

[June 1<sup>st</sup>, 2011 - *Date will be changed to reflect actual date of mailings*]

[Recipient Name - *will be changed to reflect recipient information*]

[Recipient Title]

[Company Name]

[Street Address]

[City, ST ZIP Code]

Dear [Recipient Name]:

I am writing to request your participation in a research study we are conducting in your area; we would like you to represent your company at a focus group tailored to [small employers, employers who are first responders, public sector employers, medium to large private sector employers]. As the [Recipient Title] for your company, we need your perspective on the civilian employment of our nation's Reserve Components (which include the Army and Air National Guards and the Reserves of the Army, Navy, Marine Corps, Air Force and Coast Guard).

Employer Support of the Guard and Reserve (ESGR), a Department of Defense Agency has asked the RAND Corporation to study the effects on employers of using Reserve Components as an operational force. We are interested in understanding whether changes are needed to the Uniformed Services Employment and Reemployment Rights Act (USERRA) given the increased mobilization of the National Guard and Reserve and the continuing need to balance the rights, duties, and obligations of employers, Reserve Components members, and their families.

RAND is a non-profit research organization and is independent of the Department of Defense. As part of this study, RAND is conducting 60-90 minute focus groups of employers. The discussion will cover issues related to your experiences with employees who are Reserve Component members and your perspectives on USERRA and support programs provided by ESGR.

We will contact you by telephone in the near future to confirm your participation in the focus group and look forward to hearing your views on this important issue. Please feel free to contact me with any questions or concerns you may have; I have enclosed my business card as well as a letter of support from Mr. David L. McGinnis, Principal Deputy Assistant Secretary of Defense for Reserve Affairs, further explaining this study.

Sincerely,

Susan Gates  
Senior Economist

Enclosure