

# RUCKSACK ESSENTIALS

5th Edition - 2022



Rucksack essentials need to include:

- Living the Army Values
- Essential Communication
- Preventing Sexual Harassment and Assault
- Suicide Prevention
- Resiliency Roadmap
- Effective Stress Management
- Owning Your Limits
- Strong Bonds
- Soldier and Family Support
- Continuing Education
- Career Connections
- Health and Healthcare
- Smart Money Choices



If your rucksack doesn't include the tools listed in the column to the left, you may find staying Army Strong to be a real challenge. As an Ohio Army National Guard Soldier it's important to find balance in managing an Army and civilian livelihood.

**Bottom Line Up Front (BLUF):** Army life is not for everyone, and the difference for those who succeed doesn't hinge on what's done for them, but rather on what they do for themselves to be squared away and **ARMY STRONG!**



# FORWARD



**CSM SHELDON CHAMBLISS**  
**Ohio Army National Guard STRONG**

Spartan Warriors, I am pleased to present Rucksack Essentials, 5th Edition. The purpose of Rucksack Essentials is to provide a quick reference guide to many of the resources and benefits offered to you as you navigate the challenges of home, work, and the Ohio Army National Guard.

As you balance and prioritize life outside of the Guard, I want each of you, regardless of your rank or tenure in the Ohio Army National Guard, to become familiar with the many resources outlined in this Rucksack Essentials handbook for your knowledge and application. Our technical and tactical readiness is improving each time we conduct a drill or complete a culminating training event. I am most concerned with each Soldier's individual readiness, as it is mission essential to our organization's ability to win. Become not just familiar with the resources of this handbook, but be an expert — for yourself, your family, and the Soldiers you care for and influence.

Healthy families, whether you are single or married, include involving your family members in your military experience. Engaged, supportive families (including your parents) will make you stronger, so invite them to be part of your unit's family readiness group and participate in Ohio National Guard Family Readiness and Warrior Support-sponsored camps and activities!

Ohio has one of the most military-friendly and supportive employer bases in the nation; ensure you have an open line of communication with your boss and be sure to take time to recognize supportive employers. If you are not employed or are underemployed, I challenge you to utilize the full spectrum of resources provided in Rucksack Essentials to improve your position in life.

My commitment to you remains ensuring you are well-equipped, well-trained, and guided by leaders who share my philosophy of winning and building winning teams. I encourage you to choose to win, grow, and thrive — use the resources and tools outlined in this handbook to reach your maximum potential.



Sheldon Chambliss  
State Command Sergeant Major

# LIVING THE ARMY VALUES



Assistant Adjutant General  
for Army Brigadier General  
Thomas E. Moore II

## Means You Live Up To A Higher Standard

Many people know what the words Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage mean. But how often do you see someone actually live up to them? Soldiers learn these values in detail during Basic Combat Training (BCT), and from then on they live them every day in everything they do — whether they're on the job or off. In short, the Seven Core Army Values listed below are what being a Soldier is all about.

## LIVING THE ARMY VALUES

### LOYALTY

Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other Soldiers.

### DUTY

Fulfill your obligations.

### RESPECT

Treat people as they should be treated.

### SELFLESS SERVICE

Do your duty loyally without thought of recognition or gain.

### HONOR

Honor is a matter of carrying out, acting and living the Army Values.

### INTEGRITY

Do what's right, legally and morally.

### PERSONAL COURAGE

Face fear, danger or adversity (physical or moral).

# ESSENTIAL COMMUNICATION



## First Line Leader, Employer, Family

Effective communication is essential in every aspect of our lives. Living the Army Values and communicating with your first line leader, Family, and employer represent the foundation for everything else that follows. It is important for you to see yourself as the composer responsible for keeping everyone on the same sheet of music.

**First Line Leader** – How well does your first line leader know you?

Communication is a two way responsibility. Take the proactive approach to ensure good communication!

Consider the following:

- Be certain to let your first line leader know your employment and/or higher education involvement
- Provide a glimpse into your home life such as marital status, children, live alone, etc.
- Discuss personal and professional goals with your first line leader during a counseling session or during other opportunities of engagement
- Share physical fitness routines that you are engaged in to meet APFT standards
- Let your first line leader know of any major changes to your health status that could affect your readiness or need addressed through the Line of Duty process

**Employer** – Many employment challenges can be avoided by being candid with your employer about your obligations as a member of the Ohio National Guard. Don't take your employer's support for granted! Take the following steps.

- Talk to Your Employer. Tell your employer about your military assignment and skills you have gained in the military.
- Keep your supervisor informed about your Guard duties. The sooner you provide you supervisor with drill schedules, annual training plans, and any extra time-off requirements, the more smoothly things will go.
- Show your appreciation for supportive employers by nominating your supervisor for a Patriot Award. The Department of Defense will send your supervisor a certificate of appreciation.

**Family** – Plain and simple these individuals are your significant others ... take care of them! If you're looking to enjoy a positive Guard and employment life, the place to start is with your Family.

- Share your drill schedule
- Get your Family involved in the Soldier and Family Readiness Group
- When the invitation says ... Soldier and Family ... be certain to bring Family members to programming, trainings, and events
- Complete the Family Data Sheet
- Share informational handouts provided at drill and Annual Training
- Deployments can produce stress but keeping those you love in the dark will only add to that stress. Communicate and don't contribute to the challenges and stress associated with this military commitment.



# SEXUAL HARASSMENT/ASSAULT RESPONSE AND PREVENTION

## Preventing and Responding to Harassment and Assault

### KNOW YOUR PART

Each of us has a unique role in preventing and responding to sexual assault. We must recognize our part in stopping this crime starting with our own awareness and knowing when and where to intervene.

### DO YOUR PART

We must act. If we see a crime or inappropriate behavior unfolding, we need to step in to prevent it. We each need to add our voice to the call to end sexual harassment, assault, and other inappropriate behavior.

### WHO TO CALL:

- ONG Response-Line: **877-751-5628** for questions or reports.
- Your unit and Victim Advocate or SARC
- DoD Safe 24/7 Helpline: **877-995-5247**
- Safe Helpline Text: **55-247** (inside U.S.)
- Begin Live Chat with DoD Safe Helpline at: <https://www.safehelpline.org/online>

### REPORTING OPTIONS:

- Only a Sexual Assault Response Coordinator(SARC) or Victim Advocate (VA) can take in a RESTRICTED Report
- Protect everyone's privacy by only discussing case with SARC/VA
- Once Chain of Command is made aware, case must be UNRESTRICTED

### BY-STANDER INTERVENTION: (SPECTRUM OF VIOLENCE)

- Always intervene to keep your work environment in the GREEN ZONE
- Be Courageous and don't allow behaviors to move toward the RED ZONE

SPECTRUM OF VIOLENCE			
HEALTHY	EARLY WARNING SIGNS	ANGER	CATASTROPHIC
PROFESSIONAL ACCOUNTABLE SAFE PRODUCTIVE LEADERSHIP	GENDER FOCUSED JOKES FLIRTING SEXUAL INNUENDOS SHARING PICTURES PHYSICAL SPACE INVADED	QUID PRO QUO CORNERING GROPING/TOUCHING BLACKMAIL/STALKING UNWANTED EXPLICIT TEXTS	HOSTILE WORKPLACE ABUSIVE SEXUAL CONTACT RAPE SERIOUS TRAUMA SUICIDE

## SHARP Elements Continued ...

### UNDERSTANDING CONSENT:

- Start by caring about your friends and co-workers
- Communicate maturely and regularly
- Look for an "Enthusiastic YES!"
- Get consent every time no matter your history
- A sleeping or inebriated person cannot give consent
- Consent can be withdrawn at any time

### CULTURE:

- It's on you to elevate the professionalism and safety of your work place
- Be open about how you feel about harassment and assault
- Be mindful of how you speak about news stories
- Avoid judging credibility or investigating allegations
- Walk the Walk

### VIRTUAL ENVIRONMENT & SOCIAL MEDIA:

- If you would not do it in person, don't do it online
- Set boundaries as you would in the real world
- Intervene as you would in the real world
- Respect people's privacy

**SHARP**  
SEXUAL HARASSMENT/ASSAULT RESPONSE & PREVENTION

**I AM STRONG**  
I AM STRONG

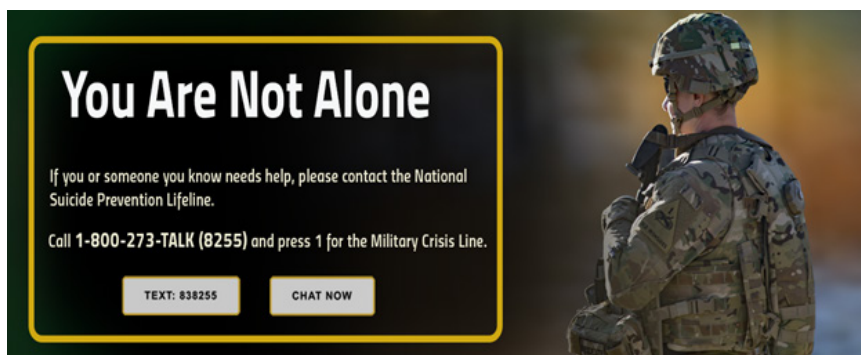
Trust is the bedrock of our formations. Sexual harassment, sexual assault and retaliation erode trust and affect our readiness. As Soldiers, we must sustain a positive command climate where everyone is treated with dignity and respect.

**TOGETHER, THIS WE'LL DEFEND.**

SEXUAL ASSAULT. SEXUAL HARASSMENT.  
**NOT IN OUR ARMY.**

Join Us: [OSArmySHARP](#) [f](#) [t](#) [@](#)  
[WWW.PREVENTSEXUALASSAULT.ARMY.MIL](#)  
DDO SAFE HELPLINE: 1-877-985-5247  
[WWW.SAFEHELPLINE.ORG](#)

# SUICIDE PREVENTION



**You Are Not Alone**

If you or someone you know needs help, please contact the National Suicide Prevention Lifeline.

Call **1-800-273-TALK (8255)** and press 1 for the Military Crisis Line.

**TEXT: 838255**      **CHAT NOW**

## Take the Steps to Put Your Safety First

- Give yourself distance between thoughts and action. Even though you may be feeling overwhelming hopelessness, allow yourself time to decompress from the emotional pain and seek support instead.
- Avoid using drugs and alcohol. Using illegal or prescription drugs or alcohol can affect your ability to think clearly and contribute to feelings of depression and hopelessness.
- Make your home safe. Remove lethal means like knives, guns, or medications from your space, and turn them over to a loved one or trusted friend.
- Don't keep these thoughts to yourself. If you are in pain and need someone to talk to call **1-800-273-TALK (8255)** to speak to a crisis worker now.
- You can also use the online Lifeline Crisis Chat:

<https://www.veteranscrisisline.net/get-help/chat>

## When someone needs help, remember Ask, Care, Escort (ACE):

1. Ask your battle buddy or Family member if he or she is thinking about harming themselves. Asking won't increase the likelihood that they will commit suicide. You won't place the idea in their head.
2. Care for your battle buddy or Family member by listening and reassuring them that immediate help is available. Calmly talk to them and use words like "let me make sure I understand you, do you mean..." And remove any means that they might use to harm themselves.
3. Escort your battle buddy or Family member to get help. This can be an emergency room, a primary care provider, or a behavioral health professional. If they refuse to go with you, do not leave them alone.  
**CALL 911 IF NECESSARY.**

To learn more, ask your Unit Training NCO to register you for ASIST - Applied Suicide Intervention Skills Training.



# ROAD MAP TO RESILIENCY

## Your Road Map to Resiliency Five Dimensions of Personal Wellness

Understanding the five areas of wellness can help you achieve resiliency and successfully meet the challenges that many military members experience.

National Guard Soldiers may weather a number of unique challenges related to their military service, including difficult duty assignments, long separations from loved ones, combat stress, physical injuries, and others. Many service members also contend with issues at home that may affect their Families, jobs, and local communities.



Enhance your personal resilience by attending a Resiliency Training. Discuss this training opportunity with your First Line Leader. To learn more about enhancing your personal resilience go to:

<https://www.armyresilience.army.mil/ard/R2/readyandresilientEnhance.html>

# EFFECTIVE STRESS MANAGEMENT

A little stress isn't always bad — it can be an effective motivator and the adrenaline that stress creates can help improve both mental and physical performance. But too much stress can negatively affect your performance on duty, your relationships, and your physical and mental health.



The Holmes and Rahe Stress Scale, was created to help measure the stress load we carry, and think about what we should do about it. Fortunately, there are many ways to control and reduce stress. Learn and apply these stress-management techniques to help limit your stress, stay more relaxed and positive, and maintain a high level of performance both on duty and at home.

1. Take good care of yourself. Get enough sleep, exercise, and eat nutritious foods.
2. Have a positive outlook. In addition to caring for yourself physically, try to maintain a positive “can do” attitude to keep your stress level under control.
3. Laugh often. Remember that you can take your military duty seriously without always taking yourself seriously.
4. Learn to relax. When you feel stressed, take a few deep breaths and envision yourself in a peaceful place. You can also take a walk, listen to soothing music, or read a good book.
5. Make time for activities you enjoy. If you don't make time, you may never “find” the time to relax and enjoy life.
6. Learn to recognize when you're stressed. Excessive stress can cause symptoms from neck or back pain and headaches to upset stomach, trouble sleeping, and fatigue. When you notice these symptoms, too much stress may be to blame.
7. Focus on the things you can control. When you feel anxious or stressed, ask yourself, “Is there anything I can do to change this situation?” If the answer is no, try to let it go.
8. Get organized at home. Clutter creates stress.
9. Simplify your life. Learn to say “no” to obligations and activities that will overload your schedule.



If you suspect that you may be in an unhealthy relationship or could use some assistance in managing stress more effectively, don't hesitate to take advantage of the free and confidential resources listed.

**Ohio National Guard Psychological Health Team**

**Director Psychological Health**

**Office: 614-336-7393**

**73rd SJTF.....Office: 614 336-6000 x 4291**

**Work Cell: 614-572-8783**

**16th ENG BDE.....Office: 614 336-6000 x 6899**

**Work Cell: 614-357-5107**

**174th ADA BDE, STC.....Office: 614 336-6000 x 4292**

**Work Cell: 614-639-0337**

**37th IBCT.....Office: 614 336-6000 x 5996**

**Work Cell: 614-307-1810**

**371st SUS BDE.....Office: 614 336-6000 x 8999**

**Work Cell: 614-623-2625**



Provides assistance in seeking helpful resources in your community.

**800-761-0868 or OHIOcares.Ohio.gov**

Military OneSource provides no cost confidential nonmedical counseling to Guard members and their dependents. Non-medical counseling services are for a wide range of issues from marital conflicts and stress management to coping with grief and deployment adjustments.

Call: **800-342-9647** or visit: **militaryonsource.mil**  
 Not certain about where to turn, contact your Brigade Psychological Health Coordinator.



**"Seeking assistance is a sign of personal strength, not weakness!"**

**Major General John C. Harris Jr.  
 Adjutant General, Ohio National Guard**

# OWN YOUR LIMITS

To protect your career or even save a life, speak up about alcohol use concerns before they become a real issue. Admitting you have a concern is tough and it might be a difficult conversation. But when you speak up for yourself and get the support you need, you can take control of the situation and keep yourself and those around you safe.

## **Avoid damaging your career.**

When you decided to join the military, you showed you know how to step up. Asking for help with your alcohol use concerns is another sign of your strength. Discuss your alcohol use concerns with your Brigade Psychological Health Coordinator, Chaplain or the OHARNG Alcohol and Drug Prevention and Intervention Coordinator before an alcohol-related incident/misconduct or DUI hits your record.



## **Keep your relationships with friends and family strong.**

If alcohol is impacting your personal life, tell someone. Perhaps you are spending money on alcohol when your Family needs it, or your drinking is making it difficult for you to be there for your loved ones. Speak up early to stay close to those who mean the most to you.

## **Maintain readiness.**

The Department of Defense and your respective Service Branch have plenty of resources to keep you on-duty and mission ready. Are you too hungover to do your job? Are you using alcohol to manage stress? If alcohol is impacting your life in any way, ask for help!

Learn more about what it means to drink responsibly and how to find support for an alcohol use concern. <https://www.ownyourlimits.org/>

The OHARNG risk reduction and prevention team is available to provide additional information and assistance.

Contact the Risk Reduction Coordinator at **614-336-7319**

# STRONG BONDS

The Strong Bonds Program now offers year-round virtual and online relationship education courses that Soldiers and Family Members can take at their convenience. Online and virtual courses focus on relationship enrichment for singles, premarital/newly married couples, and married (or unmarried) couples. In addition to free access to the online courses and printed course materials, courses may offer pay orders for completing the course (dependent on funding). See below for more information on each of the virtual programs.

## Head Meets Heart (HMH)

- HMH is an online course for Single Soldiers who are looking to make wise relationship choices by following their hearts without losing their minds!

## Saving Your Marriage Before It Starts (SYMBIS)

- Engaged or recently married? Do you want to build a strong foundation for your relationship? SYMBIS provides an exciting opportunity to prepare for a strong and passionate marriage.



## Prevention and Relationship Education Program (ePREP)

- ePREP is an online couples enrichment course for both married or unmarried couples. ePREP teaches couples how to talk without fighting, keep friendship and fun alive, and beat the odds of relationship difficulties.

**Rock Solid Marriage (RSM)** – RSM is an online marriage enrichment course. RSM shows couples how to regularly revitalize their marriage by meeting one another's needs for an open, trusting, and fulfilling relationship.

Strong Bonds also offers in person weekend events at premier resorts and hotels around the state. These events focus on building healthy relational habits for singles, couples, and families. These events provide time for relaxation, recreation, fellowship, and fun! COST? IT'S FREE! Funding includes lodging, meals, childcare, and workshop materials.

For more information about either virtual/online relationship education courses or in person weekend events go to:  
<https://ong.ohio.gov/programs/strong-bonds/>

Questions? Contact the State Chaplains Office at:  
614-336-6941 or 614-336-4142

# SOLDIER AND FAMILY READINESS SPECIALISTS

Soldier and Family Readiness Specialist (SFRS) are here to assist you! The SFRSs are trained and experienced in providing reliable and accurate information and referrals to programs, resources and services delivered by military friendly local, state and federal organizations and agencies. SFRSs can assist you in connecting with subject matter experts to include but not limited to, mental health providers, legal services, local community resources (i.e.housing, food, clothing, etc.), TRICARE, ID Cards & DEERS. Contact the SFRS in the region you live.

Reg.	Location	Number
1	North Canton	614-949-6962
2	Columbus	614-949-8300
3	Cincinnati	614-929-8125
4	Mansfield	614-949-4136

Family Readiness and Warrior Support services are designed to support and educate OHARNG soldiers and their Family members regarding services and programs available to them to succeed and grow from their experiences unique to military life. To connect with a Regional SFRS about programs available to soldiers and Family members call 1-800-589-9914.



# YOUTH & FAMILY ACTIVITIES

Whether you are single, married, with or without children connecting with other military members and Families will make you (and your Family) stronger and more resilient. Youth and Family activities provide a casual, engaging, and fun environment to connect with other like-minded people. Parents, siblings, spouses, significant partners, children, step children, etc. of Ohio National Guard Soldiers are eligible to participate. DEERs registration not required for participation; you define who your Family includes. For more information please visit:

[https://ong.ohio.gov/frg/FRG\\_youthprograms.html](https://ong.ohio.gov/frg/FRG_youthprograms.html)

Call: 614-336-7274



## Annually Scheduled Camps and Workshops

**Hero Camps (Kid focus):** A one day event that typically lasts about 6 hours and includes lunch. Pre-registration is required with a nominal fee. Normally held at a local venue to capitalize on what it has to offer while paired with Youth Program specialties. Eligibility: Dependent(s) or sibling(s) of Ohio Service member age 6-12 years old. See website for full eligibility and location of events.

**Family Overnights (Kid focus):** Spend the night at a local zoo, science center, aquarium, etc. Your family will sleep at the venue with breakfast provided. Eligibility: Ohio Service member and their dependent(s) or sibling(s) age 6-12 years old. See website for full eligibility and location of events.

**Family Camps (Entire Family with or without kids or teens):** Located at a camp near you, your Family will enjoy Friday evening through Sunday morning participating in numerous activities. You bring the Family and your personal items and we will provide the food and activities which is all included in the registration price. Eligibility: Ohio Service member and their "family". Ohio Service member defines who their Family is (sibling(s), child(ren), parent(s), aunt/uncle, grandparent(s), spouse, etc.) No age limit to attend. See website for location of events.

**Teen Leadership Events (Teen focus):** These events take full advantage of all the venue has to offer paired with intentional and focused leadership and resilience lessons. Eligibility: Dependent(s) or sibling(s) of Ohio Service member age 12-17 years old. See website for full eligibility and location of events.

**Residential Camps (Kid and teen focus):** These 5 day and 4 night camps are a great way for Youth and Teens to connect and build lifelong connections while enjoying the enriching experiences of camp. Youth and Teens will learn resiliency, develop habits for healthy living and instill pride in a military kid. Eligibility: Dependent(s) or sibling(s) of Ohio Service member age 9-15 years old. See website for full eligibility and location of events.

# CONTINUING EDUCATION

Abraham Lincoln said, "I do not think much of a man who is not wiser today than he was yesterday."



Lifelong learning is defined as the "ongoing, voluntary, and self-motivated" pursuit of knowledge for either personal or professional reasons.

## Know and Utilize Your Educational Benefits

Future opportunities and promotions will be subject to your commitment to continuing education. As a Soldier you have several formal continuing education opportunities available to you. To learn more about these programs contact the subject matter experts identified below.

No need to go into debt to get an education!

OHNG Education Service Officer.....**614-336-7023**

Ohio National Guard Scholarship Program .....**614-440-5379**

Provides 100% tuition for Ohio National Guard members attending State funded public colleges and universities after other specified federal and Department of Defense educational assistance is applied. Provides 100% of the State average public school tuition for attendance at Scholarship participating private and Non-Traditional Education Program institutions. The ONGSP may be used to achieve an Associate's Degree, Bachelor's Degree or specified and approved licensing, diploma and certifications. To apply go to: <https://ongsp.ohio.gov/>

Federal Tuition Assistance .....**614-336-4905**

Pays up to \$250 per semester hour, 16 semester hours per fiscal year for certificate, associate, bachelor's, or master's degree programs.

GI Bill Programs .....**614-336-7293**

Provides Service members and their eligible dependents financial assistance for college degree and certificate programs, co-op training, technical or vocational courses, flight training, apprenticeships, or on-the-job training, high-tech training, licensing and certification tests, entrepreneurship training, certain entrance examinations, and correspondence courses.

Enlistment Bonus - Up to \$20,000

Student Loan Repayment (SLRP) - Repayment of up to \$50,000  
in Federal Student Loans

GI Bill Kicker \$350 per month

It is essential that you become familiar with your bonus and/or student loan contract. Your contract requires that you be a Soldier in good standing and serve in your contracted MOS and position. Noncompliance with contract requirements can result in termination with recoupment of your incentive. For further information, contact your Readiness NCO or the State Incentive Manager at 614-336-4999.



# MILITARY EDUCATION

## Distributed Leaders Course – Mandatory Online Learning

The National Guard remains committed to the professional development of the noncommissioned officer corps, specifically the assurance that Soldiers obtain institutional knowledge by completing formal military educational requirements commensurate to their assigned duty positions and levels of responsibility prior to promotion.

### Distributed Leaders Course

DLC is required online learning that continues throughout a career and is closely linked to and synchronized with classroom and experiential learning. DLC sets the conditions for continuous growth both as a warrior and a warrior leader.

To be eligible for promotion consideration, a Soldier must:

- a. Be a satisfactory participant.
- b. Meet the time-in-service, time-in-grade requirements.
- c. Be qualified in their Career Progression Military Occupational Specialty.
- d. Meet the DLC requirements for recommendation for board consideration to the next grade

PROMOTION TO	REQUIREMENT FOR RECOMMENDATION	REQUIREMENT FOR PROMOTION
CPL/SPC	DLC I	Basic Leader Course Prerequisite
SGT	DLC II	Basic Leader Course
SSG	DLC III	Advanced Leader Course
SFC	DLC IV	Senior Leader Course
MSG	DLC V	Master Leader Course
SGM	DLC VI	DLC VI is a prerequisite for the Nominative Leader Course

For more information regarding mandatory Distributed Leaders Course visit:

<https://www.ncoworldwide.army.mil/>  
(select Academics tab, DLC)

See your Unit Training NCO.

# MILITARY EDUCATION

## **DLC Level I Online Modules**

DLC I prepares the Corporal/Specialist to improve basic communication skills to message ideas and thoughts clearly; recognize the need for strong character and values; demonstrate tactical and technical competence in leading teams; and take initiative to become a lifelong learner by exploring interests and executing measures to pursue civilian education. DLC I is a prerequisite for the Basic Leader Course (BLC).

## **DLC Level II Online Modules**

DLC II prepares the Sergeant to react to cultural dynamics; develop self and subordinates to use sound and ethical judgement; be a multi-skilled leader in the operating environment; and be accountable with moral and ethical character. DLC II is a prerequisite for the Advanced Leader Course (ALC).

## **DLC Level III Online Modules**

DLC III prepares the Staff Sergeant by providing an opportunity to improve as a leader and professional. The course develops the leadership skills needed to lead a platoon and to make quick, accurate decisions that are in the best interest of the mission and Soldiers. DLC III is a prerequisite for the Senior Leader Course (SLC).

## **DLC Level IV Online Modules**

DLC IV prepares the Sergeant First Class to lead at the unit and organizational level by developing the Leader Core Competencies (LCC). Learners will develop the skills necessary to ensure the unit is ready, trained, proficient, disciplined, and motivated. DLC IV is a prerequisite for the Master Leader Course.

## **DLC Level V Online Modules**

DLC V prepares the Master Sergeant to lead at the unit, organizational, and operational level; it is designed to close the gap between strategic and tactical planning. Learners analyze and apply knowledge which will assist them in carrying out policies and standards on the performance, training, appearance, and conduct of enlisted personnel. DLC V is a prerequisite for the Sergeants Major Course (SMC).

## **DLC Level VI Online Modules**

DLC VI provides the Army with self-aware, adaptive leaders of character and competence with the skills to operate in an operational environment. DLC VI is a prerequisite for the Nominative Leader Course (NLC).

## **The Nominative Leader Course (NLC)**

NLC is the Sergeant Major of the Army's (SMA's) course to educate and develop appointed nominative CSM and SGMs in their first assignment at the executive level. The course serves as the final professional military education opportunity under the Noncommissioned Officer Professional Development System (NCOPDS).

# FIRST LINE LEADER COURSE

In 2020 the Sergeant Major of the Army launched an initiative known as “This is My Squad” to empower noncommissioned officers and reinforce the lost art of Soldier care. This is My Squad — every noncommissioned officer should consider it as a personal pronoun. Take ownership. Be of the mindset that these are my Soldiers and my unit.



The OHARNG First Line Leader (FLL) course reinforces Soldier care by building trust through counseling and relationship skills training for first-line leaders.

The First Line Leader course is advanced training for conducting effective individual counseling with soldiers, building professional relationships with subordinates, and facilitating unit cohesion. FLL trained NCOs and Officers will also be better able to recognize and mitigate behavioral health risks early to develop ready and resilient Soldiers. The Course is primarily intended for E-4 through E-9 and O-1 through O-3. Other ranks are welcome to attend to build their leadership repertoire. The four hour FLL course is co-facilitated by certified instructors alongside the Unit First Sergeant.

To schedule the First Line Leader course for your Unit, see your First Sergeant, Training NCO or Career Counselor NCO.

It is essential that First Line Leaders truly know their Soldiers. Effective leaders know their Soldier's challenges and successes. They go beyond superficial interactions and check the box requirements. It is a cornerstone of the leader's role to take care of Soldiers.

# CAREER CONNECTIONS



The Ohio National Guard Employment Enhancement Program (NGEEP) has employment support specialists throughout Ohio who develop relationships with employers, apprenticeships, and businesses seeking to train and hire Veterans, Service members, and military Family members.

## ENTERING THE WORKFORCE?

We work with employers throughout Ohio that provide competitive salaries and in-demand jobs. If you are unsure which career or educational path to pursue, we can assist you in finding employment whether temporary, part-time, or full-time.

## HEADED TO COLLEGE?

Through partnerships with state and local employment programs we can assist you in determining which industries, careers, and emerging job opportunities are available throughout Ohio. If you are looking to use the Ohio National Guard Scholarship Program or GI Bill, we can provide assessments on how your degree and training fits into the job market and a meaningful career.

## LOOKING FOR A SKILL?

Apprenticeship programs and skilled trades are among the most sought-after professions in Ohio. Through partnerships with state and local apprentice programs we can assist you in determining which industries meet your interests and needs. If you are looking to use your GI Bill benefits, we can help you determine which programs and locations provide the most return on your benefits.

We connect Veterans, Service members, and Family members who are looking for new opportunities and employment for networking, training, apprenticeship programs, and employment preparation.

The employment market in Ohio is improving and changing. With one of the most diverse economies in the Nation, Ohio has opportunities that can prepare you for the right career through a combination of training, education, ability, and, above all, connections.

**WANT TO BE MORE THAN AVERAGE?**

NGEEP's intent is to find employment and career opportunities that exceed individual income averages in Ohio. Our goal is to place individuals into well paying positions with benefits and long-term stability. Additionally, we look to connect with military-friendly employers who appreciate your role in the Ohio National Guard.

**EMPLOYMENT BY THE NUMBERS**

OHIO	Ages 16-19	Ages 20-24	Ages 25-34	Ages 35-44
Unemployment Rate	9.9%	9.1%	6.1%	4.7%
Average Weekly Salary	\$400	\$575	\$830	\$1015
Average Annual Salary	\$20,800	\$29,900	\$43,160	\$52,780



- Average wage in Ohio is \$19.37 per hour or \$51,510 per year
- Starting wages for apprentice programs average over \$14.00 per hour or \$29,000 per year
- In Ohio, apprentices who complete their training average over \$62,000 per year and can make in excess of \$80,000 per year depending on experience and the industry
- The average starting salary for college graduate earns \$51,000 per year in the United States
- Nationally, the average college loan debt is \$37,000

# EMPLOYMENT PREPARATION

## WHERE TO WORK

- Are you looking for a temporary or part-time job while you are attending school?
- Do you have the skills and credentials you need for the career you want?
- Do you want a permanent job or employment that allows you to gain experience and skills you need for the career you want?
- How can you connect with the industry or careers you are interested in?

## WHAT TO KNOW

- Need more education? Find out what educational benefits are available using the Ohio National Guard Scholarship Program or GI Bill.
- Find out who is hiring? Connect with the NGEEP team and look through positions on Ohio Means Jobs.

## HOW TO DO IT

- Make connections with individuals within the industry or company you want to work for. The NGEEP can assist you in making these connections.
- Look for companies that have military support and outreach groups or organizations. These groups are designed to support and assist you.

## TOP IN-DEMAND INDUSTRIES FOR OHIO

- Health care (Doctors, Physician Assistants, Nurses, Nursing Assistants, Medical Health Service Managers and Workers, and Medical Technologists)
- Manufacturing (Managers, Workers and Industrial Machinery Mechanics)
- Logistics (Supply Chain Manager, Warehouse Manager, and Transportation Coordinator)
- Construction (Management and Skilled Trades)
- Information Technology (Management, Programmers, and Project Managers)

For More information on In-demand jobs go to:  
<https://topjobs.ohio.gov/wps/portal/gov/indemand/list>

# SKILLED TRADES

**REGISTERED APPRENTICESHIP** programs provide a defined path toward a career in a specific industry while offering some of the best overall pay and benefits. Skilled trades rank #3 in Ohio for future employment demand with over 29,000 openings expected.

## ADVANTAGES OF APPRENTICESHIP PROGRAMS

- Immediate employment and wages - work while you learn and earn
- College credit for the instructional portion of the apprenticeship
- Low or no tuition rates; many programs are sponsored by employers
- High placement rates once training is complete averages 2-4 years
- Contact the Education Office Guidance Counselor to explore all your education/apprenticeship assistance options.

### AVERAGE WAGES WHILE IN TRAINING AS AN APPRENTICE

	Hourly	Weekly	Annually	E-4 w/2yrs Annual Salary (\$5,144)	**With Post 9/11 GI Bill Benefits (Columbus)
Top Earners	\$32	\$1274	\$66,264	\$71,408	\$88,112 Total
75th Percentile	\$23	\$933	\$48,531	\$53,675	\$70,379 Total
Average	\$18	\$723	\$37,604	\$42,748	\$59,452 Total
25th Percentile	\$14	\$547	\$28,565	\$33,709	\$50,413 Total

For more information:  
<https://apprentice.ohio.gov/>

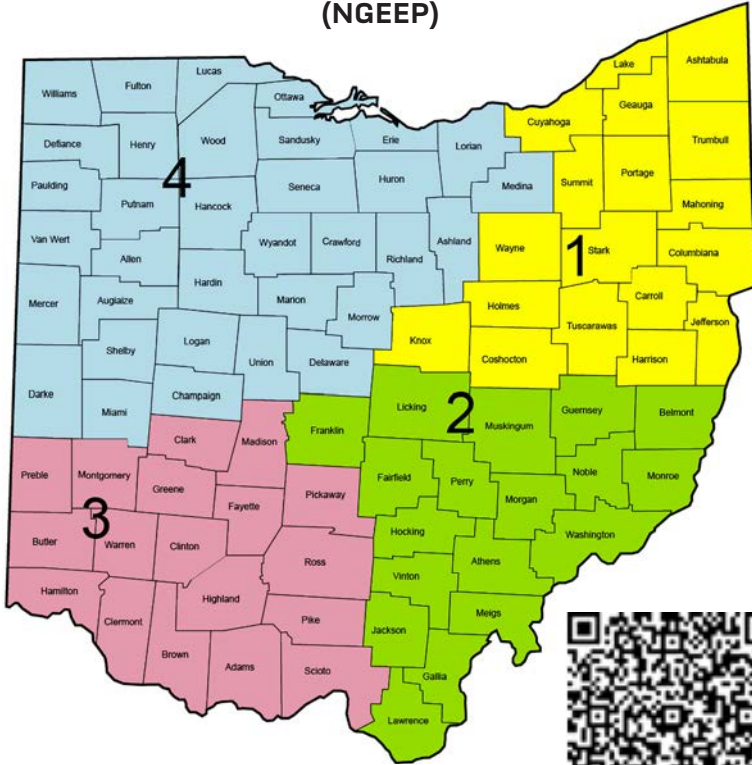


<https://helmetstohardhats.org/>



# EMPLOYMENT RESOURCES

## NATIONAL GUARD EMPLOYMENT ENHANCEMENT PROGRAM (NGEEP)



Scan to Register for Employment Assistance

For more employment support information or to obtain the contact information for the Regional Employment Support Specialist in your area, go to:  
[ong.ohio.gov/frg/frg\\_employment.html](http://ong.ohio.gov/frg/frg_employment.html)

NGEEP - Employment Support Specialists can...

Assist in creating, updating, or reviewing resumes. Help identify "In Demand Jobs" with military friendly companies across Ohio. Provide helpful information on interview etiquette and techniques. Assist in career awareness and how to apply military skills and experience, service derived benefits, and programs toward employment.

To Reach the NGEEP Manager call:  
**937-638-9378 or 380-206-7559**



OHIO MEANS JOBS (OMJ) also provides assistance in exploring jobs, positions, and industries while offering a path through self-assessment, education, training, and skill development.



Ohio Means Jobs provides Veterans and Service members a unique way to highlight their skills and experience to potential employers across Ohio. With the ability to search through millions of jobs by location, industry, and specific skills - OMJ is one of the best job sites to use for looking at employment opportunities in Ohio.

#### HOW TO USE OHIO MEANS JOBS

1. Log in to the Ohio Means Jobs site at:  
<https://ohiomeansjobs.ohio.gov/wps/portal/gov/omj/>
2. Select For Job Seekers - Military Service
3. Select Military Skills Translator - Launch Military Skills Translator
4. Use Education, and Training for Military Service to determine how to best use your benefits
5. Use Find a Military-Friendly Employer for opportunities offered to Veterans and Service members

#### HOW TO LOOK FOR FEDERAL JOBS

Using online job boards and resources like USAJOBS and Ohio Means Jobs will allow you to determine the best opportunities for yourself based on salary, openings, and the level of education required. These sites are free and can lead to not only civilian opportunities, but also employment opportunities with federal and military organizations.



USAJOBS provides local, regional, and national level job announcements for federal positions in all categories of government service. If you are looking for opportunities in government or specifically those in the Ohio National Guard, USAJOBS is the place to start. Check the USAJOBS website at [usa.jobs.gov](http://usa.jobs.gov)

# EMPLOYER SUPPORT OF THE GUARD AND RESERVE

Many employment challenges can be avoided by being candid with your employer about your obligations as a member of one of the Reserve Components. Don't take your employer's support for granted!

Here are some tips on how to keep your supervisor informed:



**Talk to Your Employer:** Tell your employer about your military assignment and skills you have gained in the military. Demonstrate transferrable skills and build a positive relationship with your employer.

**Federal Law:** Know your rights and responsibilities as outlined by Federal law in the Uniformed Services Employment and Reemployment Rights Act (USERRA). The law guarantees the right to take time off from work to meet your military responsibilities. If you, your supervisor, and your personnel office are familiar with USERRA, potential misunderstandings can be minimized.

**Annual Training and Drill Schedules:** Keep your supervisor informed about your Guard or Reserve duties. The earlier you provide your supervisor with drill schedules, annual training plans, and any extra time-off requirements, the more smoothly things will go. Remember you must give your employer advance notice of any military service whenever possible; it is recommended that this be done in writing.

**Non-Training Active Duty:** Many Reserve Component members perform tours of active duty that are not for training. This can range from short active duty tours and support exercises to years of active duty. Under USERRA, prior notice of military duty must be given to your employer. Military duty in this category is generally subject to a cumulative five-year time limit under USERRA. After being absent for five years you may no longer have reemployment rights with your employer.

**Emergency/Contingency Duty:** As a Reserve Component member, if you are activated involuntarily for war or a national emergency, your period of service will not count against the cumulative five-year limit established under USERRA.

**Scheduling:** If you miss work while performing military service, your employer is not obligated to reschedule you to make up the time lost. However, if employees who miss work for non-military reasons are afforded opportunities to make up the time lost, you must be treated in the same manner. Further, you cannot be required to find replacement workers for shifts you miss during the performance of military service.



**Vacation and Accrual:** Federal law allows you the option to use earned vacation while performing military service, but you cannot be required to do so. The only case where you could be required to use your vacation would be if your company has a planned shutdown period when everyone must take vacation, and your military service coincides with that period of time.

**Pay:** Although some private and many government employers provide full or partial civilian pay to employees absent on military duty, the law requires only an unpaid leave of absence be provided by the employer.

**Reward Your Supervisor:** Show appreciation for supportive employers by nominating your supervisor for a Patriot Award. It's a free and easy way to say thanks. The Department of Defense will send your supervisor a personally prepared certificate of appreciation.

Take time to "brag" about your supervisor today!  
Visit <https://www.esgr.mil/Employer-Awards/Patriot-Award>  
USERRA Question?

The ESGR customer service center is operational from 8am to 6pm Eastern Time, Monday through Friday, to provide answers to USERRA questions, or refer cases to a trained ombudsman.

Call the ESGR customer service center toll-free at 1-800-336-4590.  
Questions may also be answered at [www.ESGR.mil](http://www.ESGR.mil)

Ohio ESGR Office: 614-336-7378

<https://www.esgr.mil/About-ESGR/Contact/Local-State-Pages/Ohio>

# HOLISTIC HEALTH AND FITNESS

## ARE YOU PREPARED TO FIGHT TONIGHT?



H2F puts people first and empowers soldiers to take charge of their health, fitness and well-being. Designed to be flexible and adaptive, there are five divisions included:

Mental Readiness

Sleep Readiness

Nutritional Readiness

Physical Readiness

Spiritual Readiness

If you need help making changes that will improve your health and well-being, consider partnering with the Military OneSource Health and Wellness Coaching Program. The Health and Wellness Coaching Program is a FREE resource available to Guard members and their dependents who wish to improve their health and overall well-being.

Focus areas for coaching include: weight management, fitness and nutrition, health condition management, stress management, and life transitions.

The coaches provide you with information, support, encouragement, and accountability, so that you can attain your goals and achieve your maximum potential at no cost to you!



To sign up for a health and wellness coach, call 800-342-9647 and a Military OneSource consultant will register you and schedule your first session right away.



# HEALTHCARE

It's good to be young and in good health. Sometimes being in good health can lead to a false sense of security and perhaps underestimating or discounting what may be in your best interest. One day when you least expect it, you will find yourself in need of medical care. Without health insurance out-of-pocket costs can set you back significantly. The good news is you don't need to go it alone, because one of the greatest benefits afforded to you as a Soldier is very reasonably priced health insurance.



TRICARE Reserve Select® (TRS) provides comprehensive, affordable health care, dental and pharmacy coverage to meet your changing needs.

You are eligible for TRS if you're:

- a member of the National Guard or Reserve,
- not on active duty orders or covered by the Transitional Assistance Management Program (TAMP), and
- not eligible for or enrolled in the Federal Employee Health Benefit (FEHB).

What You Pay:

- Member only: \$46.70/month
  - Member + Family: \$229.99/month
- Deductible:
- E1-E4: \$52 per individual and \$105 per Family
  - E5 & above: \$158 per individual and \$317 per Family

Important Note...

According to data gathered by eHealth, the average health insurance premium for single coverage in 2020 was \$456 per month. For Family coverage, the premium was \$1,152 per month.

Enroll – Online or by Phone

Visit the TRS Enrollment page at <https://www.tricare.mil/Plans/Enroll/TRS>

Call the Eastern Regional contractor at 800-444-5445

To learn more about this valuable benefit go to: <https://tricare.mil/TRS>

# DUTY STATUS INJURIES

When hurt at work in the civilian world, the case may end up being managed by the Bureau of Workers Compensation. In the Ohio Army National Guard, a Soldier's illness, injury, or disease that occurred while in a duty status must be managed administratively through a Line of Duty (LOD) investigation



The purpose of a LOD is to protect both the Soldier and the government's interests. It also documents conditions for Medical and Physical Evaluation Board (MEB/PEB) processing if permanent disability results as well as documents a service connection for Veterans filing a claim through the VA.

## What is a LOD?

An approved LOD is the foundation to other programs a Soldier may be entitled to. A LOD is an investigation that service connects an injury, illness, or disease that occurred while a Soldier was in a duty status. Formal LOD investigations are conducted to arrive at a determination of whether misconduct or negligence was involved in the disease, injury, or death and, if so, to what degree.

Depending on the circumstances of the case, a LOD investigation may or may not be required to make this determination. Investigations can be conducted informally by the chain of command where no misconduct or negligence is indicated, or formally where an investigating officer is appointed to conduct an investigation into suspected misconduct or negligence.

## **Who is eligible for a LOD?**

A Reserve Component (RC) Service member is entitled to medical and dental treatment for an injury, illness, or disease that was incurred or aggravated while in a qualifying duty status and that is not the result of gross negligence or misconduct.

## **When should a LOD be initiated?**

A LOD investigation should be started immediately after a Soldier incurs an injury, illness, or disease while in a duty status. Traditional Soldier LODs must be initiated within 180 days from the last day of qualified duty status. Soldier LODs must be initiated within 180 days from the injury date. Service connecting an injury, illness, or disease caused by military service is the first step in gaining acceptance into other medical resources and services.

## **What happens when I get hurt in a qualified duty status?**

The unit will send the Soldier to the nearest civilian hospital or Military Treatment Facility (MTF) accompanied by a battle buddy to have the Soldier examined. Unit or Medical Readiness NCO (MRNCO) will initiate a LOD.

## **Can I get paid while seeking treatment?**

Yes, if your LOD injury, illness, or disease has prevented you from going back to work, you may be qualified for programs that provide compensation.

**For questions or additional information regarding a LOD,  
contact your Unit MRNCO.**

**NOTE:** Soldiers also qualify for a LOD when they have a pre-service condition (noted on their medical documentation or waived) that is over and above the natural progression of their condition caused by trauma due to military service.

# SMART MONEY CHOICES

Learning how to make smart money choices early in your career will relieve stress and future hardship.

Reducing debt, staying or becoming credit worthy, and investing in your future will protect you from financial difficulties. Your security clearance is tied directly to your financial preparedness.



The following resources have proven to be useful in ensuring readiness.

FINANCIAL RESOURCES		RESOURCE DESCRIPTION
Certified Personal Financial Counselors		Personal Financial Counselors (PFC) are available to help you and your Family manage finances, resolve financial problems, and reach long-term goals such as education, buying a home, and planning for retirement. Contact a PFC near you. All services are provided at no cost!
Cincinnati	PFC.Cincinnati.USAR@zeiders.com	513-431-1300
Columbus	PFC.OH.NG@zeiders.com	614-600-8355
Mansfield	PFC3.OH.NG@zeiders.com	330-620-2042
North Canton	PFC5.OH.NG@zeiders.com	740-447-3727
Toledo	PFC6.OH.NG@zeiders.com	
Springfield	PFC2.OH.NG@zeiders.com	937-917-6778
Contact your Regional Soldier and Family Readiness Specialist for PFC contact information updates.		
Financial Counseling MilitaryOneSource.mil 1-800-342-9647		Military OneSource offers Free financial counseling, available in person, by phone, or by video chat. Financial counselors provide National Guard members and their Families with information on issues such as budgeting, money management, and debt. The number of sessions is unlimited. Your financial needs will change over the years, whether it's saving for a down payment on your first home or making sure your retirement savings are invested safely. All professionals are Accredited Financial Counselors (AFC).







# MILITARY ONESOURCE

## A RANGE OF SUPPORT

To Help You **Live Your Best MilLife**



Get free and confidential expert help, 24/7.  
Call Military OneSource at 800-342-9647 or visit [www.militaryonesource.mil](http://www.militaryonesource.mil).



OHIO

# ARMY NATIONAL GUARD



For current information and stories on the Ohio National Guard, watch the Buckeye Guard video news show or read the digital Buckeye Guard magazine: [ong.ohio.gov/BuckeyeGuard.html](http://ong.ohio.gov/BuckeyeGuard.html)


Rucksack Essentials updates are available on:

The Ohio Adjutant General's Homepage


OARNG Mobile Application


Website - [ong.ohio.gov](http://ong.ohio.gov)


Social Media outlets

 TheOhioNationalGuard

 OhioNationaGuard

 OHNationalGuard

 OhioNationalGuard

 OhioNationalGuard

ALWAYS READY, ALWAYS THERE