



## ASSISTANT SECRETARY OF DEFENSE

1500 DEFENSE PENTAGON

WASHINGTON, D.C. 20301-1500

RESERVE AFFAIRS

TBD

Dear Employer:

I am writing to request your participation in a research study sponsored by Employer Support of the Guard and Reserve (ESGR). The study seeks to understand the actual and potential effects of military duty on employers of Guard and Reserve members.

Whether or not your organization currently employs a member of the Guard or Reserve, your organization's perspective is important for understanding the impact of military absences on all potential employers. Your participation will help shape policies supportive of the nation while simultaneously meeting the needs of employers and members of the Guard and Reserve.

The results of this study will be important for Department of Defense (DoD) planning and implementing programs supporting employers of Guard and Reserve service members. Additionally, this research will help DoD determine if changes are needed to the current Uniformed Services Employment and Reemployment Rights Act (USERRA).

I hope that your organization will be willing to send a representative to participate in a small focus group to be held in your area. The discussion will be hosted by the RAND Corporation, a non-profit research organization. RAND will lead discussions on the effect a duty-related absence has or could have on your organization, your experiences with employees who are Reserve Component members (if any) and your views on USERRA and support programs provided by ESGR.

Please be assured that RAND will treat your participation in the focus groups as confidential. RAND will not attribute comments to specific organizations or individuals in any report to DoD or the public. RAND will destroy all records linking participating organizations to the study after the focus group has taken place.

I thank you in advance for your willingness to participate.

Sincerely,

David L. McGinnis