portion of the SFL–TAP curriculum are:

(1) Eligible Soldiers retiring after 20 or more years of active Federal service in the military departments.

(2) Eligible Soldiers who, after serving their first 180 continuous days or more on active duty can meet at least one of the following criteria:

*(a)* Are able to provide documented evidence of civilian employment.

*(b)* Are able to provide documented acceptance into an accredited career technical training, undergraduate, or graduate degree program.

*(c)* Have specialized skills which, due to unavoidable circumstances, are needed to support a unit scheduled to deploy within 60 days. Additionally, a make-up plan must accompany the postponement certification.

*(d)* Eligible Soldiers who have previously participated in the DOLEW in the previous 36 months may request an exemption.

*b.* The first commander with UCMJ authority in the eligible Soldier’s chain of command certifies on the DD Form 2958 any such request for exemption from the DOLEW.

*c.* An SFL–TAP staff member documents on the DD Form 2958 the decision of an eligible Soldier who qualifies for an exemption and elects not to participate in the DOLEW.

*d.* An SFL–TAP staff member documents on the DD Form 2958 any approved exemptions and records them in TAP XXI.

*e.* Eligible Soldiers who qualify for an exemption may still elect to participate in the DOLEW.

### **5–20. Veterans Administration Benefits Briefings**

The VA Benefits Briefings I and II are mandatory for all eligible Soldiers in transition. The VA offers a wide range of health care, education, life insurance, home loan guaranty, disability compensation, vocational rehabilitation, and employment benefits and programs. The best place to learn about VA benefits is at a VA benefits briefing. Briefings presented by experienced and knowledgeable VA benefits counselors are held regularly on all major military installations. VA counselors can provide information about benefits, outline eligibility criteria, answer questions and even give advice for completing and filing applications. Attendance at both briefings are required no later than 6 months from an eligible Soldier’s transition date following the distributed transition timeline, and can be self-scheduled online or scheduled by SFL–TAP staff.

### **5–21. Financial Planning Workshop**

The Financial Planning Workshop is conducted by SFL–TAP financial counselors. Eligible Soldiers following the distributive model should attend this workshop no later than 3 months from their transition date. SFL–TAP financial counselors provide information and tools needed to identify financial responsibilities, obligations, and goals after transition from the military. SFL–TAP financial counselors assist eligible Soldiers with completing a 12-month budget

during the workshop. The financial counselors will also meet one-on-one with clients to assist them with financial issues related to their military transition.

### **5-22. Wrap-up counseling**

To enhance satisfaction and motivation as well as to promote further services, clients should be engaged by a transition counselor before they leave the SFL-TAP Center. The transition counselor should find out what the client accomplished and discuss the next logical step (such as, if the client finished a resume, the transition counselor should volunteer to review the resume and provide feedback). If the client has not made another appointment, the transition counselor should use what was learned during the wrap-up counseling to promote additional services, encourage the client to make another appointment and print an appointment slip. If the client indicates he or she has completed all services, then an electronic client critique is administered.

### **5-23. Installation clearance**

Installation clearance procedures enable Soldiers leaving active duty to demonstrate they have completed all actions required of them by regulation, including receiving preseparation counseling. The TC has a process for checking clearing packets and does not issue the DD Form 214 until the Soldier has completed clearing. At installations that have a central clearing process, the TSM will coordinate with the installation representative to ensure SFL-TAP is properly identified on the installation clearing form.

### **5-24. Army retention**

*a.* Army career counselors develop a personal relationship with Soldiers and are in a unique position to refer Soldiers to the installation SFL-TAP Center for transition services. SFL-TAP, with its unique opportunity to help Soldiers evaluate their career choice without perceived command pressure to reenlist, can lead individuals to reconsider their decision to leave active duty. The Retention Program and Transition Assistance Program are complementary programs designed to help Soldiers examine all their career options and make informed career decisions. Strong relationships between SFL-TAP and the installation or command retention community can also result in enhanced support for SFL-TAP and a better understanding of SFL-TAP's contributions to Army retention.

*b.* To strengthen this relationship and provide data that can be used to market SFL-TAP support for retention, TAP XXI automatically compares registrations in the system with those who reenlist. These are identified on reenlistment reports from retention counselors on a monthly basis.

*c.* All other Soldiers will see a retention counselor to determine their eligibility for continuum of military service.

*d.* The SFL-TAP counselor(s) will document continuum of military service counseling completion in TAP XXI, using the roster of Soldiers who received retention counseling, obtained from the retention counselor(s) monthly.

*e.* Soldiers ineligible for the continuum of military service counseling, such as retirees and Soldiers transitioning with other than honorable discharges, will be recorded as complete in TAP XXI for purposes of VOW and CRS compliance calculation.

## **Chapter 6**

### **Army National Guard and U.S. Army Reserve**

#### **6-1. Army Reserve Component Soldiers**

*a.* Eligible RC Soldiers will complete the same transition requirements listed in chapter 5 of this regulation, as a Regular Army Soldier. Eligible RC Soldiers within a reasonable geographic proximity (generally within 50 miles) to Regular Army services will schedule and attend transition training by scheduling through the local SFL-TAP office.

*b.* Eligible deploying RC Soldiers will complete transition requirements in accordance with the transition models provided in paragraph 6-3 (ARNG), and paragraph 6-5 (USAR), of this regulation.

*c.* Eligible Soldiers individually deploying from a continental United States Replacement Center will receive transition assistance during the premobilization/pre-deployment and demobilization/re-deployment process phases and complete all requirements prior to the release from the demobilization site.

*d.* Eligible RC Soldiers on active duty operational support orders, performing duty on an active duty installation will receive transition support from the installation where they are performing duty. The commander of the unit to which the RC Soldier is assigned or attached is responsible for ensuring completion of transition requirements (VOW or CRS).

*e.* Eligible RC Soldiers on active duty operational support orders, performing duty at a location that is not located within 50 miles of an installation with transition services, or who do not receive transition services at a demobilization site, may access services through the SFL-TAP 24/7 Virtual Center (<https://www.sfl-tap.army.mil>) or by calling 1-800-325-4715. The commander of the unit to which the RC Soldier is assigned or attached is responsible for ensuring completion of transition requirements (VOW or CRS).

#### **6-2. Army National Guard**

*a.* The Army National Guard transition services staff will assist Soldiers within the Army National Guard at the state level, if the Soldiers do not reside within a reasonable geographic proximity to Regular Army services. This will ensure eligible National Guard Soldiers receive the same transition services offered to the AC.

*b.* The Chief, National Guard Bureau is responsible for developing a robust SFL-TAP. Coordination and assistance will be available at the operational level from policy analysts and a liaison at the SFL-TAP office, in the Human Resource Center of Excellence. Coordination and assistance will be available at the tactical level from SFL-TAP IMCOM.

*c.* Army National Guard Headquarters within each State government and territory should identify a full-time counselor, and an assistant counselor, to implement the SFL-TAP within its area of responsibility.

*d.* Training of transition counselors can be coordinated by contacting the SFL-TAP office, in the Human Resource Center of Excellence.

*e.* Army National Guard clients will have several opportunities to participate in transition services, such as those listed below.

(1) During the mobilization process, SFL-TAP staff may be present to begin the transition process.

(2) During deployment, transition services will be offered through the SFL-TAP 24/7 Virtual Center.

(3) During the demobilization process, SFL-TAP staff is present to provide transition services.

(4) Transition counselors within each State government and territory headquarters will be available for transition services.

(5) Soldiers within a reasonable geographic proximity (generally 50 miles) to brick and mortar services provided by any of the military departments may use those transition services.

(6) Soldiers may find that Army National Guard Armories as well as Army Reserve Centers may have transition counselors.

#### **6-3. Army National Guard model**

*a.* Soldiers mobilized after 1 October 2014 will receive transition assistance training, as early as pre-mobilization, but no later than being released from the demobilization site, unless there is an approved exception to policy. ARNG VOW coordinators will submit requests for FTSTs to deliver SFL-TAP curriculum to support completion of CRS to the SFL-TAP office, in the Human Resource Center of Excellence.

*b.* Units within the 12-month, Army Force Generation deployment cycle will schedule premobilization phase transition assistance training during the Joint Assessment Conference.

*c.* Commanders will finalize transition assistance training plans for all phases (premobilization, mobilization, and demobilization) in accordance with the First Army deployment timeline.

*d.* Premobilization phase transition assistance training includes:

(1) Transition overview and resilient transitions.

(2) Completed DOD standardized ITP.

(3) Preseparation counseling.

- (4) Completed standardized individual assessment tool.
  - (5) DOD standardized 12-month post-separation financial plan.
  - (6) MOS crosswalk process with a military-to-civilian-skills gap analysis.
  - (7) Identified requirements and eligibility for certification, licensure, and apprenticeship in desired career field. (Requirements not completed prior to mobilization will be completed during the demobilization phase.)
  - (8) During deployment, eligible Soldiers are encouraged to use the SFL-TAP 24/7 Virtual Center (SFL-TAP Virtual Center at 1-800-325-4715 or <https://www.sfl-tap.army.mil>) to improve their preparedness for transition, if practical.
- e.* Eligible Soldiers will complete the following transition assistance training and CRS requirements at the demobilization platform:
- (1) DOLEW.
  - (2) VA Benefits Briefings I and II.
  - (3) Registering for an eBenefits online account at ([www.ebenefits.va.gov](http://www.ebenefits.va.gov)).
  - (4) Eligible Soldiers who do not complete any portion of the transition assistance training during the pre-mobilization phase will complete requirements at the demobilization platform.

#### **6-4. U.S. Army Reserve**

- a.* Army Reserve transition services will assist eligible Soldiers within the Army Reserve at the Regional Support Command and Army Reserve centers, if they do not reside within a reasonable geographic proximity (generally 50 miles) to Regular Army services. This will ensure eligible Army Reserve Soldiers receive the same transition services offered to the AC.
- b.* The Commander, Army Reserve is responsible for developing a robust SFL-TAP. Coordination and assistance will be available at the operational level from policy analysts and a liaison at the SFL-TAP office, in the Human Resource Center of Excellence. Coordination and assistance will be available, at the tactical level, from SFL-TAP IMCOM.
- c.* The Commander, Army Reserve will use P3O to implement the SFL-TAP throughout the Army Reserve.
- d.* Training of transition counselors can be coordinated by contacting the SFL-TAP office, in the Human Resource Center of Excellence.
- e.* Army Reserve clients will have several opportunities to participate in transition services, such as those listed below:
- (1) During the mobilization process, SFL-TAP staff may be present to begin the transition process.
  - (2) During deployment, transition services will be offered through the SFL-TAP 24/7 Virtual Center.
  - (3) During the demobilization process, the SFL-TAP staff is present to provide transition services.
  - (4) Soldiers within a reasonable geographic proximity (generally 50 miles) to brick and mortar services, provided by any of the military departments, may use them.
  - (5) Soldiers outside a reasonable geographic proximity (generally 50 miles) may access transition services through the SFL-TAP 24/7 Virtual Center.
  - (6) Soldiers may find that Army Reserve Centers, as well as Army National Guard Armories, sometimes have transition counselors.

#### **6-5. U.S. Army Reserve model**

- a.* USAR units receive transition assistance training from FTSTs at the home station, or MTTs or supporting SFL-TAP Centers at the mobilization or demobilization platforms, as appropriate. USAR VOW coordinators submit requests for FTSTs to deliver SFL-TAP curriculum to support completion of CRS to the SFL-TAP office, in the Human Resource Center of Excellence.
- (1) Units within the 12-month Army Force Generation deployment cycle will schedule home station transition assistance training during the Joint Assessment Conference.
  - (2) In accordance with the First Army deployment timeline, commanders will finalize plans for all phases of transition assistance training (home station, mobilization platform, and demobilization platform).
  - (3) Home station transition assistance training will be completed in conjunction with preparations for overseas deployment.
- b.* Transition assistance training to be completed during the home station phase includes:
- (1) Transition overview and resilient transitions.
  - (2) DOD standardized ITP.
  - (3) Pre-separation counseling.
  - (4) MOS crosswalk with military to civilian skills-gap analysis.
  - (5) DOD standardized, 12-month, post-separation financial plan.
- c.* During deployment, transition assistance is still available:
- (1) Eligible Soldiers are encouraged to use the SFL-TAP 24/7 Virtual Center (SFL-TAP Virtual Center at 1-800-325-4715 or <https://www.sfl-tap.army.mil>) to improve their preparedness for transition, if practical.

(2) Eligible Soldiers should focus on refining their resumes, if practical.

*d.* Eligible Soldiers will complete the following transition assistance training and CRS requirements at the demobilization platform:

(1) DOLEW.

(2) VA Benefits Briefings I and II.

(3) Registering for an eBenefits online account at ([www.ebenefits.va.gov](http://www.ebenefits.va.gov)).

(4) Eligible Soldiers who do not complete any portion of the transition assistance training during the pre-mobilization phase will complete requirements at the demobilization platform.

## **Chapter 7**

### **Soldier for Life–Transition Assistance Program Client**

#### **7–1. Eligible clients**

*a.* There are three fundamental types of SFL–TAP clients on Army installations: Soldiers, their Family members, and DA Civilian employees. In general, AC and RC Soldiers leaving active duty, who have completed or will complete 180 days of continuous active service, or those being medically retired or separated for disability, regardless of their duration of service, are eligible for SFL–TAP services. The caregivers of WII Soldiers are also eligible.

*b.* Army retirees are eligible for SFL–TAP services on a space-available basis, for life, upon retirement. Army veterans with 180 days or more of active service are eligible for SFL–TAP services up to 180 days following their transition date. DA Civilian employees who are subject to base realignment and closures, a reduction in force (RIF), or who are retiring, are also eligible for SFL–TAP services. Family members of eligible AC or RC Soldiers, retirees, veterans, or DA Civilian employees in transition are themselves eligible for SFL–TAP services.

*c.* To expand on these fundamental types of clients, members of the uniformed services (Marines, Navy, Air Force, or Coast Guard) and special categories of civilian employees and Family members also are eligible.

*d.* Soldiers in any RC category may participate in transition services on a space-available basis.

*e.* All eligible Soldiers and their spouses may use the SFL–TAP 24/7 Virtual Center at any time.

*f.* Students and trainees who have served for 180 days or more, at the time of their transition from active duty may receive SFL–TAP services on a space-available basis, for up to 180 days after separation.

#### **7–2. Soldiers**

*a.* Eligible Soldiers who have completed their 180 days of continuous active duty service, and not in a training status, must complete the VOW/CRS components of SFL–TAP, as listed in paragraphs 6–1 and 6–2 of this regulation.

*b.* RC Soldiers may opt to decline SFL–TAP VOW/CRS, SFL–TAP Career Tracks, Capstone Course, and other SFL–TAP services. This is done during preseparation counseling, using the DD Form 2648–1, for each successive period consisting of 180 days or more of continuous active service, if VOW and CRS were met at any time during the previous 36-month period.

*c.* Eligible Soldiers may choose to participate in one (or more, if resources, capacity, and operational requirements allow) of the individual SFL–TAP Career Tracks, based on their interests and ability to meet the CRS and complete the track.

*d.* A minimum-day requirement for preseparation counseling does not apply to eligible Soldiers being retired or separated for a disability.

*e.* Administrative separations change the eligibility of a Soldier’s participation as noted below:

(1) Preseparation counseling will not be provided to a Soldier who is being discharged or released before the completion of that Soldier’s first 180 continuous days or more of active duty service, pursuant to 10 USC.

(2) The following categories of separation from military service are ineligible for participation in SFL–TAP Career Tracks, but will receive a warm handover to the DOL American Job Center located nearest their separation point.

(*a.*) Bad-conduct discharge.

(*b.*) Dishonorable discharge.

(3) In the case of an other-than-honorable discharge, the first commander in the Soldier’s chain of command with authority pursuant to 10 USC Chapter 47, will determine whether or not the member is permitted to participate in SFL–TAP Career Tracks.

*f.* Students and trainees who have served for 180 days or more at the time of their transition from active duty may receive SFL–TAP services on a space-available basis, for up to 180 days after separation.

#### **7–3. Spouses and dependents**

*a.* Pursuant to 10 USC 1144, spouses of eligible Soldiers are entitled to the DOLEW.

*b.* Pursuant to 10 USC 1142, with the documented consent of both the spouse and eligible Soldier, spouses of eligible Soldiers are entitled to:

(1) Job placement counseling. The DOD Spouse Employment Career Opportunities program meets the statutory intent of 10 USC 1144 for the spouses of eligible Soldiers in transition.

(2) DOD- and VA-administered survivor benefits information.

(3) Financial planning assistance, including information on budgeting, saving, credit, loans, and taxes.

(4) Transition plan assistance to help achieve educational, training, employment, and financial objectives.

(5) VA-administered home loan services and housing assistance benefits information.

(6) Responsible borrowing practices counseling.

*c.* Pursuant to 10 USC 1142, eligible Soldiers and their dependents are entitled to:

(1) Career change counseling.

(2) Information on suicide prevention resource availability following military separation.

*d.* Pursuant to 10 USC 1145, eligible Soldiers and their dependents are entitled to transitional medical and dental health care that will be available for 180 days, beginning on the first day after the date of transition from active service.

*e.* Unless prohibited by statute, spouses of eligible Soldiers are encouraged to participate in SFL–TAP as resources and capacity allow. Participating spouses may have their attendance recorded, in accordance with the privacy and information collection mandates and requirements of 10 USC, 5 USC, and DODD 5400.11–R.

*f.* Spouses completing preseparation counseling using DD Form 2648 or DD Form 2648–1, on behalf of an eligible recovering Service member will provide their sponsor’s Social Security number for data collection purposes, in accordance with 10 USC, 5 USC and DODI 1342.28.

#### **7–4. Exceptions to eligibility**

*a.* Eligibility requirements are explained to clients, and those who are ineligible for SFL–TAP are referred to other installation services, or off-post service providers. Exceptions to the eligibility policy, on a case-by-case basis, can be granted by the TSM. For example, the TSM can accept a Soldier who has 19 months until transition or a retiring Soldier who has 25 months until retirement, as well as a civilian employee of another uniformed Service into SFL–TAP.

*b.* Some Soldiers are not eligible for, or required to receive, SFL–TAP services, because their transition involves a change in status or uniformed Service that coincides with their discharge from the Army. These clients include enlisted Soldiers who are discharged to continue on active duty as commissioned or warrant officers, warrant officers terminating warrant status to continue on active duty as commissioned officers, officers who revert to enlisted status, and active duty officers approved for inter-Service transfer to another uniformed Service.

*c.* Exceptions to this eligibility include enlisted Soldiers in transition, who can participate in the Army’s Green to Gold program, or who are making a transition from active duty to enlist in another Service. Soldiers in the Green to Gold program normally are discharged into the Individual Ready Reserve, where they remain until they receive their degree and are commissioned through ROTC. Soldiers pending a second enlistment, generally, do not do so within 24 hours of their transition from the Army and, instead, spend some time in the RC. In both cases, the Soldiers are eligible for, and required to receive, SFL–TAP services.

#### **7–5. Eligible retirees and veterans**

Retirees are former Soldiers who retired, regardless of length of service. To be considered a retiree, the retired Soldier (AC or RC) must have a current ID card indicating retired status. Family members of retirees also must have a current ID card that indicates their retiree status. Army retirees and their Family members can access SFL–TAP services on a space available basis for life. Retirees of the other uniformed Services can access SFL–TAP services up to 180 days following retirement. Veterans are former Soldiers who did not retire. Veterans, who are not military retirees, and their Family members, can access SFL–TAP services up to 180 days following the separation date on DD Form 214.

#### **7–6. Eligible Soldiers referred to the Integrated Disability Evaluation System**

All AC Soldiers and those RC Soldiers on active duty who have been referred to IDES are required to receive SFL–TAP services and begin transition services immediately. The Soldier’s extended Family members and other caregivers are also eligible for SFL–TAP services and are registered in TAP XXI. As approved by the TSM, they can accompany the Soldier to all briefings and events. When not accompanying the Soldier, caregivers and extended Family members may also receive full SFL–TAP services.

#### **7–7. Eligible Soldiers assigned or attached to a Warrior Transition Unit, and Soldier and Family Assistance Center clients**

*a.* The following individuals are eligible for full SFL–TAP services for the same periods as their sponsor:

- (1) The spouse, Family member, or caregiver designated to assist the disabled Soldier, while on active duty.
- (2) The spouse, Family member, or caregiver designated to assist the disabled veteran, for up to 180 days following the separation date on DD Form 214.
- (3) The spouse, Family member, or caregiver designated to assist the disabled retiree, for life.

*b.* All AC Soldiers, and those RC Soldiers on active duty who have been referred to IDES, are eligible and required to receive SFL–TAP services. SFL–TAP provides services to, and addresses the unique situations faced by, all disabled clients, regardless of the degree of their disability, their component (AC, ARNG, USAR), or their categorization as a Warrior Transition Battalion/Warrior Transition Unit (WTB or WTU) Soldier. SFL–TAP provides services and reasonable accommodation for all disabled clients. Soldiers unable to complete the transition process for medical reasons may have the process waived by the first commander in their chain of command. A completed memorandum for record must be submitted to the servicing SFL–TAP office for documentation.

#### **7–8. Eligible prisoners**

*a.* Prisoners who will have served for 180 days or more at the time of their transition, or who will be medically separated or retired, are required to receive SFL–TAP services. They are also required to meet VOW and CRS requirements prior to release from active duty.

*b.* Soldiers who will separate from active duty while assigned to a PCF or ACF and who meet the same basic eligibility requirements as other Soldiers (AC and RC) are eligible to receive SFL-TAP services. PCF and regional confinement facility Soldiers who leave active duty with less than 180 continuous days of active service are ineligible for SFL-TAP services. They will receive a warm handover to the DOL American Job Center located nearest their separation point.

*c.* The following categories of separation from military service are ineligible for participation in SFL-TAP Career Tracks, but will receive a warm handover to the DOL American Job Center located nearest their separation point:

- (1) Bad-conduct discharge.
- (2) Dishonorable discharge.

(3) In the case of an other-than-honorable discharge, the first commander in the Soldier's chain of command with authority pursuant to 10 USC Chapter 47 will determine whether or not the member is permitted to participate in SFL-TAP Career Tracks.

### **7-9. Eligible Soldiers subject to the Army Stop Loss Program**

Soldiers subject to Stop Loss (when stop loss is in effect) who are scheduled for release from active duty within the period of time beginning 90 days prior to their unit's deployment and extending through 90 days following their unit's redeployment must initiate SFL-TAP services prior to deployment and receive required pre-separation counseling. They can contact the SFL-TAP Center to begin, or continue, SFL-TAP services even if their adjusted transition date is more than 1 year in the future. They need not wait to receive pre-separation counseling as part of a pre-deployment SRP process.

### **7-10. Eligible demobilizing Reserve Component Soldiers**

RC Soldiers who are mobilized and will spend more than 180 days on active duty are required to receive SFL-TAP services and meet VOW and CRS requirements prior to release from active duty. If they are not retiring, they are eligible for SFL-TAP services for up to 180 days after they demobilize. If they are retiring, they are eligible for SFL-TAP services, on a space-available basis, for life. RC Soldiers are eligible to attend a DOLEW and receive transition and employment assistance services from any military installation. They can receive additional services at any SFL-TAP Center and use the SFL-TAP 24/7 Virtual Center for up to 180 days following the separation date on DD Form 214.

### **7-11. Involuntary separations**

Eligible Soldiers, and their dependents, undergoing involuntary separation from active duty as defined in Section 1141, Title 10, United States Code, and in accordance with DODI 1332.30 and DODI 1332.14, will be made aware that they are entitled to:

*a.* Use of commissary and exchange stores during the 2-year period starting on the date of involuntary separation, pursuant to 10 USC 1146.

*b.* Transitional medical and dental health care that will be available for 180 days beginning on the first day after the date of involuntary separation, pursuant to 10 USC 1145.

*c.* Extended use of military family housing, subject to overseas status-of-forces agreements, for up to 180 days after separation on a space-available basis and potential rental charges, pursuant to 10 USC 1147.

*d.* Overseas relocation assistance, including computerized job relocation assistance and job search information, pursuant to 10 USC 1148.

*e.* Preference in hiring by non-appropriated fund entities, pursuant to 10 USC 1143.

*f.* Excess leave for a period not in excess of 30 days, or permissive temporary duty for a period not in excess of 10 days, for the purpose of carrying out necessary relocation activities, pursuant to 10 USC 1149.

## Chapter 8 Army Career Skills Program

### 8-1. Objective

*a.* The Army Career Skills Program (CSP) is a component of the Transition Soldier Life Cycle model that encourages Soldiers to capitalize on training and development opportunities throughout their military careers so that they grow and develop as Soldiers fully capable of serving our Nation—both in uniform and as civilians beyond their military service. CSPs are vetted for policy compliance and feasibility by the Army Transition Division and the Army Continuing Education Division.

*b.* The Army encourages Soldiers to obtain industry recognized credentials related to their MOS, as part of entry-level and mid-career training. This is because it recognizes the value of professional credentials as clear, objective evidence of an individual's competence that contributes to improved capabilities and readiness throughout all ranks. The Army allocates resources for this training as appropriate. The Army does not, however, allocate resources for credential-fulfillment as part of transition. Soldiers are encouraged to consult with an education and transition counselor to discuss the possible means to obtain a credential during transition.

### 8-2. Implementation

*a.* Installation or senior commanders implementing the CSP for eligible Soldiers in transition will:

(1) Given the mission requirements, provide reasonable opportunity for eligible and authorized Soldiers to participate in approved job training and employment skills training. This includes apprenticeship programs, OJT, internships, and job shadowing programs, as applicable and defined in this regulation. Soldier participation in any of these training programs is voluntary and must be approved by the first field grade officer with UCMJ authority in the Soldier's chain of command. The company level unit commander must put in place personnel accountability procedures, as part of the condition of approval.

(2) Identify those Soldiers who fall into the target "at-risk" populations, defined as the following:

*(a)* 18 to 24 years old.

*(b)* First term enlistments.

*(c)* Involuntarily separating due to force shaping.

*(d)* Rapid separation from active duty.

*(e)* Acquisition of disabilities that result in medical separations.

(3) These Soldiers may need a higher priority of access to apprenticeships and employment skills training. They also may need a higher level of support, to include individualized attention and/or reasonable accommodation during the transition process. Coordinate with WTB and WTU transition coordinator staff to identify and place wounded, ill and injured Soldiers assigned or attached to the WTB or WTU.

(4) Allow eligible Soldiers who are identified for possible early transition, either voluntarily or involuntarily, to enroll in CSP. Examples include a hardship discharge, involuntary separation due to failure to reenlist, or extension to complete an upcoming deployment, entry in the IDES, early demobilization due to curtailment of mission, or like separations or transfers.

(5) Unless otherwise directed, designate the Director, Human Resources (DHR) with oversight for all CSP actions conducted on the installation.

(6) Coordinate with approval authorities, in accordance with this regulation, for selection of candidates for pilot and other sanctioned CSP, such as credential-fulfillment, apprenticeship, OJT, internship, and job shadowing programs.

(7) Establish a memorandum of agreement between the installation and CSP provider.

(8) Obtain an installation-level legal review of any pilot or program governed by this regulation, when higher headquarters approval has not already been established.

(9) Issue required operation orders advising commanders of program requirements, nomination procedures, and after action review and assessment requirements. Installation Army Education Centers will work with installation DHR to develop and execute operation orders.

(10) At a minimum, evaluate the quality of training, in accordance with the measures of performance and effectiveness established by the Army Transition Division and IMCOM CSP managers. Reports are sent from the installation(s) to IMCOM for consolidation and review, then reported to the Army Transition Division for the DCS, G-1.

*b.* Unit commanders of eligible Soldiers participating in programs, in accordance with this regulation:

(1) Will maintain daily accountability of Soldiers participating in programs and require participation in unit formations, physical training, and other unit requirements as needed.

(2) May authorize permissive TDY to participants within the parameters defined in AR 600-8-10.

(3) May assign eligible Soldiers participating in CSP to excess positions coded 9999. This would make military positions on modified table of organization and equipment, or table of distribution and allowances, authorization documents available for fill-by-replacement personnel.

(4) Will maintain a copy of the Soldier's letter of participation (see fig 8-1).



DEPARTMENT OF THE ARMY  
ORGANIZATION  
STREET ADDRESS  
CITY STATE ZIP

OFFICE SYMBOL

CURRENT DATE

LETTER OF PARTICIPATION  
BETWEEN  
SOLDIER IN TRANSITION  
AND  
BATTALION COMMANDER

SUBJECT: Apprenticeship or Internship Option

1. EDUCATION CENTER PORTION:

- a. Apprenticeship or internship organization name and address go here.  
(Union or labor organization POC phone number goes here.)
- b. Printed name and phone number of education counselor, or designated representative, go here.
- c. Signature and date of the education counselor, or the designated representative, go here.

2. SOLDIER'S PORTION. I understand that my election of this option allows me to participate in an apprenticeship program, in accordance with the terms of the labor union or apprenticeship organization. I must maintain satisfactory progress and attendance throughout my period of enrollment and uphold all military standards and accountability requirements while enrolled. I agree to sign appropriate releases and waivers of liability associated with this program. I understand that this incentive may be terminated at any time for unit mission requirements or disciplinary reasons, and that I am solely responsible for all costs involved.

Upon successful completion of this program, I agree to consider any job offer associated with program completion. I understand that I will release my contact information and allow Army representatives to contact me after ETS, or retirement, concerning my employment associated with this program completion.

(Soldier's signature and date go here.)

(Soldier's printed name and rank go here.)

(Soldier contact information, e-mail, and phone number go here.)

3. COMMANDER'S PORTION. Soldier is making a transition from [insert unit name] and is approved to participate in this apprenticeship program, given mission requirements as determined by me. I understand that the Soldier is required to uphold military standards, and that I will maintain daily accountability of this Soldier while he or she participates in this program. I will determine participation in unit formations, physical readiness training, and other unit requirements as appropriate while ensuring this Soldier's full participation in this training program. Finally, I understand that I may terminate this incentive at any time for unit mission requirements or for disciplinary reasons.

(Commander's signature and date go here.)

(Commander's printed name and rank go here.)

Figure 8-1. Sample participation letter

c. CSP implementation will include the following participation parameters:

(1) Eligible Soldiers may commence a CSP no earlier than 180 days before release from active duty, with the following exception: Soldiers enrolled in IDES or assigned to a WTB or WTU may begin a CSP 85 days after their Medical Retention Determination Point.

(2) Focus on “at-risk” Soldiers in transition, described in *a(2)* of this paragraph.

(3) Soldier participation in training must be approved by the first field grade officer with UCMJ authority in the Soldier’s chain of command.

(4) Soldier participation is coordinated with mission requirements; the unit maintains accountability.

(5) Soldiers may apply for CSP participation through a variety of venues, to include self-nominations, during pre-separation counseling or while attending the SFL–TAP Career Tracks.

(6) Soldiers will forward applications for participation in apprenticeship, pre-apprenticeship, and internship to the installation’s Army Education Center, or other installation office designated by the DHR for review prior to command approval. Soldier selection is a two-step process. Vetting and approval will be through the unit command, followed by selection by the employer or corporate-sponsored union panel.

(7) Soldier application for participation in OJT programs, job shadowing and/or credential-fulfillment may be coordinated directly through the SFL–TAP Center, or another installation office designated by the DHR prior to command approval.

(8) A Soldier must sign a letter of participation, which establishes the requirement to fully participate in the CSP through completion while on active duty. It also includes the requirement to maintain accountability and military standards. The Army Education Center, or SFL–TAP Center, and the unit commander will both maintain a copy of the letter. Regular Army Soldiers will not have their ETS date extended for the specific intent for participating in the Army CSP.

(9) Apprenticeship, internship, OJT, and job shadowing programs will be provided at no cost to the Soldier. Use of GI Bill benefits for VA-approved OJT, apprenticeship programs, vocational/technical training programs is authorized. Soldiers must consult with an education counselor to determine the most economical option(s) prior to enrollment.

(10) Soldiers will receive no outside (employer/corporate sponsor) compensation, or pay, for participating in any CSP.

(11) Off-installation CSPs will be geographically co-located with the Soldier’s installation or duty station. The distance from the CSP to the installation will not exceed 50 miles. For a Soldier in a WTB or WTU, the distance will not exceed 50 miles from the Soldier’s current physical residence. Exceptions to this parameter of policy will include provisions for coordinating participation with the IMCOM CSP point of contact closest to the Soldier’s location.

(12) CSPs will not exceed 180 days, except for Soldiers assigned or attached to a WTB or WTU.

(13) Commanders may apply additional program parameters for Soldier participation, to include Armed Services Vocational Aptitude Battery (ASVAB) or other assessment aptitude criteria, education criteria, physical requirements, and so forth. However, this is done only to ensure that participating Soldiers are able to complete the core functions of the training requirements with, or without, reasonable accommodation. See paragraph 8–3 for example.

(14) Army training institutions are authorized to implement credential-fulfillment programs for Soldiers during entry-level and mid-career military training and may pay for licensing and examinations leading to credential-fulfillment and certifications. However, the Army will not pay for credential-fulfillment expenses as a part of a credential-fulfillment program undertaken solely as a part of a Soldier’s ITP during transition. Soldiers interested in obtaining funding for credential-fulfillment during transition will be advised to meet with an education counselor to discuss other funding options.

(15) Soldiers may pursue credentials as self-directed post-secondary activities, as part of a military-industry partnership, or through an agreement coordinated by Army training institutions.

(16) Soldiers participating in, or completing the CSP, who reside in locations outside of established, routine reporting channels will notify the IMCOM CSP point of contact, or their closest SFL–TAP counselor, with the program specifics. These are things such as start and completion dates, and the name of the credential-fulfillment body.

*d.* Management of the CSP requires data collection and analysis, to support measures of effectiveness and performance. The Army Transition Division and IMCOM collaborate to design and implement the reporting mechanism(s) to support the program.

*e.* Commanders are authorized, where resources are available, to implement the CSP in accordance with the guidelines outlined in this regulation as well as unit training, resourcing priorities, and Army Force Generation requirements. Furthermore, the CSP may be influenced by relationships with industry partners and a need for skilled labor in a particular location or region.

*f.* To be eligible for these programs, a Soldier must have completed at least 180 days of active duty service in the U.S. Army and expect to be discharged or released from active duty within 180 days of the commencement date of participation in such a program. Soldiers enrolled in IDES, or assigned to a WTB or WTU, may begin a CSP 85 days

after their Medical Retention Determination Point. Regular Army Soldiers will not have their ETS date extended for the specific intent of participating in the Army CSP. Army Reserve Soldiers will not extend their active duty orders for the specific intent of participating in the CSP, unless transferred to a WTB or WTU. In addition to the CSP offered through the garrison, the Warrior Transition Command may identify additional, similar CSPs, to include training and internships that are particularly targeted at, and available to, Soldiers assigned or attached to a WTB or WTU. A Soldier who reenlists or extends their enlistment while participating in a CSP will immediately withdraw from the program and return to his or her unit for duty.

*g.* The approval authority may terminate a Soldier's participation in a CSP for reasons of military necessity. Upon notification that participation is terminated, a participating Soldier must immediately withdraw from the program and report to the unit of assignment.

*h.* Appropriated funds may not be used to support Soldier travel associated with participation in the CSP.

*i.* Servicemembers in transition from other Services are not restricted from participating in Army CSP, unless workload or other unusual circumstances dictate. Reasonable effort will be made to accommodate all eligible personnel from other Services provided that the Army does not incur any additional costs for these programs.

*j.* Communication efforts assist in connecting Soldiers in transition with employers. Education counselors and unit leaders should query the Office of the Chief of Public Affairs' Media Relations Division (SAPA-MRD) directly for the most current HQDA products created to assist successful preparation of Soldiers' transition from the Army.

*k.* A sample CSP review memorandum for vetting and approval of a prospective CSP can be obtained from an Army Education Center.

*l.* A sample of the screening and selection process that commanders use is found below in paragraph 8-3.

*m.* A sample letter of participation between a Soldier in transition and a battalion commander, or equivalent, is found above in figure 8-1.

*n.* A memorandum-of-agreement template for use by installations, when entering into agreements with local entities for CSP, can be obtained from an Army Education Center.

### **8-3. Sample screening and selection process for commander use**

The screening process will be conducted in three phases for classes presented under this program.

#### *a. Phase 1.*

(1) Commanders will identify interested Soldiers, conduct an initial screening and submit names of Soldiers as potential applicants to the first field grade officer with UCMJ authority in the transition Soldier's chain of command for approval.

(2) Mandatory screening criteria:

*(a)* Soldier is not flagged in accordance with AR 600-8-2.

*(b)* Soldier has a high school diploma or GED.

*(c)* Possess or achieved an ASVAB mechanical maintenance line score of 95 or higher.

*(d)* Possess or achieved a minimum general technical score of 90.

*(e)* Soldier is licensed to drive an automobile or has access to transportation support.

*(f)* Soldier is expected to receive an honorable or general discharge.

(3) Approval authorities will consolidate names and submit them to the installation's ACES representative (or a designated representative). Contact information for a battalion or brigade representative must be included in this submittal.

#### *b. Phase 2.*

(1) Selected Soldiers will visit the installation's ACES counselor (or a designated representative) who will provide further program information and initiate a letter of participation between the battalion or equivalent commander and the Soldier.

*(a)* Soldier will acquire necessary signatures and return the letter of participation to the ACES counselor.

*(b)* The letter of participation must be signed and returned before apprenticeship sponsor screening.

(2) The ACES representative, or designated representative, will forward applicant packets that have been identified for further screening to the apprenticeship or internship sponsor representative for final screening.

#### *c. Phase 3.*

(1) The apprenticeship or internship sponsor representative will conduct final screening, select program participants, and provide the ACES representative, or designated representative, with a list of the selected participants.

(2) The ACES (or designated) office will notify each participant's commander—through the brigade representative—of acceptance into the program.

(3) Commanders will maintain daily accountability of each participant accepted into the program and ensure that Army standards (grooming, courtesy, and so forth) are upheld.

#### **8-4. Criteria for Career Skills Programs**

*a. Pre-apprenticeship and apprenticeship programs.* These programs must meet at least one of the following criteria:

(1) Be registered with the DOL and/or registered in the State in which it operates in (refer to the DOL's "List of State Apprenticeship Web sites" at <http://www.doleta.gov/oa/sainformation.cfm>).

(2) Be offered by an industry-related organization that is a sponsor of, or oversees the sponsorship of, a registered apprenticeship program related to the training to be offered.

(3) Be accredited by an accrediting agency recognized by the DE (refer to the DE's database of accredited programs and institutions at <http://www2.ed.gov/admins/finaid/accred/index.html>).

(4) Be a certificate program accredited by the American National Standards Institute (ANSI) (refer to ANSI's "Directory of Accredited Certificate Issuers, Applicants, and Suspended Issuers" at <https://www.ansica.org/accreditation/credentialing/default.aspx>).

*b. Apprenticeships.* Apprenticeship programs must also meet all of the following criteria:

(1) Be offered by an industry-related organization that is a sponsor of, or oversees the sponsorship of, a registered apprenticeship program related to the training to be offered.

(2) Have potential to provide post-service employment once Soldiers successfully complete the pre-apprenticeship/apprenticeship and fulfill their military service commitment.

(3) Not exceed 26 weeks. Soldiers are only eligible for one apprenticeship program during their transition period.

*c. On-the-job training.* OJT and employment skills training programs must meet one of the following criteria:

(1) Be a VA-approved OJT program (refer to [http://www.benefits.va.gov/gibill/onthejob\\_apprenticeship.asp](http://www.benefits.va.gov/gibill/onthejob_apprenticeship.asp)).

(2) Be accredited by an accrediting agency recognized by the DE (refer to DE's "Database of Accredited Programs and Institutions," at <http://www2.ed.gov/admins/finaid/accred/index.html>).

(3) Be a certificate program accredited by ANSI (refer to ANSI's "Directory of Accredited Certificate Issuers, Applicants, and Suspended Issuers," at <https://www.ansica.org/accreditation/credentialing/default.aspx>).

(4) Be approved by the National Association of State Approving Agencies (refer to the "Search for Approved Education, Training, License, Certification, and National Exam Programs" link at <http://www.nasaa-vetseducation.com/programs.aspx/>).

(5) Be a training program accredited by the Council on Occupational Education (refer to <http://www.council.org/accredited-institutions/>).

*d. Internships.* An eligible Soldier in transition may participate in an internship program for a qualified private-sector organization (either for-profit or not-for-profit). Participation in this program is based on strict adherence to all of these criteria:

(1) The Soldier participant will receive full military pay and benefits for the duration of the internship and no compensation from the organization sponsoring the internship, and will be accounted for by his or her military unit while performing daily duties for the organization.

(2) The Soldier will work under the close supervision of the organization's staff for the duration of the program.

(3) Under no circumstances will a participating Soldier be requested or permitted to work more than 40 hours in any work week.

(4) To the extent not covered in criteria 1-4 above, the internship must comply with DODI 1322.29, enclosure 4, paragraph 3.

(5) Internships will consist of work experience at entry-level positions.

(6) Soldiers are eligible for only one internship during their transition period.

(7) With the approval of the battalion commander, WTU/CCU and IDES Soldiers may participate in more than one internship and for any length of time beginning 85 days after medical retention determination point until separation date.

*e. Job shadowing.* Job shadowing normally is performed in 1 day by observing the day-to-day operations of the employer or workforce. There is no limit to the number of job shadowing opportunities available to Soldiers.

*f. Career Skills Programs.* They must:

(1) Provide Soldiers with the opportunity to participate in career and skill training programs during their transition period, to improve their employment options upon transition from active duty.

(2) Provide the networking and connecting functions that are essential to successful employment and rewarding careers.

(3) Soldiers must plan accordingly to accomplish a CSP prior to their transition date. Soldiers will not be extended on active duty for the specific intent of participating in the CSP.

#### **8-5. Army Reserve career skills**

As part of the USAR's P30 Leader Readiness line of effort to provide workforce development and training services for

its Soldiers, the USAR will provide ongoing and expanded broadening opportunities, through private sector partners, to leverage and integrate civilian acquired skills into USAR missions. The USAR will also support Soldier attendance at CRS Education and Career Technical Training events when a Soldier's IDP and leadership identify that the training will enhance individual and unit readiness within the SLC.

## Chapter 9

### Connect Soldiers: Soldier for Life

#### 9–1. Objectives

*a. Mission.* SFL is a Chief of Staff of the Army (CSA) program, and task-organized within the DCS, G–1. Its mission is to connect Army, governmental, and community efforts to build relationships that harmonize to successfully reintegrate Soldiers, retired Soldiers, veterans, and their Families. This is done to keep them Army Strong and instill their values, ethos, and leadership within communities.

*b. Reporting procedures.* SFL’s unique structure and status as a CSA program and task organization under the DCS, G–1 requires a dual reporting requirement. Weekly reporting occurs both to the DCS, G–1 through ASA M&RA (DASA–MPQ) and the Vice Chief of Staff of the Army. SFL routinely conducts communication with departments outside of the DCS, G–1 who are members of the Transition Fusion Cell, but maintains no formal reporting requirements to these organizations.

*c. Soldier for Life priorities.*

(1) *Mindset.* SFL inculcates the SFL mindset into each Soldier and their Family members through:

(a) Embedding SFL concepts into the Army culture, creating resiliency and a long-term approach to transition and retirement.

(b) Including SFL concepts into the professional military education.

(c) Enhancing internal Army, Reserve, and National Guard engagements to educate the force.

(2) *Access.* SFL leverages the Army network and Centers of Influence for Soldiers in transition, their Families and DA Civilians, linking retired Soldiers and veterans’ needs to employment, education, and health resources in communities.

(3) *Relationships.* SFL bridges and brings unity of effort to Army, Government, and community efforts (local, State and Federal) to support transition, and explores public-private partnerships that could bring efficiencies.

(4) *Trust.* SFL maintains the faith of our Soldiers, veterans, and communities in order to sustain the premier All-Volunteer Army.

*d. Soldier Life Cycle phases.* The SLC is the model used by the SFL program to visualize the process every Soldier goes through, from joining the organization through reintegrating with communities. It supports the Military Life Cycle used at the DOD level. The SLC allows SFL to holistically address the issues of successful reintegration by focusing the proper training and resources, at the proper time and place.

(1) *Start strong.* Quality recruits are incorporated into the ranks and immediately presented with the SFL mindset through positive influences and training from recruiting personnel and initial entry training.

(2) *Serve strong.* Soldiers receive world class training within their MOS, and take advantage of credential-fulfillment, certification, and licensing programs through Army COOL, ACT, and higher education opportunities through the tuition assistance program. They receive leadership training, through officer education and NCOES schools, that continually reinforces the SFL mindset throughout their career. Soldiers establish a long term approach to prepare for their transition off of active duty, a task all Soldiers expect to perform eventually. Soldiers are introduced to health initiatives and resources throughout the “serve strong” phase that better prepare them for a warm handover with the VA.

(3) *Reintegrate strong.* Soldiers receive help through the transition process from the SFL–TAP, which prepares them to take advantage of benefits and post-service education opportunities, and to become civilian-workforce ready. During this phase, select Soldiers participate in apprenticeship and internship programs for vocational rehabilitation and career readiness. The Soldier engages with an established network of community contacts, Army alumni, and VSOs. Army Retirement Services ensures retiring Soldiers are properly informed on retirement benefits and entitlements earned through their service.

(4) *Remain strong.* Soldiers move into their communities and enter higher education, or the civilian workforce. As Army alumni, they expand the Army network and help to regenerate the All-Volunteer Army. Army veterans remain strong by continuing to serve in their communities as leaders in organizations, businesses, or social groups. They are Soldiers for Life.

*e. Transition Fusion Cell.* An essential element of the connection effort is the Transition Fusion Cell, an interagency group. The Fusion Cell generates meaningful discussion among transition stakeholders, and is designed to ensure unity of effort in positive transitions and delivery of resources across the three SFL pillars (employment, education, and health). The Fusion Cell includes, but is not limited to, the following stakeholders:

(1) Army SFL/Retirement Services Office (RSO), is the lead agency.

(2) DOL.

(3) Department of Agriculture.

(4) Department of Transportation.

(5) ED.

(6) Department of Energy.

- (7) VA.
- (8) OPM.
- (9) SBA.
- (10) U.S. Chamber of Commerce's Hiring our Heroes program.
- (11) OSD.
- (12) ASA (M&RA).
- (13) USAR P3O.
- (14) National Guard/Employer Support of the Guard and Reserve.
- (15) Human Resources Command Transition Division.
- (16) IMCOM.
- (17) WTC.
- (18) Marine for Life program.
- (19) Military Spouse Employment Partnership.
- (20) Office of the Chief of Public Affairs.
- (21) PaYS program.

*f. Interagency cooperation.* SFL will coordinate with other Government agencies outside the Transition Fusion Cell to accomplish its mission. It maintains authority to contact and liaise with these organizations that provide resources to veterans or further the SFL connection mission. These agencies include, but are not limited to:

- (1) VA.
- (2) DOL.
- (3) SBA.
- (4) ED.
- (5) The Department of Health and Human Services (HHS).
- (6) The White House Joining Forces Coalition.

## **9–2. Task organization**

*Soldier for Life regions.* The SFL program achieves national coverage and ensures distribution of efforts, and maximum interoperability, by aligning its Regional Outreach Teams with the VA. The demarcation lines of these regions are outlined in figure 9–1 below. Teams are assigned to the:

- a.* Northeast Region.
- b.* Southeast Region.
- c.* Central Region.
- d.* Western Region.

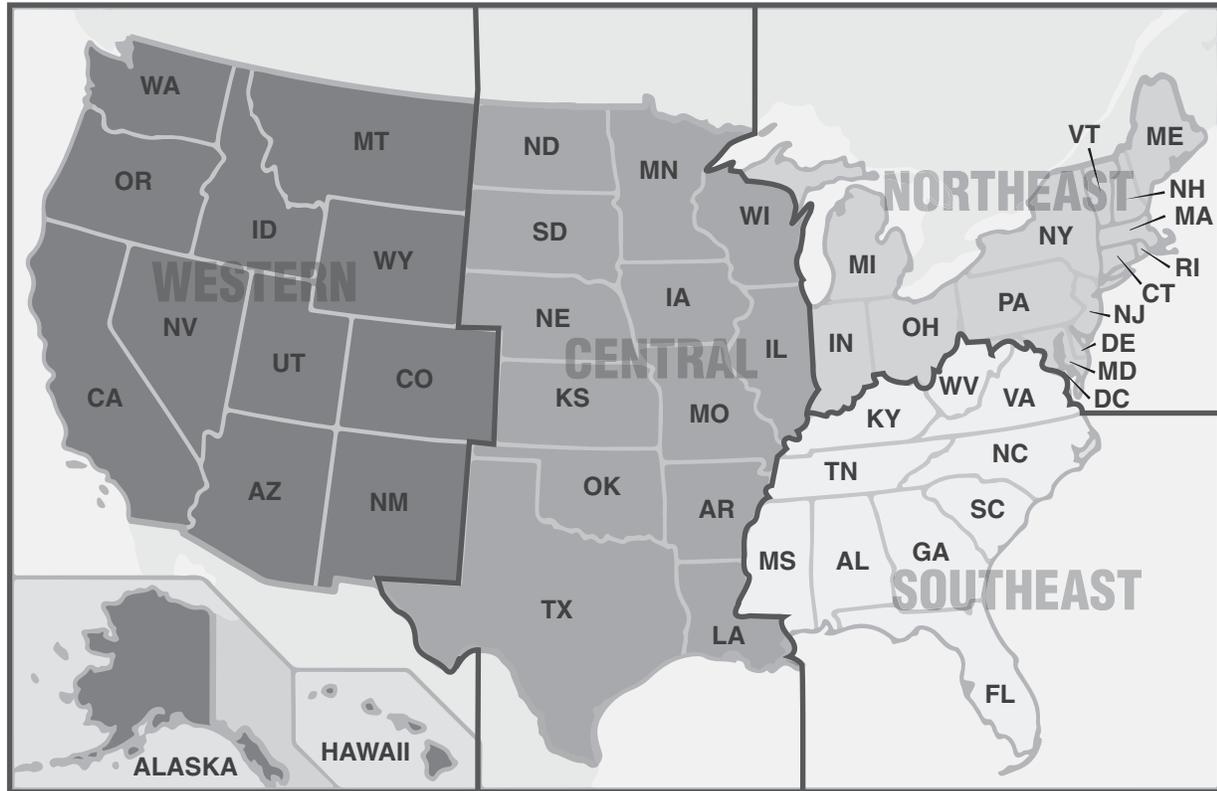


Figure 9–1. Soldier for Life regional alignment map

### 9–3. Connection with Army personnel

*a. Solder for Life mindset campaign.* SFL staff conducts outreach operations and messaging to Soldiers and Families, as part of the mindset campaign. The goals of this campaign are to produce more resilient Army Soldiers and Families who maintain identification with the organization after leaving, and carry it into their communities. SFL staff coordinates with DCS, G–3 to develop training requirements in support of these themes to include in-unit training, Army PME courses, and/or other institutional training.

*b. Solder for Life noncommissioned officers.* SFL staff coordinate through TRADOC to develop training materials for Soldiers to become SFL NCOs in their units. These Soldiers will be the primary connection to the SFL program in units across the Army. The SFL NCO will train and reinforce SFL themes during daily interaction with Soldiers.

*c. Solder for Life portal.* The SFL portal is a vital communication tool for currently serving Soldiers, retired Soldiers, veterans, and Families. This Web-based platform will inform Soldiers of transition issues, and be a clearing-house of useful links and information to transition-related agencies, organizations, and material. The portal will also provide retiring Soldiers, retired Soldiers, and their Families comprehensive pre-retirement, post retirement, and survivor information. The SFL program will work with the DCS, G–6 to operate, maintain, and update the content of this portal.

### 9–4. Outreach, networking, and connecting

#### *a. Employment.*

(1) *Interagency.* SFL staff will coordinate and collaborate directly with agencies at all levels of government, both internal and external to DOD, in an effort to improve information sharing and clarify education policies and programs that will ultimately enable successful transition to civilian life.

(2) *Private industry.* SFL staff will coordinate and collaborate directly with private corporations and organizations that show an interest in hiring veterans and Soldiers in transition. This is an effort to decrease the national veteran unemployment rate.

(3) *Veteran Service Organizations and Military Service Organizations.* The SFL staff meets regularly with representatives of numerous VSO/MSOs. At the national level, the SFL program coordinates with (and when appropriate, partners with) VSO/MSOs to focus and synchronize veteran-support efforts. At the State and local levels, the SFL program leverages Regional Outreach Teams to bring together VSO/MSOs with community leaders to pinpoint areas of focus.

*b. Education.*

(1) *Institutions of higher education.* The SFL program works with educational institutions at the national, regional, state, and local levels to improve reciprocal access and knowledge-sharing between educators and Soldiers.

(2) *Credentialing (to include certification and licensing) and apprenticeships.* Obtaining credentials and apprenticeships are direct links to full employment. SFL staff use data collected by HRC and TRADOC in routine communication with education institutions and employers; it is imperative that in-service credential-fulfillment initiatives be tracked accurately. This helps to effectively evaluate the success of Army credential-fulfillment programs. The SFL program seeks to improve knowledge of, and access to, quality apprenticeships by connecting VSOs, MSOs, and private organizations with Army Education Centers on installations.

*c. Health.*

(1) The Health Director and the Office of the Surgeon General's liaison make up the Health Team. The Health Director assists the Director, SFL to establish and develop the SFL's health-related lines of efforts, objectives, and tasks to successfully reintegrate Soldiers, veterans, and Families into civilian life.

(2) Health topics include—but are not limited to—policies, operations, programs, and initiatives concerning health care, systems of health, and well-being.

(3) The Health Director synchronizes and leverages appropriate and necessary Army and governmental programs, nongovernmental organizations, and community resources to ensure a robust partnership. This improves reintegration by setting the platform for a seamless, successful transition process for our Nation's Soldiers, veterans, and Families.

(4) The Health Director represents the SFL program and interests at health-oriented engagements with organizational leaders, internal and external to the Army and government, and makes the connections to foster communication.

*d. Communications outreach.*

(1) *Social media.* SFL staff will collaborate with HQDA, ASCCs, VSO/MSOs, and agencies at all levels of government, both internal and external to DOD. The staff maximizes effective use of social media in an effort to increase internal and external audiences' conversations, shares, posts, and tweets about the SFL program.

(2) *Interagency.* SFL will coordinate and collaborate directly with VSOs, MSOs, and agencies at all levels of government, both internal and external to DOD. These efforts improve communications and information sharing, and will clarify policies and programs that will ultimately enable Soldiers to successfully move to civilian life.

*e. National programs.*

(1) *Interagency.* The National Programs Director coordinates with all interagency partners who provide benefits programs for veterans at the national level. These relationships are shared with Regional Outreach Teams for coordination with interagency counterparts at the grassroots level.

(2) *Veteran Service Organizations and Military Service Organizations.* There are literally thousands of VSOs and MSOs providing services to veterans at the national level. The National Programs Director is the primary point of contact for these organizations, and seeks to document and gain information regarding their activities, and how they align with the SFL connection mission. When applicable, the National Programs Director will direct applicable organizations to Regional Outreach Teams for connection to Soldiers, retired Soldiers, veterans, or Families on installations or in communities.

(3) *Endorsement and partnerships.* The SFL program does not endorse or partner with non-Federal entities (NFEs) without a proper legal review resulting in an MOU with the U.S. Army. Information regarding organizations or benefit programs may be passed to other functional areas of the SFL program, for the purpose of connecting provided resources to communities or furthering the SFL mission.

## **9–5. Grassroots Army network development**

*a.* Community Action Teams (CATs) is a broad term that describes all efforts at the local levels across the Nation that focus on receiving, informing, and assisting our veterans' transitions after their military service. The CATs are not a prescribed, rigid entity, but rather intended to be a framework that guides a network of resources in which veterans and their families can use, participate in, and obtain needed resources.

*b.* CAT development is a task that affects and enhances the SFL mission of connecting our Soldiers to resources while in transition. There are nonprofit organizations, MSOs, and VSOs that specialize in CAT development, to include the Army's Community Covenant effort. The SFL program does not look to specifically replicate these efforts, but rather to discover, learn about, and bring back the network connections to existing resources across the Nation. In some cases, a strategic engagement by SFL with a local organization can be the tipping point to inspire and invigorate continued support, and thereby becomes a resource for future veterans.

*c.* Partnerships with local garrison, ARNG, USAR, USAREC, and ROTC units are key stakeholders already established across the Nation. The SFL program, through coordination and synchronization, can enhance the connection

efforts. Ideally, these stakeholders become the local Army representation that galvanizes, advises, and sustains the relationships developed with the CATs.

## 9–6. Retired Soldier services

a. The Army Retirement Services Office develops policy and oversees programs worldwide that prepare both AC and RC Soldiers and their Families for retirement, assist survivors of Soldiers who die on active duty, and serve retired Soldiers, surviving spouses, and their Families until death. The efforts of the Army Retirement Services Office are important in order to comply with Federal laws, encourage retired Soldiers to be Army ambassadors, and to improve recruiting and retention.

b. Commanders owe their Soldiers, who have faithfully served the Nation for over 20 years, or are being medically retired, the time and resources they need to make a successful transition to military retirement. Retirement is a process, not an event. Soldiers and their spouses should begin planning for retirement not later than 24 months prior to their retirement date.

c. The Retirement Services Program helps thousands of Soldiers retire each year; supports over 2 million retired Soldiers and surviving spouses; and helps survivors of Soldiers who die on active duty maximize their survivor benefits.

d. The Army RSO manages the Retirement Services Program, which is guided by AR 600–8–7, through a network of RSOs worldwide. The Army RSO is a part of the SFL program and the DCS, G–1.

e. Major program components include:

(1) *Pre-retirement briefings and Survivor Benefit Plan counseling.* Mandatory sessions, conducted by RSOs, provide an overview of retirement benefits, entitlements, decisions, and resources. Soldiers and their spouses should attend these planning sessions a year before retiring. Informed Survivor Benefit Plan (SBP) elections are critical to the future financial security of Soldiers' spouses. Without payments to the SBP fund, retired pay will stop when the retired Soldier dies.

(2) *Active duty death benefits.* Families of Soldiers who are qualified for retirement and die on active duty are eligible for an SBP annuity. Retirement service officers counsel these Families so they can maximize these benefits.

(3) *The "My Army Benefits" Web site.* Available online at <http://myarmybenefits.us.army.mil>, the site provides complete lifecycle benefits information to all Soldiers. Information is segregated by the Soldier's component and place in the lifecycle. It explains Federal and State benefits and provides detailed subject matter expert contact information. The calculators use the Soldier's common access card to pull their Defense Enrollment Eligibility Reporting System data and provide personalized estimates for retired pay, SBP costs and premiums, and deployment benefits. Help desk experts are also available to explain benefits.

(4) *Retiree councils.* The CSA Retiree Council provides the CSA with advice and recommendations about vital issues and concerns of retired Soldiers, surviving spouses, and their Families. Installation-based retiree councils submit issues annually to the CSA for consideration.

(5) *Communications.* The Army RSO communicates with the retired community through Echoes, a newsletter read by over 2 million, its Web site, [www.soldierforlife.army.mil/retirement](http://www.soldierforlife.army.mil/retirement), plus installation RSO newsletters, Web sites, retiree councils, and retiree appreciation days.

## 9–7. Tracking and reporting

SFL will analyze data and reports provided by IMCOM, HRC, Federal agencies, other groups, and programs to determine how to focus future connection efforts. Metrics that measure the effectiveness of SFL program efforts will continuously evolve as interagency collaboration leads to improved visibility and understanding of the pre- and post-transition environment. Metrics currently being used to assess effectiveness and target efforts include:

a. Number of corporate partners with employment opportunities for veterans and Soldiers.

b. Number of interviews (by connection program or tool).

c. Number of job offers associated with SFL-themed events.

d. Number of Career Skills Program participants.

e. Number of Soldiers seeking employment who are registered in the designated job portal.

f. Number of Soldiers employed through apprenticeship programs.

g. UCX comparison with national average for Gulf War II veterans (various demographic categories).

h. Number of retirees registered in the designated job portal (through the RSO).

i. GI Bill usage by non-dependent or survivor beneficiaries.

## Chapter 10 Employment Assistance and the Employment Process

### 10–1. Employment assistance

*a. Employment assistance counseling after Soldier for Life – Transition Assistance Program training.* Eligible Soldiers should complete a resume no later than 5 months before their transition from active duty. Clients need to develop a resume, prepare for interviews, complete a self-assessment, and research careers and job opportunities. A proactive approach and continual work are required by clients in order to benefit from substantive SFL–TAP Center services. SFL–TAP Center installation managers and other SFL–TAP Center counselors provide additional information, assistance, and coaching whenever required. As described earlier, transition and employment assistance counseling often are complementary and consider client needs holistically. Just-in-time, resource-based, and scheduled follow-on employment assistance counseling can cover several activities. Specifically, the counseling can help clients inventory skills and experiences, explore occupations, set job search objectives, critique and revise resumes, develop personal and professional references, identify and use job search resources, conduct practice interviews, critique job interviews, prepare for job fairs, negotiate job offers, and use TAP XXI. To a great extent, the counseling format determines how much time is allotted and how deeply information can be discussed during counseling. This supports the idea of “go early, go often” to the SFL–TAP Center or 24/7 Virtual Center. USAR Soldiers may also receive employment assistance services from the P3O.

*b. Employment assistance for Soldiers referred for the Integrated Disability Evaluation System.*

(1) Ideally, Soldiers being processed for medical separation or retirement should receive services at the SFL–TAP Center, or the SFAC. They should also participate in scheduled SFL–TAP courses and other SFL–TAP training and nontraining events, consistent with their needs or desires and their physical ability to participate. Regardless of demand, Soldiers who may be medically unable to use the SFL–TAP Center or SFAC services, may receive services through individual outreach and counseling or other methods approved by the Director, Army Transition Division.

(2) In those rare circumstances when medical or health issues prevent a severely wounded, ill, or injured Soldier from participating in a formal, 3-day DOLEW, the SFL–TAP counselors should refer these Soldiers to the SFL–TAP 24/7 Virtual Center. There, the Soldiers may participate in a virtual DOLEW. A memorandum for record will be signed by the first lieutenant colonel, with UCMJ authority, in the chain of command and submitted to the SFL–TAP Office in these cases.

(3) Wounded, ill, and injured (WII) Soldiers enrolled in IDES, whether assigned to a WTU or remaining with their parent unit, may participate in a modified curriculum for the DOLEW or other portions of the transition assistance program as needed and where available.

*c. Employment assistance for prisoners.* SFL–TAP staff will not be involved in the conduct or support of DOLEWs at a PCF or ACF. Workshop events can be scheduled locally by ACF staff at ACF facilities, separate from SFL–TAP scheduling.

*d. Employment assistance for eligible pre-deploying Active Component Soldiers.* Eligible deploying Soldiers can begin using SFL–TAP Center resources or services, including workshops, counseling, and automated and non-automated tools (library, resume software, and so forth) immediately upon completing pre-separation counseling. Eligible deployed Soldiers who contact the SFL–TAP Center should be encouraged to use the Army designated job portal to conduct job search activities. Eligible Soldiers may also contact the SFL–TAP 24/7 Virtual Center to receive assistance.

### 10–2. Employment assistance process

*a.* SFL–TAP employment assistance services meet requirements for client training, information, and resources. The flexible and adaptable environment of TAP XXI enables SFL–TAP staff to satisfy the needs of a diverse population in an efficient and caring manner. TAP XXI supports clients who have sufficient time to obtain employment assistance and offers clients who come to the SFL–TAP Center, with little time remaining before their transition date, a quality of service they may not otherwise receive. This enables transition counselors to immediately address client concerns and questions or discuss transition issues in a more focused, private setting.

*b.* Regularly, clients are referred to employment assistance training and services. Employment assistance training is a vital part of the SFL–TAP mission, because it provides the foundation for all subsequent client job search activities such as resume writing and interviewing. The DOLEW is the preferred method to deliver employment assistance training. DOLEW is offered at all SFL–TAP and SFAC locations, and the DOL has committed to meeting employment workshop demand. SFL–TAP staff are not involved with the DOLEW.

*c.* An alternate training method may be used in circumstances such as a Soldier’s assignment to a remote location. SFL–TAP courses on Joint Knowledge Online are available to start anytime; and the SFL–TAP 24/7 Virtual Center courses are available at the same time as the in-person training.

*d.* SFL–TAP centers continue to conduct DA Civilian workshops as demand requires. Workshop materials support a workshop 8 to 16 hours in length, depending on supplemental exercises or presentations that focus on benefits and installation-specific assistance programs. The workshops are led by qualified subject matter experts identified by the

garrison commander. SFL–TAP staff facilitates or coordinates DA Civilian workshops and refers participants to on-post service providers and online resources in the workshop materials. DA Civilian workshop participants are encouraged to use the full range of SFL–TAP Center services and resources. DA Civilian workshops are limited to registered SFL–TAP Center clients.

*e.* Prior to conducting seminars outside the approved VOW, CRS and SFL–TAP curricula, approval must be obtained from the IMCOM area leader and submitted to the HRC Transition Division for final approval.

*f.* Clients who do not have an AKO account cannot use TAP XXI but can be scheduled for a workshop and other events. Their attendance at a workshop or scheduled counseling appointment should be recorded in TAP XXI.

### **10–3. Job search process**

*a.* SFL–TAP Center employment assistance operations help clients successfully progress through the job search process of:

- (1) Self-analysis.
- (2) Setting objectives.
- (3) Writing resumes, cover letters, and Federal applications.
- (4) Identifying job opportunities.
- (5) Interviewing and negotiation.
- (6) Identifying and enlisting references.
- (7) Follow-up and evaluation.
- (8) Gathering information.

*b.* Self-analysis should be the first step in the job search process. Clients use the information they gather during self-analysis to identify specific job objectives, then test each against set criteria to determine if the objectives are a good match for them. Self-analysis includes building a portfolio of transcripts, certificates, job descriptions, evaluation reports, and other documents that collectively represent their background of training and experience. It also means inventorying their skills, experience, achievements, training and education, certificates or licenses, aspirations, aptitudes, financial, and family needs as well as their desires, dreams, and goals. Several tools, such as assessments, a joint services transcript (JST), and the DD Form 2586 are available to clients for self-analysis. These tools are particularly useful for a client when completing the individual transition plan and gap analysis deliverables for the CRS.

*c.* One document essential for building a comprehensive portfolio is the DD Form 2586. This document is useful for preparing resumes and establishing capabilities with prospective employers. It is also helpful when applying to a college or vocational institution requesting information about how military training and experience equate to college credit. Public Law encourages all Soldiers in transition to receive a copy of the completed DD Form 2586. The DD Form 2586 is created from a Soldier's automated personnel records and lists military job experience and training history, recommended college credit information and civilian equivalent job titles, but it is not a resume. Soldiers and veterans who served on or after 1 October 1990, are eligible to receive a DD Form 2586 document online from DMDC through the SFL–TAP Web site. SFL–TAP staff must ensure that Soldiers, retirees, and veterans are made aware of the DD Form 2586 document, its value, uses, and the means by which they can secure one. Counselors allow clients to use client workstations for the purpose of securing a DD Form 2586 document, including assisting clients to use the DD Form 2586. This assistance should be provided during preseparation counseling or initial counseling so that the client has attained or knows how to attain their DD Form 2586 prior to attending an MOS Crosswalk Workshop.

*d.* Gathering information is an ongoing task in the job-search process. As well as gathering information about oneself, clients compile information about jobs. This ranges from scanning want ads and conducting online and library research to networking. The information clients gather through these activities enables them to accomplish other job-search tasks. While some information can be obtained from static resources, the most relevant information is available only from current practitioners. This makes networking the most valuable job search tool for setting an objective, identifying job opportunities, and preparing for interviews.

*e.* A job-search strategy that includes more than one objective is acceptable if each objective can be validated. Clients should evaluate if a specific career offers the opportunity to meet their financial, career, and family goals and if their education, training, and experience meet job requirements. They also judge if the career will be satisfying. By testing each objective this way, clients select the best alternative.

*f.* Clients learn the relevance of resume writing, along with other elements of the job-search process. The process for developing resumes, cover letters and, for clients interested in Federal employment, a Federal resume is evolutionary. No document is ever truly final. Each event in the job search generates new information and requirements that shape these documents. Electronic applications, employment database summaries, and true electronic resumes especially require clients to conduct research in order to match their qualifications to job requirements.

*g.* Personal references are an important tool for job seekers. References must be capable of presenting relevant information about the job seeker's skills, experience, work habits, and character. Care must be taken to ensure that references are credible and selected based on how they can describe the job seeker in terms of the job opportunity. References also must possess good communication skills so they can convey the requested information and must be willing participants in the process.

*h.* Clients conduct informational interviews with individuals working in targeted occupations or industries as well as living and working in targeted geographical locations to set their job objective. They use informational interviews to identify job opportunities in the hidden job market, where a large percentage of high quality jobs, never announced in newspaper want ads or even on the Internet, are found. At this level, their ultimate networking goal is to identify the person who can schedule a job interview. To win the job, clients conduct informational interviews so they can learn everything about the target company—its culture, work ethics, manner of dress, recent history, future prospects, major projects, and customers—in short, what the company is looking for when they hire new employees. Clients conduct informational interviews with gradually increasing focus until they are spending most of their time talking to individuals who may be hiring. The model depicts this step and the preceding step, writing, as an activity loop and indicates that these two tasks are integrated and interactive.

*i.* Based on information gathered through research and networking, clients learn to prepare for interviews. They develop responses to likely questions and determine which questions to ask interviewers to ensure the job, company, and compensation package are acceptable. Clients learn to follow up each interview and to evaluate the questions asked and responses given. If they are to negotiate realistically and effectively, clients must learn the prevailing salary ranges and benefit packages. They must develop a negotiation strategy that avoids confrontation yet secures the best possible outcome.

#### **10-4. Federal job application training**

*a.* SFL-TAP Centers conduct employment assistance seminars consistent with demand and resources. While Federal job application training is not required, providing such training should be considered.

*b.* Standard seminars that support Federal job application training are available on the SFL-TAP Support Center Web site as slides with notes pages. Each seminar should be between 1 and 2 hours in length.

*c.* Eligible Soldiers with an interest in Federal government employment, when feasible, will have access to the Federal Application seminar when available at the SFL-TAP Center, through the SFL-TAP 24/7 Virtual Center, or on JKO.

*d.* Federal job application seminars are created solely for scheduling by eligible Soldiers and/or their caregivers, when possible. Soldier interest in Federal employment is identified through a review of DD Form 2648 and DD Form 2648-1 responses to item 11g. These responses also support queries, which are used to identify and follow up with eligible IDES Soldiers interested in Federal employment. If demand is insufficient to support separate seminars for eligible Soldiers, seminars can be opened to all SFL-TAP clients; however, scheduling preference is given to eligible Soldiers with a reason code of WTB, WTU, MEB, or PEB. Seminars are offered at the SFAC or a location convenient to eligible Soldiers undergoing medical treatment or living at the WTU or at a location accessible to eligible Soldiers with physical limitations. As required, individual training is offered to eligible Soldiers to accommodate situations where demand is insufficient to justify formal training, or the client is medically unable to attend formal training. One-on-one training is conducted using the same slides and script used for formal training and is equivalent in content to formal training.

*e.* As part of the application training process, eligible IDES Soldiers are encouraged to actively identify viable Federal job opportunities and to submit an effective job application. They receive assistance identifying and cross-walking their experience and training to job requirements, as well as completing Federal job applications and resumes. Eligible IDES Soldiers are made aware of their eligibility for a hiring preference and guided to include their preference information in their Federal job application. All eligible IDES Soldiers actively pursuing Federal employment are counseled to do so only as part of a broader job search effort, and not to rely solely on efforts to secure a Federal position. TAP XXI supports and records IDES Soldier participation in Federal employment training and IDES Soldier client notes. The Individual WTC/IDES Progress Report identifies IDES Soldier participation in Federal employment training.

*f.* As part of the application training process, eligible WTC Army Wounded Warrior (AW2) Soldiers are given assistance on preparing an effective application and resume for Federal employment. If the WTC AW2 Soldier desires employment with a Federal agency, the Soldier receives assistance on using the appropriate online formats and methods. If the WTC AW2 Soldier desires civilian employment with a Federal agency, the Soldier receives SFL-TAP assistance preparing an effective resume and a Federal job application, using the appropriate online formats and methods. When the Soldier has completed a resume it is sent electronically to the SFL-TAP WTC coordinator, who forwards the resume to the WTC Career and Education Cell for processing. The Soldier may also benefit from providing the WTC AW2 advocate with the Soldier's Federal resume, if an advocate is available at the location. TAP XXI supports and records WTC AW2 Soldier participation in Federal employment training, document transfer and WTC Soldier client notes.

#### **10-5. U.S. Army Reserve employment assistance**

The Army Reserve P30 provides a mechanism for the Army Reserve and civilian industries to collaborate in a joint private-public venture that gives business leaders tangible benefits for employing and sharing their Soldier-employees. The Army Reserve employs geographically dispersed personnel who help Soldiers locate and apply for civilian jobs across the United States. By actively connecting Soldiers and employer partners, Army Reserve citizen-Soldiers will

gain access to job opportunities throughout the country and learn about additional platforms for professional advancement, enhancing both their military and civilian careers. The Army Reserve is always looking for ways to provide additional training and credential-fulfillment opportunities for Army Reserve Soldiers, to keep them competitive in the job market. Soldiers can, therefore, use their Army Reserve training and skills to meet the needs of today's civilian job market.

## Chapter 11 Soldier Life Cycle and Transition

### 11–1. Soldier Life Cycle

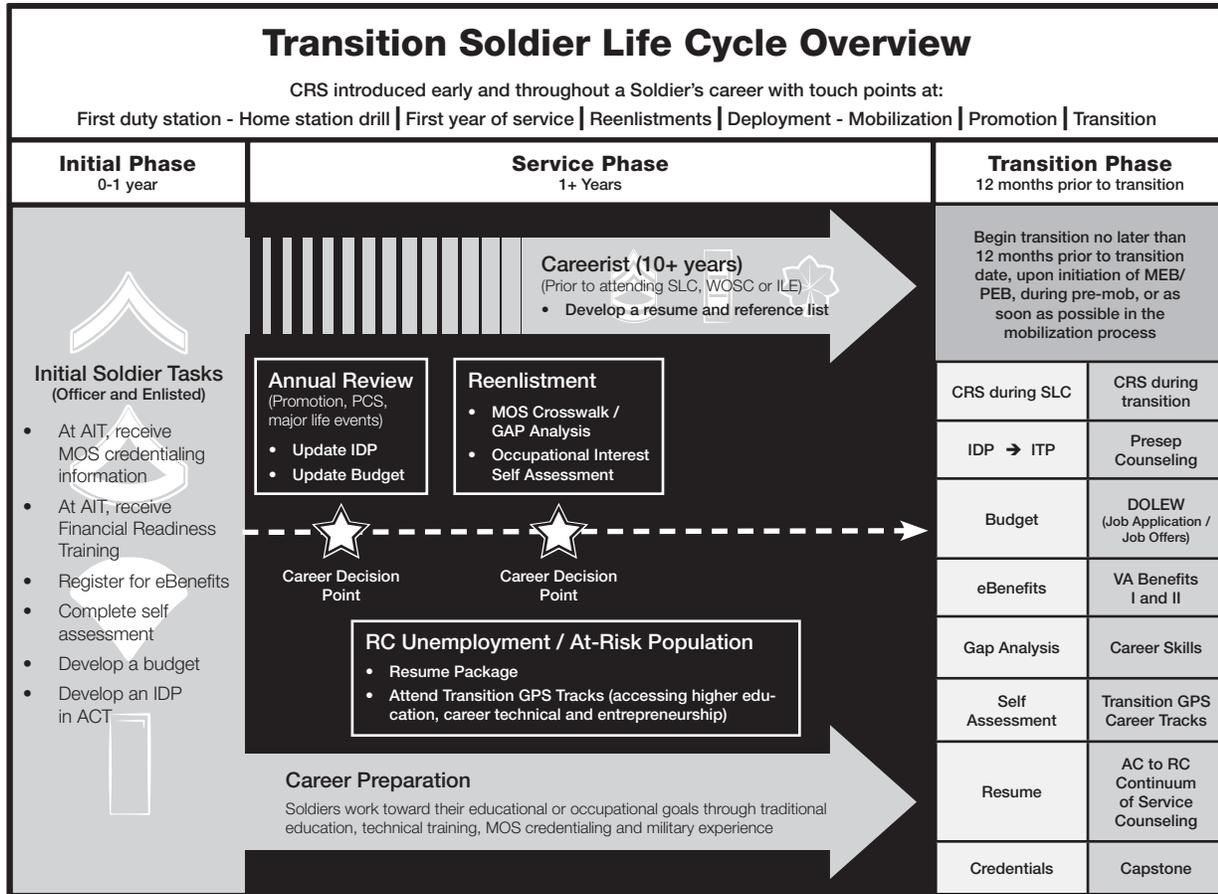
*a.* The Army has adopted the term Transition Soldier Life Cycle to refer to its version of the Transition Military Life Cycle. The term “Transition Soldier Life Cycle” or “Transition SLC” will supplant all future references of the Transition Military Life Cycle. The Army’s Transition SLC applies to both the AC and RC.

*b.* The Transition SLC is part of the SFL concept and capitalizes on a Soldier’s training and professional development timeline. It also leverages SFL–TAP offerings to prepare Soldiers to serve the Nation in uniform and as productive citizens after their military service. Through the use of both military career development opportunities and SFL–TAP training, Soldiers will master the military skills required for a successful Army career, while developing key career readiness products throughout their military service. Their military experience and continual preparation will smooth the path for a successful transition from active duty, whenever the time occurs. The goals of the Transition SLC are to:

- (1) Teach Soldiers to be Soldiers first.
- (2) Retain quality Soldiers in the total force and support the All-Volunteer Force.
- (3) Develop career readiness skills while introducing the Soldier to the many benefits the Army has to offer.
- (4) Prepare leaders to mentor eligible Soldiers to achieve CRS prior to their transition from active duty.

*c.* The Transition SLC incorporates portions of SFL–TAP by distributing segments of transition throughout the span of a Soldier’s career. The Army’s Transition SLC consists of three phases: an initial phase, a service phase, and a transition phase designed to match a Soldier’s career progression whether serving on active duty, in the USAR, or the ARNG. Integrated throughout these phases are some CRSs the Soldier is expected to finalize and provide to a transition counselor for verification, during the transition phase. Distributing those CRSs that can be completed prior to transition allows the Soldier to refine those products over time, and better prepares the Soldier for transition. Touch points occur during the first year of service, deployments or mobilizations, reenlistments, promotions, and following major life events, as part of routine Soldier development counseling. Soldiers are informed about the key touch points within the Transition SLC by their commanders and NCOs.

*d.* The model in figure 11–1 depicts the Army’s plan for implementing the Transition SLC and the tasks required at key points during a Soldier’s career.



**Figure 11-1. The life cycle for a Soldier in transition**

e. Many USAR and ARNG Soldiers will complete transition requirements as part of the SLC and may not have to meet VOW or CRS standards because they did not meet the eligibility requirements.

### 11-2. Soldier Life Cycle – Transition Assistance Program timeline

a. The SLC begins during initial military training, continues throughout the Soldier's military career, and culminates at Capstone. It includes creating the IDP. Throughout the SLC, Soldiers will be trained, educated, and postured to become career-ready on their transition from military service by completing the SFL-TAP curriculum to meet the CRS. Upon commencing the transition process, the IDP will be used as the basis for the ITP. The transition SLC will include a Capstone phase.

b. Prior to participating in the SFL-TAP curriculum, eligible Soldiers will complete a standardized individual assessment tool, selected by the military departments, to assess aptitudes, interests, strengths, or skills used to inform a Soldier's decisions about selecting higher education and career technical training toward a desired future career field. Eligible Soldiers will be referred to an education counselor for assistance in interpreting the results and making an informed decision concerning education and/or training.

### 11-3. Initial phase (0-1 year)

a. Soldiers will register for an eBenefits account, attend financial management training and complete a spend plan, complete a self-assessment, and initiate an IDP in accordance with military department regulations and procedures.

b. The eBenefits registration, financial management training and spend plan, self-assessment, and IDP should be

initiated no later than 180 days after arrival at the first permanent active duty station for AC Soldiers, or the sixth unit assembly for RC Soldiers.

*c.* Soldiers will be counseled on their professional and personal development goals within the Army and will establish a civilian career goal.

*d.* Soldiers will be referred to their local Army Education Center, State Education Services Office, or appropriate RC resources for counseling on a self-assessment to identify aptitudes, interests, strengths, and skills.

*e.* An Army Education Center counselor will review the Soldier's assessment and discuss their individual education and/or career goals. When available, RC Soldiers will attend the higher education track to receive additional information on education and/or career goals.

*f.* Education counselors and ARNG education services officers will help Soldiers develop an education roadmap, to achieve goals or technical certifications leading to post-service employment. Counselors will advise the Soldier on education benefits and entitlements, to include tuition assistance and GI Bill benefits.

*g.* Financial management and spend plan training is available through Army Community Service or appropriate family service center operated by the governing sister-service on a joint base.

*h.* The first line supervisor or leader will review and annotate the completion of the eBenefits account registration, spend plan, self-assessment, and IDP in the ACT.

*i.* On the eligible Soldier's decision to transition, or notification of involuntary separation, the IDP will migrate into the ITP.

#### **11-4. Service phase (1-10 years) "Serve Strong"**

*a.* The service phase begins after the first year of service and ends once the Soldier makes the decision to transition or to retire and pursue their post-service career goals.

*b.* All Soldiers assessed after 1 October 2014 will review their IDPs annually, with their first line supervisor or higher level leader, to update, change, and review progress made toward their post-service, civilian career, or education goals. These Soldiers will also complete financial resiliency training to ensure major life changes are reflected in their current budget.

*c.* Soldiers pursuing education goals will access their Joint Service Transcript after becoming eligible upon completing their first year of service following initial military training, and initial active duty for training, to include in their education-and-experience profile in ACT. The Joint Service Transcript is a tool for colleges and universities, credential-fulfillment and State licensing agencies, and potential employers to use in assessing military training, education, and experience.

#### **11-5. Service phase: (reenlistment) "Serve Strong"**

Soldiers will complete an MOS crosswalk comparison review, gap analysis, and a self-assessment (enlisted), following each reenlistment (enlisted) or promotion (officer) to evaluate, or re-evaluate, the transferability of military skills to the civilian workforce. Additionally, COOL is available to obtain information pertaining to requirements and eligibility for certification, licensure, and apprenticeship in the Soldier's desired career field. The intent is to capitalize on the introspection associated with reenlistment, and to develop a comprehensive MOS crosswalk and gap analysis with an insightful occupation interest self-assessment to encourage focused life-goal(s).

#### **11-6. Service phase: (unemployed or at-risk RC Soldiers) "Serve Strong"**

*a.* The intent is to focus resources on the at-risk population by offering education and training opportunities to unemployed RC Soldiers, to support RC readiness and reduce UCX following periods of mobilization.

*b.* Unemployed RC Soldiers or RC Soldiers who desire a career change may complete the appropriate SFL Career Track (Accessing Higher Education, Career Technical Training, or Entrepreneurship), based on their stated goals on the IDP. Unemployed RC Soldiers can also attend the DOLEW on a space-available basis. These workshops are available through the SFL-TAP 24/7 Virtual Center, closest SFL-TAP Center, if available, or a consolidated event coordinated through DOL by the ARNG or USAR. MTTs are available to the USAR and ARNG to support this training.

#### **11-7. Careerist (10 years-retirement) "Serve Strong"**

*a.* Soldiers who decide to continue their military service until retirement will complete transition tasks prior to attending PME courses in accordance with their professional timeline. Commanders will validate Soldiers' complete transition tasks prior to attendance. The intent is two-fold:

- (1) To further develop mid-career professionals to coach, teach, or mentor junior Soldiers on career development.
- (2) Provide the careerist the opportunity to reflect on past work experience and ensure the resume is initiated prior to transition.

*b.* In order to better prepare young Soldiers, unit commanders will verify that leaders who are attending PME courses (resident or distance learning) complete a Federal or civilian resume. The resume will include a personal and professional references list, and will be completed before attending Senior Leaders Course, Warrant Officer Staff

Course, or intermediate level education, as appropriate. These products can be completed through online resources or the local SFL–TAP Center on a space-available basis.

**11–8. Transition phase (12 months prior to transition) “Reintegrate Strong”**

*a.* In order to adequately prepare for transition, all Soldiers who will complete 180 days of continuous active duty, not in a training status, will follow the process outlined in chapter 5 of this regulation.

*b.* AC Soldiers, not pending transition, who were on active duty and have completed more than 1 year of service as of 1 October 2014, will complete the transition SLC tasks required. The task requirements are based on their current life cycle phase and for each succeeding touch point (promotion, reenlistment, completion of military education level 4 PME).

*c.* RC Soldiers on active duty prior to 1 October 2014 will complete CRS during the transition phase. After 1 October 2014, RC Soldiers will complete SLC tasks as outlined in this regulation.

## Chapter 12

### Support: The Soldier for Life – Transition Assistance Program Staff

#### 12–1. Transition services manager

*a.* Where assigned, the TSM provides the managerial viewpoint and management plan for coordinating and synchronizing all Army transition elements on the installation and ensuring the most effective allocation of Army transition resources. The TSM is the primary advisor to installation staff and tenant commanders for all Army transition related topics. The TSM establishes core operating hours and notifies the command if SFL–TAP Center operating hours change. The TSM is the SFL–TAP Center’s voice with commanders and unit leaders concerning how SFL–TAP Centers operate in support of VOW and CRS requirements.

*b.* The TSM monitors the quality and quantity of transition and employment assistance services, monitors SFL–TAP Center operations, and has daily interaction with staff operational processes. If operational noncompliance is identified, the TSM should engage with SFL–TAP staff and work toward immediate resolution. If the TSM is unable to resolve any issues with SFL–TAP staff, the question or issue should be referred to his or her IMCOM Transition Services Branch.

*c.* The TSM has access to, reviews, and analyzes all automated and non-automated reports and uses the reports to market and manage the program. The TSM uses TAP XXI to measure activities and performance (for example, workload, services delivered, SFL–TAP Center throughput, how resources impact clients) and the direct linkage between how staff and clients use the system and the numbers they see in TAP XXI reports. In addition, prior to their submission, the TSM ensures the completeness and accuracy of any reports prepared by the SFL–TAP staff. The TSM submits an SFL–TAP TSM monthly management report to the IMCOM Transition Services Branch. The TSM works directly with the installation and tenant unit (for example WTB and WTU) commanders to provide answers to questions regarding status and progress of clients associated with their command. The TSM ensures commanders are proficient in their comprehension of commander report data.

*d.* The TSM markets SFL–TAP to commanders, supervisors, Soldiers, DA Civilian employees, Family members, and service providers. This is done to help them understand their stake in the SFL–TAP and to garner the active cooperation and participation that is essential to the SFL–TAP success. The TSM creates and maintains the installation SFL–TAP marketing plan. IMCOM SFL–TAP assesses the installation’s SFL–TAP marketing plan for quality, effectiveness, and compliance; responsibility for the plan rests solely with the TSM. The TSM receives guidance, assistance, support, and training from IMCOM SFL–TAP. The TSM involves SFL–TAP staff in building, implementing, and evaluating the plan. The TSM conducts briefings, writes articles, and identifies tasks for which the SFL–TAP Center staff can provide support. The TSM evaluates marketing activity effectiveness and compliance through surveys and other information-gathering activities. IMCOM SFL–TAP assesses marketing activities for quality, effectiveness, and compliance.

*e.* The TSM serves as the principal for hosting Soldier and employer events on the installation. The TSM works with installation officials to sponsor and support events and coordinates employer participation. Employers are not restricted without a local ruling from the Judge Advocate General. However, the TSM can limit participation based on event capacity. The TSM organizes and markets job fairs on the installation and may ask the SFL–TAP Center counselors for help recruiting employers, conducting a letter writing campaign, or staffing the job fair. The TSM does not restrict jobs displayed on SFL–TAP Center bulletin boards based on the nature of the job. The TSM may restrict information displayed throughout the SFL–TAP Center, when such information presents the appearance that the SFL–TAP Center is endorsing or acting as agents for employers and their products or services.

*f.* The TSM markets several Army programs that promote Soldier and civilian employment across the installation and to private/public employers. Data will be collected by the TSM to support Army data reporting requirements. The TSM complies with current guidance to report on installation activities that promote Soldier and spouse employment.

*g.* The TSM publicizes the SFL–TAP Web site and the SFL–TAP 24/7 Virtual Center. The TSM determines how to incorporate the SFL–TAP Web site and SFL–TAP 24/7 Virtual Center into installation marketing activities. The TSM coordinates with all other service providers who conduct ETS and retirement briefings or refer clients to SFL–TAP. The TSM ensures they understand the SFL–TAP changes, the SFL–TAP Web site, SFL–TAP 24/7 Virtual Center options, and includes this information in their referral materials and desk references. The TSM ensures that transition notification correspondence alerts Soldiers to the existence of the SFL–TAP Web site (SFL–TAP 24/7 Virtual Center), informs them of its availability and value, and encourages its use.

*h.* The TSM ensures that adequate facilities and resources are provided to the SFL–TAP Center and reports any lack of resources provided by the installation. The TSM approves announcements whenever the SFL–TAP Center must be closed for scheduled or unscheduled maintenance or repairs. The TSM arranges with the installation to store supplies and equipment being consumed in the near term.

*i.* The TSM ensures that efficient and effective outreach services are available to Soldiers medically unable to participate in regularly scheduled SFL–TAP activities, ensures that services are provided to all IDES Soldiers who visit the SFL–TAP Center whether they are assigned to the WTU or another unit, and wherever possible ensures SFL–TAP services are conducted in the SFAC.

## **12-2. The transition services manager's role in the process**

- a.* The TSM provides oversight and direction of the preseparation counseling, training, and evaluation processes.
- b.* In anticipation of preseparation counseling requirements, the TSM coordinates with the SFL-TAP staff to ensure that enough supplies and handouts are on hand to meet expected throughput. The TSM also ensures sufficient storage space is secured and that SFL-TAP Center staff can easily access stored materials. Storage must be suitable and protect the materials from damage and loss.
- c.* Because services are now mandated, eligible Soldiers should expect to complete their initial counseling following completion of DD Form 2648. It is expected that eligible Soldiers will begin their ITP during the initial counseling session. Under certain circumstances, the TSM supports the SFL-TAP staff during preseparation-initial counseling sessions and, as outlined in chapter 5 of this regulation, occasionally will be asked to review and sign required forms.
- d.* The TSM ensures the SFL-TAP staff schedules eligible Soldiers for DOLEW, VA Benefits Briefings, and courses mandated by VOW or CRS. The TSM is responsible for all DOL and VA coordination and scheduling, classroom scheduling, technical support, and set up, if necessary. SFL-TAP staff capture and record attendance in TAP XXI for each workshop. In many instances, attendance is mandated, along with possible deliverables. If the TSM is available, then they can open and close each DOLEW. The TSM should report concerns on quality of the delivery of services by the VA and DOL through their chain of command.
- e.* The TSM and SFL-TAP Center installation manager monitor the availability of preseparation briefings and initial counseling, DOLEW, VA benefits briefings, and courses mandated by VOW and CRS. This determines if the number, and capacity, of scheduled events meet client needs. The goal is to achieve a balance between eligible Soldiers having reasonable access to required services early enough in their transition process to take advantage of the services, and scheduling too many briefings, workshops and seminars that use valuable staff resources inefficiently. The TSM coordinates solutions in instances where availability is insufficient to ensure the installation and SFL-TAP Center is compliant with VOW and CRS requirements and timelines.
- f.* As necessary, the TSM and SFL-TAP Center installation manager meet to reassess the frequency and capacity of SFL-TAP Center event schedules. The official SFL-TAP Center event calendar can be found on the SFL-TAP Web site. The TSM and SFL-TAP Center installation manager ensure that scheduling event attendance online is possible. The TSM coordinates with the appropriate DOL and VA points of contact to identify DOLEW and VA benefits briefings, as far into the future as possible, ideally 90 days prior to an event. The TSM has the authority to cancel, modify dates of or add additional workshops, as required, and as coordinated with DOL and VA.
- g.* The TSM prepares all SFL-TAP policy letters requiring the installation commander's release as they address Soldier requirements for SFL-TAP services and transition mandates, and post release-employment restrictions. Coordinating input is obtained from unit leaders and installation service providers such as the Staff Judge Advocate.
- h.* The TSM can direct the SFL-TAP Center to conduct specialized DA Civilian workshops for civilians who are leaving Government service due to RIF, BRAC, or retirement. The TSM coordinates with local installation or Civilian Personnel Advisory Center officials, to market the capability of the SFL-TAP Center to provide specialized workshops for DA Civilians who are leaving Government service.
- i.* The TSM may support command requests and host special training events, at no cost, that support the installation's population in transition.
- j.* The TSM coordinates with VA representatives to arrange VA benefits briefings and ensures classrooms support course delivery and meet Soldier demand. The TSM ensures that SFL-TAP staff introduces the VA presenter. The TSM ensures VA benefits briefing attendance sheets are provided to the SFL-TAP Center installation manager. The TSM and SFL-TAP Center installation manager work together to increase client awareness of VA benefits briefings and encourage clients to use SFL-TAP 24/7 Virtual Center, for delivery when needed, to schedule them.
- k.* The TSM and SFL-TAP Center installation manager consider several factors (timing, the total SFL-TAP experience, client availability, and installation clearing procedures) and jointly determine the optimal process to have clients complete the SFL-TAP client exit questionnaire. They encourage clients to participate in SFL-TAP evaluations. On a monthly basis, the TSM analyzes SFL-TAP survey data. Other survey data collected by DOL and VA representatives may be evaluated if available, but it is not the intent that the SFL-TAP staff collects or comments on DOL and VA evaluations by clients until requested by the TSM.
- l.* The TSM reviews the status of local reports, and automated and non-automated records maintained in the SFL-TAP Center, to verify compliance and ascertain the quality of services. The TSM reviews the monthly SFL-TAP Center installation manager's report and discusses with that manager any issues he or she has regarding the report, or other operating issues. On a weekly basis, the TSM monitors the SFL-TAP Support Center to determine the status of the SFL-TAP Support Center's technical or functional tickets. The TSM may hold periodic meetings and evaluation sessions with service providers and SFL-TAP Center staff to determine how well clients' needs are being met and to implement corrective actions should problems arise.
- m.* The TSM monitors the quality and effectiveness of SFL-TAP support to the SFAC, WTU Soldiers, IDES Soldiers, Family members, and caregivers. The SFAC provides the office space and equipment that enables SFL-TAP to provide services, and the TSM monitors how effectively SFL-TAP is integrated with the SFAC process and the

WTU. In support of the SFAC and Soldiers being processed for medical transition or retirement, the TSM institutionalizes and maintains an effective working relationship among the WTU, PEBLO, SFAC, RSO, TC, DOL and VA representatives, and the SFL-TAP Center installation manager. The TSM includes the SFL-TAP Center installation manager in working meetings with WTU, PEBLO, and SFAC representatives and keeps the SFL-TAP Center installation manager informed of all SFAC policies, procedures, and issues impacting SFL-TAP SFAC staff. The TSM and SFL-TAP Center installation manager routinely visit the SFAC to maintain visibility with the SFL-TAP SFAC counselor, to determine if support is adequate and if the counselor's needs are being met. The TSM maintains open communication with the SFAC Director and discusses SFAC satisfaction with SFL-TAP support of the overall mission, operational issues, and any upcoming staff training sessions or meetings the SFL-TAP SFAC counselor should attend. The TSM uses TAP XXI local-level and management-level reports, which the Army considers the sole and authoritative record of SFL-TAP services, to provide participation information to the SFAC chain of command and to track WTU and IDES clients participating in SFL-TAP activities. The TSM avoids using manual records and non-standard documents, unless required information cannot be provided by a query.

*n.* The TSM monitors VA Benefits Briefings I and II to comply with guidance in the MOU among DOL, DOD, VA, DHS, ED, OPM, and SBA, "Transition Assistance Program for Separating Service Members," and submits reports, as required. The TSM ensures the content of briefings for IDES Soldiers is equivalent to the content of VA Benefits Briefings I and II. With the SFL-TAP Center installation manager's assistance, the TSM develops an optimal schedule—for DOLEW and VA benefits briefings—that ensures the installation, Soldier, and SFL-TAP Center are compliant with transition mandates. The TSM coordinates with appropriate DOL and VA points of contact when scheduling events, and arranges with the DOL facilitator and VA representative to allow Family members and caregivers to attend these events. The TSM secures adequate classroom space for all scheduled events, monitors attendance, and adjusts schedules to efficiently meet the needs of Soldiers. The TSM negotiates a process that defines how mandatory preseparation briefings, transition help, and employment assistance are requested and supported for Soldiers not physically able to receive services in the SFL-TAP Center or at other service provider locations. The TSM negotiates schedules for on-site services.

*o.* To simplify Federal job application training for severely injured and wounded Soldiers, the TSM and SFL-TAP Center installation manager assess the demand for, and feasibility of, providing formal training and ensure that training sites such as JKO or the SFL-TAP 24/7 Virtual Center are accessible by Soldiers with physical limitations. The TSM uses the WTC/IDES Progress Report to monitor participation in Federal application seminars.

*p.* For unprogrammed losses, prisoners, and those who separate involuntarily (via medical or legal separations), the TSM works with the installation to identify courses during which students or trainees accrue 180 days or more of continuous military service. At installations with an ACF, the TSM coordinates with the appropriate military personnel activity on the installation to identify separating confined Soldiers. The TSM requests access to the facility. If the ACF authority agrees and the number of confined Soldiers interested in attending a workshop is warranted, the TSM may coordinate with the local DOL facilitator, VA facilitator, and ACF staff to arrange workshops and briefings there.

*q.* The TSM ensures that timely preseparation counseling is provided to eligible deploying Soldiers and that SFL-TAP involvement in the pre-deployment process is coordinated. The TSM works with the installation authority responsible for pre-deployment processing to identify the units being deployed and the timing of their deployment. The TSM ensures that commanders of deploying units understand the preseparation counseling requirement and employment assistance services are available to eligible Soldiers who will be required to make a transition if not deploying with the unit. Except where prohibited by security concerns, the TSM provides the SFL-TAP Center installation manager all information regarding AC unit deployments and those who require mobilization briefings scheduling. The TSM completes and submits a surge request (see SFL-TAP Site Management Manual) for approval of additional staffing support, if needed for deployment or redeployment events, and the TSM also schedules preseparation counseling delivery to coincide with scheduled deployments, so the DD Form 2648 is completed at SRP sites.

*r.* The TSM works with the installation to identify requirements associated with demobilizing RC Soldiers and units. The TSM attempts to secure sufficient time to conduct full manual preseparation briefings and the curriculum that fulfills VOW and CRS mandates. The TSM keeps the entire SFL-TAP team informed of demobilization schedules. The TSM facilitates cooperative arrangements and local procedures that allow SFL-TAP staff to confirm and correct illegible information on DD Form 2648-1. The TSM identifies the authoritative source for RC demobilization rosters on the installation and ensures the SFL-TAP Center installation manager has access to that source and/or the personnel data contained in the rosters.

*s.* Three months before a unit's redeployment, the TSM begins marketing SFL-TAP to gain the commander's support for services. As redeployment nears, TSMs should send flyers to rear detachment commanders, sergeants major, first sergeants and Family Support Groups to post on unit-focused bulletin boards. Flyers should stress the need for returning Soldiers to contact the SFL-TAP Center and schedule key services. Flyers can promote DOLEW, VA benefits briefings and other VOW or CRS events; however, SFL-TAP Centers should not schedule deployed Soldiers

for these events until they return to their home station. The TSM ensures SFL–TAP is fully integrated with installation programs that assist the families of returning Soldiers.

*t.* The TSM and SFL–TAP Center installation manager market SFL–TAP services to RC personnel with more than 180 days of active duty service who already have been mobilized and are stationed on the installation. The TSM and SFL–TAP Center installation manager can coordinate directly with commanders of RC units that have been mobilized, and are stationed on the installation, to arrange for group manual preseparation briefings in anticipation of demobilization.

## **Chapter 13**

### **Web-Based Support**

#### **13-1. Job portal**

*a.* A job portal established and maintained by the VA is the primary portal for employers to connect with Soldiers, and for Soldiers to search for employment. The link is featured on the SFL-TAP Web site or may be accessed at <https://www.ebenefits.va.gov/ebenefits/job-search>. SFL-TAP staff encourages employers to use this site by explaining that it is an effective and convenient way for employers to reach Soldiers in transition. There are instructions on the site that explain the program and eligibility criteria to guide employers through the registration process.

*b.* The SFL-TAP Web site also links both Soldiers in transition and employers to the Army-designated job portal that is populated with current openings in companies actively seeking to recruit veterans. SFL-TAP Center staff members work closely with the TSM, who receives information about upcoming hiring initiatives, events, and job fairs. Staff members market these hiring opportunities to all clients. When a Soldier registers and builds a profile on the Army-designated job portal. All SFL-TAP staff members should encourage Soldiers to register on the portal.

#### **13-2. Program Web site**

*a.* Outside the SFL-TAP Center, clients use the SFL-TAP Web site to access the SFL-TAP calendar of events, SFL-TAP 24/7 Virtual Center, TAP XXI, synchronous SFL-TAP curriculum, as well as other applicable resources. The SFL-TAP Web site is the default home page for all clients accessing SFL-TAP via the Internet.

*b.* The transition audience includes Soldiers, veterans, DA Civilian employees, and their Family members. The transition information is tailored to their particular interests and needs. The Army leaders page provides information and communication to commanders, sergeants major, first sergeants, uniformed leaders, supervisors, and managers at all levels about the SFL-TAP and the tools and benefits available to them.

*c.* The Web site is managed by the Army Transition Division, Human Resource Center of Excellence. SFL-TAP Center staff must familiarize themselves with all features to help clients use the Web site efficiently. Staff should market the Web site and encourage clients to use the SFL-TAP 24/7 Virtual Center.

*d.* SFL-TAP Web site makes SFL-TAP more accessible by allowing eligible Soldiers to accomplish a wide range of tasks from their home or office. Eligible Soldiers can register, schedule, and complete SFL-TAP services online. The SFL-TAP Web site captures a full registration for users and creates a TAP XXI pre-client record that can be accessed by SFL-TAP Center staff. Eligible users can schedule attendance at any event and complete a preseparation briefing online. They can print appointment slips and cancel attendance at a previously scheduled event. Clients can use the TAP XXI resume and cover letter writing software. Because resumes and cover letters are maintained in TAP XXI, users can request, by phone or email, that their counselor review the file without the need to physically deliver the document to the SFL-TAP Center. All staff encourage, but do not require, clients to use the SFL-TAP Web site for services. Even though staff may prefer resume templates with a “.doc” format, they do not discourage clients from using the resume-writing template but, instead, help clients convert the resume-writing template to a “.doc” format.

*e.* SFL-TAP staff—by conducting preseparation briefings and initial counseling—ensure clients learn about the types of events that can be scheduled through the SFL-TAP Web site. Clients call or email an SFL-TAP counselor to schedule counseling. Counselors encourage clients to use the SFL-TAP Web site to explore, schedule, cancel, re-schedule, and complete events, and to write resumes and cover letters.

*f.* Additional information for using the SFL-TAP Web site to manage events is included on client appointment slips and email messages to clients that encourage participation at an event, or to remind clients of a scheduled event. Counselors may promote the SFL-TAP Web site at installation ETS briefings, pre-retirement briefings, and other similar events, and may encourage its use. Participants also are informed they can telephone or visit the SFL-TAP Center to begin SFL-TAP services.

*g.* Managers at all levels should be aware of the SFL-TAP Web site use at each SFL-TAP Center and adjust marketing efforts and client communication protocols accordingly.

#### **13-3. Accountability and monitoring**

*a.* TAP XXI is the Army’s official system of record for maintaining and tracking accountability of customers’ attendance, participation, and completion of all transition requirements.

*b.* TAP XXI produces automated appointment slips for eligible Soldiers and DA Civilian employees. Appointment slips ensure that commanders and supervisors know their eligible Soldiers and employees have a legitimate reason to be excused from their duties. Unit commanders, first sergeants, and supervisors have the right to verify that their Soldiers and DA Civilian employees are attending transition services. Client attendance at events and for SFL-TAP Center services are recorded electronically, so commanders and supervisors can call the SFL-TAP Center at any time to confirm that a Soldier or employee actually participated in a scheduled activity.

*c.* Having the automated application track progress also enables SFL-TAP counselors to carefully monitor clients and attempt to reinvigorate those whose efforts are lagging. Since monitoring client progress is directly related to

staffing levels and workload, the SFL–TAP Center installation manager determines the minimum acceptable levels of client monitoring and follow up, and enforces established standards.

#### **13–4. Asynchronous training**

*a.* SFL–TAP services, and SFL–TAP specialized transition courses, are available as asynchronous training sessions on JKO. Clients who are unable to attend SFL–TAP Center services can receive credit for completing courses asynchronously through JKO as a last resort. The SFL–TAP 24/7 Virtual Center’s synchronous training is preferred over the JKO asynchronous training sessions. These completions are recorded in TAP XXI.

*b.* For clients who are remotely located without Internet access and cannot attend a traditional class, a digital versatile disc (DVD) containing the JKO SFL–TAP courses can be provided by the nearest SFL–TAP Center. The client will have to send a copy of all certificates of completion to their SFL–TAP counselor for data entry into the TAP XXI client record.

## Chapter 14 Quality Assurance and Quality Control

### 14-1. Objectives

The SFL-TAP staff members comply with operational requirements and ensure that all are being fulfilled. The major SFL-TAP operational requirements include providing preseparation and employment assistance counseling and scheduling. Also, the staff members conduct services required under VOW and CRS for eligible Soldiers within prescribed timelines. This ensures VOW and CRS mandates are met, and selected career track(s) are complete. A final check of client readiness (Capstone) is then completed, and a DD Form 2958 issued. Documentation is entered into TAP XXI as activity occurs and prior to the Soldier's transition from active duty. Other requirements include accurate and timely reporting and maintaining files that comply with the Army Records Information Management System. Compliance is both a quantitative and qualitative concept. The SFL-TAP staff ensure all delivered content meets established evaluation criteria and the presentation quality is acceptable, recorded, and reported in a timely manner. Compliance is ascertained through reports, critiques, client surveys, and site inspections conducted by quality assurance (QA) and the contractor's quality control (QC) inspectors to monitor and report performance.

### 14-2. Concept

*a.* QA and QC is a proactive process that includes standard government QA and contractor QC inspections, analyzing information collected from automated and non-automated sources, collecting client critiques, implementing corrective actions, maintaining SFL-TAP staff training programs, and evaluating SFL-TAP staff performance. QA and QC is more than detecting problems and implementing remedial actions. Effective QA and QC require a program to correct problems and to prevent their recurrence. A sound QA and QC program is based on standards that are directly related to the mission. SFL-TAP Center QC focuses on compliance and customer satisfaction.

*b.* To comply with operational requirements, routine contractor QC and virtual quality control (VQC) inspections conducted by SFL-TAP QC team members are completed at all SFL-TAP Centers. The inspection times are based on a schedule submitted by the QC team leader to the contracting officer representative, for approval.

*c.* Supplementary to the SFL-TAP QC inspections and the Army's goal of providing quality transition and employment assistance services, Army Transition Division and IMCOM staff schedule periodic performance reviews for SFL-TAP Centers. Commanders may request a QC SAV at any time.

*d.* Automated and non-automated systems must be established to collect the information that SFL-TAP staff need, in order to identify and correct problems before they become serious.

*e.* While every SFL-TAP staff member contributes to quality services, quality control is primarily a management function. This responsibility includes reporting problems, with recommendations for corrective action up the chain of command for resolution. For managers to perform their duties, they must have access to information that enables them to assess performance against standards. In viewing automated reports, users should first understand how each report is calculated (for report details, refer to TAP XXI). Collecting information is critical to a proactive quality control program. All staff, directly or indirectly, contribute to information collection and play a key role in the quality control process. The client record is the principal means to record client information and services provided; therefore, information collected and recorded in the clients' records must be complete and accurate.

*f.* SFL-TAP staff members have an inherent interest in the success of their clients; however, effective quality control is best achieved when each SFL-TAP staff member has a clearly defined performance objective that is directly related to the program's objectives. Performance standards must be set and all staff trained, prepared, and motivated to achieve those standards. Performance plans contain objective and subjective performance standards that are related to contract compliance and service quality. Performance plans must be relevant, objective, achievable, and must identify the current performance output required. Performance plans can also identify anticipated performance or workload needs for the coming year.

### 14-3. Measuring success

*a.* SFL-TAP managers and TSMs can use SFL-TAP reports to identify performance trends or to compare their Center's performance against other sites, regions, ASCCs, and all SFL-TAP Centers. While it is important to see how the SFL-TAP Center performed against standards at a single point in time, the best perspective can be gained by viewing performance over a period of time. Every SFL-TAP manager and TSM should understand where their site resides in relationship to each performance standard, and be able to explain this relationship to a visitor such as the installation commander, military officials, or other SFL-TAP leadership. SFL-TAP Center installation managers should know the site's performance trends associated with each standard. SFL-TAP Center installation managers should be able to explain actions being taken to meet or exceed a performance standard, and ensure these actions comply with the guidance presented in this regulation.

*b.* IMCOM SFL-TAP area leaders ensure that their chain of command is knowledgeable about the value of report data as a tool for monitoring the relative health of each installation's SFL-TAP. They make report information available to regional offices to assist those managers evaluate the conduct of SFL-TAP activities at installations in their region. Area leaders routinely discuss report data and performance trends with their TSMs in meaningful

discussions of their relative performance. TSMs should be encouraged to work with other TSMs facing similar challenges and compare their performance as measured in reports.

*c.* SFL–TAP QC team members report data and discuss performance trends with their corresponding IMCOM SFL–TAP area leaders, as appropriate. They encourage SFL–TAP Center installation managers to evaluate their performance against requirements and timelines, and determine adjustments to improve client progress. SFL–TAP Center installation managers discuss site performance during semi-annual QC inspections. Additionally, SFL–TAP leaders discuss report data with their SFL–TAP Center installation managers whenever performance significantly differs from previous reports, when performance trends are indicative of a problem, when a technique could be shared with another SFL–TAP Center, or when the implementation of a particularly effective program may represent a best practice.

#### **14–4. At the installation-site level**

*a.* The TSM is the senior representative who ensures that daily, weekly, and monthly quality assurance checks are completed. The TSM also ensures all relevant SFL–TAP staff members complete quality control checks on their assigned areas, responsibilities, and duties.

*b.* At the site level, the SFL–TAP Center installation manager ensures that daily, weekly, and monthly quality controls are completed. The TSM ensures all SFL–TAP staff members maintain quality, perform their duties, and adhere to the roles and responsibilities within their assigned areas.

*c.* All performance standards contribute to the three quality control objectives (acceptable presentation quality, recorded completion, and timely reported compliance). Additional training and counseling is provided to any employee not performing to acceptable standards. The SFL–TAP Center installation manager is accountable for the substance of the QC plan at the site level.

*d.* SFL–TAP managers conduct biannual QA inspections of SFL–TAP Center staff at each SFL–TAP Center, SFAC, Mobile Transition Team or Forward Transition Support Team, and satellite office using the approved QA checklist. This is done to monitor field operations, ensure compliance with published guidance, and observe that quality SFL–TAP services are provided in an effective and efficient manner. QAs are conducted using a systemic approach that focuses on how tasks are completed and on the interaction of processes, systems, and people. The approach seeks to train SFL–TAP staff, find out what is successful, and determine what is not successful. Effective ideas or variations on standard themes are documented, so that decision makers can evaluate them for potential implementation at other sites.

*e.* SFL–TAP QC team members leaders conduct semi-annual QC and VQC inspections of SFL–TAP Center staff. This is done at each SFL–TAP Center, SFAC, Mobile Transition Team or Forward Transition Support Team, and satellite office using the approved QC and VQC checklist. The objective is to monitor field operations and ensure compliance with published guidance, and to observe that quality SFL–TAP services are provided in an effective and efficient manner. QCs and VQCs are conducted using a systemic approach that focuses on how tasks are completed and the interaction of processes, systems, and people. The approach seeks to train SFL–TAP staff, find out what is successful, and see what is not successful. Effective ideas or variations on standard themes are documented, so that decision makers can evaluate them for potential implementation at other sites.

*f.* The systemic approach focuses attention on causes and solutions rather than symptoms, and inspectors have a responsibility to conduct on-the-spot training and mentoring to resolve problems whenever possible. They take corrective action when problems cannot be resolved immediately. This approach recognizes that problems found may be traced to a process or system beyond the SFL–TAP Center’s control and provides for the elevation of such problems to the person or office that can resolve them. The approach also stresses follow up to ensure that corrective actions become standard practice.

## **Appendix A References**

### **Section I Required Publications**

Unless otherwise stated, all publications are available at <http://www.apd.army.mil/>. The U.S. Code is available at <http://uscode.house.gov/search/criteria.shtml>

#### **AR 600–8–7**

Retirement Services Program (Cited in para 9–6d.)

#### **AR 600–8–10**

Leaves and Passes (Cited in para 8–2b(2).)

#### **DOD Directive 1332.35**

Transition Assistance for Military Personnel (Cited in para 3–2f.)

#### **DOD Instruction 1322.29**

Job Training, Employment Skills Training, Apprenticeships, and Internships (JTEST–AI) for Eligible Service Members (Cited in para 3–2e.)

#### **DOD Instruction 1332.14**

Enlisted Administrative Separations (Cited in para 7–11.)

#### **DOD Instruction 1332.18**

Disability Evaluation System (Cited in para 3–2c.)

#### **DOD Instruction 1332.36**

Preseparation Counseling for Military Personnel (Cited in para 3–2g.)

#### **DOD Instruction 1342.28**

DOD Yellow Ribbon Reintegration Program (YRRP) (Cited in para 7–3f.)

#### **DOD Instruction 1344.07**

Personal Commercial Solicitation on DOD Installations (Cited in para 2–3x(6).)

#### **DOD Directive 5400.11–R**

Department of Defense Privacy Program (Cited in para 7–3e.)

#### **DOD Directive 5500.07–R**

Joint Ethics Regulation (JER) (Cited in para 2–3x(6).)

#### **Memorandum of Understanding among the Department of Defense, Department of Veterans Affairs, Department of Labor, Department of Education, Department of Homeland Security, U.S. Small Business Administration, U.S. Office of Personnel Management**

Regarding the Transition Assistance Program. Available at <http://prhome.defense.gov/RFM/TVPO/> under the “Transition to Veterans Program Office” heading. (Cited in para 2–5a(21).)

#### **Public Law 101–510**

Veterans Opportunity to Work Act of 2011 (Cited in para 2–2d(2).)

#### **Public Law 113–66**

National Defense Authorization Act for Fiscal Year 2014 (Cited in para 2–6c.)

#### **5 USC**

Government Organization and Employees (Cited in para 5–9b(3).)

#### **10 USC**

Armed Forces (Cited in para 5–9d.)

**10 USC 59**

Separation (Cited in para 4–4c(2).)

**10 USC 1141**

Involuntary separation defined (Cited in para 7–11.)

**10 USC 1142**

Preseparation counseling (Cited in para 2–5a(17).)

**10 USC 1143**

Employment assistance (Cited in para 2–5a(19).)

**10 USC 1144**

Employment assistance, job training assistance, and other transitional services (Cited in para 3–2a.)

**10 USC 1145**

Health benefits (Cited in para 7–3d.)

**10 USC 1146**

Commissary and exchange benefits (Cited in para 7–11a.)

**10 USC 1147**

Use of military family housing (Cited in para 7–11c.)

**10 USC 1148**

Relocation assistance for personnel overseas (Cited in para 3–2a.)

**10 USC 1149**

Excess leave and permissive temporary duty (Cited in para 7–11f.)

**10 USC Chapter 47**

Uniform Code of Military Justice (Cited in para 7–2e(3).)

**41 USC**

Public Contracts (Cited in para 5–9a(1).)

**Section II****Related Publications**

A related publication is a source of additional information. The user does not have to read it to understand this publication. Unless otherwise stated, all related publications are available at <http://www.apd.army.mil/>. The U.S. Code is available at <http://uscode.house.gov/search/criteria.shtml>

**Army Directive 2014–18**

Army Career and Alumni Program, dated 23 June 2014

**Army Directive 2015–12**

Implementation Guidance for Credentialing Program and Career Skills Program, dated 11 March 2015.

**DOD Instruction 1300.25**

Guidance for the Education and Employment Initiative and Operation Warfighter

**DOD Instruction 1332.30**

Separation of Regular and Reserve Commissioned Officers

**DOD Instruction 1342.22**

Military Family Readiness

**DOD Instruction 5025.01**

DOD Issuances Program

**DOD Directive 5124.02**

Under Secretary of Defense for Personnel and Readiness

**Memorandum from Assistant Secretary of the Army (Manpower & Reserve Affairs)**

Subject: DoD Self-Service (DS) Logon – Army Implementation Guidance (27 February 2012).

**32 USC**

National Guard

**37 USC**

Pay and Allowances of the Uniformed Services

**Section III**

**Prescribed Forms**

This section contains no entries.

**Section IV**

**Referenced Forms**

Except where otherwise indicated below, DA forms are available on the Army Publishing Directorate Web site (<http://www.apd.army.mil>); DD forms are available on the OSD Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/formsprogram.htm>).

**DA Form 11-2**

Internal Control Evaluation Certifications

**DA Form 2028**

Recommended Changes to Publications and Blank Forms

**DD Form 214**

Certificate of Release or Discharge from Active Duty

**DD Form 2586**

Verification of Military Training and Experience

**DD Form 2648**

Preseparation Counseling Checklist for Active Component (AC), Active Guard Reserve (AGR), Active Reserve (AR), Full Time Support (FTS), and Reserve Program Administrator (RPA) Service Members

**DD Form 2648-1**

Transition Assistance Program (TAP) Checklist for Deactivating/Demobilizing National Guard and Reserve Service Members

**DD Form 2958**

Service Member Career Readiness Standards/Individual Transition Plan Checklist (Official Capstone Document)

## Appendix B Internal Control Evaluation Checklist

### B-1. Function

The functions covered by this checklist include conducting the preseparation briefing, conducting individual counseling, completing the VOW requirements, completing the CRS requirements, and completing Capstone.

### B-2. Purpose

The purpose of this checklist is to assist IMCOM regions and installation TSMs in evaluating the key internal controls outlined below. It is not intended to cover all controls.

### B-3. Instructions

Answers must be based on the actual testing of key internal controls (for example, document analysis, direct observation, sampling, simulation, other). Answers that indicate deficiencies must be explained and corrective action indicated in supporting documentation. These key internal controls must be formally evaluated at least once every 5 years. Certification that this evaluation has been conducted must be accomplished on DA Form 11-2 (Internal Control Evaluation Certification).

### B-4. Test questions

- a. Is every eligible Soldier in transition from active duty, provided the opportunity to attend a preseparation briefing between 12-18 months for Soldiers not retiring, and 12-24 months for Soldiers retiring (as in para 4-1)?
- b. Is every eligible Soldier, in transition from active duty, provided the opportunity to attend VA Benefits Briefing I and II (as in para 5-1)?
- c. Is every eligible Soldier, in transition from active duty, provided the opportunity to attend Department of Labor Employment Workshop, unless exempt (as in para 5-1)?
- d. Is every eligible Soldier, in transition from active duty, provided the opportunity to complete an individual transition plan (as in para 5-2)?
- e. Is every eligible Soldier, in transition from active duty, provided the opportunity to register with the VA's eBenefits portal (as in para 5-2)?
- f. Is every eligible Soldier, in transition from active duty, provided the opportunity to complete a 12-month post separation budget (as in para 5-2)?
- g. Is every eligible Soldier, in transition from active duty, provided the opportunity to complete an MOS Crosswalk Workshop and gap analysis (as in para 5-2)?
- h. Is every eligible Soldier, in transition from active duty, provided the opportunity to complete a job application package or has received a job offer letter (as in para 5-2)?
- i. Is every eligible Soldier, in transition from active duty, given the chance to receive a continuum of service opportunity counseling session (as in para 5-2)?
- j. Is every eligible Soldier, in transition from active duty, given the chance to complete an individual assessment tool (as in para 5-2)?
- k. Is every eligible Soldier, in transition from active duty, given the chance to complete the Capstone process, to include DD Form 2958 (as in para 5-2)?
- l. Is every eligible Soldier, in transition from active duty, provided the opportunity to participate in one of the three SFL-TAP Career Tracks—accessing higher education, career technical training, and entrepreneurship (as in para 4-2)?

### B-5. Comments

Help make this a better tool for evaluating internal controls. Submit comments to Director, Army Transition Division (AHRC-PDP-TD), 1600 Spearhead Division Avenue, Department 480, Fort Knox, KY 40122-5408.

## **Glossary**

### **Section I**

#### **Abbreviations**

More abbreviations in section III, below.

#### **AC**

Active Component

#### **ACES**

Army Continuing Education System

#### **AD**

active duty

#### **AGR**

active guard reserve

#### **AKO**

Army Knowledge Online

#### **AMRG**

Army Marketing and Research Group

#### **ARNG**

Army National Guard

#### **ARSTAF**

Army Staff

#### **ASA (M&RA)**

Assistant Secretary of the Army for Manpower and Reserve Affairs

#### **ASCC**

Army service component command

#### **ASVAB**

Armed Services Vocational Aptitude Battery

#### **AW2**

Army Wounded Warrior

#### **CAR**

Chief, Army Reserve

#### **CNGB**

Chief, National Guard Bureau

#### **CRS**

career readiness standard(s)

#### **CSA**

Chief of Staff, Army

#### **CSP**

Career Skills Program

#### **DA**

Department of the Army

**DCS**

Deputy Chief of Staff

**DHR**

Director of Human Resources

**DMDC**

Defense Manpower Data Center

**DOD**

Department of Defense

**DODD**

Department of Defense Directive

**DODI**

Department of Defense Instruction

**DOL**

Department of Labor

**DRU**

direct reporting unit

**ESA**

expiration of service agreement

**ETS**

expiration of term of service

**FYDP**

Future Years Defense Program

**HQ**

headquarters

**HQDA**

Headquarters, Department of the Army

**HRC**

Human Resources Command

**IDES**

Integrated Disability Evaluation System

**IDP**

individual development plan

**IMCOM**

Installation Management Command

**IT**

information technology

**ITP**

individual transition plan

**MEDCOM**

U.S. Army Medical Command

**MOS**

military occupational specialty

**MOU**

memorandum of understanding

**NFE**

non-Federal entity

**OJT**

on-the-job training

**OPM**

Office of Personnel Management

**OSD**

Office of the Secretary of Defense

**PEB**

physical evaluation board

**PEBLO**

physical evaluation board liaison officer

**PCF**

personnel control facility

**POM**

program objective memorandum

**QA**

quality assurance

**QC**

quality control

**RC**

Reserve Component (includes Army National Guard)

**RIF**

reduction in force

**ROTC**

Reserve Officers' Training Corps

**RSO**

Retirement Services Office

**SAV**

staff assistance visit

**SBA**

Small Business Administration

**SBP**

Survivor Benefit Plan

**SFAC**

Soldier and Family Assistance Center

**SFL**

Soldier for Life

**SLC**

Soldier Life Cycle

**SPD**

separation program designator

**SRP**

Soldier Readiness Program

**STP**

student, trainee, or prisoner

**TAP**

Transition Assistance Program

**TC**

transition center

**USAR**

United States Army Reserve

**USAREC**

U.S. Army Recruiting Command

**USC**

United States Code

**VA**

Department of Veterans Affairs

**VSO**

Veteran Service Organization

**WII**

wounded, ill, injured

**WTB**

Warrior Transition Battalion

**WTC**

Warrior Transition Command

**WTU**

Warrior Transition Unit

**Section II****Terms****active counseling**

An immediate and aggressive form of counseling provided in the client terminal area, consisting of two distinct types of counseling: just-in-time and resource.

**Active Service**

Defined in Title 10, United States Code.

**Active Status**

Defined in Title 10, United States Code.

**apprenticeship**

A combination of on-the-job training (OJT) and related classroom instruction, under the supervision of a trade official. These programs are sponsored jointly by employer and union groups, individual employers, or employer associations.

**appropriated fund employees**

Government employees whose compensation is paid from funds that have been approved by the U.S. Congress.

**Army/American Council on Education Registry Transcript System (AARTS)**

An automated transcript system that provides Soldiers with a transcript documenting military training, job experience, and selected educational achievements. This is an outdated term, as the document is now referred to as joint services transcript (JST). See more information under joint services transcript.

**Army career counselor**

An active duty Soldier who has been specifically trained to advise Soldiers on their careers, and the various options offered by an RA or RC Army career, and to manage the retention program for their commanders.

**Army Community Service (ACS)**

The installation agency that provides relocation, financial, and stress-management counseling. ACS also provides exceptional Family member; child, Soldier and Family member advocacy programs and the Employment Readiness Program (ERP). ERP helps Army spouses secure jobs in the community when their sponsor moves within the Army. The ERP staff normally has strong networks established with local employers.

**Army Education Center**

An installation office designed to help Soldiers define and achieve their educational goals. Soldiers seeking testing or certification to support their transition goals can receive help from the Army Education Center, or an education counselor in SFL-TAP. An education counselor can provide Soldiers information and assistance on a wide range of post-service education and training opportunities that cover the gamut from full university enrollment to vocational training. SFL-TAP Center staff should view the Army Education Center as a valuable referral service for individuals needing additional training or education to meet their career goals.

**Army Military Human Resource Record**

The permanent, historical, and official record of a Soldier's military service. The Army Military Human Resource Record is an umbrella term encompassing Human Resource records to include, but not limited to, the OMPF, finance related documents, medical accession, retention, and/or separation records, and non-service related documents deemed necessary by the Army.

**Army Wounded Warrior (AW2) Program**

The official U.S. Army program that assists and advocates for severely wounded, injured, and ill Soldiers and their Families wherever they are located, for as long as it takes. AW2 provides individualized support to this unique population of Soldiers, who were injured or became ill during their service in the Global War on Terrorism and the Overseas Contingency Operations

**brick-and-mortar classroom**

A learning environment wherein participants attend a SFL-TAP module in a traditional classroom facility led by an in-person instructor or facilitator.

**career and education readiness (CER)**

A required component of transition for all eligible Soldiers at Warrior Transition Units (WTUs). Whether they remain in the Army or transition from the Army, Soldiers will find a great number of career and education resources available. Career and education readiness activities may include: internships, vocational training, professional certifications and continuing education.

**Career Readiness Standards (CRS)**

A set of required actions for eligible Soldiers in transition to complete prior to separation date, as defined by the Office of the Secretary of Defense.

**Career Skills Programs**

Any career or technical training, or work experience, in related occupations or credential-fulfillment approved by the Secretaries of the Military Departments to help ease Soldiers into private sector jobs and careers. Career Skills

Programs include: apprenticeship and pre-apprenticeship programs, credential-fulfillment, employment skills training, OJT, internships, and job shadowing programs.

### **Capstone**

The final culminating activity occurring no later than 90 days prior to separation that verifies the Soldier meets CRS and has a viable transition plan. Capstone is a mandatory event with a commander's signature documented on DD Form 2958. In the case of eligible RC members released from active duty, in which operational requirements, as determined by the Secretary concerned, make the prescribed timeline unfeasible, capstone will begin no later than the date of release from active duty as reflected on the DD Form 214, "Certificate of Release or Discharge from Active Duty."

### **Certificate of Release or Discharge from Active Duty**

Official title of the DD Form 214, which is the form issued to Soldiers documenting military service information and separation date.

### **chaplain**

The chaplain is the primary person to deal with issues of spirituality and can assist in personal counseling and stress management areas.

### **Civilian Personnel Advisory Center (CPAC)**

The single administrative office charged with personnel management of appropriated fund, and non-appropriated fund, employees of the Army. This office manages any involuntary release of civilian employees and notifies selected individuals. This office is the primary source of information regarding the number and type of individuals being released and can provide listings of individuals eligible for SFL-TAP Center services. If directed to do so by the responsible staff officer, the CPAC can refer eligible civilians in transition to the SFL-TAP Center. The CPAC processes all personnel actions for both appropriated and non-appropriated fund civilian personnel and supervises civilian employee development, labor relations, position management, employee counseling, job classification, and technical services. The CPAC provides information on current and projected civilian job openings at the installation, future levels of civilian employment at the post and projected reduction-in-force or hiring freeze actions that impact on the operations of the SFL-TAP Center.

### **community care and community care unit (CCU)**

The community care concept realigns the management of Soldiers healing in their home communities to a community care unit embedded within a Warrior Transition Battalion at an installation.

### **continental United States**

Describes installations or activities within the 48 contiguous states and normally excludes Alaska and Hawaii.

### **continuum of military service opportunity counseling**

Counseling that provides information to AC Service members on the procedures for and advantages of affiliating with the Selected Reserve, pursuant to section 1142 of Title 10, United States Code. Continuum of service can also include AC and RC to DOD/DA Civilian.

### **counselor**

The SFL-TAP counselor is the SFL-TAP Center's principal provider of services to clients. Services include, but are not limited to, presentation of pre-separation counseling and completion of DD Form 2648 or DD Form 2648-1, VOW requirements, Career Readiness Standards, counseling, and employment assistance training and guidance.

### **credentialing**

The process of meeting specific professional and technical standards for certain occupations. The credential is a license or certificate and is usually obtained through successful completion of an exam(s) or other official verification of competency accepted by civilian industry or Federal, State, or local authorities.

### **Defense Switched Network (DSN)**

A special phone network controlled by the Army. It allows "free" calls between DSN users. For instance, DSN can be used by one SFL-TAP Center to contact another SFL-TAP Center. DSN cannot be used to contact a non-DSN user (for example, the contractor's manager responsible for the site).

### **Department of Defense Education Activity (DODEA)**

The school system for military and Federal employees' children in designated areas.

**DOL American Job Centers**

Centers run by the DOL that provide veterans enhanced, intensive services through an array of career counseling and supportive services.

**Department of Labor Employment Workshop (DOLEW)**

An employment workshop designed and funded by the Department of Labor and delivered independently by individual state and overseas facilitators. The DOLEW is mandatory for eligible Soldiers unless exempt.

**DOL Gold Card**

A DOL program that provides 6 months of priority services for post 9/11 veterans at any DOL American Job Center, including all DOL-funded employment and training programs, case management, skills assessment and interest surveys, career guidance, and job search assistance.

**Department of Veteran Affairs (VA)**

This Federal agency is the nation's primary agency for establishing policy and assisting with services for all veterans of the United States Armed Forces.

**Department of Army civilian (DAC or DA civilian)**

Department of Army civilian: Includes Army employees in the competitive and excepted service who are compensated by either appropriated or non-appropriated funds.

**Director for Civilian Personnel**

Civilian Personnel Advisory Center (CPAC) Director. The CPAC Director is responsible for the operations of the CPAC on an installation.

**Director for Community Activities (DCA)**

Principal staff officer of the garrison commander's staff responsible for human resource type functions: personnel (military and civilian), recreation, education, equal opportunity, and so forth. This responsibility includes all military, civilian employees, and Family members.

**Directorate of Information Management (DOIM)**

The DOIM provides integrated, sustaining base information management services and support to the installation. This support and service includes telecommunications, automation (to include office automation), records' management and printing and publishing. It may be referred to as the Network Enterprise Center (NEC).

**Directorate of Public Works (DPW)**

The DPW is responsible for utilities, fire prevention and protection, and housing management. It is also responsible for maintaining and repairing utility systems and family housing units.

**Disabled Veterans Outreach Program specialist (DVOPs)**

DVOPs provide services for disabled veterans needing employment assistance. DVOPs are Department of Labor employees who can be located at Veterans Employment and Training Service (VETS) offices.

**eBenefits**

A Web-based portal that provides comprehensive information on veterans' benefits and services. Found at [www.ebenefits.va.gov](http://www.ebenefits.va.gov). All Soldiers are required to establish an eBenefits account prior to transition.

**education and employment initiative**

A DOD initiative to ensure consistent offerings to all recovering Service members by synchronizing, integrating and expanding the education and employment opportunities for recovering Service members and their families.

**Electronic Military Personnel Office**

The Army's personnel information, Web-based electronic system supporting personnel operations at battalion, separate unit, to installation and division levels.

**eligible Service member**

Defined in Title 10, United States Code.

**employers who want to hire veterans**

The SFL-TAP On-Line capability through which employers can register their company and make jobs on their hiring Web page available to Soldiers.

**employment skills training**

Career or technical training that focuses on practical application of skills learned, leading to employment in a specific career or technical trade.

**facilitator**

A person trained or qualified as a subject matter expert to deliver appropriate components of SFL-TAP. The facilitator's primary duty is presenting instruction, information, and engaging curriculum to ensure Soldiers meet learning objectives.

**Federal Acquisition Regulations (FAR)**

The body of regulations issued by the Federal government to regulate all contracting activities of its agencies. The Army, and all contractors performing work for the Army, are bound by the complete body of the Federal Acquisition Regulations.

**General Schedule (GS)**

The General Schedule covers the majority of civilian, white-collar Federal employees in professional, technical, administrative, and clerical positions. It is a classification and pay system encompassing 15 grades, from GS-1 (lowest) to GS-15 (highest).

**Headquarters, Department of the Army (HQDA)**

The Chief of Staff, the Army Staff, and the Field Operating Agencies of the Army Staff (for instance, Human Resources Command).

**Health Insurance Portability and Accountability Act (HIPAA) training**

HIPAA privacy and security policies and procedures were instituted to protect individual health information and to ensure all patient information is properly handled.

**individual development plan (IDP)**

A written plan designed to meet particular goals for individual career development that are aligned with the eligible Soldier's mission and organizational operations. It outlines developmental objectives with training activities (such as, professional military education and military certifications). Soldiers will align the IDP effectively to make use of active duty time, experiences, training, and education towards personal long-term post-transition career goals. An IDP is a SLC requirement and it will be used as the basis for developing the ITP.

**individual transition plan (ITP)**

Often referred to as the OSD ITP, the ITP is an OSD document required as part of CRS and is used across all branches of the Armed Forces as an aid to the Service member in defining and attaining their goals and plans for post-military life.

**Individual Transition Plan (ITP) Checklist**

Common name of the DD Form 2958 which documents a Service member's transition activity and if they achieved Career Readiness Standards (CRS). The ITP Checklist is the "official" document for recording all mandated TAP/CRS/VOW data that must be reported to DMDC/OSD.

**initial counseling**

Substantive individual counseling provided to eligible Soldiers following pre-separation counseling and based on responses to DD Form 2648 or DD Form 2648-1. During initial counseling, a counselor reviews individual Soldier and Family member needs as indicated on the checklist, provides a primer to the OSD ITP, answers questions, schedules events and makes referrals to other service providers.

**Installation Management Command (IMCOM)**

An organization created to centralize and direct the budgetary and operational management of installation services.

**Integrated Disability Evaluation System (IDES)**

The Departments of Defense and Veterans Affairs worked together to make disability evaluation seamless, simple, fast and fair with the IDES. The IDES determines a Servicemember's fitness for duty.

**internship**

A type of work experience for entry-level job-seekers. Internships for Soldiers will follow DOL guidelines. The internship will be similar to training given in an education environment. The internship will consist of an exchange of services for experience between the intern and employer. The employer and intern understand that the intern is not entitled to wages during the internship.

**involuntary separation**

A Servicemember is considered to be involuntarily separated if the member was involuntarily discharged or denied reenlistment, under adverse or other-than-adverse conditions (for example, force shaping) pursuant to Section 1141, Title 10, United States Code.

**IMCOM SFL–TAP area leaders**

Are responsible for ensuring that their chain of command is knowledgeable about the value of SFL–TAP report data as a tool for monitoring the relative health of each installation’s SFL–TAP. They also discuss report data and performance trends with their corresponding contractor’s manager responsible for the site and the TSM.

**job placement counseling**

Transition services, pursuant to Section 1142, Title 10, United States Code, for one-on-one counseling that refines and guides spouses of eligible Soldiers on all facets of the job search process, to include writing resumes.

**job shadowing**

A work experience option where individuals learn about the job by observing the day-to-day activities of someone in the current workforce.

**just-in-time (JIT) counseling**

A form of active counseling closely associated with the use of the Web-based TAP XXI application that is provided in the client terminal area.

**joint services transcript (JST)**

Formerly referred to as AARTS, this is the academically accepted document approved by the American Council on Education to validate a Service member’s military occupational experience and training along with the corresponding Council’s credit recommendations. A JST can assist Service members in conjunction with their DD Form 2586 to perform the military crosswalk gap analysis, evaluate schools and programs of study, and aids in resume writing.

**local veterans’ employment representative (LVER)**

An employee of a State-government’s employment services agency that is funded through the Department of Labor. LVERs are usually located in State-government employment services offices. Because LVERs are the best source of information on local employment, special veterans’ employment and job training programs and unemployment compensation, every Soldier in transition should be urged to contact the LVER as soon as possible.

**medical evaluation board (MEB)**

A MEB is an informal proceeding consisting of at least two physicians evaluating the medical history of a Soldier and determining how the injury/disease will respond to treatment protocols. If the MEB determines that the member has a medical condition which is incompatible with continued military service, they refer the case to a physical evaluation board (PEB).

**medical treatment facility (MTF)**

Medical and dental facility for members of the military and their Family members. At overseas locations, this facility is also open to Department of Defense and other designated civilians.

**military occupational specialty (MOS)**

The basic skill identifier for enlisted Soldiers as detailed in AR 611–1, which is available electronically as a PDF file. MOSs provide occupational classification and career path progression for enlisted Soldiers.

**military personnel office (MILPO)**

The installation personnel office, which serves all assigned military personnel. The MILPO provides general personnel service support (PSS) and maintains the military personnel files until Soldiers are reassigned or separated from the Army. The MILPO assists Soldiers and/or commanders with separation requests and forwards personnel files to the servicing Transition Center for final transition processing.

**military personnel division (MPD)**

The MPD provides HR support to Soldiers not serviced by a brigade S-1 and provides some services to all Soldiers (for example, transition, reassignment, in- and out-processing).

**MOS Crosswalk Workshop**

A curriculum that translates military skills, training, and experience into identification of required civilian credentials appropriate for civilian jobs.

**Network Enterprise Center (NEC)**

The NEC provides integrated, sustaining base information management services and support to the installation. This support and service includes telecommunications, automation (to include office automation), records' management and printing and publishing. The NEC may be referred to as the Directorate of Information Management (DOIM).

**nonappropriated fund (NAF) employees**

Civilian employees of the Army's Morale, Welfare and Recreation (MWR) activities, whose compensation comes from nonappropriated funds. NAF employees are eligible for SFL-TAP Center services, according to criteria outlined in Chapter 4 of this regulation.

**on-the-job training (OJT)**

Employee training and tasks learned at a place of work while performing the actual job. On-the-job training occurs in the particular working situation that an employee can expect to work in daily.

**Operation Warfighter**

A DOD, unpaid internship program that places recovering Service members into Federal agencies, as part of the recovery process.

**outside Continental United States**

Installations or activities not within the 48 contiguous states. Normally includes Alaska and Hawaii.

**Partnership for Youth Success (PaYS) program**

An enlistment option and recruiting initiative for future Soldiers and ROTC cadets. Soldiers are guaranteed a job interview upon completing their service requirements with their chosen PaYS partners.

**physical evaluation board (PEB)**

The PEB is a formal fitness-for-duty and disability determination. The standard used by the PEB for determining fitness is whether the medical condition precludes the member from reasonably performing the duties of his or her office, grade, rank, or rating.

**physical evaluation board liaison officer (PEBLO)**

The PEBLO is responsible for case management of the Soldier and assists Soldiers in getting medical appointments. They keep Soldiers informed about their case progress and communicate with the Soldier's unit.

**preseparation counseling**

Mandatory counseling provided by the SFL-TAP Center contractor staff, designed to inform eligible Soldiers in transition of their separation benefits and entitlements.

**Preseparation Counseling Checklist for Active Component Service Members (DD Form 2648) or Preseparation Counseling Checklist for Reserve Component Service Members Released from Active Duty (DD Form 2648-1)**

Mandated by Public Law, this form verifies that eligible Soldiers separating from the military have been counseled on their separation benefits and entitlements.

**Preseparation Services Program (PSSP)**

Program required by AR 635-8 that directs the installation to conduct a pre-transition processing orientation. This orientation is normally referred to as an ETS Briefing and requires installation service provider participation.

**projected ETS roster**

An installation's Adjutant General Military Personnel Division roster, produced from the Army's system of record that identifies Soldiers who will be separating from the Army. Roster lists name, rank, Social Security number, ETS date and unit address and can be generated for various time periods, one year being the most useful for SFL-TAP purposes.

The roster is used by the SFL–TAP Center to schedule eligible Soldiers for preseparation briefings and the Transition Center to schedule final transition processing.

**Public Affairs Office (PAO)**

Provides command information, community relations, and media relations on the installation. It serves as the communication point between the installation commander and the media.

**quality assurance (QA) performance review**

Installation Management Command (IMCOM) SFL–TAP area leaders visit SFL–TAP Centers to assess service performance and operational procedures against established standards of quality.

**quality control (QC) inspection**

In compliance with contract requirements, QC inspections by members of the SFL–TAP Center contractor management team are made to all SFL–TAP Centers semiannually. The visit will assess service performance and operational procedures against established standards of quality.

**rapid or short-notice separation**

An unanticipated transition with 90 days or fewer before release from active duty.

**reduction-in-force (RIF)**

A mandated uniform and systematic process designed to achieve lowered, authorized staffing levels that results in organizational changes such as demotion, certain reassignments, and separations. RIFs may be decided on the basis of quality or seniority.

**relocation assistance**

Information about the benefits and services provided by the military departments related to transport of household goods for Soldiers in transition and their dependents, and any entitlements for storage of the same.

**Reserve Component career counselor**

Individual responsible for recruiting and separating Active Component military personnel into the Army National Guard or Army Reserve.

**resilient transitions**

A module in the SFL–TAP curriculum that introduces participants to resources on transition-related issues, including stress management, considerations for families, support systems, value of a mentor, and special issues, that eligible Soldiers and their families may encounter as they prepare for a post-military life. These issues may have a significant impact on the transition process if overlooked. The focus of the curriculum is to connect the Service member with professional helping agencies based on the need for support and guidance.

**resource counseling**

A form of active counseling provided in a public area of the SFL–TAP Center during which a counselor answers general questions regarding transition and employment assistance, provides coaching, or helps clients to make a decision.

**Retirement Services Office (RSO)**

The office charged with processing retiring military personnel. Administrative requirements include periodic orientation of Soldiers with more than 18 years of service, orientation of individuals who have requested retirement, counseling of spouses of retiring individuals who do not elect Survivor Benefit Plan coverage and provision of assistance to retired individuals living in the local area. The RSO is the official source of information regarding retirement pay, benefits and privileges for SFL–TAP Center customers.

**Safety Office**

This office advises the garrison commander on all aspects of creating and maintaining a safe and healthy work and living environment on an installation.

**scheduled counseling**

Private, individual counseling for clients who prefer to not discuss transition-related issues in public.

**Senior Executive Service (SES)**

The executive classification for Office of Personnel Management positions above the General Schedule or GS 15 level.

### **SFL-TAP Curriculum and Career Tracks**

Components of SFL-TAP based on value-added learning objectives that enable eligible Soldiers to become career ready. The curriculum builds the CRS common to all eligible Soldiers. SFL-TAP Career Tracks are chosen by eligible Soldiers to meet the Accessing Higher Education and Career Technical Training CRSs. The entrepreneur track may be chosen by eligible Soldiers interested in pursuing small business ventures.

### **SFL-TAP participant assessment**

A Web-based assessment of the execution of the SFL-TAP modules, career tracks, and virtual curriculum. It includes curriculum and instruction materials, learning outcomes, facilitator performance, facilities, and logistics. Participant feedback from the assessment ensures that SFL-TAP meets the needs and expectations of eligible Soldiers in transition and is outcome based. Information collected in the assessment will support the performance monitoring, evaluation, and reoccurring modifications to SFL-TAP.

### **SFL-TAP Support Center**

An Internet Web site where installation SFL-TAP Centers and the Army can research SFL-TAP information, enter trouble tickets, and suggest modifications to the automated system.

### **Soldier and Family Assistance Centers (SFACs)**

Deliver services to Soldiers assigned or attached to the WTU and their Family members. SFL-TAP is part of the network of service providers that support the SFACs.

### **Soldier for Life – Transition Assistance Program (SFL-TAP)**

A program designed to provide transition assistance and employment assistance services to Soldiers, their Family members and DA Civilians. The program offers preseparation counseling and provides job search training, counseling and resources.

### **Soldier for Life – Transition Assistance Center (SFL-TAP)**

An SFL-TAP office that combines transition assistance and employment assistance functions into one integral service provider.

### **Soldier for Life – Transition Assistance Center (SFL-TAP) On-Line**

An Internet site for information regarding the SFL-TAP, SFL-TAP locations and phone numbers, job fairs, job links, employment assistance information and references, transition assistance information, an employer utility and an Army leader's path. Web site: <https://www.sfl-tap.army.mil>.

### **Staff Judge Advocate (SJA) Office**

Legal office on a military installation that advises commanders and assists military and Family members with wills, powers of attorney, and tax information and provides employment restriction counseling.

### **status-of-forces agreement (SOFA)**

Negotiated agreements between the United States and each country where the U.S. has military forces stationed on a permanent basis.

### **TAP interagency partners**

Federal organizations (DOL, VA, ED, and OPM) that have agreed to deliver TAP services to eligible Soldiers.

### **TAP XXI**

TAP XXI is a computer/database system and is the Army's comprehensive approach to meeting the needs of today's Army and its Soldiers. TAP XXI addresses all SFL-TAP Center activities and resources. The implementing force behind TAP XXI is comprised of current business practices and a modernized Web-based application.

### **TAP XXI Web-based application**

Although it is only one element of TAP XXI, the Web-based application is often referred to simply as TAP XXI. The application integrates support for all SFL-TAP Center operations. Consequently, staff members and clients alike use it. As an integrated application, TAP XXI supports all user needs including record keeping; scheduling; access to automated tools and resources; and system administration.

### **targeted population**

A population of eligible Soldiers consisting of those who are any of the following: 1) 18 to 24 years old; 2) completing

first-term enlistments; 3) involuntarily separating due to force shaping; 4) Soldiers in the Integrated Disability Evaluation System (IDES) process; or 5) separating rapidly or on short notice from military service.

**transition**

A general term used to describe the process of leaving active government service (civilian) or active duty service (military). Transition may be voluntary or involuntary.

**transition advisors**

A general term used to describe personnel in the SFL–TAP assigned to assist Soldiers, their Family members, and DA Civilians with their transition needs (for example, transition assistance advisors, TCs, 79Vs, and transition employment liaisons).

**transition center (TC)**

The military personnel work center, which accomplishes final separation processing of Soldiers completing their active duty tour of service. Transition processing is initiated at varying times depending on the type of separation. The transition center prepares final separation documents, including transition orders and the DD Form 214.

**transition services manager (TSM)**

At the installation level, the TSM has oversight responsibility for the quality and volume of transition and employment assistance services. While the TSM does not directly supervise the SFL–TAP Center staff, the TSM is responsible for monitoring SFL–TAP Center operations. The TSM is the installation liaison and acts as the commander’s principal advisor on, and the agent for, transition issues and coordinates service providers and transition-related activities.

**Transition to Veterans Program Office (TVPO)**

The TVPO was created within the Office of the Secretary of Defense to develop and promulgate policies that support the successful transition of Service members from the military back into civilian communities.

**unanticipated separation**

Soldiers released unexpectedly from active duty before completion of enlistment, contract, or orders pursuant to Title 10, United States Code.

**VA Benefits Briefings I and II**

VA-led mandatory briefings that provide eligible Soldiers with information on available veteran’s benefits and services.

**Verification of Military Experience and Training (VMET), see DD Form 2586**

Official Department of Defense document that details and verifies the Service member’s military education and training.

**virtual asynchronous learning method**

A self-paced distance-learning environment designed for individual instruction.

**virtual curriculum**

A Web-based adult learning module package that provides an alternative delivery method, to allow Soldiers who cannot attend installation-based training to access SFL–TAP services.

**virtual quality control inspection**

As a cost-saving initiative, telephonic QC inspections by members of the SFL–TAP Center contractor management team are conducted as an alternative to QC inspections. Virtual quality control inspections assess service performance and operational procedures against established standards of quality.

**virtual synchronous learning method**

A real-time distance-learning environment, in which a group of individuals receives simultaneous instruction from a facilitator.

**Veterans Opportunity to Work (VOW) Act**

A reference to the law which mandates Service member completion of the pre-separation briefing with initial counseling, VA briefings, and the DOL Employment Workshop.

**warm handover**

A Capstone process between the Army and appropriate interagency partners, resulting in the person-to-person mandatory connection of eligible Soldiers who do not meet CRS and/or do not have a viable ITP to services and follow-up

resources as needed. The warm handover entails a confirmed introduction and assurance that the appropriate inter-agency partner acknowledges an eligible Soldier requires post-military assistance and is willing to follow through on providing assistance to meet the needs of Soldiers and assist them in attaining the CRS and a successful transition.

**Warrior transition unit (WTU)**

Provides administrative control, accountability and support for seriously injured, wounded, or ill Soldiers.

**Section III**

**Special Abbreviations and Terms**

**ACF**

Army confinement facility

**ACT**

Army Career Tracker

**COOL**

Credentialing Opportunities On-Line

**CRS**

Career Readiness Standard

**DOLEW**

Department of Labor Employment Workshop

**ED**

Department of Education

**FTST**

Forward Transition Support Team

**IC**

initial counseling

**ITP**

Individual Transition Plan

**JKO**

Joint Knowledge Online

**JST**

joint services transcript

**MSO**

military service organization

**MTT**

Mobile Transition Team

**P3O**

Private Public Partnership Office

**PaYS**

Partnership for Youth Success program

**SFL**

Soldier for Life

**SFL-TAP**

Soldier for Life - Transition Assistance Program

**SLC**  
Soldier Life Cycle

**SSG**  
Senior Steering Group

**TD**  
Transition Division

**TEB**  
transfer of eligibility of education benefits

**TSM**  
transition services manager

**TVPO**  
Transition to Veterans Program Office

**UCX**  
unemployment compensation for ex-Servicemembers

**VQC**  
virtual quality control

**VOW**  
Veterans Opportunity to Work

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