

DMDC

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DMDC Survey No. 10-xxxx

*2010 Department of Defense
National Survey of Employers*

***Department of Defense
Human Resources
Strategic Assessment
Program (HRSAP)***



Please return your completed survey in the business reply envelope through a U.S. government mail room or post office.

**DEFENSE MANPOWER DATA CENTER
ATTN: SURVEY PROCESSING CENTER
DATA RECOGNITION CORPORATION
P.O. BOX 5720
HOPKINS, MN 55343**

EXPERIENCES WITH NATIONAL GUARD AND RESERVE MEMBERS

1. To the best of your knowledge, within the past 36 months, how many employees have both worked at your location and served in the National Guard or Reserve (e.g., participated in weekend drills, annual two-week training or an extended period of active duty service)?

- None
- 1
- 2-10
- 11 or more

2. [Ask if Q1 > "None"] In what Service/Reserve component(s) are your National Guard or Reserve employees? *Mark all that apply.*

- Army National Guard (ARNG)
- U.S. Army Reserve (USAR)
- U.S. Navy Reserve (USNR)
- U.S. Marine Corps Reserve (USMCR)
- Air National Guard (ANG)
- U.S. Air Force Reserve (USAFR)
- U.S. Coast Guard Reserve (USCGR)
- Don't know

3. [Ask if Q1 > "None"] In the past 36 months, have any of the National Guard or Reserve employees at your location been absent from work for military duties (e.g., weekend drills, annual two-week training or an extended period of active duty service) for any of the following periods of time? *Mark one answer for each item.*

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| a. Zero days..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. One to 30 days | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. 31 days to seven months..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Eight months to one year..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. More than one year..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. One or more employees were absent for military duties although I do not know the length of time | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

4. Assume at least one of your employees is a National Guard or Reserve member, what is the maximum amount of time that you could successfully run your business while that employee was absent from work for military duties *without* needing to hire a replacement? *Mark one.*

- Less than one month
- One to three months
- Four to six months
- Seven to 12 months
- More than one year

5. Think about all the times in the past 36 months when National Guard or Reserve employees were absent from work for military duties. On average, how much advance notice did you receive for... *Mark one answer for each item.*

| | No advance notice | One to six days advance notice | Seven to 14 days advance notice | 15 to 30 days advance notice | More than 30 days advance notice |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| [Ask if Q1 > "None" & Q3 a= "Yes"] a. Absences of one to 30 days?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| [Ask if Q1 > "None" & Q3 b= "Yes"] b. Absences of 31 days to seven months?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| [Ask if Q1 > "None" & Q3 c= "Yes"] c. Absences of eight months to one year? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| [Ask if Q1 > "None" & Q3 d= "Yes"] d. Absences of more than one year? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

6. Assume at least one of your employees is a National Guard or Reserve member, how many days advance notice would you need to adequately plan for military absences of the following durations?

- a. Absences of one to 30 days Days
- b. Absences of 31 days to seven months Days

- c. Absences of eight months to one year Days
- d. Absences of more than one year Days

7. Assume at least one of your employees is a National Guard or Reserve member who needs to be absent for military duties, would it be better for your business if the absences were...

- Shorter but more frequent (e.g., absent seven continuous months with the following two years at home with regular training and drill requirements)?
- Longer but less frequent (e.g., absent 14 continuous months with the following five years at home with regular training and drill requirements)?
- No preference, either option would work equally well for my business.
- No preference, neither option would be better for my business.

8. National Guard and Reserve members receive two months of training before being deployed. Assuming at least one of your employees is a National Guard or Reserve member, would it be better for your business if this training was scheduled...

- Immediately before a deployment of at least one year
- One or more months before a deployment of at least one year

9. [Ask if Q1 > "None"] Are you aware that your National Guard or Reserve employees are able to take military leave during their extended military duties without having to immediately return to their civilian employment?

- Yes
- No

10. Assume at least one of your employees is a National Guard or Reserve member, how would it impact your business if National Guard and Reserve members needed to be absent from work for military duties for one full year out of every five years, in addition to their regular training and drill requirements?

- My business would be much better off.
- My business would be somewhat better off.
- It would not have any effect on my business.
- My business would be somewhat worse off.
- My business would be much worse off.

11. [Ask if Q1 > "None" & Any Q3 b-f = "Yes"] Have the absences of National Guard and Reserve employees for military duties resulted in any changes to your standard business operations?

- Yes
- No

12. [Ask if Q1 > "None" & Any Q3 b-f = "Yes" & Q11 = "Yes"] In the past 36 months, to what extent have the absences of National Guard and Reserve employees for military duties contributed to the following... Mark one answer for each item.

| | Not at all | | | | |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Small extent | | | | |
| | Moderate extent | | | | |
| | Large extent | | | | |
| | Very large extent | | | | |
| a. Disruptions in work scheduling?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Disruptions in product delivery or workflow? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Increased work load of coworkers? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Lower coworker morale?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Loss of critical work skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Increased costs from hiring replacements?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Increased costs from training replacements?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Increased time spent finding or training qualified replacements? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Increased overtime costs? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| j. Increased cost of benefits plans? | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| k. Loss of existing business?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| l. Difficulty developing new business?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| m. Other?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q1 > "None" & Any Q3 b-f = "Yes" & Q11 = "Yes" & Q12 m > "Not at all"] Please specify the other issues your business experienced as a result of National Guard and Reserve employee absences.

13. [Ask if Q1 > "None" & Any Q3 b-f= "Yes" & Q11 = "Yes"] **What aspects of National Guard or Reserve employee absences for military duties contributed to the problems for your business? Mark one answer for each item.**

| | Very large extent | Large extent | Moderate extent | Small extent | Not at all |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. National Guard and Reserve employee absences were too frequent..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. National Guard and Reserve employee absences were too long..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. There was insufficient advance notice regarding upcoming military duty..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Employees involuntarily assigned additional military duty..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. The "call-up" came at a particularly inconvenient time and could not be changed..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. National Guard and Reserve employees failed to return to work as soon as expected..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. The lengths of military assignments were unclear..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. The business owner or other senior leader was activated..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q1 > "None" & Any Q3 b-f= "Yes" & Q11 = "Yes" & Q13 i > "Not at all"] **Please specify the other aspects of National Guard or Reserve employee absences for military duties that contributed to the problems for your business.**

14. [Ask if Q1 > "None" & Any Q3 b-f= "Yes" & Q11 = "Yes"] **In the past 36 months, have you used any of the following methods to adapt to National Guard or Reserve employee absences for military duties? Mark one answer for each item.**

| | Yes | No | Don't know |
|--|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Reassigned responsibilities to a single coworker..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Divided responsibilities among coworkers..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Supervisors assumed responsibilities..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Hired temporary replacements..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Hired a permanent replacement and redistributed work when employee(s) returned..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Allowed work to build up until employee(s) returned..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Suspended/delayed business operations..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

15. [Ask if Q1 > "None" & Any Q3 b-f= "Yes" & Q11 = "Yes"] **To what extent have the following interventions helped to resolve your business's problems connected with National Guard or Reserve employee absences for military duties? Mark one answer for each item.**

| | Very large extent | Large extent | Moderate extent | Small extent | Not at all |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. The Human Resources and/ or Legal Departments resolved the dispute(s)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. The business contacted the employee's military commander..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. The business received assistance from Employer Support of the Guard and Reserve (ESGR)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | Not at all | | | | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Small extent | | Moderate extent | | Large extent | |
| | Very large extent | | Not Applicable | | | |
| d. A case was filed with the Department of Labor (DOL)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. The business contacted the Small Business Administration..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. The business sought advice from a lawyer or attorney..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. The National Guard or Reserve employee(s) left the business | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. The business sought advice from the Office of Special Counsel | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| i. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q1 > "None" & Any Q3 b-f= "Yes" & Q11 = "Yes" & Q15 i > "Not at all"] Please specify the other way(s) in which your business addressed problems connected with employees' military obligations in the National Guard or Reserve.

16. [Ask if Q1 > "None" & Any Q3 b-f= "Yes"] In the past 36 months, have any of your National Guard or Reserve employees returned from a military combat environment with any of the following issues? *Mark one answer for each item.*

| | Don't know | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|
| | No | | Yes |
| a. Substance abuse that interferes with performance (e.g., alcohol, drugs) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Increased difficulty interacting with customers or coworkers (e.g., easier to anger, less helpful)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | Don't know | | |
|---|-------------------------------------|-------------------------------------|-------------------------------------|
| | No | | Yes |
| c. Increased risk-taking at work (e.g., less likely to follow safety precautions) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. A military service-related disability requiring changes to their workstations, tasks, or routines..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Increased stress or emotional problems | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

17. [Ask if Q1 > "None" & Any Q3 b-f= "Yes" & Any Q17 = "Yes"] Are any of your National Guard or Reserve employees who returned from a military combat environment with any of the issues you marked in the previous question receiving any professional help for their issues?

- Yes
- No
- Don't know

POTENTIAL MEASURES TO IMPROVE RESERVE COMPONENT-EMPLOYER RELATIONSHIPS

18. Assume at least one of your employees is a National Guard or Reserve member who needs to be absent for military duties, which of the following measures to support employers would be most helpful to your business? *Mark one.*

- An incentive for hiring a National Guard or Reserve employee
- Providing replacement assistance for job vacancies
- Opportunity to reschedule military duty to a more manageable time
- An incentive providing partial reimbursement of employer expenses such as a tax incentive, grant, or low-interest loan
- None of these measures would be helpful for my business.

19. Assume at least one of your employees is a National Guard or Reserve member who needs to be absent for military duties, are there any other measures that would help your business adapt to the employee's absence?

20. Assume at least one of your employees is a National Guard or Reserve member, how useful would the following be for understanding their military duties? *Mark one answer for each item.*

| | Very useful | Largely useful | Somewhat useful | Moderately useful | Not at all useful |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. An information packet explaining the National Guard and Reserve mission and responsibilities to employers..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Having the member provide a copy of their activation orders..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Periodic briefings/reports to employers by military commanders..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. A toll-free information line for employers..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Longer activation notification time..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Official notification of activation orders from the Services..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q20 g > "Not at all useful"] What other tools would you suggest for improving communication between National Guard or Reserve employees and employers?

21. If your business had questions about its rights and responsibilities related to National Guard and Reserve employees, which of the following sources would you turn to for information? *Mark one answer for each item.*

| | Yes | No |
|--|-------------------------------------|-------------------------------------|
| a. Military command..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Employer Support of the Guard and Reserve (ESGR)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Lawyer or attorney..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Department of Labor (DOL)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Other internet Web sites..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

GENERAL OPINIONS AND ATTITUDES TOWARD NATIONAL GUARD AND RESERVE EMPLOYEES

22. [Ask if Q1 > "None"] How much do you agree or disagree with the following statements about National Guard and Reserve employees? *Mark one answer for each statement.*

| | Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. The training and experience received by a National Guard or Reserve member makes that person a more valuable employee for my business..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. National Guard and Reserve employees in my business are good team players..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Overall I am satisfied with National Guard and Reserve employees in my business..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Employing National Guard and Reserve employees is challenging because of their military obligations..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

23. [Ask if Q1 > "None"] Considering the training they receive as part of the military, how would you rate National Guard and Reserve employees as compared to other employees on their... *Mark one answer for each item.*

| | A lot better | Better | About the same | Worse | A lot worse |
|--------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| a. Organizational skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Communication skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Management skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Technical skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Leadership skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Teamwork skills?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Dependability?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Initiative?..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

24. To what extent would the prescreening of National Guard and Reserve members for the following items be of value to your business?

| | | | | | | | |
|----|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Not at all | | | | | | |
| | Small extent | | | | | | |
| | Moderate extent | | | | | | |
| | Large extent | | | | | | |
| | Very large extent | | | | | | |
| | Not Applicable | | | | | | |
| a. | Background checks (e.g., credit checks, criminal background checks, or Security clearance)..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. | Drug screening | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

KNOWLEDGE OF UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT (USERRA)

25. Are you aware of any laws/policies that protect National Guard and Reserve members in their civilian jobs?

| | | |
|----|------------------------------------|---|
| | No | |
| | Yes | |
| a. | Federal/State/Local laws | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> |
| b. | Policies set by your business..... | <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> |

26. How much do you agree or disagree with the following statements about your knowledge of the Uniformed Services Employment and Reemployment Rights Act (USERRA)? *Mark one answer for each statement.*

| | | | | | | |
|----|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Strongly agree | | | | | |
| | Agree | | | | | |
| | Neither agree nor disagree | | | | | |
| | Disagree | | | | | |
| | Strongly disagree | | | | | |
| a. | I know everything I need to remain in compliance with USERRA | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. | I know where to go when I need help fulfilling my responsibilities under USERRA..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | | | | | | |
|----|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Strongly agree | | | | | |
| | Agree | | | | | |
| | Neither agree nor disagree | | | | | |
| | Disagree | | | | | |
| | Strongly disagree | | | | | |
| c. | I know that the Employer Support of the Guard and Reserve is a valuable resource for finding the best way for my business to comply with USERRA | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

27. How helpful would the following sources of information be for keeping your business informed about USERRA? *Mark one answer for each item.*

| | | | | | | |
|----|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Very helpful | | | | | |
| | Largely helpful | | | | | |
| | Somewhat helpful | | | | | |
| | Moderately helpful | | | | | |
| | Not at all helpful | | | | | |
| a. | Training available on DVD | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. | Training available on the Web | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. | Call center to answer questions | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. | Fact sheet on the Web..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. | Visit from Employer Support of the Guard and Reserve (ESGR) trainer..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. | ESGR Employer Resource Guide | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. | Workshop with ESGR trainer and other business owners | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

28. How often would you like your business to receive training or information on USERRA?

- Yearly
- Whenever an employee must be absent for military duties
- Upon request
- My business has no need for training

KNOWLEDGE OF EMPLOYER SUPPORT PROGRAMS

29. Is your business aware of the following National Guard or Reserve programs for employers? *Mark one answer for each item.*

| | | | | |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Yes, and my business has participated in this program in the past 36 months | | | | |
| Yes, but my business has not participated in this program in the past 36 months | | | | |
| No, my business was unaware of this program | | | | |
| I do not know if my business is aware of this program | | | | |
| a. Unit mission ceremony..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Military installation visit | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Boss Lift..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Yellow Ribbon Reintegration Program activities | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Lunch or Breakfast with the Boss..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q29 f = "Yes, and my business has participated in this program in the past 36 months"] Please specify the other National Guard or Reserve programs for employers in which your business has participated during the past 36 months.

30. [Ask if Q1 > "None"] Has your business had contact with any of your National Guard and Reserve employees' military supervisors or commanders in the past 36 months?

- Yes
- No
- Don't know

31. [Ask if Q1 > "None"] Has your business had contact with Employer Support of the Guard and Reserve (ESGR) in the past 36 months by any of the following means? *Mark one answer for each item.*

| | | | | |
|---------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| Don't know | | | | |
| No | | | | |
| Yes | | | | |
| a. Letter/Brochure | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. E-mail..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. ESGR Web site..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. ESGR call center | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

| | | | |
|--|-------------------------------------|-------------------------------------|-------------------------------------|
| Don't know | | | |
| No | | | |
| Yes | | | |
| e. Telephone contact, other than with the call center..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. ESGR visit to your location | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Conference/Trade show/ Work Fair | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q1 > "None" and Q31 h = "Yes"] Please specify the other ways in which your business has had contact with Employer Support of the Guard and Reserve (ESGR) in the past 36 months.

32. Are you aware of the statement of support for National Guard and Reserve members provided by the Employer Support of the Guard and Reserve (ESGR)?

- Yes, my business displays a signed statement of support
- Yes, my business has signed the statement of support but does not display it
- Yes, although my business has not or does not intend to sign the statement of support
- No, my business is not aware of the statement of support

33. [Ask if Q1 > "None"] Has your business received any of the following awards/media recognition in the past 36 months for the support you provide to National Guard and Reserve employees?

| | | | |
|---|-------------------------------------|-------------------------------------|-------------------------------------|
| Don't know | | | |
| No | | | |
| Yes | | | |
| a. Secretary of Defense Employer Support Freedom Award (SDESFA) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Employer Above and Beyond Award | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Seven Seals Award..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Patriot Award | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Pro Patria Award..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Freedom Award Nomination | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Media recognition..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| h. Some other award(s) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q1 > "None" & Q33 h = "Yes"] Please specify the other award(s) your business has received in the past 36 months for the support you provide to National Guard and Reserve employees.

| | | | |
|---------------|-------------------------------------|-------------------------------------|-------------------------------------|
| | Does not apply | | |
| | No | | |
| | Yes | | |
| f. Other..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q37 f = "Yes"] Please specify the other form of support your business provides to National Guard and Reserve employees.

GENERAL EMPLOYMENT POLICIES

34. During the hiring process, are job applicants asked if they are members of the National Guard or Reserve?

- Yes
- No
- Don't know

35. All other things being equal, does your business prefer to hire National Guard and Reserve members?

- Yes, my business prefers to hire National Guard and Reserve members
- My business does not have a preference for hiring National Guard and Reserve members.

36. Do your business's written employment policies reference the military responsibilities of National Guard and Reserve employees?

- Yes
- No
- Don't know

37. Assume at least one of your employees is a National Guard or Reserve member, would your business provide any of the following types of support?

| | | | |
|---|-------------------------------------|-------------------------------------|-------------------------------------|
| | Does not apply | | |
| | No | | |
| | Yes | | |
| a. Flexible hours to accommodate military duty | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Continued payment of employee salaries (full, part, differential) when they are absent for military duties | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Continued payments for employee benefits (e.g., life insurance, pension) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Support to their families (e.g., continued education, childcare, or housing benefits) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| e. Continued health benefits for employees who are absent for military duties for more than one month..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

EMPLOYER CHARACTERISTICS

38. Is your business... **Mark one.**

- In the public sector (i.e., a part of your local, state, or federal government)
- A privately owned or publicly traded for profit business
- A non-profit business (e.g., a school, charity, or religious institution)

39. [Ask if Ask if Q38 = "In the public sector (i.e., a part of your local, state, or federal government)"] Is your public sector business a part of the... **Mark one.**

- Local government with responsibility for a city, county, or other area smaller than a state
- State government
- Federal government

40. In what industry is your business?

41. How many employees work for your business across all work locations?

- 1-10 employees
- 11-49 employees
- 50-99 employees
- 100-500 employees
- 501 or more employees

42. How many employees work at your work location?

- 1-10 employees
- 11-49 employees
- 50-99 employees
- 100 or more employees

43. Does your business provide any of the following as part of its mission? *Mark one.*

- Emergency/first response fire protection
- Emergency/first response police protection
- Emergency/first response medical services
- My business does not provide any of these services

44. [Ask if Q1 > "None"] What is your work relationship to the National Guard or Reserve employees working at your location? *Mark all that apply.*

- Indirect supervisor
- Direct supervisor
- Coworker
- I am currently a National Guard or Reserve member
- Subordinate
- Other

45. What is your job title or function? *Mark one.*

- CEO/President/Owner
- Human Resources/Personnel Manager
- Administrator
- Worksite Manager
- Supervisor
- Other

[Ask if Q45 = "Other"] Please specify your job title or function.

| Does not apply | | |
|---|-------------------------------------|-------------------------------------|
| | | No |
| | | Yes |
| e. Communication with Employer Support of the Guard and Reserve representative(s) | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| f. Request from coworker/supervisor | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| g. Other | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

[Ask if Q46 g = "Yes"] Please specify the other factors which encouraged you to complete the survey.

47. If you have comments or concerns that you were not able to express in answering this survey, please enter them in the space provided. Do not use identifying names or information. Your feedback is useful and appreciated. If you would like to contact Employer Support of the Guard and Reserve (ESGR) for more information or to participate in one of their programs, you may do so at (1-800) 336-4590 or www.esgr.mil.

TAKING THE SURVEY

46. Which of the following factors encouraged you to complete this survey? *Mark one answer for each item.*

| Does not apply | | |
|--|-------------------------------------|-------------------------------------|
| | | No |
| | | Yes |
| a. Letter inviting you to participate | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| b. Phone call inviting you to participate..... | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| c. Email inviting you to participate | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |
| d. Web advertisement | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> |

ITEM SOURCE INFORMATION

47. NA