



EMPLOYER'S REFERENCE MANUAL

PTSD FAQs

WHAT IS PTSD (Post Traumatic Stress Disorder)?

Post Traumatic Stress Disorder (PTSD) is an anxiety disorder that can develop in persons who have had very traumatic, disturbing or frightening experiences or (b) witnessed such events, whether in close proximity or at a distance.

The experiences that result in PTSD must have involved actual death or the fear of death and/or caused the person to fear for his or her own life, or the lives of others.

The person's reaction to the events must have been intense fear, horror and/or helplessness and feeling as if he or she has no control over what is happening.

WHO SUFFERS FROM PTSD?

According to the [National Alliance on Mental Illness](#) (NAMI), more cases of this disorder are found among inner-city youths and people who have recently emigrated from troubled countries. Women seem to develop PTSD more often than men. However, in the minds of the public, PTSD has been more strongly associated with returning service men and women who have been in active combat.

IS PTSD THE SAME AS "SHELL SHOCK" AND "BATTLE FATIGUE"?

Prior to Vietnam, "shell shock" (World War I) and "battle fatigue" (World War II) were terms that were used to describe what we now understand to be post traumatic stress disorder. The effects of war trauma on soldiers were not understood then, but we have learned a great deal about the disorder since then.

IS PTSD REVERSIBLE?

According to medical experts, PTSD is an "environmental shock that changes your brain and scientists do not know if it is reversible" (WebMD.com). The effects can be long-term if left untreated, and according to the [National Center for Posttraumatic Stress Disorder](#) (NCPTSD), about 1 in 3 people who have the disorder will continue to show some symptoms. However, most people who suffer from PTSD do recover over time.

WHAT ARE THE TYPES OF EXPERIENCES THAT PRODUCE PTSD?

While many people associate PTSD with battlefield or war experiences, PTSD can also develop as a result of other extreme experiences such as: natural and man-made disasters; acts of violence; accidents; and prolonged exposure to suffering or abuse.



EMPLOYER'S REFERENCE MANUAL

EXAMPLES OF DISASTERS THAT CAN CAUSE PTSD TO DEVELOP:

Natural disasters: Include such phenomena as deadly blizzards, cyclones, earthquakes, hurricanes, monsoons, deadly storms, deadly heat-waves, tornadoes, tsunamis, wild-fires.

Man-made disasters: Include events such as war, displacement caused by civil war or other social unrest, deadly fires, etc.

Acts of terror: The bombings of the World Trade Centers and the Pentagon

Acts of violence: Include child abuse, emotional, mental, physical abuse, domestic violence, mayhem physical or sexual assault, rape, sexual abuse and molestation, rioting and urban violence (such as gang violence).

Accidents: Airplane crashes; car, rail, boat or ship accidents; deadly stampedes (such as at some soccer games, concerts or riots).

DOES EVERY PERSON WHO HAS EXPERIENCED EXTREME TRAUMA DEVELOP PTSD?

No. There are many people who experience terrible things and still do not develop PTSD. However, every person who has PTSD has experienced an extreme, traumatic, fear-filled, or deadly event. The more horrific the event, the higher the likelihood that the person involved will develop PTSD.

HOW DOES PTSD MANIFEST ITSELF?

The person with PTSD exhibits several or all of the following symptoms (*This is not a comprehensive list and is only meant to be an example of the types of symptoms suffered*):

- Sleep problems, persistent nightmares of the events
- Cannot stop remembering or “re-experiencing” the event(s) in grim detail
- Has sudden, uncontrollable flash-backs
- Has sudden attacks of intense anxiety and fear
- Reacts to internal or external “cues” (e.g. sudden loud noises, certain sounds, sirens, scents, shouting that might remind one of aspects of the event)
- Irritability, edginess
- Forgetfulness
- May experience time management issues
- Difficulty concentrating
- Shuts down or detaches emotionally (“numbing”)
- Problems with personal relationships



EMPLOYER'S REFERENCE MANUAL

HOW SOON AFTER THE TRAUMATIC EVENT DOES PTSD DEVELOP?

It varies. The disorder may develop soon after, within days, months or even years after the event(s) occurred.

DO THE SYMPTOMS OF PTSD INCREASE WITH TIME?

Generally, no. If diagnosed properly and treated, most of the symptoms will actually decrease **over time.**

DO PEOPLE WHO HAVE BEEN DIAGNOSED WITH PTSD PRESENT A DANGER TO THEMSELVES OR OTHERS?

A diagnosis of PTSD does not mean that person with the disorder poses a threat to themselves or others.

HOW IS PTSD MANAGED?

PTSD can be managed with evidence-based psychotherapies such as cognitive-based therapy and medication such as SSRIs (National Center for PTSD). Additionally, learning and practicing stress management techniques will help to minimize and/or control the effects of the disorder.

WHAT PERCENTAGE OF THE POPULATION SUFFERS FROM PTSD?

It is estimated that about approximately “5% of American males and 10% of American females will develop PTSD at some point in their lives” and that in general, about 7 – 8% of the US population will have PTSD at some point in their lives (National Center for PTSD)

WHAT IS THE FREQUENCY OF PTSD AMONG SERVICE MEMBERS RETURNING FROM IRAQ AND AFGHANISTAN?

According to an article by Stanford University researchers in the September 14, 2009 issue of *Management Science*, the rate of PTSD among Iraq veterans could be as high as 35%. According to NAMI, the Anxiety Disorders Association of America (ADAA) notes that “...an estimated 15 percent to 30 percent of the 3.5 million men and women who served in Vietnam have suffered from PTSD.”

ARE SERVICE MEMBERS WITH PTSD ABLE TO FUNCTION SAFELY IN THE WORKPLACE?

Yes. In fact, employment plays a very important part in the healing process for our military men and women.



EMPLOYER'S REFERENCE MANUAL

WHY IS EMPLOYMENT IMPORTANT TO RETURNING SERVICE MEN AND WOMEN WHO SUFFER WITH PTSD?

Being employed helps veterans to remain productive, and gives them the pride and satisfaction of fully participating in society. Employing veterans tells them that their service on all our behalf is appreciated. It is one of the most profound and direct ways to support a veteran and to help in the healing process. Employed veterans who are affected by PTSD actually heal faster.

ARE THERE ANY LAWS THAT SPECIFICALLY PROTECT VETERANS WHO HAVE SERVICE RELATED DISABILITIES?

Yes. At least two federal laws provide important protections for veterans with disabilities: Title I of the [Americans with Disabilities Act of 1990](#) (“ADA”) and the **Uniformed Services Employment and Reemployment Rights Act (“USERRA”)**.

The ADA protects individuals with disabilities. It is important to understand that not all veterans or returning service members suffer from PTSD, and not everyone who suffers from PTSD is considered “disabled” under the ADA. However, when a veteran’s PTSD is considered a “disability,” the employer must comply with **Title I of the ADA**.

USERRA has requirements for reemploying veterans with and without service-connected disabilities. (*See “What Employers Should Know About the USERRA section”*)

WHAT IS TITLE 1 OF THE AMERICANS WITH DISABILITIES ACT?

According to the *U.S. Opportunity Employment Commission (EEOC)*, Title I of the [Americans with Disabilities Act of 1990](#) prohibits private and public employers, employment agencies, and labor unions from discriminating against qualified individuals with disabilities in any aspect of employment, including job application procedures, hiring, firing, advancement, compensation, and job training. The ADA also prohibits harassment based on a person’s disability.

The ADA covers more than just individuals who were born with disabilities. It also covers individuals who use wheelchairs, become blind or deaf because of an accident or injury, or who are diagnosed with medical conditions such as traumatic brain injury, major depression, and PTSD at any point in their lives.

The ADA recognizes that many people with physical or mental impairments are capable of working and protects them from discrimination that results from employer misperceptions or from the failure to make what are often simple workplace modifications ([EEOC.gov](#)).



EMPLOYER'S REFERENCE MANUAL

DOES THE ADA APPLY TO ALL BUSINESSES, REGARDLESS OF SIZE?

The ADA covers private and public employers with 15 or more employees. It also applies to employment agencies and to labor organizations.

WHAT ELSE SHOULD AN EMPLOYER KNOW ABOUT THE AMERICAN WITH DISABILITIES ACT?

The ADA protects qualified individuals with disabilities who are able to perform the essential functions of a job, with or without a reasonable accommodation.

Disabled individuals are considered “qualified” under the ADA if they are able to meet the employer’s requirements for the job, such as education, training, employment experience, skills, or licenses and are able to perform the job’s essential or fundamental duties, with or without reasonable accommodation.

An accommodation is *not* reasonable if it presents an “undue hardship,” such as a significant difficulty or expense to the employer.

The Act requires employers to provide qualified individuals with disabilities with **reasonable accommodations** to enable them to apply for jobs, to perform their jobs, and to enjoy equal benefits and privileges of employment, such as access to the parts of an employer’s facility that is available to all employees, and access to employer-sponsored training and social events.

An example of a “reasonable accommodation” might be adding hand rails to aid in support and navigation; providing a parking spot closer to the entrance to the job; building a ramp for wheel-chair accessibility, etc.(*see below for other EEOC examples*).

Under the ADA, an individual may ask for a reasonable accommodation at any time during the application process or during employment. The employer is not required to provide the exact accommodation the individual requests, but instead may work with the individual to identify an appropriate accommodation that will enable him or her to perform the job. (EEOC.gov).

WHAT TYPE OF REASONABLE ACCOMMODATIONS MIGHT A JOB APPLICANT OR EMPLOYEE ASK FOR?

The following are examples of types of accommodations that may be needed for the application process or while on the job:

- written materials in accessible formats, such as large print



EMPLOYER'S REFERENCE MANUAL

- extra time to complete a test for a person who has difficulty concentrating or has a learning disability or traumatic brain injury
- recruitment fairs, interviews, tests, and training held in accessible locations
- leave for treatment, recuperation, or training related to the disability
- modified or part-time work schedules
- a job coach who could assist an employee who initially has some difficulty learning or remembering job tasks (EEOC.gov).

IF NOT EVERY DIAGNOSIS OF PTSD IS A DISABILITY, HOW IS A PERSON WITH A DISABILITY DEFINED?

An individual with a disability is a person who:

- Has a physical or mental impairment that **substantially** limits one or more major life activities (e.g., hearing, seeing, speaking, sitting, standing, walking, concentrating, or performing manual tasks)
- Has a record of such an impairment (i.e., was substantially limited in the past, such as prior to undergoing rehabilitation)
- Is regarded as having such impairment, or treated by an employer as having a substantially limiting impairment - even if no substantial limitation exists (EEOC.gov).

HOW SHOULD THE JOB APPLICANT ASK FOR REASONABLE ACCOMMODATIONS?

The applicant simply has to indicate – orally or in writing -- that he or she needs an adjustment, or a change in the application process or work for a reason related to a physical or medical condition.

For example, an applicant with vision loss who cannot read standard print could request the application materials in some format (e.g., large print or on computer disk) or that someone read the application to him or her. The applicant does not have to mention the ADA or use the term “reasonable accommodation.”

The request also can be made by someone acting on the applicant's behalf, such as a family member, rehabilitation counselor, health professional, or other representative (EEOC.gov).

WHAT HAPPENS WHEN A VETERAN ASKS FOR REASONABLE ACCOMMODATIONS?

A request for reasonable accommodation is the first step in an informal interactive process between the employer and the veteran.



EMPLOYER'S REFERENCE MANUAL

The process will involve determining whether the service member has a disability as defined by the ADA and whether he or she is “otherwise qualified” to perform the job, and identifying accommodation solutions. An employer may ask the veteran what accommodations might be needed that will help him or her to apply for, or do, the job (EEOC.gov).

WHEN MIGHT A VETERAN ASK FOR REASONABLE ACCOMMODATIONS?

Veterans can request an accommodation at any time during the application process or when they start working - even if they did not ask for one when applying for a job, or after receiving a job offer.

Generally, veterans should request an accommodation when they know that there is a workplace barrier that is preventing them from competing for, or performing, a job - or having equal access to the benefits of employment. As a practical matter, it is better to request a reasonable accommodation before job performance suffers (EEOC.gov).

WHO ENFORCES TITLE 1?

The EEOC enforces Title 1 of the American with Disabilities Act (ADA).

WHAT IS USERRA?

USERRA protects individuals who have served in the uniformed services from employment discrimination based on their service in the military. It also provides important reemployment rights for individuals who have left their jobs to serve in the military.

WHO ENFORCES THE USERRA?

The U.S. Department of Labor (DOL) enforces USERRA. (Please refer to “What Employers Need to Know About the *Uniformed Services Employment and Reemployment Rights Act* section for more information about this important law) NOTE to Robert: link

DOES THE USERRA ALSO INCLUDE REASONABLE ACCOMMODATIONS OBLIGATIONS AS THE ADA DOES?

Yes. Both USERRA and the ADA include reasonable accommodation obligations. However, in some circumstances, USERRA goes further. USERRA’s reemployment provisions require employers to place returning service personnel in the jobs they left, or substantially similar positions. The employer must help the veteran become qualified to perform the duties of the position he or she left, or a similar position, whether or not the veteran has a service-connected disability requiring reasonable accommodation. This could include providing training or retraining for the position (EEOC.gov).



EMPLOYER'S REFERENCE MANUAL

ARE EMPLOYERS REQUIRED TO HIRE VETERANS WHO ARE DISABLED OR WHO MIGHT HAVE PTSD, ABOVE ALL OTHER APPLICANTS?

USERRA provides returning veterans with reemployment rights, whether or not the veteran returns with a disability. Where USERRA applies, the veteran is entitled to return to the position he or she vacated, and in that regard, gets preference over any other applicants for that position.

Otherwise, veterans with disabilities are not generally entitled to hiring preferences. While the ADA prohibits discrimination “against a qualified individual with a disability because of the disability of such individual,” an employer may lawfully select a better-qualified applicant without a disability over someone protected by the ADA.

Even in circumstances in which it is not *required* to do so, an employer may *decide* to give a veteran with a service-connected disability a preference in hiring. In fact, federal agencies may use specific rules and regulations, called “**special hiring authorities**” to hire individuals with disabilities outside the normal competitive hiring process, and sometimes may even be required to give preferential treatment to veterans, including disabled veterans, in making hiring, promotion, or other employment decisions (EEOC.gov).

NOTE: This is not to suggest that all affirmative action is voluntary! The Vietnam Era Veterans Readjustment Act - requires anyone with a federal contract worth \$25,000 or more to “take affirmative action to employ . . . qualified special disabled veterans, veterans of the Vietnam era, recently separated veterans, and any other veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.” 38 U.S.C. § 4212(a) (1).

ARE EMPLOYERS ALLOWED TO ASK QUESTIONS ABOUT A VETERAN'S PTSD OR TBI DURING A JOB INTERVIEW?

No. The employer is not permitted to inquire into any medical conditions during the interview process. After making a conditional offer, the employer may require applicants to submit to a medical exam, but only if the exam is job-related and is uniformly required of all applicants.

Even if the disability is obvious, an employer cannot ask questions about when, where, or how the injury occurred. However, where it seems likely that the service member or other job applicant will need a reasonable accommodation to do the job, an employer may ask if an accommodation is needed and, if so, what type.

In addition, an employer may ask any job applicant to describe or demonstrate how he or she would perform the job with or without an accommodation. For example, if the job requires that the applicant lift



EMPLOYER'S REFERENCE MANUAL

objects weighing up to 50 pounds, the employer can ask the applicant to demonstrate how they will perform this task.

Similarly, if the applicant *voluntarily* reveals that he or she has an injury or illness that the employer reasonably believes will require an accommodation, the employer may ask what accommodation is needed to do the job (EEOC.gov).

SOME EMPLOYMENT APPLICATIONS ASK WHETHER OR NOT THE VETERAN IS DISABLED OR NOT. IS THIS LEGAL?

If the information is being requested for **affirmative action purposes**, then it is legal to do so. An employer may ask applicants to voluntarily self-identify as individuals with disabilities or “disabled veterans” when the employer is: (1) undertaking affirmative action because of a federal, state, or local law (including a veterans’ preference law) that requires affirmative action for individuals with disabilities; or (2) voluntarily using the information to benefit individuals with disabilities, including veterans with service-connected disabilities.

If an employer invites a job applicant to voluntarily self-identify as a disabled veteran, it must clearly inform the veteran in writing, (or orally, if no written questionnaire is used) that:

- (1) The information is being requested as part of the employer’s affirmative action program
- (2) Providing the information is voluntary
- (3) Failure to provide it will not subject the veteran to any adverse treatment; and
- (4) The information will be kept confidential and only used in a way that complies with the ADA (EEOC.gov).

WHAT ARE SOME OF THE THINGS THAT EMPLOYERS CAN DO TO ACCOMMODATE VETERANS AND OTHERS WITH PTSD?

Once again, it is important for employers to remember that not every person who has been diagnosed with PTSD will need accommodations at work. For the convenience of employers, the following list is a sample of ideas and suggestions that have been reprinted, with permission, from www.americasheroesatwork.gov:



EMPLOYER'S REFERENCE MANUAL

Questions that employers should consider:

- What limitation is the employee experiencing and how does it affect his or her job performance? Unless the prospective employee has self-identified, how do you know they've got PTSD?
- What specific job tasks are problematic as a result of their limitations?
- Are there aspects of the work, physical environment, or social environment that exacerbate the employee's symptoms?
- What accommodations are available to reduce or eliminate these problems?
- Has the employee been consulted regarding possible accommodations?
- Once accommodations are in place, would it be useful to meet with the employee to evaluate the effectiveness of the accommodations and to determine whether additional accommodations are needed?
- Do supervisory personnel and employees need training regarding PTSD and related mental health issues?
- Has the employee sought care or treatment **for PTSD or a similar condition** and, if so, has the employee continued to follow up and comply with the recommended care (**provided this information has been volunteered by the employee**)?

EMPLOYERS SHOULD ADOPT THE FOLLOWING BEST WORKPLACE PRACTICES FOR THE FOLLOWING PTSD AND TBI RELATED CHALLENGES:

- Assign a mentor to assist the employee

Memory Lapses:

- Provide written instructions
- Post written instructions for use of equipment
- Use a wall calendar
- Use a daily or weekly task list
- Provide verbal prompts and reminders



EMPLOYER'S REFERENCE MANUAL

- Use electronic organizers or hand held devices
- Allow the employee to tape record meetings
- Provide written minutes of each meeting
- Allow additional training time

Concentration:

- Reduce distractions in the work environment
- Allow for the use of white noise or environmental sound machines
- Allow the employee to play soothing music using a music player and a headset
- Increase natural lighting or increase full spectrum lighting
- Divide large assignments into smaller goal-oriented tasks or steps
- Plan for interrupted work time

Time Management/Performing or Completing Tasks:

- Make daily "TO-DO" lists and check items off as they are completed
- Divide large assignments into smaller tasks and steps
- Schedule weekly meetings with supervisor, manager or mentor to determine if goals are being met
- Remind employee of important deadlines via memos or e-mail

Disorganization:

- Use calendars to mark meetings and deadlines
- Use electronic organizers
- Assign a mentor to assist the employee

Coping with Stress:

- Allow longer or more frequent work breaks



EMPLOYER'S REFERENCE MANUAL

- Provide backup coverage for when the employee needs to take breaks
- Provide additional time to learn new responsibilities
- Restructure job to include only essential functions
- Allow time off for counseling
- Assign a supervisor, manager or mentor to answer employee's questions

Working Effectively with a Supervisor:

- Give assignments, instructions or training in writing or via e-mail
- Provide detailed day-to-day guidance and feedback
- Provide positive reinforcement
- Provide clear expectations and the consequences of not meeting expectations
- Develop strategies to deal with problems

Interaction with Co-workers:

- Encourage the employee to walk away from frustrating situations and confrontations
- Allow employee to work from home part-time
- Provide partitions or closed doors to allow for privacy
- Provide disability awareness training to coworkers and supervisors

Dealing with Emotions:

- Refer to employee assistance programs (EAP)
- Use stress management techniques to deal with frustration
- Allow the use of a support animal
- Allow telephone calls during work hours to doctors and others for needed support
- Allow frequent breaks



EMPLOYER'S REFERENCE MANUAL

Sleep Disturbance:

- Allow the employee to work one consistent schedule
- Allow for a flexible start time
- Combine regularly scheduled short breaks into one longer break
- Provide a place for the employee to rest, lie down or nap during break

Muscle Tension or Fatigue:

- Build in “stretch breaks” during the workday
- Allow time off for physical therapy or massage therapy
- Encourage use of the company's wellness program

Absenteeism:

- Allow for a flexible start time or end time, or work from home
- Provide straight shift or permanent schedule
- Modify attendance policy (e.g., count one occurrence for all PTSD-related absences, or allow the employee to make up the time missed)

Panic Attacks:

- Allow the employee to take a break and go to a place where s/he feels comfortable to use relaxation techniques or contact a support person
- Identify and remove environmental triggers such as particular smells or noises

Headaches:

- Provide alternative lighting
- Take breaks from computer work or from reading print material



EMPLOYER'S REFERENCE MANUAL

- Practice stress-relieving techniques

<p style="text-align: center;">WHAT EMPLOYERS SHOULD KNOW ABOUT THE USERRA <i>(Reprinted with permission from DOL.Elaws® - USERRA Advisor section)</i></p>

INTRODUCTION:

The Uniformed Services Employment and Reemployment Rights Act (USERRA) Advisor helps Veterans understand employee eligibility and job entitlements, employer obligations, benefits and remedies under the Act. The law is intended to encourage non-career uniformed service so that America can enjoy the protection of those services, staffed by qualified people, while maintaining a balance with the needs of private and public employers who also depend on these same individuals.

Employers are required to provide to persons entitled to the rights and benefits under USERRA, a notice of the rights, benefits and obligations of such persons and such employers under USERRA. Employers may provide the notice, "[Your Rights Under USERRA](#)", by posting it where employee notices are customarily placed. However, employers are free to provide the notice to employees in other ways that will minimize costs while ensuring that the full text of the notice is provided (e.g., by handing or mailing out the notice, or distributing the notice via electronic mail).

This USERRA Advisor was developed by the Veterans' Employment and Training Service. The Department of Labor (DOL) developed the elaws Advisors to help employees and employers understand their rights and responsibilities under numerous Federal employment laws. Each Advisor includes links to more detailed information that may be useful to the user, such as links to regulatory text, publications and organizations. Additional information is also available from the [National Committee for Employer Support of the Guard and Reserve](#).

OVERVIEW OF USERRA:

The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA) was signed into law on October 13, 1994. USERRA clarifies and strengthens the Veterans'



EMPLOYER'S REFERENCE MANUAL

Reemployment Rights (VRR) Statute. The Act itself can be found in the United States Code at [Chapter 43, Part III, Title 38](#).

The Department of Labor has issued regulations that clarify its position on the rights of returning service members to family and medical leave under the Uniformed Services Employment and Reemployment Rights Act (USERRA). See [20 CFR Part 1002.210](#).

USERRA is intended to minimize the disadvantages to an individual that occur when that person needs to be absent from his or her civilian employment to serve in this country's [uniformed services](#). USERRA makes major improvements in protecting service member rights and benefits by clarifying the law and improving enforcement mechanisms. It also provides employees with Department of Labor assistance in processing claims.

USERRA covers virtually every individual in the country who serves in or has served in the uniformed services and applies to all employers in the public and private sectors, including Federal employers. The law seeks to ensure that those who serve their country can retain their civilian employment and benefits, and can seek employment free from discrimination because of their service. USERRA provides protection for disabled veterans, requiring employers to make reasonable efforts to accommodate the disability.

USERRA is administered by the United States Department of Labor, through the [Veterans' Employment and Training Service \(VETS\)](#). VETS provides assistance to those persons experiencing service connected problems with their civilian employment and provides information about the Act to employers. VETS also assists veterans who have questions regarding Veterans' Preference. For more information, please visit the [Veterans' Preference Advisor](#).



EMPLOYER'S REFERENCE MANUAL

LINKS AND RESOURCES:

ADA

www.eeoc.gov/ada/adadocs.html

Equal Employment Opportunity Commission (EEOC)

<http://www.eeoc.gov/facts/veterans-disabilities.html>

EEOC's website provides enforcement guidance and other policy documents on the ADA, as well as information on how to file a charge of discrimination under any of the statutes EEOC enforces.

America's Heroes at Work:

<http://www.americasheroesatwork.gov/>

America's Heroes at Work is a U.S. Department of Labor (DOL) project that addresses the employment challenges of returning service members living with Traumatic Brain Injury (TBI) and/or Post-Traumatic Stress Disorder (PTSD)

Brainline:

www.brainline.org

BrainLine is a national multimedia project offering information and resources about preventing, treating, and living with TBI.

Employer Support of the Guard and Reserve (ESGR)

www.esgr.net

ESGR is a unit in the Department of the Defense, established to promote cooperation and understanding between Reserve component members and their civilian employers. ESGR has more than 900 volunteers who help employers and employees understand what USERRA requires.

National Alliance on Mental Illness:

http://www.nami.org/Template.cfm?Section=By_Illness&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=54&ContentID=23045

For three decades, NAMI has established itself as the most formidable grassroots mental health advocacy organization in the country.

USERRA

The Department of Labor (DOL)

www.dol.gov/vets

DOL, through the Veterans' Employment and Training Service, provides information on USERRA, including a resource guide and fact sheet.



EMPLOYER'S REFERENCE MANUAL

WarriorCare
www.WarriorCare.mil

Warrior Care serves as a portal to various resources for veterans and returning service men and women.