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**\*Army Regulation 600–81**

**Effective 12 April 2024**

**Personnel–General**  
**Transition Assistance Program**

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By Order of the Secretary of the Army:

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*General, United States Army*  
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Official:

  
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**History.** This publication is a major revision. The portions affected by this major revision are listed in the summary of change.

**Authorities.** The authorities for this regulation are DoDI 1332.35 and DoDI 1322.29.

**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 requirements.

**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 C).

**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 Commanding General, U.S. Army Human Resources Command, [usarmy.knox.hrc.mbx.g3-publications@army.mil](mailto:usarmy.knox.hrc.mbx.g3-publications@army.mil).

**Distribution.** This regulation is available in electronic media only and is intended for the Regular Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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\*This regulation supersedes AR 600–81, dated 17 May 2016 and Army Directive 2019-26 is rescinded upon publication of this revision.

# ***SUMMARY of CHANGE***

AR 600–81  
Transition Assistance Program

This major revision, dated 12 March 2024—

- Changes the title from “Soldier for Life – Transition Assistance Program” to “Transition Assistance Program” (cover).
- Adds responsibilities for The Inspector General and commanders of Army commands, Army service component commands, and direct reporting units (paras 2–3 and 2–9).
- Adds the Enterprise Individual Self-Assessment (paras 3–2 and 5–5 and chap 4).
- Updates requirements for Army Reserve/Army National Guard personnel (para 4–6).
- Updates the Career Skills Program policy (para 5–4).
- Rescinds Army Directive 2019–26 (Implementation of Changes to the Soldier for Life Transition Assistance Program) (throughout).
- Incorporates DoDI 1332.35 (Transition Assistance Program (TAP) for Military Personnel) (throughout).
- Incorporates DoDI 1322.29 (Job Training, Employment Skills Training, Apprenticeships, and Internships (JTEST-AI) for Eligible Service Members) (throughout).
- Replaces “Warrior Transition Unit” with “Soldier Recovery Unit” (throughout).
- Replaces “Transition Assistance Program XXI” with “Transition Assistance Program system of record” (throughout).

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## **Contents** (Listed by chapter and page number)

### **Summary of Change**

#### **Chapter 1**

**Introduction**, *page 1*

#### **Chapter 2**

**Responsibilities**, *page 1*

#### **Chapter 3**

**Clients**, *page 6*

#### **Chapter 4**

**Preparing the Client**, *page 9*

#### **Chapter 5**

**Connecting Soldiers**, *page 15*

### **Appendixes**

**A.** References, *page 27*

**B.** Tools, Websites, and Samples, *page 28*

**C.** Internal Control Evaluation, *page 30*

### **Table List**

Table 4–1: Tier assignment, *page 11*

### **Figure List**

Figure 4–1: Timeline for Distributive Model, *page 12*

Figure 4–2: Warm handover process overview, *page 14*

Figure 5–1: Tactical employment connection strategy, *page 15*

Figure 5–2: Enhanced hiring event process, *page 16*

Figure 5–3: Reserve Component Network, *page 25*

Figure B–1: Sample notification memorandum, *page 29*

### **Glossary of Terms**

## **Chapter 1**

### **Introduction**

#### **1–1. Purpose**

This regulation prescribes policy for the Army Transition Assistance Program (TAP). The TAP is mandated by the Department of Defense (DoD) and provides information and training to ensure transitioning Soldiers, Department of the Army Civilians (DACs), retirees, veterans, Soldiers' Family members, and caregivers are prepared for their next step in life when leaving the Army—whether pursuing additional education, finding a job in the public or private sector, or starting their own business. The TAP helps assist eligible personnel make informed decisions through benefits counseling, career preparation, and employment assistance to provide a successful transition.

#### **1–2. References, forms, and explanation of abbreviations**

See appendix A. The abbreviations, brevity codes, and acronyms (ABCAs) used in this electronic publication are defined when you hover over them. All ABCAs are listed in the ABCA database located at <https://armypubs.army.mil/abca/>.

#### **1–3. Associated publications**

This section contains no entries.

#### **1–4. Responsibilities**

See section II of this chapter.

#### **1–5. Records management (recordkeeping) requirements**

The records management requirement for all record numbers, associated forms, and reports required by this publication are addressed in the Records Retention Schedule-Army (RRS–A). Detailed information for all related record numbers, forms, and reports are in the Army Records Information Management System (ARIMS)/RRS–A at <https://www.arims.army.mil>. If any record numbers, forms, and reports are not current, addressed, and/or published correctly in ARIMS/RRS–A, see DA Pam 25–403 for guidance.

#### **1–6. Mission**

The TAP focuses on preparing eligible individuals for their transition to civilian life by—

- a. Providing required counseling, employment assistance, education workshops, and seminars to ensure career readiness standards (CRS) are attainable.
- b. Supplying a broad spectrum of programs, services, and networks for transitioning Soldiers, DACs, veterans, retirees, Soldiers' Family members, and caregivers to provide assistance and information concerning potential benefits.
- c. Establishing a strong partnership between the Army and the private sector businesses and educators to create a connection multiplier and improve employment prospects for eligible individuals in transition, thereby reducing unemployment compensation costs to the Army.

## **Chapter 2**

### **Responsibilities**

#### **2–1. Overview**

The TAP is a set of programs, services, and information directed by federal law and DoD policy. The Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)) develops and oversees TAP policy and programs. The Deputy Chief of Staff (DCS), G–1 provides military advice and assistance to the ASA (M&RA) on the TAP. The Director, U.S. Army Human Resources Command (HRC) Transition Division (TD) manages program resources and policies. The Commanding General (CG), U.S. Army Installation Management Command (IMCOM) maintains program execution, manages connection efforts at the installation level, and facilitates local connections for all components.

## **2-2. Assistant Secretary of the Army (Manpower and Reserve Affairs)**

The ASA (M&RA) will—

- a. Develop and oversee policies for the Army TAP.
- b. Assign the appropriate departmental assistant secretary or general officer or senior executive service director to serve as Army representatives on the DoD/Interagency TAP Executive Council and as the TAP Senior Steering Group.
- c. Ensure commanders of Army commands (ACOM), Army service component commands (ASCC), and direct reporting units (DRU) submit quarterly TAP CRS compliance and timeliness rollup reports for their commands to the Chief of Staff of the Army (CSA).
- d. Provide inspector general (IG) findings related to the TAP to the Under Secretary of Defense for Personnel and Readiness no later than January 31 of the year following the year in which an inspection takes place.
- e. Through the Chief, Army Enterprise Marketing Office—
  - (1) Synchronize outreach efforts and engagements with industry leaders through the TAP.
  - (2) Help develop and synchronize the marketing and branding of the TAP.

## **2-3. The Inspector General**

TIG will—

- a. Ensure installation IGs conduct an inspection of each installation TAP at least once every three years. TIG will provide IG findings to the ASA (M&RA) no later than December 1 of the year in which an inspection takes place.
- b. Recommend, through the ASA (M&RA), that the Secretary of the Army approve other TAP inspections, as appropriate. If approved, inspection results will be shared per Secretary of the Army release instructions.

## **2-4. Deputy Chief of Staff, G-1**

The DCS, G-1 will—

- a. Serve as primary officer responsible for advising the ASA (M&RA) on the development of policies and programs and for the execution of all personnel transition actions within all components.
- b. Implement and administer the TAP per law and policy.
- c. In coordination with the ASA (M&RA), represent the Army at the DoD level on the TAP and transition from the Army.
- d. Ensure appropriate funding for all commands and agencies that support the TAP.
- e. Ensure the military personnel system includes functions to—
  - (1) Provide eligible Soldiers, DACs, caregivers, retirees, veterans, and Family members the opportunity to participate in transition assistance services.
  - (2) Provide DACs affected by base realignment and closures (BRACs), reduction in force, retirement, or any other agency action that places a DAC in a position where transition to civilian life is necessary, the opportunity to participate in transition assistance services.
  - (3) Support the Army's Soldier life cycle as it pertains to transitions.
- f. Issue implementation guidance for TAP reporting.
- g. Through the CG, HRC, provide oversight of delegated TAP authorities and allocate adequate resources to The Adjutant General (TAG) to accomplish the mission. The CG, HRC may delegate authority to TAG regarding transition. TAG will provide oversight of delegated authorities and allocate adequate resources to the Director, HRC TD to accomplish the mission. TAG may delegate authority to the Director, HRC TD. The Director, HRC TD, on behalf of TAG, will—
  - (1) Provide guidance to the CG, IMCOM for program execution and oversight to installation transition centers worldwide through subordinate regions and garrisons, to include the Career Skills Program (CSP).
  - (2) Develop, coordinate, resource, budget, and write program objective memorandum requirements for a consolidated budget request throughout all phases of the planning, programming, budgeting, and execution process.
  - (3) Draft policy and guidance pertaining to the TAP for submission to the ASA (M&RA) through TAG, CG, HRC, and the DCS, G-1.

(4) Conduct quality assurance or staff assistance visit inspections on all TAP center staff, Soldier Recovery Units (SRUs), virtual centers, forward transition support teams (FTSTs), and satellite offices every other year using the approved quality assurance checklist.

(5) Coordinate with IMCOM Chief of Transition Services on quality assurance or staff assistance visit schedules during the second quarter for the upcoming fiscal year.

(6) Monitor field operations to ensure compliance with published policy and guidance and provide quality TAP services in an effective and efficient manner.

## **2-5. Deputy Chief of Staff, G-9**

The DCS, G-9, as the program manager of the Army Financial Literacy Training Program, will coordinate with the DCS, G-1 on transition training to ensure compliance with Section 992, Title 10, United States Code (10 USC 992).

## **2-6. Chief, National Guard Bureau**

The CNGB will—

a. Ensure a supporting program or system is in place to allow all Army National Guard (ARNG) Soldiers, regardless of status, to receive and have access to transition services throughout the Soldier's life cycle and to identify eligible ARNG Soldiers leaving Title 10, United States Code (Title 10) status of 180 days or more.

b. Ensure all transitioning Soldiers assigned to the ARNG who have served 180 days or more on continuous AD register and start the TAP during the pre-mobilization process.

c. Ensure eligible Soldiers receive the TAP standardized transition curriculum and develop a viable individual transition plan (ITP) with a transition counselor.

d. Ensure Soldiers finish the TAP and capstone during the demobilization (DEMOB) process.

e. Coordinate with the Director, HRC TD for TAP resource advocacy by developing requirements and budgets for the program objective memorandum and Future Years Defense Program and by conducting program budget reviews to comply with TAP requirements to coordinate connections with civilian employers.

f. Ensure eligible Soldiers assigned to the National Guard Bureau participate in the capstone process to determine CRS compliance or the need for a warm handover (WHO).

g. Provide transition assistance advisors to assist eligible Soldiers, Family members, and caregivers during their transition.

h. Connect transitioning Soldiers with civilian employers by using the tactical employment connection strategy (see fig 5-1) throughout the ARNG at various installations and throughout the Soldiers' local communities.

## **2-7. Chief, Army Reserve**

The CAR will—

a. Ensure all transitioning Soldiers who have served 180 days or more of continuous AD register and start the TAP during the pre-mobilization process.

b. Ensure Soldiers finish the TAP and capstone during the DEMOB process.

c. Coordinate with the Director, HRC TD for TAP resource advocacy by developing requirements and budgets for the program objective memorandum and Future Years Defense Program and by conducting program budget reviews to comply with TAP requirements to coordinate connections with civilian employers.

d. Ensure every eligible Soldier participates in the capstone process to determine CRS compliance or the need for a WHO.

e. Provide transition readiness liaisons (TRLs) and Army Reserve employment specialists (ARESs) to assist eligible Soldiers, Family members, and caregivers during their transition.

f. Connect transitioning Soldiers with civilian employers by using the tactical employment connection strategy (see fig 5-1) throughout the U.S. Army Reserve (USAR) at various installations and throughout the Soldier's local community.

## **2-8. The Surgeon General**

TSG, also designated as the CG, U.S. Army Medical Command (MEDCOM), will—

- a. Ensure SRU commanders provide TAP access for Soldiers assigned or attached to SRUs and complete TAP as prescribed in chapter 4 of this regulation.
- b. Ensure the Integrated Disability Evaluation System (IDES) process refers Soldiers to the TAP.
- c. Provide subject matter expertise on TAP adaptations for eligible disabled Soldiers.
- d. Submit quarterly TAP CRS compliance and timeliness report to the CSA.

## **2–9. Commanders of Army commands, Army service component commands, and direct reporting units**

Commanders of ACOMs, ASCCs, and DRUs will submit quarterly TAP CRS compliance and timeliness rollup reports to the CSA.

## **2–10. Commanding General, U.S. Army Materiel Command**

The CG, AMC, through the CG, IMCOM, will—

- a. Act as the single integrator and synchronizer with installation directorates to resolve execution issues at IMCOM installations. Each location has a designated government representative for the TAP center that reports to the contracting officer representative and elevates issues and concerns to the contracting officer when necessary.
- b. Coordinate with the Director, HRC TD for TAP resource advocacy by developing requirements and budgets for the program objective memorandum and Future Years Defense Plan and by conducting program budget reviews to comply with TAP requirements to coordinate connections with civilian employers.
- c. Encourage senior commanders to allow civilian employers to access transition assistance-related events and activities. This practice helps facilitate civilian job opportunities, mentoring, internships, or apprenticeships for transitioning Soldiers which may lead to civilian employment at no cost to the U.S. Government.
- d. Notify the Director, HRC TD of any immediate or anticipated, long-range, strategic curtailment or interruptions in service or major program functions.
- e. Ensure the appropriate allocation of program resources, staffing, and physical facilities remain present at installations to enable transition services managers (TSMs) the ability to perform their primary program duties and responsibilities effectively, efficiently, and equitably.
- f. Ensure transitioning Soldiers, retirees, veterans, DACs, Soldiers' Family members, and caregivers have access to military-friendly employers, access to employers in search of military skills, and possess the qualifications appropriate for meaningful and sustainable employment. Coordinate hiring events with Reserve Component (RC) units and locations.
- g. Inform and educate unit, command, and installation leadership on their responsibility to administer the TAP to ensure Soldiers meet the mandated transition and CRS requirements before transition.
- h. Coordinate with the appropriate TAP interagency partners for the Department of Veterans Affairs (VA) Benefits and Services course; Department of Labor (DOL) Career and Credential Exploration Workshop as the primary CRS and the DOL Employment Workshop track option; the DoD Education Track; and the Small Business Administration (SBA) Entrepreneurship Track. Ensure the TAP meets the principles of agreement as outlined in the memorandum of understanding (MOU) regarding TAP for separating servicemembers between the DoD, DOL, VA, Department of Education, Department of Homeland Security, SBA, and United States Office of Personnel Management (see [https://prhome.defense.gov/portals/52/documents/rfm/tvpo/files/tap\\_mou.pdf](https://prhome.defense.gov/portals/52/documents/rfm/tvpo/files/tap_mou.pdf)).
- i. Identify, nominate, and train TSMs to serve on the IMCOM Transition Services Advisory Group per the established bylaws.
- j. Through directors of IMCOM installation directorates, schedule and conduct inspections through the organizational inspection program or staff assistance visits of each TAP center when appropriate.
- k. Synchronize hiring events from all installations.
- l. The CG, IMCOM, through garrison commanders, will—
  - (1) Identify community needs and resource requirements to the Director, IMCOM Installation Directorate.
  - (2) Allocate resources and provide adequate classrooms or space, internet, and computers to facilitate operations within the installation TAP center.
  - (3) Ensure that the TAP center personnel follow all program policies and procedures to assess the quality and uniformity of services provided by installation TSMs worldwide.

- (4) Ensure the TSMs at TAP centers conduct annual internal reviews in accordance with this regulation.
- (5) Establish local written memorandums of agreement and MOUs with heads of organizations that contribute to the TAP such as the SBA, VA, and DOL. The servicing Staff Judge Advocate must review these agreements.
- (6) Provide facilities that afford adequate resources to assist Soldiers during their transition.
- (7) Support senior commanders in establishing and conducting local quarterly transition councils comprised of the TSM, garrison commander, and local unit commanders. The transition council will evaluate and review current transition trends and provide consensus, recommendations, and advice regarding the TAP to the senior commander.
- (8) Ensure directors of post retention offices provide monthly retain reports to the TSM.
- (9) Allow facility access to interagency partners on installations worldwide to execute transition services.
- (10) Garrison commanders through TSMs will—
  - (a) Provide the managerial viewpoint and management plan for coordinating and synchronizing all Army transition elements on the installation, ensuring the most effective allocation of Army TAP resources.
  - (b) Monitor the quality and quantity of transition and employment assistance services, the TAP center operations, and the staff's daily operational processes.
  - (c) Have access to, review, and analyze all automated and non-automated reports and use the reports to manage the program and create a marketing campaign. The TSM will use the TAP system of record to measure activities and performance of workload, services delivered, TAP center throughput, how resources affect clients, CSP data, and the direct linkage between how staff and clients use the system and the numbers provided in system reports.
  - (d) Market the TAP to commanders, supervisors, Soldiers, DACs, veterans, Soldiers' Family members, retirees, local employers and service providers (for example, VA, DOL, SBA, and Department of Education).
  - (e) Educate commanders on the importance of identifying the population eligible for TAP services and provide oversight on installation and community job fairs and hiring events.
  - (f) Receive guidance, assistance, support, and training from IMCOM G-1.
  - (g) Coordinate the delivery of the curriculum by creating and maintaining the online TAP scheduler (<https://tapevents.mil/>).
  - (h) Serve on the IMCOM Transition Services Advisory Group as a representative of the garrison and respective IMCOM installation directorate in accordance with published bylaws when nominated.
  - (i) Serve as the installation designated government representative who reports to the contracting officer's representative on all contractor-related events and elevates to the contracting officer when necessary.
  - (j) Support ACOM commanders with their quarterly TAP CRS compliance and timeliness report submissions by providing data from the TAP system of record.
  - (k) Provide quarterly reports to the Director, IMCOM TD on community job fairs, hiring events, metrics, which the number of Soldiers attending transitioning events, number of eligible Soldiers who conducted a job interview, and number of eligible Soldiers who received a job offer or accepted a job offer.
  - (l) Sponsor or co-sponsor local community and virtual job fairs, execute marketing and outreach strategies to reach transitioning Soldiers, conduct internal quality control checks, and use various methods of program assessment and evaluations to report outcomes of hiring Soldiers.

## **2-11. Commanding General, U.S. Army Training and Doctrine Command**

The CG, TRADOC will—

- a. In support of the Soldier life cycle, ensure the Army Career Tracker records the individual development plans and completes CRS requirements prior to transition phase.
- b. Update Army school curricula at every level, to include the transition Soldier life cycle, as appropriate, in accordance with Public Law 113-66.
- c. Ensure Army Strategic Educational Program-Transition, hosted by the Army War College, conforms to all mandated transition and CRS requirements.
- d. Assist in the exchange of information between the TAP system of record and Army Career Tracker.



- e. Integrate transition into professional military education to better assist leaders and Soldiers when preparing for transition.
- f. Provide a list of Partnership for Your Success (PaYS) Program Soldiers to TAP counselors, USAR, and ARNG and synchronize them to connect transitioning Soldiers with interviews.
- g. Submit quarterly TAP CRS compliance and timeliness report to the CSA.

## **2–12. Army commanders at all levels**

Commanders are responsible for ensuring eligible transitioning Soldiers are afforded sufficient time to attend all TAP modules and counseling sessions in support of their ITP or tier assignment. By law, commanders are required to afford a Soldier the opportunity or time to complete the 2-day TAP track, even if a Soldier's tier assignment does not require attendance. The Soldier can elect to participate in one of the 2-day TAP tracks (employment, vocational, education, or entrepreneurship) (for example, the Soldier includes it on their ITP). Army commanders will—

- a. Recognize the TAP is for all Soldiers, regardless of component, is a commander's program, and is managed and monitored through performance metrics established by law and regulations.
- b. Execute the distributive transition model to ensure all Soldiers in transition meet all mandated transition and CRS requirements.
- c. Identify and notify eligible Soldiers of their eligibility for transition services. Commanders will understand all requirements to complete the transition process. Retiring Soldiers can begin the TAP as early as 24 months before their retirement date and all other Soldiers can begin the TAP no earlier than 18 months but no later than 365 days prior to their transition date as stated on their DD Form 214 (Certificate of Uniformed Service).
- d. Ensure all eligible Soldiers execute the TAP timeline mandated in paragraph 4–4. The only authorized exceptions to policy that a commander can make for this requirement based on the distributive transition model is for Soldiers who are rapidly separating (for example, dishonorable discharge or medical release).
- e. Coordinate with the local TSM or the site installation manager to ensure eligible Soldiers visit the TAP center and begin the TAP process no later than 365 days prior to transition from AD.
- f. Ensure each Soldier participates in a capstone event to verify the Soldier's ability to attain their CRS no later than 90 days before their transition date as stated on their DD Form 214. Identify Soldiers unable to attain their CRS for a WHO.
- g. Ensure that all assigned Soldiers receive an appropriate tier level in accordance with chapter 4 of this regulation.
- h. Release Soldiers during duty hours to complete the DOL 1-Day and the VA 1-Day Workshops. Additionally, commanders will exempt Soldiers from normal duty for a 12-hour period prior to each workshop or briefing day.
- i. Provide a memorandum for record to the TAP counselor for Soldiers who are wounded, ill, or injured preventing them from participating in the TAP.
- j. Submit quarterly TAP CRS compliance and timeliness report through the chain of command to the senior commander for consolidation and submission to the CSA.

## **Chapter 3 Clients**

### **3–1. Categories of clients**

There are six fundamental categories of TAP clients: Soldiers, Soldiers' Family members, caregivers, retirees, veterans, and DACs. In general, all Soldiers leaving AD 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, by law, will participate in the TAP.

- a. Participation in Army TAPs may be offered to other members of the Uniformed Services—Marines, Navy, Air Force, Coast Guard, and Space Force, and their Family members—with the same eligibilities as described in paragraph 3–2a.
- b. Students in training status, who have served for 180 days of continuous AD service at the time of their transition from AD may participate in the TAP on a space-available (space-A) basis for a period of up to 180 days following their separation date.

### **3–2. Soldiers**

In accordance with 10 USC 1142, Soldiers who have served for 180 days of continuous active Federal service, excluding days in attendance at service schools, at the time of their transition from AD, must complete the mandated CRS components of the TAP, as listed in chapter 4 of this regulation.

a. Soldiers, regardless of component, must complete the TAP for each successive period consisting of 180 days or more of continuous AD service. Soldiers begin the TAP by completing the enterprise individual self-assessment (EISA) online (see para 4–6a) and individualized initial counseling (IIC). A transition counselor will assign each Soldier a tier level during the IIC and annotate it on DD Form 2648 (Service Member Pre-Separation/Transition Counseling and Career Readiness Standards Eform for Service Members Separating, Retiring, Released from Active Duty (REFRAD)) (DD Form 2648 (eForm)).

b. Soldiers and their Family members who reside in a remote location (50 miles or more from an installation providing services) may use the TAP 24/7 Virtual Center at any time as prescribed in paragraphs 3–1a and 3–1b.

c. RC Soldiers must complete the EISA and IIC during their pre-mobilization period and obtain a tier level for each successive period of 180 days or more of continuous AD service.

d. RC Soldiers assessed to be a tier level one upon completion of the EISA and IIC are not required to participate in all aspects of the TAP if all CRSs were met at any time during the previous 36-month period. RC Soldiers assessed to be a tier level two or three must complete all assigned CRS requirements prior to DEMOB and receive a WHO, if needed, to the appropriate agency.

e. RC Soldiers who mobilize pursuant to Title 10 and serve for 180 days or more at the time of their transition from AD may receive TAP services up to 180 days after separation.

f. RC Soldiers retiring may participate in the TAP on a space-A basis for life. Qualified RC Soldiers may attend a DOL 1-Day Workshop and receive transition and employment assistance services from any military installation.

g. RC Soldiers not on Title 10 status, as determined in paragraph 3–2, may participate in transition services on a space-A basis.

h. ARNG Soldiers serving on AD under Title 10 who return or transition to a Title 32 Active Guard Reserve (AGR) status are not required to meet TAP requirements; however, they may complete transition services on a space-A basis.

i. Soldiers in Title 32 AGR and inactive duty for training status may participate in virtual or Transition Online Learning curriculum or face-to-face at a TAP center on a space-A basis. Transition Online Learning is available at <https://www.armytap.army.mil/> or <https://tapevents.mil/courses>.

j. All Soldiers may choose to participate in one (or more, if resources, capacity, and operational requirements allow) of the TAP career tracks, based on their interests and ability to meet their CRS.

k. Administrative separations may change the entitlements of a Soldier's participation as follows:

(1) Prisoners assigned to an Army confinement facility or personnel control facility may receive transition counseling on a space-A basis.

(2) Soldiers pending release from AD with the following characterizations of service may participate in TAP career tracks on a space-A basis or receive a WHO to the DOL American Job Center (AJC) and VA office located nearest their separation point:

(a) Bad conduct discharge.

(b) Dishonorable discharge.

(c) Soldiers administratively separated "under other than honorable conditions" may participate in the TAP at the discretion of the unit commander.

### **3–3. Soldiers' Family members and caregivers**

Per 10 USC 1142, Soldiers' Family members and caregivers may use the following services and information during the transitional period:

a. Per 10 USC 1144, eligible spouses of Soldiers who are transitioning may attend all services the TAP provides. Additional services are—

(1) Referral to the DoD Spouse Education and Career Opportunities program (at <https://myseco.militaryonesource.mil/portal/login>), which meets the statutory intent of 10 USC 1142 for the spouses of Soldiers in transition to receive job placement counseling.

(2) Receipt of survivor benefits information from the DoD and VA. This additional service extends to retirees and their spouses.

(3) Attendance at a retirement services brief and/or access to the retirement services office for further information.

(4) DoD financial education and counseling, including information on budgeting, saving, credit, and loans, per DoDI 1322.34.

(5) Transition plan assistance to enable achievement of educational, training, employment, and financial objectives.

(6) VA benefits orientation, such as education, employment, home loan services, housing assistance benefit information, and responsible borrowing practices counseling.

(7) Attendance in the TAP as resources and capacity allow. Participating spouses may have their attendance recorded per the privacy and information collection mandates and requirements of 10 USC, 14 USC, and DoD 5400.11–R.

b. Per 10 USC 1142, spouses and dependents of transitioning Soldiers are eligible to receive TAP services and information, including career change counseling and information on suicide prevention resources.

c. Eligible recovering Soldiers may designate a caregiver to complete pre-separation and transition counseling using DD Form 2648 (eForm) on their behalf.

(1) The director of the TAP center will provide a description of the assistance and support services provided for Family caregivers of authorized Soldiers pursuant to 38 USC 1720G.

(2) Soldiers undergoing pre-separation and transition counseling who require a caregiver after separation may identify the caregiver who will provide services after separation in writing.

(3) Soldiers who identify an individual to be a caregiver after separation may permit their caregiver to participate in the Soldier's pre-separation and transition counseling session. This will provide the caregiver the following information:

(a) The assistance and support services available to caregivers of Soldiers after separation.

(b) The manner in which the Soldier's transition to civilian life after separation may affect the caregiver.

### **3–4. Retirees, veterans, and Department of the Army Civilians**

a. Retirees, to include medically retired, may participate in the TAP on a space-A basis for life.

b. Veterans, Soldiers who did not retire, with 180 days or more of active service may participate in the TAP on a space-A basis for life.

c. DACs who are subject to BRAC, reduction in force, or are retiring may participate in the TAP upon notification of separation and up to 180 days following their separation date.

### **3–5. Exceptions for transition**

a. Soldiers whose transition involves a change in status or change in service that coincides with their discharge from the Army. These Soldiers include those in enlisted status who continue on AD as commissioned or warrant officers, warrant officers terminating warrant status to continue on AD as commissioned officers, officers who revert to enlisted status, and any Soldier approved for the Inter-Service Transfer Program to another service.

b. Enlisted Soldiers who participate in the Army's Green to Gold program or who are making a transition from AD to enlist in another service must participate in the TAP. Soldiers in the Green to Gold program normally transition into the Individual Ready Reserve where they remain until they receive their degree and commission through the Reserve Officers' Training Corps Program.

c. Per 10 USC 1142, Title 32 AGR Soldiers returning from Title 10 status are not required to complete all mandated TAP CRS components if they can provide proof of their Title 32 AGR status.

d. RC Soldiers moving from Title 10 active status to another Title 10 status with no break in service.

e. Commanders will provide a memorandum for record to a Soldier's TAP counselor if the Soldier is too wounded, ill, or injured to participate in TAP. A Soldier's spouse or caregiver may participate in lieu of the Soldier, if they so choose. RC Soldiers moving from Title 10 active status to another status with no break in service may be authorized for exemption from completing the TAP.

f. Soldiers who complete their IIC, individual self-assessment, and Capstone in each succession with no change in tier level are exempt from completing TAP again for 36 months from date of initial completion.

## **Chapter 4**

### **Preparing the Client**

#### **4–1. Identifying Soldiers**

The unit commander or their designee has the responsibility to identify and ensure Soldiers begin the TAP process not later than 365 days from their transition date. Commanders should encourage their Soldiers to go early and go often to ensure a successful transition from service.

a. Commanders will coordinate with the unit S–1, retention career counselor, local TSM, and/or designated government representative to obtain the required reports to ensure eligible Soldiers are identified no later than 18 months from their transition date.

b. The TSM distributes a report by unit identification code to commanders, generated by the TAP system of record. Commanders must ensure Soldiers are in the correct unit identification code upon receipt of the report.

c. SRU Soldiers assigned to a SRU complex care platoon phase or veteran platoon phase are identified at the earliest opportunity but no later than 30 days after assignment to the veteran platoon phase or at their Medical Retention Determination Point, whichever is first.

d. Commanders must ensure Soldiers pending administrative separation and all other unprogrammed losses begin the TAP at the earliest available opportunity.

#### **4–2. Notifying Soldiers**

Early notification ensures Soldiers will have sufficient opportunities to complete their EISA and the IIC, are assigned the appropriate tier level, and attend pre-separation counseling not later than 365 days prior to their transition dates.

a. The commander or designee must notify Soldiers when entering their transition window (for example, 24 months for retiring Soldiers, immediately for Soldiers in the IDES or chapters, and 18 months prior to their transition date for all others).

b. Early notification ensures Soldiers attend all mandated classes and achieve CRS.

c. Commanders will create a tracking system to notify eligible Soldiers to begin the TAP on time.

d. The primary methods of notification to the Soldier are counseling, official memorandum, and official military email. The notification process informs Soldiers they have a mandatory requirement to receive transition assistance services (see app B for a sample notification memorandum for commanders).

e. Notified Soldiers pending transition must contact the TAP center immediately. Soldiers located on an installation will call the local TAP center. Soldiers located in a remote location (generally further than 50 miles from a TAP center) may call the TAP 24/7 Virtual Center to register and schedule events.

f. Units preparing for large-scale deployments may use an alternate notification procedure, depending on capabilities. The chain of command should focus on getting Soldiers who will have less than 12 months remaining on AD upon their return to complete their EISA and IIC before they depart.

#### **4–3. Enterprise Individualized Self-Assessment**

a. The EISA is a self-administered, web-based tool measuring transition-related readiness across nine domains. The nine domains measured are—

- (1) Social and relational.
- (2) Sense of belonging.
- (3) Employment.
- (4) Housing.
- (5) Hope.
- (6) Financial.
- (7) Resilience.
- (8) Physical health.
- (9) Mental health resource knowledge.

b. The EISA provides a snapshot of transition-related considerations for TAP-eligible Soldiers across multiple life domains to evaluate the likelihood the Soldier will face major readjustment, health care, employment, or other challenges associated with their military-to-civilian transition.

#### 4-4. Individualized initial counseling

The IIC is a shared effort between the Soldier, counselor, and the Soldiers chain of command. TAP counselors assist their Soldiers in identifying strengths and weaknesses using the EISA results to establish the level of support Soldiers require to develop an ITP and meet their post-transition goals.

a. TAP counselors conduct counseling to help Soldiers become prepared for the future. Key counseling characteristics include—

- (1) *Purpose.* Clearly define the purpose of the counseling.
- (2) *Flexibility.* Adapt the counseling approach to each Soldier, situation, and transition need.
- (3) *Respect.* View each Soldier as a unique, complex individual with distinct values, beliefs, and attitudes.

(4) *Communication.* Establish open, two-way communication with Soldiers using verbal and nonverbal actions (such as body language or gestures). Effective counselors listen more than they speak.

(5) *Support.* Encourage Soldiers through direction, guidance, and supportive actions.

b. The counselor will assist Soldiers in determining their transition goals and the best pathway to achieve their goals using their EISA results.

c. TAP counselors input client information into the TAP system of record, which populates to the DD Form 2648 (eForm).

d. If the servicemember identifies they were sexually assaulted, TAP counselors will provide information on where a Soldier can determine his/her eligibility for a special victims' counsel.

#### 4-5. Individual transition plan

The key to a successful transition is planning, which requires a carefully thought out ITP. The ITP is a CRS deliverable. The ITP provides a framework to achieve realistic career goals based upon an assessment of your personal and Family needs as well as your unique skills, knowledge, experience, interests, and abilities. TAP counselors help Soldiers create and maintain their ITP. The ITP helps identify critical activities associated with the transition. It also helps Soldiers establish a timeline for completing all required activities prior to separation. It is a living document and may be modified at any time. The ITP is the roadmap for attaining client employment, education, vocational training, and entrepreneurial objectives and can help make a successful transition to civilian life. To develop a successful ITP, clients should consider the following critical elements in their planning process:

a. Identify post-transition personal and Family requirements.

(1) Taking care of individual and Family member needs.

(2) Assessing benefits and entitlements.

b. Getting financially ready.

c. Evaluate military and civilian experience and training.

(1) Documenting job-related training.

(2) Verify eligibility for licensure and credentialing.

(3) Identify career fields you are qualified to enter.

d. Determine post-transition career track. Designate the career field you wish to pursue based on your personal, Family, and financial obligations and desires.

(1) *Employment.* Begin to develop a private or Federal draft or master resume to strengthen your employment prospects.

(2) *Education or vocational.* Complete an education needs assessment by assessing educational financing options and finding an academic institution.

(3) *Entrepreneurship.* Begin developing a business plan and determine the legal requirements of your business.

e. Your individual development plan, maintained at <https://actnow.army.mil>, is an additional tool to consider while developing your ITP.

f. For detailed information on how to complete the ITP, refer to a TAP counselor.

#### 4-6. Transition participation

All Soldiers will participate in the TAP to meet mandated transition and CRS requirements, per their assigned tier level (see table 4-1) and complete all requirements prior to their transition from AD. Commanders will ensure transitioning Soldiers meet all transition requirements.

**Table 4–1**  
**Tier assignment**

<b>Tier levels</b>	<b>Required Transition Assistance Program elements</b>
<b>Tier 1</b>	EISA, IIC, ITP, pre-separation counseling, Army Day, VA Day, *DOL Day, continuum of service (Regular Army), and capstone. <i>Note.</i> Soldiers are encouraged to attend a 2-day career track based on their post-transition goal.
<b>Tier 2</b>	EISA, IIC, ITP, pre-separation counseling, Army Day, VA Day, *DOL Day, continuum of service (Regular Army), gap analysis or verification of employment, criterion-based post-transition financial plan, and capstone. <i>Note.</i> Based on EISA results, Soldiers may be required to attend a 2-day career track.
<b>Tier 3</b>	EISA, IIC, ITP, pre-separation counseling, Army Day, VA Day, *DOL Day, continuum of service (Regular Army), gap analysis or verification of employment, criterion-based post-transition financial plan, 2-day career track, and capstone.

***Required deliverables for training and career tracks are identified during the individualized initial counseling***

<b>Track</b>	<b>Required deliverables</b>
Employment track	Draft résumé or verification of employment
Vocational training track	Comparison of technical schools
Education track	Comparison of colleges and universities
Entrepreneurship track	None. Course is intended to help servicemembers determine whether they would like to further explore the topic of entrepreneurship or owning their own business.

\* DOL day exemptions: Soldiers Retiring who are after 20 or more years, have documented evidence of employment, enrolled in education, have specialized skills needed to support a unit deploying with 60 days, or medically recovering.

*Note.* Maximum participation in all services the TAP has to offer is highly encouraged, regardless of the assigned tier.

a. Soldiers identified as a potential rapid transition are referred by their commander to participate in the TAP, which begins at the time of notification to the Soldier or as soon as identified, whichever is first. Soldiers enrolled in the IDES process, assigned, or attached to the SRU must immediately enroll in the TAP.

b. If a Soldier is receiving a punitive or “under other than honorable conditions” discharge, the Soldiers commander has the discretion to determine their participation in the remaining 2-day tracks of the transition assistance curriculum.

c. Tier level 1 Soldiers who have met their CRS requirements at any time during the previous 36 months prior to their transition date on their DD Form 214 with no change in tier level upon completion of the EISA and IIC may choose not to participate in some aspects of the TAP. The Soldiers TAP counselor will annotate this during the IIC for each successive period of 180 days or more of continuous AD service.

d. RC Soldiers whose release from AD makes the prescribed timeline unfeasible begin the TAP as soon as possible.

e. Soldiers who do not reside within reasonable geographic proximity (generally within 50 miles of a TAP center) may complete transition assistance services provided by another military service. If transition assistance services are not available within a reasonable geographic proximity, Soldiers may complete their transition requirements virtually by using the TAP Virtual Center, which provides the same services offered at the TAP centers on Army installations 24 hours a day, 7 days a week at <https://www.armytap.army.mil/> or by phone at 1–800–325–4715.

f. SRU Soldiers are not exempt from attending classroom training unless the Soldier’s commander has waived their attendance and provided a signed memorandum to the installation TSM.

g. Wounded, ill, or injured Soldiers who cannot complete the transition requirements in the distributive model (see fig 4–1) due to their incapacitation may designate a caregiver to assist in successfully completing their transition and meet their CRS.

h. Commanders will ensure transitioning Soldiers participate in the TAP and meet all transition requirements. Commanders will execute the distributive transition model for Soldiers notified within normal timelines. ARNG and USAR Soldiers mobilized for less than 18 months and all other short-notice and rapid transitions begin the TAP immediately upon notification and complete as many TAP events as they can.

## Commander's Fact Sheet

### TRANSITION ASSISTANCE PROGRAM

Time Before Transition Date																	
18	17	16	15	14	13	12	11	10	9	8	7	6	5	4	3	2	1
months	months	months	months	months	months	months	months	months	months	months	months	months	months	months	months	months	month
Enterprise Individualized Self-Assessment (EISA) and Individualized Initial Counseling (IIC) must be done first.																	
Pre-Separation Counseling																	
		ARMY DAY	MY Transition														
			MOS Crosswalk														
			Financial Planning for Transition														
						DOL Employment Fundamentals											
									VA Benefits & Services with eBenefits Registration								
<ul style="list-style-type: none"> <li>Soldiers who are identified to transition must complete IIC NLT 365 days prior to separation</li> <li>Soldiers who are identified as rapid transition must begin TAP immediately</li> <li>Soldiers being separated for disability should begin at MEB referral</li> <li>Soldiers being separated for program shaping or QMP are notified to start TAP once selected and typically have 7 months</li> <li>Retirees can start 24 months prior to retirement</li> </ul>										Continuum of Military Service Counseling (AC Only)							
										Career Tracks							
										Capstone <i>*must be done last*</i>							
										Career Skills Program Eligibility							

TAP services represented here can be accessed face-to-face at your local TAP Center, through Army TAP Virtual Center ([www.armytap.army.mil](http://www.armytap.army.mil)) or at 800.325.4715.

[www.linkedin.com/in/taphq/](http://www.linkedin.com/in/taphq/)
[www.facebook.com/USArmyTAP](http://www.facebook.com/USArmyTAP)
[www.armytap.army.mil](http://www.armytap.army.mil)
[twitter.com/usaarmy\\_tap](https://twitter.com/usaarmy_tap)

- a. Soldiers listed in a targeted population for priority of service are as follows:
  - (1) First-term Soldiers. Soldiers who are on their first enlistment and have not re-enlisted are considered as first termers and are usually between the ages of 18 and 24.
  - (2) Soldiers identified as tier level three, determined by their EISA and IIC.
  - (3) Soldiers in the IDES or assigned or attached to an SRU.
  - (4) Soldiers identified as rapid or short-notice transition, voluntary or involuntarily.
  - (5) Currently deployed RC Soldiers who face unemployment when being released from a Title 10 status.
  - (6) Soldiers identified as tier one or two, determined by the EISA and IIC.
- b. An approved caregiver identified by the wounded, ill, or injured Soldiers.
- c. All other Soldiers who do not fall into the categories in paragraph 4–4a.
- d. Soldiers who have participated in any previous TAP workshops may repeat the workshop on a space-A basis.
- e. Spouses of Soldiers as determined by law and policy, on a space-A basis.

f. Retirees, veterans, and DACs affected by BRAC, reductions in force, retirement, or any other agency action that places a DAC in a position where transition is necessary.

#### **4–8. Capstone**

Capstone is a mandatory component of the TAP process. Capstone is completed when a commander or a commander's designee verifies the transitioning Soldier has met the CRS, has a viable ITP, and is prepared to transition to civilian life. Capstone occurs in two stages and will take place no later than 90 days prior to a Soldier's transition date. If the commander or commander's designee determines the Soldier did not meet their CRS or did not complete a viable ITP, the commander or their designee must confirm the Soldier's WHO (see para 4–10) takes place with the appropriate interagency partners prior to the issuance of DD Form 214.

a. *Stage one: the capstone review.* The TAP counselor checks the Soldier's ITP and CRS deliverables pertaining to their personal goals and the DD Form 2648 (eForm) to identify gaps and determine if the Soldier is at risk of not meeting their CRS before transition, retirement, or release from AD.

(1) If the Soldier has not completed their CRS or has gaps in their ITP, the TAP counselor will provide a WHO to the required agency to assist them in becoming career ready.

(2) The TAP counselor conducting the capstone review will instruct Soldiers to document the point of contact name, phone number, and email address of WHO resources on the ITP for commander's acknowledgment.

b. *Stage two: commander's verification.* The Soldier's commander or designee in the rank of captain (O–3) or above will review their Soldier's ITP, CRS deliverables, and DD Form 2648 (eForm) to determine whether the requirements to meet the Soldier's CRS have been attained.

(1) If Soldiers are still not able to meet their CRS during the commander's verification, the commander or their designee will initiate a WHO (see para 4–10) to appropriate interagency partners or local resources for post-transition support in the community where the Soldier plans to relocate.

(2) Transitioning Soldiers will develop a transition timeline to plan for a successful transition. For assistance, transitioning Soldiers should check with the TAP center where experienced and skilled TAP counselors are available to assist.

c. *Capstone for prisoners.* Soldiers confined in a federal, state, county, or municipal confinement facility.

(1) For confined Soldiers who have completed the TAP and have a client record, the individual clearing the installation in absentia will obtain a copy of the completed DD Form 2648 (eForm) from the TAP center and the TAP counselor will complete the capstone review using disconnected operations to sign the form, then send it to the commander or their designee for verification.

(2) For confined Soldiers who have not completed the TAP or do not have a client record, the TAP staff will complete the capstone review using the disconnected operations and annotate, "Soldier was unavailable for TAP services due to confinement in (facility name)" in the remarks section of the eForm.

#### **4–9. Accountability and monitoring**

Commanders at all levels, through their installation TSM, must account for Soldiers participating in the TAP and monitor the program within the TAP system of record.

a. The TAP system of record produces automated appointment slips for eligible Soldiers and DACs. Appointment slips ensure that commanders and supervisors know their eligible Soldiers and employees have a legitimate reason for excusal from their duties. Unit commanders, first sergeants, and supervisors have the right to verify that their Soldiers and DACs are attending TAP services. Client attendance at events and for TAP services are recorded electronically, so commanders and supervisors can call the TAP center at any time to confirm that a Soldier or employee participated in a scheduled activity.

b. Having the automated application track progress enables commanders at all echelons and TAP counselors to carefully monitor Soldiers and reinvigorate those whose efforts are lagging. Since monitoring client progress is directly related to staffing levels and workload, the TSM determines the minimum acceptable levels of client monitoring and follow-up and enforces established standards.

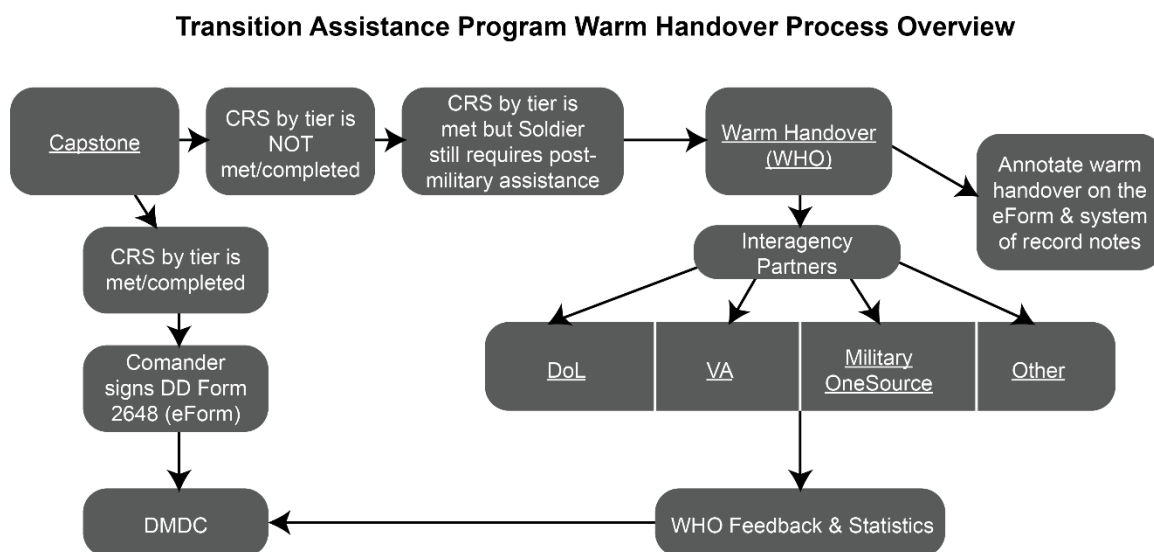
#### **4–10. Warm handover**

The WHO entails a confirmed introduction and assurance that the appropriate interagency partners acknowledge a Soldier still requires post-military assistance. The interagency partners provide assistance to meet the needs of Soldiers and assist them in attaining their CRS and a successful transition.



Commanders ensure Soldiers receive a WHO (see fig 4–2) and document it on the Soldier’s DD Form 2648 (eForm). The following require a WHO:

- a. Soldiers who do not complete their CRS.
- b. Soldiers whose TAP counselor or commander thinks it is needed.
- c. Soldiers who request it, although they have completed their CRS.



\*Even if CRS (Career Readiness Standards) are met, the Commander can direct, Counselor may recommend or Service Member may elect to have a Warm Handover

Figure 4–2. Warm handover process overview

#### 4–11. Army Retention Program

The Army Retention Program and the TAP are complementary programs designed to help Soldiers examine all their career options and make informed career decisions.

- a. The Army Retention Program will provide data to transition counselors so they can compare TAP registrations with Soldiers who reenlist.
- b. All other Soldiers, unless exempt, will see a RC career counselor to determine their suitability for continuum of military service in the RC or ARNG.
- c. The installation retention office will provide a roster of Soldiers who either reenlist or received the continuum military service counseling to the TAP.

#### 4–12. Installation clearance

Installation clearance procedures enable Soldiers leaving AD to demonstrate they have completed all actions required of them by regulation. The central clearance facility has a process for checking clearing packets and does not issue DD Form 214 until the Soldier has completed installation clearing. Installation clearance procedures are separate requirements in addition to mandated transition and CRS requirements.

## Chapter 5 Connecting Soldiers

### 5-1. Objective

The TAP's objective is to connect all transitioning Soldiers to employers who want to hire veterans by using the tactical employment connection strategy. The six primary tools used are the Employment Connection Portal, enhanced hiring events (EHE), RC network, CSP, AJCs, and PaYS (see fig 5-1).

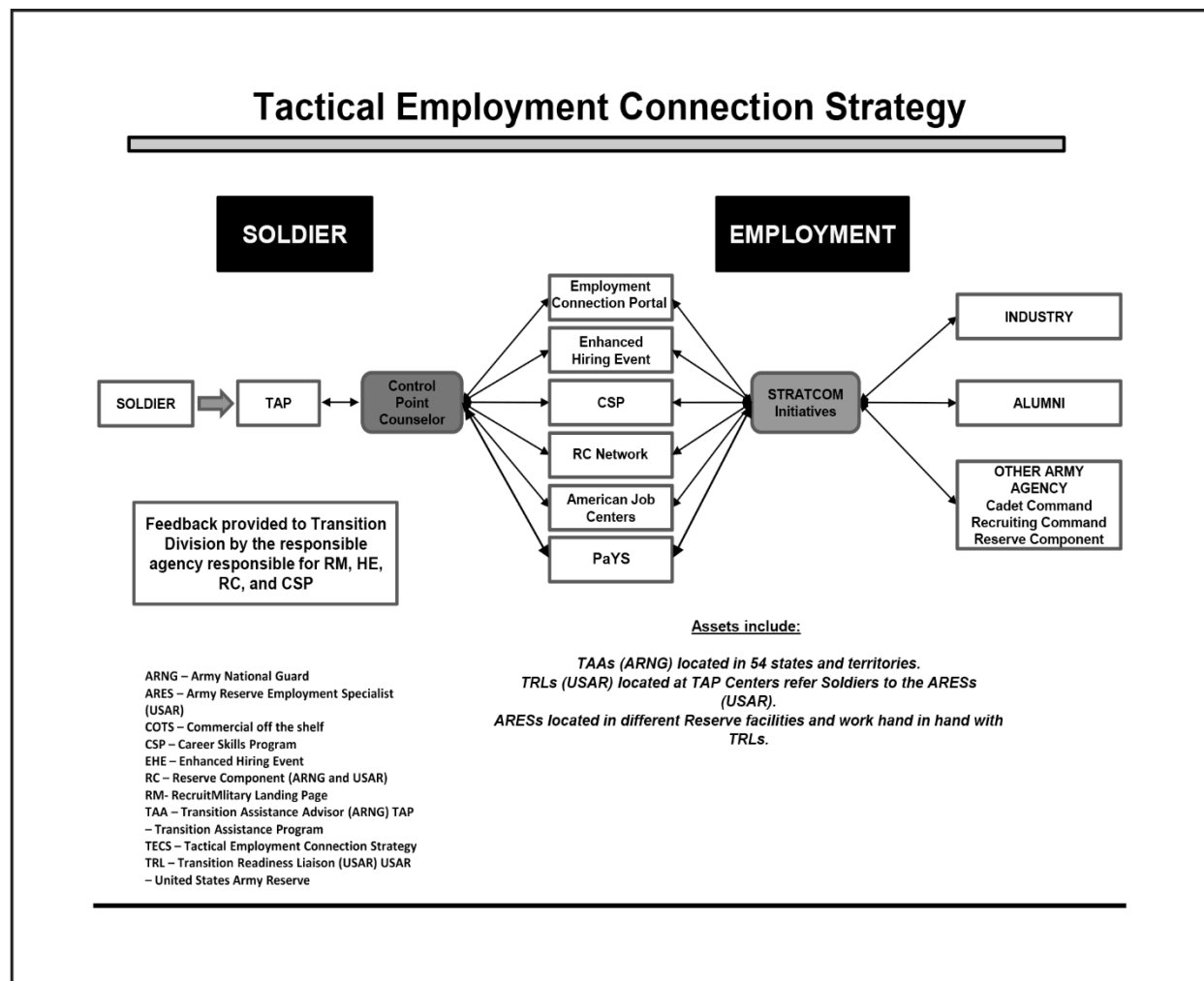


Figure 5-1. Tactical employment connection strategy

### 5-2. Employment Connection Portal

This portal is an industry recognized, 24/7 employment web-based tool that supports the Soldier searching for employment and the employer searching for human capital to fill job vacancies within a variety of industries. The website is a connection tool that provides all transitioning Soldiers and spouses or caregivers the ability to create and upload resumes and cover letters; upload and release documents to employers; and search for employment by location, specific occupations, education and skills requirements, and compensation or by using keywords. Soldiers may choose to use the Army's approved connection portal employment source without incurring costs or choose other employment sources. Employers can search for transitioning Soldiers by location, skills, and education levels, and then publish job openings.

### 5-3. Enhanced hiring events

The Army uses EHEs to formally connect Soldiers with employers offering jobs that may fit the Soldier's skills, experience, and desires. TAP centers support face-to-face and virtual hiring events. Installations handle synchronizing the planning and execution of these events. The EHE provides Soldiers the opportunity to conduct research, develop targeted resumes, and communicate with employers prior to and during the event. This makes the hiring event experience more rewarding for Soldiers and employers alike. The EHE holds employers accountable for actual jobs, connects them to transitioning Soldiers prior to the actual hiring event, and expedites the onboarding process for transitioning Soldiers (see fig 5-2).

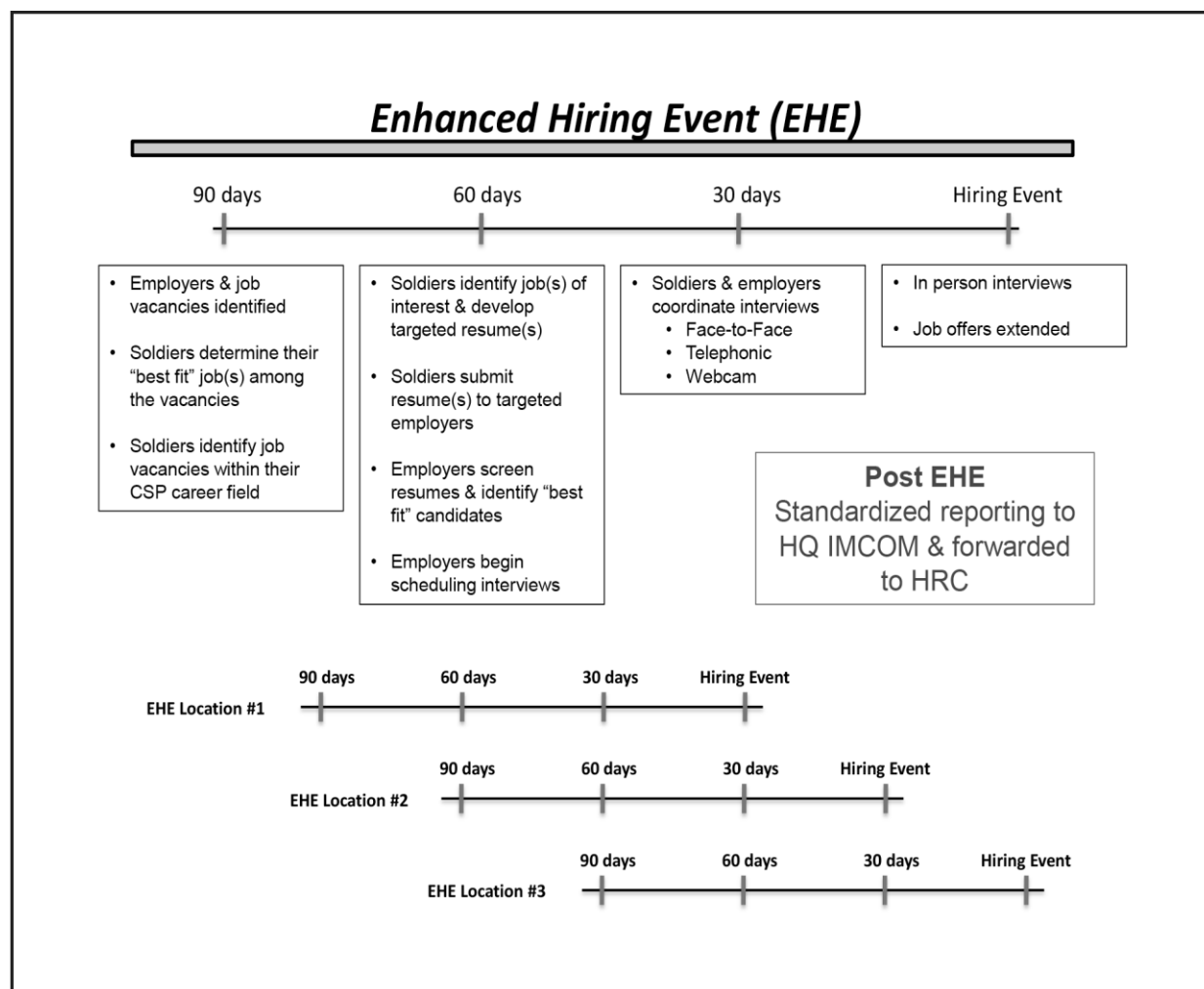


Figure 5-2. Enhanced hiring event process

#### a. Recommendations for planning and hosting an enhanced hiring event.

(1) Attend installation calendar scrub meetings to ensure the date of hiring events does not conflict with other major events throughout the installation 1 year in advance. Once a date is determined, ensure all hiring event dates are annotated or tracked on the installation calendar.

(2) Prepare marketing materials well in advance and post signs 1 month prior in high traffic areas (that is, company or battalion areas of operation, TAP classes, retirement briefings, local veteran services, local chambers of commerce, and media outlets).

(3) Three to four months prior to the hiring event, open the registration window for employers. Employers must prove they have 10 or more job vacancies to qualify for event participation and agree to provide number of job seekers interviewed, job offers extended, and job seekers hired.

(4) Hold a network event the day prior to the hiring event for available employers. Collaborate with state level DOL, employment readiness, veteran service organization, employer, and so forth to assist with resume review.

(5) Schedule event time. The first 2 hours are open to transitioning and recently transitioned service-members and all military spouses. The next 2 hours are open to all job seekers.

*b. Identify key internal and external stakeholders.*

(1) *Internal stakeholders.*

(a) Directorate of Plans, Training, Mobilization, and Security will provide special events memorandum for approved employers and a Soldier detail to assist with placement of marketing materials, directional signs, setup and break-down, and so forth.

(b) Public affairs office will provide media campaign (local newspapers, installation website and social media channels, television, and radio interviews and coverage) to announce, publicize, and cover events.

(c) Directorate of Family and Morale, Welfare and Recreation will reserve the venue, coordinate food vendors, and announce and publicize within all Directorate of Family and Morale, Welfare and Recreation venues.

(d) Directorate of Emergency Services will prescreen non-governmental groups prior to event and increase traffic patrol and parking control in the event area.

(e) Retirement services or transition center.

(f) IDES.

(g) Transition council.

(2) *External stakeholders.*

(a) Local chambers of commerce.

(b) Local veteran service organizations.

(c) Local news media (newspaper, radio, and television).

(d) Mayor's office and governor's office.

(e) Veterans Administration.

(f) DOL.

*c. Identify key metrics and reporting requirements.*

(1) Registration for job seekers is captured on the day of the event to track an accurate number of attendees.

(2) Require employers provide the number of job seekers interviewed, job offers extended, and number of job seekers hired.

(3) Review metrics for local TAP and partner with social media channels for audience engagement and outreach and for developing best practices.

(4) Make collaborative efforts with local veteran service organizations for assistance with contacting job seekers and employers via phone or email to ensure metrics are captured (that is, number of interviews, job offers, job locations, and so forth).

#### **5-4. Career Skills Program and Department of Defense SkillBridge program**

The CSP is a connection tool the Army uses to assist transitioning Soldiers within 180 days from their separation from AD military service date as indicated on their DD Form 214. The program provides Soldiers with an opportunity to participate in pre-apprenticeships, apprenticeships, on-the-job training, employment skills training, and internships with civilian employers upon command approval. The CSP encourages Soldiers to capitalize on civilian career skills training and development opportunities for success during their transition period. Participating in the CSP leads to increased post-transition employment opportunities for Soldiers. The DoD SkillBridge program is used by all branches of service within the DoD. The CSP and SkillBridge programs provide Soldiers the opportunity and training to acquire high-demand and highly skilled civilian careers upon their transition from AD service.

*a. Identifying Soldiers for participation.* Commanders must assess their unit readiness and mission requirement to determine the level of risk for approving a Soldier's participation. CG, IMCOM; garrison commanders; TSMs; and CSP installation administrators will focus CSP development efforts on programs that have minimal training provider eligibility requirements so Soldiers in the following categories qualify for participation. Other Soldiers may also participate in CSPs, but Soldiers who meet one of these categories are given a higher consideration for participation by commanders, TSMs, and the CSP training provider. Soldiers in the following categories are listed by priority:

(1) Tier 3 Regular Army.

- (2) Eighteen to twenty-four years old.
  - (3) First-term enlistments.
  - (4) Involuntarily separating due to force shaping.
  - (5) Rapid separation from AD.
  - (6) Acquisition of disabilities that result in medical separations, subject to CSP provider qualifications determination.
  - (7) Retirees (if space is available).
  - (8) Veterans (if space is available).
  - (9) Personnel from other service branches.
- b. Department of Defense SkillBridge Program.* The SkillBridge program and the CSP provide the same connection opportunities for Soldiers. SkillBridge provides connection opportunities for all of the DoD, whereas the CSP is geared towards Army Soldiers. DoDI 1322.29 provides instructions and guidelines for the program. Soldiers wishing to participate in an approved DoD SkillBridge program may do so upon approval.
- c. Approval authorities for participation and eligibility.*
- (1) Participation in any CSP or SkillBridge program is not an entitlement. It is a connection tool Soldiers can use during their transition with their commander's permission. The following are eligibility requirements to participate in either program. Commanders may add other requirements for Soldiers to participate, if needed.
    - (a) Have completed at least 180 continuous calendar days of AD service.
    - (b) Enrolled in the TAP and have completed all CRS requirements.
    - (c) Expected to transition off AD with a characterization of general discharge (under honorable conditions) or higher.
    - (d) Have or will have a medical board determination, if undergoing a medical separation.
    - (e) Have an expected discharge from service date within 180 days of starting a CSP or SkillBridge.
    - (f) Have received authorization to participate from the first field grade commander in their chain of command who is authorized to impose non-judicial (Uniform Code of Military Justice) punishment. Delegation of this authority is not authorized from the first field grade commander in the Soldier's chain of command. As an exception, if the commanding officer or senior officer of a military unit is an O-4 and has Article 15 authority. In cases where the O-4 or above is not in the servicemember's chain of command, a civil servant, general schedule (GS)-13 or above, with signatory authority will provide authorization.
    - (g) USAR and ARNG Soldiers must have completed 180 days of continuous AD service, not including AD for training. Full-time USAR and ARNG Soldiers are eligible to attend in the same capacity as Regular Army Soldiers.
  - (2) USAR and ARNG division leadership may implement additional guidelines regarding the eligibility for USAR and ARNG Soldiers to participate.
  - (3) Per 10 USC 1143, Soldiers are not authorized to participate in a CSP or SkillBridge program that begins earlier than 180 calendar days before the separation date on their DD Form 214.
  - (4) Separation dates will not be extended for the specific intent of participating in one of these programs, regardless of reason.
  - (5) USAR and ARNG Soldiers identified as Tier 3 will receive priority to attend; however, approval to participate in one of these programs will not extend their AD orders for the specific intent of participating.
  - (6) Regular Army Soldiers enrolled in IDES or Soldiers of any component assigned to a SRU may begin a CSP or SkillBridge program immediately upon completion of their Medical Retention Determination Point in accordance with AR 40-501.
  - (7) Participation in a CSP or SkillBridge program does not preclude a Soldier from taking transition leave or an administrative absence assignment.
  - (8) Regular Army Soldiers who reenlist, extend their enlistment, or are found fit for duty after a medical condition or incapacity while participating in one of these programs are required to immediately withdraw and return to their unit for duty.
  - (9) Transitioning servicemembers from other service branches may participate in Army CSPs based on space availability. The TSM and CSP installation administrator will make a reasonable effort to assist all personnel from other service branches, provided the Army does not incur additional costs.
  - (10) Soldiers and servicemembers from other service branches are eligible to participate in only one CSP or SkillBridge program. As an exception, commanders may authorize participation in a second CSP or SkillBridge program if the initial program is terminated for reasons out of the Soldiers control and the

Soldier would have to identify a subsequent opportunity within the remaining timeframe. Soldiers and caregivers assigned or attached to a SRU who are not able to complete a particular CSP or SkillBridge program due to medical reasons or medical appointments may request participation in a second one based on the recommendation of the SRU clinical and non-clinical teams and the approval of the SRU commander. Participation is voluntary and Soldier initiated.

(11) Soldiers stationed outside the continental United States who meet all the requirements for CSP participation are eligible for space-A travel to participate in either of these programs, at the discretion of their command.

(12) Training providers may apply additional permissibility requirements such as assessment aptitude criteria, education criteria, physical requirements, and so forth for Soldiers to participate to ensure they are able to complete the core functions of the program (see app B for CSP and SkillBridge websites).

*d. Accountability procedures during participation.* Company-level commanders must put in place personal conduct and personnel accountability procedures as part of the condition of participation approval.

(1) Commanders will ensure participating Soldiers are aware they must maintain appearance and grooming policies per AR 670–1 and acceptable weight standards per AR 600–9 at all times during participation.

(2) Commanders will maintain daily accountability of participating Soldiers and may require attendance in unit formations, physical training, and other unit requirements as needed for Soldiers participating in a present for duty status.

*e. Approval authorities for programs to become a career skills program.* IMCOM G–1 manages the approval, oversight, and execution of the CSP. IMCOM develops the strategic communications plan for the entire program, to include the vetting and approval process of potential partners; provides centralized recruitment and training of the CSP installation administrators; monitors, evaluates, and reports outcomes to stakeholders; and develops relationships with partners on an enterprise and individual level.

(1) Installation garrison commanders, in coordination with the installation's director of human resources, and TSM decide which program partners are approved for their installation for Soldiers to participate in.

(2) The CG, IMCOM is the approval authority for program partnership opportunities that require less than 120 days for Soldiers to complete. The CG, IMCOM may delegate this authority to the IMCOM G–1.

(3) The DCS, G–1 is the approval authority for program partnership opportunities that require 121 days or more for Soldiers to complete, to include program opportunities offered by the DoD SkillBridge Program. The DCS, G–1 may delegate this authority to TAG.

(4) The CSP regional coordinator will submit all requests for program opportunities requiring 121 days or more to the CG, HRC upon verifying the program meets the requirements to become a CSP. The CG, HRC reviews, staffs, and makes recommendations regarding program approval.

*f. General qualifying criteria for programs to become a career skills program.* For a program to qualify as a CSP, it must comply with DoDI 1322.29 and meet the following requirements:

(1) Must be provided at minimal cost to the Soldier. Examples of minimal costs include the requirement to purchase work boots or the cost of an industry specific physical examination.

(2) Must be in an occupational area with sufficient demand needed in the civilian workforce. This includes a high probability of post-service employment by the Soldier in that occupation following separation.

(3) Commit to an 85 percent program graduation rate; 100 percent of participants completing the CSP are referred by the training provider for a job interview; and 90 percent of the interviewees are offered civilian employment upon transition off AD status.

(4) Offer a rate of pay in the civilian workforce that is equal to the knowledge, skills, and abilities required to perform the occupation successfully. The CSP training provider must provide a salary that is equivalent to other employees performing the same job. A reduced starting salary is not authorized to recoup CSP training costs. The salary should be equal to or greater than the median salary for both occupation and job location, as defined by the DOL's Career One Stop Salary Finder available at <https://www.careeronestop.org/>.

(5) Offer reasonable prospects and career advancement, especially if employment is at an entry level.

*g. Program and participation guidelines.*

(1) To provide the most opportunities to as many Soldiers as possible, CSP installation administrators will develop CSPs to accommodate participation of multiple Soldiers in the same cohort.

(2) Based on workload and resources, CSP installation administrators may assist individual Soldiers in developing a CSP opportunity tailored to meet their career goals. These individual CSP opportunities have the same requirements as an organization that would provide training opportunities for multiple Soldiers to participate in. An MOU (see para 5–4*m*), a Soldier participation memorandum (see para 5–4*h*), and a unit legal review must adhere to all CSP policy and approval authorities.

(3) The installation Staff Judge Advocate will conduct a comprehensive legal review of each CSP and may assist with unit legal reviews for Soldiers who develop an individual CSP opportunity.

(4) The CSP installation administrator and TSM will promote CSPs to ensure Soldiers are aware of available opportunities. Soldiers may also learn of CSP opportunities through a variety of TAP venues, such as IIC, pre-separation counseling, TAP briefings, and the DOL Vocational Track.

(5) Soldiers may apply to participate in a CSP through their Active Component installation's Army education center or transition center.

(6) SRU Soldiers must be deemed career and education readiness eligible in accordance with AR 40–58 before they may apply to participate in a CSP.

(7) Soldiers attending an on-installation or an off-installation program geographically co-located within a 50-mile radius from their current duty station must do so in a present for duty status.

(8) Soldiers attending a program located beyond a 50-mile radius from their current duty station, must do so in an administrative absence duty status (see AR 600–8–10 for approval and administrative processing of administrative absence).

(9) DoD policy does not authorize participation in a CSP or SkillBridge program in a paid temporary duty or per diem and travel expenses status.

(10) The Army will not provide pay, allowances, benefits, or other program support to additional participants except for Soldiers who remain in a Title 10 status.

(11) Installations are authorized and encouraged to allocate unoccupied lodging space for Soldiers attending a CSP in an administrative absence duty status at a location other than their assigned duty station. Outside the continental United States Soldiers may request use of the Air Mobility Commands flights to attend a CSP or SkillBridge program on a space-A basis.

(12) Providers may use on-base classroom space for conducting the CSP. Realty license or lease requirements for use of these classrooms is coordinated with the Army Corps of Engineers through the garrisons Department of Public Works (see classroom costs as realty license or leases per AR 405–80).

(13) The use of a Government-owned vehicle to transport Soldiers to a CSP is unauthorized.

(14) Soldiers are unauthorized to receive any wages, training stipends, or any other form of financial compensation from the CSP or SkillBridge provider during their participation in the program. Soldiers in a transition leave status (for example, administrative absence in conjunction with terminal leave) may undergo hiring actions and thus receive wages and benefits from employers. As an exception, Soldiers may accept provider-sponsored benefits such as funded travel to and from the CSP location or lodging only if such benefits are obtainable for all other program participants. For questions regarding items that may constitute financial compensation, the policies contained in DoD 5500.7–R will apply. Employers may offer benefits if the benefits are offered to everyone in the program; however, a legal review is required. Soldiers may use their GI Bill benefits for VA-approved on-the-job training, apprenticeship programs, and vocational or technical training programs. Soldiers should consult with an education counselor to determine the most economical options prior to enrollment.

(15) An SRU Soldier's participation in any CSP is subject to commander's review for medical appropriateness or related transition out-processing needs.

*h. Soldier participation memorandum.*

(1) The CSP Soldier participation memorandum must be signed by the Soldier and the first field grade officer with Uniform Code of Military Justice authority in the Soldier's chain of command prior to participation in a CSP.

(2) Soldiers assigned to a SRU complex care platoon or veteran platoon must be career and education readiness eligible to participate. The Soldier participation memorandum must be signed by the SRU commander prior to participation in any CSP, including a MEDCOM CSP.

(3) The CSP installation administrator will assist in the preparation of the memorandum.

(4) The Soldier, commander, and CSP staff (installation administrator, regional coordinator, or TAP center staff) will maintain signed copies in accordance with ARIMS requirements.

(5) The CSP installation administrator or the closest Army TAP center will provide the Soldier participation memorandum between a transitioning Soldier and the chain of command. Soldiers may also visit the IMCOM CSP website to download the memorandum.

*i. Specific criteria for apprenticeship and pre-apprenticeship.*

(1) A registered apprenticeship is an employer-driven system for learning the practical and theoretical aspects of a skilled occupation through a combination of on-the-job-learning and related classroom instruction.

(2) The DOL Office of Apprenticeship administers all registered CSP apprenticeships (<https://www.apprenticeship.gov/>).

(3) The program must meet the standards for a DOL-registered apprenticeship to qualify.

(4) To qualify as a pre-apprenticeship, the program must—

(a) Prepare the participant to enter and succeed in a DOL-registered apprenticeship.

(b) Be offered by an industry-related organization that has a documented partnership with at least one, if not more, DOL-registered apprenticeship programs.

*j. Specific criteria for on-the-job training.*

(1) On-the-job training is a method of preparing individuals to perform specific tasks by providing information about the task, performance demonstration of the task, and opportunities for the individuals to perform the tasks and assessments of each individual's level of performance.

(2) To qualify as on-the-job training, the program must meet at least one of the following criteria:

(a) An education and job training program approved by the VA. To search for approved education and job training programs, see the VA website at <https://inquiry.vba.va.gov/>.

(b) Be a certificate program accredited by the American National Standards Institute (ANSI). A directory of accredited certificate issuers is available at <https://anab.ansi.org/resource/certificate-issuers-accreditation-directory/>.

(c) Be recognized by the Department of Education as an accredited agency. The Department of Education's database of accredited programs and institutions is available at <https://www.ed.gov/>.

(d) Be a National Association of State Approving Agencies (NASAA)-approved education, training, license, or certification program. Search for NASAA-approved education, training, license, certification, and national exam programs at <https://nasaa-vetseducation.com/>.

(e) Be a training program accredited by the Council on Occupational Education. The Council on Occupational Education's list of accredited training programs is available at <https://council.org/membership/>.

*k. Specific criteria for employment skills training.*

(1) Employment skills training is training or education to acquire the skills required to obtain employment, advance in employment, or adapt to the changing demands of the workplace.

(2) To qualify as an employment skills training program, the program must meet at least one of the following criteria:

(a) Is an education and job training program approved by the VA (see the VA website at <https://inquiry.vba.va.gov/>).

(b) Be a certificate program accredited by the ANSI (see <https://anab.ansi.org/resource/certificate-issuers-accreditation-directory/>).

(c) Be accredited by an accrediting agency recognized by the Department of Education (see <https://www.ed.gov/>).

(d) Be a NASAA-approved education, training, license, or certification program (see <https://nasaa-vetseducation.com/>).

(e) Is a training program accredited by the Council on Occupational Education (see <https://council.org/membership/>).

(f) Comply with DoDI 1322.29.

*l. Specific criteria for internships.*

(1) An internship is a workplace learning experience that assists participants to prepare for employment by observing and performing, within the employer's operating environment, the work activities performed by members of the employer's workforce.

(2) DoD policy authorizes internships in federal, state, and local governments and in the private sector (either for-profit or not-for-profit). Internship cannot be used to work within the U.S. Capitol. The Defense Fellows Program manages all internships that take place within the U.S. Capitol.

(3) Participation in an internship is based on strict adherence to all following criteria:



(a) The Soldier will receive full military pay and benefits for the duration of the internship. The organization sponsoring the internship will not provide any pay or benefits while the Soldier is still on AD.

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

(c) Under no circumstances will a participating Soldier be required or permitted to work more than 40 hours in any workweek.

*m. Memorandum of understanding.*

(1) The senior commander will develop an MOU with the CSP training provider per DoDI 1322.29.

(2) At a minimum, these agreements will outline each party's support, roles, resources, responsibilities, quality control measures, statements of accountability, installation access and restrictions, after action reviews and assessment requirements, points of contact, and termination and expiration clauses.

(3) The CG, IMCOM may develop enterprise-level MOUs to establish a CSP that offers opportunities at multiple installations. Additional installation-level MOUs to address installation specific concerns or requirements (for example, installation access) are developed as needed.

(4) MOUs may cover a period not to exceed 5 years and are reviewed annually to ensure continued program accuracy, applicability, and adherence to changes in policy.

(5) When entering into agreements with local entities for CSPs, an MOU template for use by installations is available from the garrison's resource management office.

*n. Vetting.*

(1) Selecting the right corporate partners is paramount to the CSP development process. Once a potential CSP training provider is identified, an initial vetting will take place in accordance with DoDI 1322.29 to ensure the goals and objectives of the entity align with the Army CSP policy and objectives. The proposed CSP must meet the needs of transitioning Soldiers.

(2) Vetting, at a minimum, will include—

(a) Documentation that the program meets CSP guidelines and specific criteria, per paragraphs 5–4e and 5–4f.

(b) CSP partner selection criteria.

(c) Dates and location of training.

(d) Overview of the program.

(e) Purpose and objectives of the program.

(f) DOL standard occupational classification major group of CSP.

(g) CSP provider selection criteria for participants.

(h) Focus of program on priority of effort Soldiers.

(i) Cost of program.

(j) Expected funding source.

(k) Soldier expenses.

(l) Amount of GI Bill benefits required, if applicable.

(m) Expected return on investment.

(n) Program success metrics (completion rate, interview rate, and employment rate).

(3) The CG, IMCOM will maintain and update vetting checklists that include the above items to assist garrison commanders and CSP coordinators in their development and review of CSPs.

*o. Soldiers assigned to a Soldier Recovery Unit.*

(1) Soldiers assigned or attached to a SRU may only begin a CSP after an individualized one-on-one discussion of VA veteran readiness and employment benefits with a vocational rehabilitation counselor.

(2) Soldiers assigned or attached to a SRU are eligible to participate in one IMCOM CSP, in addition to any MEDCOM CSPs.

(3) CG, MEDCOM may identify, approve, and implement CSPs to include non-Federal internships, apprenticeships and pre-apprenticeships, and on-the-job training that particularly targets Soldiers assigned or attached to an SRU. These additional CSPs will adhere to all policies contained in this regulation. CG, MEDCOM may add additional CSP criteria and procedures, tailored to the needs of SRU Soldiers.

(4) The following exceptions are granted to Soldiers assigned or attached to a SRU:

(a) May begin a CSP upon completion of their Medical Retention Determination Point and enrollment in the IDES.

(b) With the approval of the SRU commander, may participate in more than one MEDCOM CSP and for any length of time after enrollment in the IDES.

(5) For Soldiers assigned or attached to an SRU, the distance to the CSP location will not exceed 50 miles from the Soldier's current physical residence unless authorized by the approving commander and injury or illness does not limit the Soldier from traveling away from a medical treatment facility.

(6) A SRU Soldier's participation in any CSP is subject to their commanders review for medical appropriateness or related transition out-processing needs.

(7) SRU Soldiers are normally not allowed to attend a CSP in an approved administrative absence. SRU Soldiers must also follow AR 40–58 and associated policies and guidelines before requesting to participate in a CSP that requires an administrative absence to attend.

*p. Metrics and reporting.*

(1) *Data collection.* CSP and SkillBridge Program management requires data collection and analysis to support measures of performance and measures of effectiveness. HRC TD collaborates with IMCOM and MEDCOM to design and implement the reporting mechanisms to support the CSP. Data collection will focus on two areas: Soldier data and program data. Soldier data will enable analysis and comparison of Soldiers participating in a CSP or SkillBridge, vice Soldiers who did not participate, as it relates to post-service unemployment. Analysis of this data enables leaders to shape programs to assist Soldiers who are at risk of unemployment upon separation by focusing on future connection efforts. CSP installation administrators track individual Soldier data in the TAP information technology system of record. For each Soldier participating in a CSP or SkillBridge program, a CSP installation administrator or TAP counselor will track and report the following:

- (a) Full name.
- (b) Date of birth (age).
- (c) Rank.
- (d) Gender.
- (e) DoD identification number.
- (f) Separation date.
- (g) Military occupational specialty (MOS).
- (h) Unit identification code (brigade, battalion, or company).
- (i) Tier level (1–3).
- (j) Military status or component (Active, Reserve, Guard, veteran, or spouse).
- (k) Soldiers' duty installation.
- (l) Installation of CSP (if on a different installation).
- (m) Program delivery method (in-person or virtual).
- (n) Cohort (yes or no).
- (o) Email or phone number.
- (p) Date packet received or initiated.
- (q) Date participation or program is approved or disapproved and reason.
- (r) Administrative absence use. If yes, provide dates.
- (s) Program provider name (that is, Airstreams, Troops into Transportation, and so forth).
- (t) Program dates (start and end).
- (u) Category of CSP (employment skills training, on-the-job training, apprenticeship, internship, and so forth).
- (v) Program type (CSP, SkillBridge, or individual internship).
- (w) All benchmarks (completion, graduation, withdrawal, interview, job placement, and so forth).
- (x) Notes, if necessary.

(2) *Installation reports.* HRC TD will review, consolidate, and submit reports to the ASA (M&RA). Quarterly and fiscal year reports will only include data for programs ending within the quarter or year being reported. CSP and SkillBridge program data will be tracked by the CSP installation administrator in the IMCOM SharePoint site and the TAP system of record.

(3) *Data input.* CSP or transition counselors will input data in the TAP system of record as it pertains to CSPs and SkillBridge programs.

(4) *Procedures.* Reporting procedures will comply with DoDI 1322.29.

(5) *Additional data.* Upon request from the TD, HRC, IMCOM, and SRUs will provide additional data, metrics, and narratives to support reporting requirements and requests for information from other Army and DoD offices and partner agencies.

## 5-5. Reserve Component network

The ARNG and USAR offer numerous resources to connect Soldiers with employment opportunities regardless of where a Soldier is stationed. This offers Soldiers more opportunities as they transition from AD to civilian life from various installations or within their local community. The RC network is another connection tool the Army uses to connect transitioning Soldiers from all components with civilian employment (see fig 5-3). Soldiers continuing their military careers through the RC (whether ARNG or USAR) have the potential to use education benefits in addition to Post 9/11 Montgomery GI Bill entitlements, commission as an officer, obtain a new MOS, qualify for military pay incentives, and more through these programs offered for both enlisted and officer personnel. Once the initial briefing is completed, Soldiers are scheduled for a one-on-one appointment with the career counselors to ask questions and discuss a career plan in the RC if they choose to continue their military careers. Each RC network has designated individuals whose purpose is to support Soldiers as they transition, even though they may not be joining the ARNG or USAR.

*a. Transition Assistance Program role.* The TAP can assist with finding career opportunities and conducting a WHO to the TRL, ARES, or transition assistance advisor.

*b. Transition readiness liaison role.* TRLs build and maintain readiness primarily by providing USAR support services to Regular Army Soldiers transitioning to the USAR and USAR Soldiers transitioning from AD back to traditional Reserve status to assist them in connecting with a USAR unit or Army Reserve Careers Division. Once a Soldier seeking RC support services is identified by a TRL, the TRL will associate them within an ARES's geographic area of responsibility. The TRL will continue to provide assistance for as long as the Soldier remains eligible for TAP services (up to 180 days after release from AD for former Regular Army Soldiers unless the Soldier is a member of the USAR). However, the ultimate goal is to assign each Soldier seeking Reserve assistance with an individual geographically aligned ARES. The designated ARES will receive the Soldier and provide continued support.

(1) TRLs conduct WHOs with ARESs to enable continued Reserve support in each Soldier's destination upon transition or relocation.

(2) TRLs can leverage community partnerships, capabilities, and resources to disseminate opportunities to transitioning Soldiers through social media outlets, hiring events, briefings, and case management.

(3) Collect monthly status reports that include the number and types of Soldiers assisted, additional services rendered to include resume assistance, number of Soldiers connected to potential employment, and WHOs conducted to close the loop and improve processes, as needed.

*c. Army Reserve employment specialist role.* ARESs primarily provide assistance to current USAR Soldiers and transitioning Regular Army Soldiers off AD to the USAR seeking community support services including job seeking, developing and enhancing resumes, assistance with job application processes, job interview assistance, and jobs skills translation from military-to-civilian careers.

(1) Provide unit briefings to USAR Soldiers and commanders to educate them on employment services and RC resources.

(2) Educate Soldiers on RC liaison program, social media, and online employment resources.

(3) Disseminate career opportunities and hiring event information to unit leadership and Soldiers.

(4) Establish partnerships with local employers.

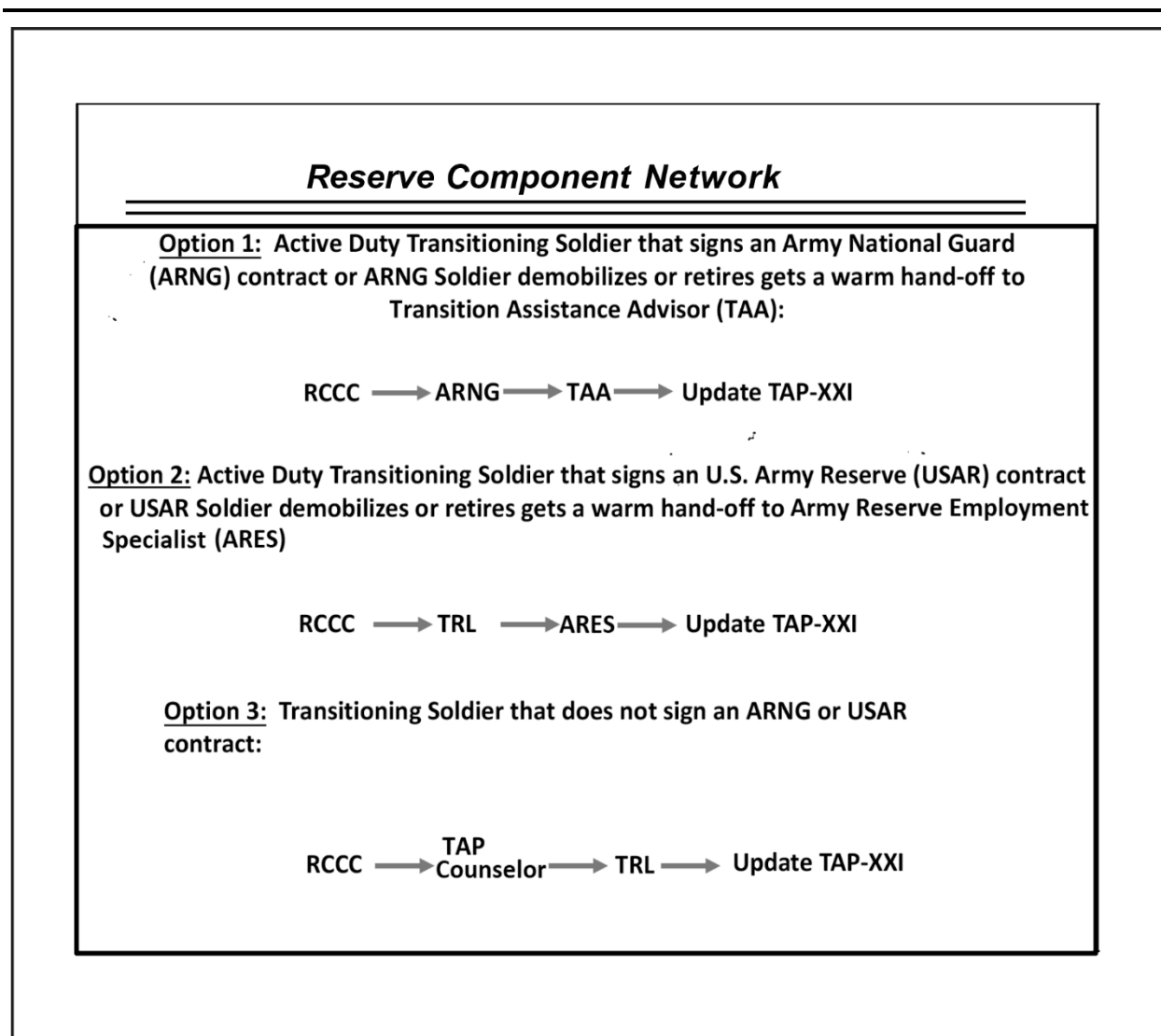
(5) ARESs should follow up communications with veterans with whom they received WHOs to determine if these individuals are interested in connecting with the USAR.

*d. National Guard Employment Support Program.* The National Guard Employment Support Program provides transition assistance advisors and is vital in supporting National Guard servicemembers in finding meaningful careers and job opportunities as they face the challenges of military life, whether mobilized or in a steady state posture.

(1) A strong employment support network is organized in each state and territory with a transition assistance advisor and reinforced by partnerships with other government agencies, private partnerships, and a synergistic relationship with National Committee for Employer Support of the Guard and Reserve.

(2) At the state level, the Joint Forces Headquarters houses the employment support program. Additional resources and programs leveraged by employment support are often co-located at the Joint Forces Headquarters-state or tied into it in some way. Many of these partners can reach across service cultures.

(3) In addition, the 55 transition assistance advisors are the primary resource in providing employment support, opportunities, and options to commanders, Soldiers, Airmen, and Families. They can serve as TAG's representative on employment issues within the state. They identify, plan, and deliver briefings for mobilization and deployment.



**Figure 5–3. Reserve Component Network**

*e. Demobilization processes.* To comply with mandated timelines and minimize requirements during DEMOB processes, follow the steps outlined in paragraphs 5–5e(1) through 5–5e(7).

(1) Upon identification for mobilization or activation, unit command will submit a telephonic mission request to complete the EISA and IIC prior to deployment.

(2) Mission request will include a unit roster with a by-name list of all Soldiers and their DoD identification number. Units must also identify a point of contact for coordination and accountability. Upon mission approval, HRC TD will provide units with appointment times and phone numbers for Soldiers to call or login times with the FTST.

(3) Upon completion of the IIC, the FTSTs are assigned by HRC TD to complete these telephonic missions.

(4) The counselor will assign a tier level to each Soldier and identify the required legal and CRS requirements (see table 4–1). Upon completion of the EISA and IIC, Soldiers are ready to initiate the pre-separation briefing.

(5) Units have four options for completion of the required pre-separation briefing.

(a) Units with an approved Yellow Ribbon Event will ensure all assigned or attached Soldiers complete the pre-separation brief and financial planning brief during the Yellow Ribbon Event provided by a FTST. FTST travel costs are centrally funded by HRC TD.

(b) Units without an approved Yellow Ribbon Event that are mobilizing or activating will ensure all assigned or attached Soldiers complete the pre-separation briefing while at the mobilization site.

(c) Units not requesting a Yellow Ribbon Event or Soldiers who are individual augmentees will use the TAP Virtual Center or FTSTs to complete TAP requirements.

(d) Units or individual augmentees located within 50 miles of a TAP center may complete the TAP requirements at that installation. Travel costs or per diem are not authorized for Soldiers using the installation transition center. The installation transition center will not require Soldiers to provide deployment orders to receive services.

(6) Soldiers can complete all other legal and CRS requirements throughout mobilization or activation by using the TAP Virtual Center. Allowing Soldiers to complete requirements during mobilization or activation will shorten the TAP requirements during the DEMOB process. Soldiers required to complete all requirements during DEMOB can expect a full week of TAP curriculum.

(7) Capstone event is completed either at the DEMOB site or through the TAP Virtual Center.

f. *Reporting.* TAP counselors are the responsible agent for ensuring completion data is entered into each Soldier's record. All reports for TAP compliance and timeliness are input and processed through the TAP system of record.

## **5-6. American Job Centers**

AJC is a connection tool for transitioning Soldiers that provides a full range of assistance to job seekers under one roof. Counselors connect Soldiers by referring them to the new hometown location's nearest AJC veteran employment consultant (local veterans' employment representative or Disabled Veterans Outreach Program if in receipt of a VA disability rating) for employment assistance, if needed. Veterans receive a priority of service for services and employment referrals by the AJC.

## **5-7. Partnership for Your Success**

PaYS is a connection partnership between the Army and a cross section of corporations, companies, and public sector agencies. PaYS partners project future job openings into a database where transitioning Soldiers can match an MOS or career field to job openings. Soldiers are encouraged to explore job opportunities outside of their current MOS to increase their likelihood of employment. PaYS partners guarantee Soldiers an interview and possible employment upon completion of their AD service.

## **Appendix A**

### **References**

#### **Section I**

##### **Required Publications**

Unless otherwise indicated, Army publications are available on the Army Publishing Directorate website at <https://armypubs.army.mil/>. DoD publications are available at <https://www.esd.whs.mil/dd/>. USC material is available at <https://uscode.house.gov>.

##### **AR 40–501**

Standards of Medical Fitness (Cited in para 5–4c(6).)

##### **AR 600–8–10**

Leaves and Passes (Cited in para 5–4g(8).)

##### **DoD 5500.7–R**

Joint Ethics Regulation (JER) (Cited in para 5–4g(14).)

##### **DoDI 1322.29**

Job Training, Employment Skills Training, Apprenticeships, and Internships (JTEST–AI) for Eligible Service Members (Cited in the title page.)

##### **DoDI 1332.35**

Transition Assistance Program (TAP) for Military Personnel (Cited in the title page.)

##### **10 USC 1142**

Pre separation counseling; transmittal of certain records to Department of Veterans Affairs (Cited in para 3–2.)

##### **10 USC 1143**

Employment assistance (Cited in para 5–4c(3).)

##### **10 USC 1144**

Employment assistance, job training assistance, and other transitional services: Department of Labor (Cited in para 3–3a.)

#### **Section II**

##### **Prescribed Forms**

This section contains no entries.

## Appendix B

### Tools, Websites, and Samples

#### B–1. Online tools

The DoD, Army, and TAP use a number of web-based tools and websites to maintain and disseminate transition services information.

#### B–2. Web-based support

The Army will provide a no-cost employment connection as an additional resource for Soldiers to seek employment after transition.

a. The Army leader's page provides information and communication to commanders, sergeants major, first sergeants, uniformed leaders, supervisors, and managers at all levels about the TAP and the tools and benefits available to them.

b. The Director, TD manages the website. Transition center staff must familiarize themselves with all features to help clients use the website efficiently. Staff should market the website and encourage clients to use the TAP 24/7 Virtual Center.

c. The TAP website makes programs 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 TAP services online.

d. The TAP website captures a full registration for users and creates a TAP pre-client record that is accessible by transition center staff. Eligible users can schedule attendance at any event and complete a pre-separation briefing online. They can print appointment slips and cancel attendance at a previously scheduled event. All staff encourage, but do not require, clients to use the TAP website for services.

e. By conducting IIC and pre-separation briefings, the TAP staff ensure clients learn about the types of events that are available to schedule through the TAP website. Clients call or email a TAP counselor to schedule counseling. Counselors encourage clients to use the TAP website to explore, schedule, cancel, reschedule, and complete events and to write resumes and cover letters.

f. Additional information for using the TAP website 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 TAP website at installation expiration of term of service briefings, pre-retirement briefings, and other similar events and may encourage its use. TAP counselors also inform participants that they can telephone or visit the nearest TAP center to begin TAP services.

g. Managers at all levels are aware of the TAP website used at each transition center and adjust marketing efforts and client communication protocols accordingly.

h. The TAP will use an official government-approved integrated application as a system of record used for recordkeeping, maintaining and tracking accountability of client attendance, and supporting all user needs, to include scheduling, access to automated tools and resources, and system administration completion of all mandated transition and CRS requirements.

#### B–3. Websites

a. U.S. Army TAP: <https://www.armytap.army.mil/>.

b. TAP: <https://tapevents.mil/>.

c. DoD TAP: <https://www.dodtap.mil/>.

d. Joint Services Transcript: <https://jst.doded.mil/jst/>.

e. Employment Connection Portal: <https://recruitmilitary.com/army>.

f. DOL AJCs: <https://www.careeronestop.org/>.

g. Army CSP: <https://home.army.mil/imcom/index.php/customers/career-skills-program>.

h. DoD SkillBridge: <https://skillbridge.osd.mil/>.

i. U.S. Army PaYS: <https://www.armypays.com>.

j. Register for TAP Virtual Center: [usarmy.knox.hrc.mbx.tagd-tap-virtual-center@army.mil](mailto:usarmy.knox.hrc.mbx.tagd-tap-virtual-center@army.mil).

#### B–4. Sample notification memorandum

Figure B–1 illustrates a sample notification memorandum.



DEPARTMENT OF THE ARMY  
ORGANIZATION  
STREET ADDRESS  
CITY STATE ZIP

OFFICE SYMBOL (RN)

[Date]

MEMORANDUM FOR SGT [First Last Name], B Company, 1-81 Armor, Ft. XXX, XXXX

SUBJECT: Mandatory Transition Assistance Program Participation

1. As the first step in your transition process, you are required to visit the TAP portal at <https://portal.armytap.army.mil> to complete the Enterprise Individualized Self-Assessment (EISA) and Individual Initial Counseling (IIC) by [DD/MM/YYYY]. This will assist you in determining your transition goals and the best pathway to achieve your goals by completing a personal self-assessment and Individual Transition Plan. This requirement is covered under Section 1142, Title 10 USC. Since our records indicate that your scheduled Expiration Term of Service (ETS) date is [DD/MM/YYYY], you may schedule an appointment by calling the local TAP center at [Insert Phone Number], using the TAP On-Line website: [www.armytap.army.mil](http://www.armytap.army.mil), or the TAP Virtual Center at 800-325-4715.

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

3. The point of contact for this action is [First Last Name] at [Insert Phone Number].

Authority Line:

[First MI. Last Name]  
[Rank]  
[Title]

Figure B-1. Sample notification memorandum



## **Appendix C**

### **Internal Control Evaluation**

#### **C–1. Function**

The function covered by this evaluation is the TAP.

#### **C–2. Purpose**

The purpose of this evaluation is to assist commanders of ACOMs, ASCCs, and DRUs and installation managers in evaluating their key internal controls. It is intended as a guide and does not cover all controls.

#### **C–3. Instructions**

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

#### **C–4. Test questions**

- a. Did Soldiers attend TAP in advance of the requisite number of days from their separation date (see para 4–1)?
- b. Is every eligible Soldier in transition from AD provided the opportunity to attend the VA Benefits and Services course (see para 4–3)?
- c. Is every eligible Soldier in transition from AD provided the opportunity to attend the DOL Employment Workshop, unless exempt (see para 4–3)?
- d. Is every eligible Soldier in transition from AD provided the opportunity to complete an ITP (see para 4–3)?
- e. Is every eligible Soldier in transition from AD provided the opportunity to complete an MOS Cross-walk Workshop and gap analysis (see para 4–3)?
- f. Is every eligible Soldier in transition from AD provided the opportunity to complete a job application package or received a job offer letter (see para 4–3)?
- g. Is every eligible Soldier in transition from AD given the chance to receive a continuum of service opportunity counseling session (see para 4–8)?
- h. Is every eligible Soldier in transition from AD given the chance to complete an IIC (see para 4–8)?
- i. Is every eligible Soldier in transition from AD given the chance to complete the capstone process, to include DD Form 2648 (eForm) (see para 4–5)?
- j. Is every eligible Soldier in transition from AD provided the opportunity to participate in CSP (see para 5–4)?

#### **C–5. Supersession**

This evaluation replaces the evaluation previously published in AR 600–81, dated 17 May 2016.

#### **C–6. Comments**

Help make this a better tool for evaluating internal controls. Submit comments to the Director, U.S. Army Human Resources Command Transition Division (AHRC–PDT), [usarmy.knox.hrc.mbx.g3-publications@army.mil](mailto:usarmy.knox.hrc.mbx.g3-publications@army.mil).

## **Glossary of Terms**

### **Active Service**

See 10 USC 101(d)(3).

### **Active Status**

See 10 USC 101(d)(4).

### **Capstone**

A two-stage process consisting of a review and verification of a Soldier meeting CRS to take place no later than 90 days prior to separation. Stage 1 is an in-depth review of the Soldier's ITP and CRS, which is conducted by TAP staff. Stage 2 consists of the commander or commander's designee verifying, that the Soldier has a viable ITP and has met the CRS. If the commander or commander's designee determines the Soldier does not meet CRS or does not have a viable ITP, then the Soldier's commander must confirm a WHO takes place with the appropriate interagency partners, as needed. The review and verification processes may or may not occur simultaneously (see DoDI 1332.35.)

### **Career readiness standards**

A set of common and specific activities and associated relevant deliverables as documented as part of capstone completion which must be achieved to demonstrate Soldiers are prepared to transition effectively to pursue their personal post-separation higher education, vocational training, and civilian employment goals.

### **Department of Labor Employment (1–Day) Workshop**

DOL-led brief pursuant to 10 USC 1144 that provides an overview of employment and career exploration in the civilian sector.

### **Department of Veteran Affairs (1–Day) Workshop**

VA-led brief that provides Soldiers with information on available veterans' benefits and services.

### **Individual development plan**

A written plan designed to meet particular goals for individual career development that are aligned with the eligible Soldier's organizational and operational missions (see DoDI 1332.35).

### **Individual transition plan**

A standardized document that evolves and is maintained by the Soldier that provides the framework to perform detailed assessments of their personal and professional preparedness to achieve realistic career goals after separation from AD.

### **Individualized initial counseling**

Substantive individual counseling provided to eligible Soldiers before pre-separation counseling and based on responses annotated during the self-assessment.

### **Integrated Disability Evaluation System**

The Joint Army-VA process to determine whether ill or injured Soldiers are fit for continued military service and the appropriate benefits for Soldiers who are separated or retired for disability (see DoDI 1332.18).

### **Internship**

A system of on-the-job-training offered to Soldiers to develop job skills and employment skills training that assist them to gain employment in the civilian sector (see DoDI 1322.29).

### **Job placement counseling**

Transition services, pursuant to 10 USC 1142, 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.

### **Joint Services Transcript**

An official education transcript tool for documenting the recommended American Council on Education college credits for a variety of professional military education, training courses, and occupational experience of servicemembers across the services. The Joint Services Transcript consolidates data from legacy documents such as the Army/American Council on Education Registry Transcript System, the Sailor/Marine American Council on Education Registry Transcript System, the Community College of the Air Force transcript, and the Coast Guard Institute transcript (see DoDI 1322.25).

**Local veterans' employment representative**

A member of a state agency staff designated and assigned by the state agency administrator to serve veterans and eligible persons (see 38 USC 4104 and Section 101, Part 1001, Title 20, Code of Federal Regulations).

**Medical evaluation board**

For servicemembers entering the disability evaluation system, the medical evaluation board conducts the medical evaluation on conditions that potentially affect the servicemember's fitness for duty. The medical evaluation board documents the servicemember's medical conditions and history with a medical evaluation board narrative summary as part of a medical evaluation board packet (see DoDI 1332.18).

**Medical treatment facility**

Any fixed facility of the DoD that is outside of a deployed environment and used primarily for health care; and any other location used for purposes of providing health care services as designated by the Secretary of Defense (see 10 USC 1073c(i)(3)).

**Senior Executive Service**

Any position in an agency which is classified above GS-15, or an equivalent position, which is not required to be filled by an appointment by the President by and with the advice and consent of the Senate, and in which an employee directs the work of an organizational unit; is held accountable for the success of one or more specific programs or projects; monitors progress toward organizational goals and periodically evaluates and makes appropriate adjustments to such goals; supervises the work of employees other than personal assistants; or otherwise exercises important policy-making, policy-determining, or other executive functions (see 5 USC 3132).

**Soldier recovery unit**

Provides critical support to Soldiers who have or are anticipated to receive a profile of more than 6 months duration, with duty limitations that preclude the Soldier from training or contributing to unit mission accomplishment; or the complexity of the Soldier's condition requires either clinical case management or the Soldier's psychological condition is evaluated by a qualified licensed medical or behavioral health provider as posing a substantial danger to self or others if Soldier remains in the parent unit (see AR 40-58).

**Transition**

A period of adjustment which includes the planning and preparation accomplished during military service, when servicemembers and their Families explore and embark on endeavors in the civilian world upon leaving AD (see DoDI 1332.35).

**Transition Assistance Program**

Activities and curriculum that provide eligible Soldiers with the targeted set of knowledge, skills, documentation, and assistance required to meet the CRS before transition and enable a successful transition from AD to civilian life (see DoDI 1332.35).

**Transition center**

The military personnel work center, which accomplishes final separation processing of Soldiers completing their AD tour of service.

**Warm handover**

A capstone process between respective military services and appropriate interagency partners resulting in the person-to-person connection of Soldiers to services and follow-up resources as needed. The WHO provides a confirmed introduction and assurance that the appropriate interagency partner acknowledges that an eligible Soldier requires post-military assistance, and the interagency partner follows through on providing assistance to meet the needs of Soldiers, mitigate risk, and assist them in attaining their post-transition goals and a successful transition (see DoDI 1332.35).

**UNCLASSIFIED**

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