



ASSISTANT SECRETARY OF DEFENSE

1500 DEFENSE PENTAGON

WASHINGTON, D.C. 20301-1500

July xx, 2021

MANPOWER AND
RESERVE AFFAIRS

Greetings from the Department of Defense (DoD):

I respectfully request your participation in a very important research study sponsored by the DoD. The study seeks to understand the challenges and benefits experienced by employers of Guard and Reserve members, to include any impacts caused by an employee's military absence.

Even if your organization does not currently employ a Guard or Reserve member, your perspective is key to improving DoD policies that support the nation while meeting the needs of Service members and their employers. In conducting the study, the RAND Corporation will be asking you about the effect an employee's military absence has or could have on your organization, your views on the Uniformed Services Employment and Reemployment Rights Act (USERRA), and the support programs provided by the Employer Support of the Guard and Reserve.

Please be assured that your participation and responses are confidential. RAND will not inform the DoD or anyone else as to which employers have participated in the study, nor attribute comments to specific organizations or individuals. Additional information about the study and the contact information for RAND is included on the following pages.

On behalf of the DoD, I thank you in advance for your willingness to participate in this very important effort.

Sincerely,

Virginia S. Penrod