

Testimony

of

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for

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EXECUTIVE SUMMARY

Despite recent press reports, the employment situation of veterans has always been positive. In fact, the unemployment rate for ALL veterans has always been lower than nonveterans and lower than the national unemployment rate.

There is an unemployment issue for young veterans, but it is not because the young veterans lack skills or served in the current wars. The unemployment rate for young veterans had historically been comparable to the national unemployment rate until 2007, at which time the 18 to 24 year old veteran unemployment rate and to some degree the 25 to 29 year old unemployment rate started rising rapidly. The rise in their unemployment rate is directly a result of a DOD call up policy implemented in January 2007.

The high unemployment rate of young veterans is a direct result of their participation in the National Guard and Reserve. Due to the constant activation of National Guard brigades and to a lesser extent of Reserve personnel, upwards of 65% to 70% of employers will not now hire as a new employee and active member of the National Guard and Reserve. The result is the exceptionally high unemployment rate of young veterans. The unemployment rate of 20 to 24 year old veterans in August, 2011, was 30.9%, comprising 66,000 veterans. The bulk of the 66,000 unemployed veterans are in the National Guard.

If a veteran has totally separated from the military, retired, or is a wounded warrior, they are for the most part finding employment. But if a veteran remains active in the National Guard and Reserve, they are having a difficult time finding meaningful employment due to the constant call up schedules.

Veterans do very well in the following disciplines: information technology, project management, consulting, sales, linguists, logistics, transportation, human resources, education, construction, manufacturing, engineering, finance, banking, healthcare, senior executives and expatriates.

WRITTEN TESTIMONY

Introduction

Good morning, Chairman, members and staff of House Committee on Veterans Affairs.

While not being able to attend in person permit me to share with you information that is relevant to the Committee's discussions on veteran employment issues.

VetJobs (www.vetjobs.com) has a unique vantage point on these discussions as by the nature of our business from the last twelve years, VetJobs deals with veterans and their family members on a daily basis who are pursuing employment.

The mission of VetJobs is to assist veterans, their spouses and dependents find quality jobs with employers worldwide. Since our launch on Veterans Day in 1999, VetJobs has assisted millions of veterans and their family members meet the recruiting needs of thousands of companies. As we speak today, there are over 42,000 jobs on the VetJobs site from hundreds of patriotic companies who want to hire veterans and their family members. There are over 127,000 resumes in our database. Over 160,000 veterans a month or nearly two million veterans a year visit VetJobs seeking assistance. See Appendix 1 for a comparison of traffic to job board sites that operate in the military niche.

VetJobs is exclusively sponsored and partially owned by the Veterans of Foreign Wars of the United States (www.vfw.org). Additionally, VetJobs is endorsed by the Vietnam Veterans of America (www.vva.org), Association of the US Navy (www.ausn.org), Veterans of Modern Warfare (www.vmwusa.org), Student Veterans of America (www.studentveterans.org), Military Order of the Purple Heart (www.purpleheart.org), Hope4Heroes (www.hope4heroes.org) and the United States Army Warrant Officers Association (www.usawoa.org).

VetJobs has consistently been recognized as the leading military job board on the internet. Award recognitions include:

- Eight year recipient of WEDDLE's User's Choice Award
- Eight year recipient of AIRS Top Recruiting Site
- Four year recipient of Workforce Management Top 10 Recruiting Sites
- Only military job board selected by Internet Inc, Reader's Digest and BusinessWeek
- 2010 AOL Hot Job Site Award

These awards mark VetJobs as one of the top job boards on the Internet out of 200,000 job board sites!

Due to its leadership role in the military niche, VetJobs is regularly quoted in the press, TV and radio, including USA Today, CBS 60 Minutes, Military Times, PBS Frontline, NPR, CNN, FOX Business News and radio shows like Andy Dean, RSS and RT.

What follows is a discussion of my observations as a businessman and former drilling Navy Reservist who interacts with state and federal agencies, corporations, nonprofit organizations, and businesses seeking to hire military related candidates, veterans and their family members.

Due to the myths and misunderstandings in the press reporting on veteran unemployment rates, I present the following documentation about what is truly happening and why the National Guard in particular is where the true veteran unemployment problem exists.

Veteran Employment Issues

Listening to the mainstream press and certain government executives, one would think the majority of veterans are unemployed, have PTSD or lack civilian work skills. A senior representative from a government agency speaking at the Society of Human Resource Management (SHRM) 62nd National Conference in Las Vegas in June 2011 left the audience with the impression that most veterans have PTSD, do not have skills and are unemployable. Her speech was that veterans were broken. Fortunately, that is NOT the case.

The real story is that most veterans are finding jobs and the unemployment rate for all veterans has ALWAYS been lower than the national unemployment rate. While there are exceptions for individuals having problems finding work, as a whole, the veteran employment rate has historically done quite well when compared to their civilian, nonveteran counterparts.

In the following sections I will discuss why employers hire veterans, provide evidence of the veteran unemployment rate being lower than the nonveteran unemployment rate, provide background to the real veteran unemployment problem area which is the National Guard and Reserve, and then discuss the overall outlook for veteran employment.

Why Employers Hire Veterans

Employers hire veterans for the following reasons:

Proven Leadership: Veterans are put into leadership roles at early stages of their time in the service. The real world, front line and often battle proven leadership developed in the military is well beyond that of a similar person in a civilian job.

Mission Focused: Every member of the military is used to working in an environment that is focused on the mission at hand. They are not clock watchers, but rather are focused on what it takes to be successful in their mission.

Team Players: From the early stages of initial training, all members of the military are used to working in a team environment. Some teams are small, others very large, but all members of the team know that their individual efforts are to support the team in reaching the larger objective.

Work Ethic: The work ethic of veterans is unparalleled due to the need to depend on each other for their lives. Every military person knows that their life and success depends on their teammates. As a result, the work ethic of veterans is vastly stronger than the normal civilian work ethic. People who have served in the military are used to working long hours in non-traditional environments.

Skill Training and Education: Today's military veteran has been trained in nearly every occupation imaginable, with a strong emphasis on technology. Most of the training schools of the military that teach technology, leadership, sales, management and operations surpass those available to civilians.

Immediate Contributor: Veterans, through their proven experiences in the military, become valuable contributors from day one of employment. Veterans are used to being challenged, encouraged to demonstrate initiative, think quickly on their feet and give recognition for performance to those who earn it.

Background Checks and Security Clearances: Over 90% of those in the military have had extensive background checks for various levels of security clearances. When a company hires a veteran, the veteran is less likely to become a risk to the company or its operation. If a company requires security clearances, a veteran can save the company a great deal of money on special background investigations since the veteran's clearance can be transferred in status.

Government Paid Relocation Assistance: When leaving active duty, veterans are given government paid relocation. The amount of this assistance varies with each individual, but it can save company money that can be used for other purposes.

Veteran Unemployment Rate Lower than Non-Veteran

Historically, military veteran unemployment has tended to be lower than nonveteran unemployment. The below chart is from the Current Population Survey (CPS) of the Bureau of Labor Statistics (BLS) and demonstrates that veteran unemployment has been lower than the nonveteran unemployment and the total unemployment numbers.

Unemployment rates of persons 20 years and over by veteran status, annual averages 1986-2009.

Total, both sexes (percent)

Year	Total, 20 years and over	Veterans	Nonveterans
1986	6.2	5.1	6.4
1987	5.4	4.8	5.6
1988	4.8	4.1	5.0
1989	4.6	3.7	4.8
1990	4.9	4.2	5.0
1991	6.1	5.4	6.1
1992	6.8	6.0	6.8
1993	6.2	5.8	6.2
1994	5.4	5.0	5.5
1995	4.9	4.1	5.0
1996	4.7	3.9	4.8
1997	4.3	3.4	4.4
1998	3.9	3.2	4.0
1999	3.6	3.2	3.7
2000	3.4	2.9	3.5
2001	4.2	3.6	4.2
2002	5.2	4.7	5.2
2003	5.4	5.0	5.4
2004	4.9	4.6	5.0
2005	4.5	4.0	4.6
2006	4.1	3.8	4.1
2007	4.1	3.8	4.1
2008	5.2	4.6	5.2
2009	8.6	8.1	8.6

NOTE: Veterans are individuals who previously served on active duty in the U.S. Armed Forces and who were civilians at the time they were surveyed. Nonveterans are persons who have never served on active duty in the U.S. Armed Forces.

Veteran Employment Problem Area – NG&R

Recently, the national press has highlighted the unemployment rate of the 18 to 24 year old veterans implying their participation in the Iraq and Afghanistan wars has hurt their ability to find civilian employment. This is NOT the case.

The 18 to 24 year old veteran unemployment rate was comparable with their civilian counter parts up to 2007 and then the unemployment rate for the 18 to 24 year old veterans started to climb and exceeded their civilian counterparts by as much as 33%.

Here are the BLS CPS annual unemployment rates for the last eleven years. Note that the 18 to 24 year old veteran unemployment rates start to rise rapidly in 2007.

20 to 24 and 25 to 29 year olds - nonveterans and veterans

Year	Nonveteran	Veteran	Nonveteran	Veteran
	20-24	20 - 24	25 - 29	25 -29
2000	7.2%	8.0%	4.2%	3.0%
2001	8.3%	9.6%	5.0%	4.2%
2002	9.6%	11.2%	6.5%	5.8%
2003	10.0%	11.0%	6.6%	6.8%
2004	9.4%	13.6%	6.1%	7.2%
2005	8.7%	15.6%	5.8%	6.5%
2006	8.1%	10.4%	5.1%	6.5%
2007	14.5%	22.3%	5.1%	6.4%
2008	11.6%	14.1%	6.5%	6.1%
2009	14.6%	21.2%	10.6%	12.1%
2010	15.4%	20.6%	10.7%	14.9%

From the above CPS data, the 18 to 24 year old veteran group's unemployment greatly exceeds the nonveteran group starting in 2007. Both BLS unemployment surveys (CES and CPS) trend in the same direction. There are various reasons why the overall unemployment rate of the 18 to 24 year old group is high, including education, skill levels and the lack of work experience. But there is a different reason why the veteran unemployment rate for this age group is high.

Understand that if a person is on active duty, they are not classified as unemployed by DOL. But if a person is in the National Guard or Reserve and does not have a civilian job, they are classified by DOL as unemployed. Most active duty 18 to 24 year old military people are still finishing out their 4, 6 or 8 year obligation. And they are gaining marketable skills while on active duty.

The large differences in unemployment rates for 18 to 24 year old veterans continue into 2011. Here is the CPS data for 18 to 24 year old veterans unemployment compared to nonveterans by month through August for 2011:

18 to 24 year olds - Nonveteran vs. Veteran

Month	Nonveteran	Veteran	Number of Unemployed Veterans
January	18.1%	31.9%	67,000
February	17.2%	28.6%	59,000
March	16.1%	28.8%	57,000
April	15.3%	26.8%	50,000
May	16.3%	31.9%	60,000
June	17.1%	26.2%	53,000
July	16.5%	19.8%	39,000
August	16.3%	30.4%	66,000

Note the number of veterans for each month. The active duty forces did not release 67,000 18 to 24 year olds in January or the numbers for the other months. To have so many “unemployed” in the 18 to 24 year old age group, the majority of the participants would be in the National Guard or Reserve. Those numbers for the most part represent young participants in the National Guard and Reserve.

During a press conference on January 11, 2007, Secretary of Defense Robert Gates and General Peter Pace, Chairman of the Joint Chiefs of Staff announced that the policy on the use of the National Guard and Reserve was changing. The Pentagon's policy on the National Guard and Reserve had been that members' cumulative time on active duty for the Iraq or Afghan wars could not exceed 24 months. That cumulative limit was lifted; the remaining limit is on the length of any single mobilization, which may not exceed 24 consecutive months. What this meant was a National Guard or Reserve member could be mobilized for a 24-month tour in Iraq or Afghanistan, be demobilized and allowed to return to a civilian working life, only to be mobilized a second time for as much as an additional 24 months for a total of 48 months in any 60 month period. For many members of the National Guard and Reserve, they are being called up for 12 to 18 months, released back to the civilian work force and then recalled again six to nine months later.

The Associated Press release of the Pentagon press conference was titled “Pentagon Abandons Active-Duty Time Limit”. The Associated Press quotes Dr. David Chu, then the Under Secretary of Defense for Personnel and Readiness, as saying: The fact that some with previous Iraq experience will end up spending more than 24 months on active duty is no “big deal.” With all due respect to Dr. Chu, it is a big deal. And one that employers have demonstrated they will not support.

The current call up policy has long term negative consequences for members of the National Guard and Reserve. One must remember that employer support for the National Guard and Reserve is necessary to make the system work.

The 18 to 24 and 25 to 29 year old veterans are the age groups that dominate much of the National Guard and Reserve. I am convinced that the high veteran unemployment rate in this age group is due to the DOD two year call up policy. I also submit that employers will no longer support the National Guard and Reserve due to the current call up policy.

Based on anecdotal information, I would submit that the recent press reports indicating an increase in veterans applying for unemployment compensation is more by members of the National Guard and Reserve than those transitioning from active duty. At the moment I do not have enough hard evidence to confirm this trend. It would be worth an inquiry from those who have the authority to have DOL provide specifically what type of veterans are applying for unemployment compensation.

History

The National Guard and Reserve system as it is used in the United States has been very effective for over a century. It has worked in large part due to the outstanding support by the employers of corporate America and municipal and state governments. But that support has been strained since 9/11, and especially since 2007 with the policy change that has resulted in many call ups of the National Guard and Reserve in support of overseas operations.

It is interesting to note that by 2009, about 500,000 of the 850,000 reservists and National Guard members eligible for duty have been mobilized since late 2001. That represents the largest call up of part-time troops since the Korean War. Many of the National Guard and Reserve personnel have been called up multiple times, especially if they have high demand specialized technical skills or sensitive security clearances.

While the Pentagon's stated goal has been to mobilize National Guard and Reserve units no more frequently than one year in six, the demands of wartime require calling up units more often. Army officials had been saying for some time that more frequent mobilizations were necessary because the active-duty force is being stretched too thin.

I come from Georgia where the Georgia National Guard has been called up five (5) times since 9/11 and is now preparing for its sixth call up – that is six call ups in 10 years! If a member of the Georgia National Guard has been on three or more of those call ups, it is very difficult to keep a civilian job. Many other state National Guard units have faced similar frequent call ups.

Employers are uncomfortable since long periods of employee absences are not what they had anticipated or had been accustomed to in the past century. Employers have endured watching their National Guard and Reserve employee's call up time move from 30 days, to 90 days, to six months and then to one year and now an employer can lose their employee for two years at a time.

The employer's playing field since 2007 has changed with regard to the DOD use of the employer's National Guard and Reserve employees. The employers feel disenfranchised since as employers they had no input on the new use of their National Guard and Reserve employees, and they have no practical ability to replace the absent employee who is called up for long periods of time. This is especially burdensome to small and medium size employers.

The problem of who "owns" the employee has been around since 1903. While the DOD considers members of the National Guard and Reserve to be their assets on loan to civilian employers, the reality is the National Guard and Reserve component members belong to the civilian employers and are on loan to the DOD.

Please keep in mind that nearly 80% of the participants in the National Guard nationally come from rural areas. When they are called to active duty and leave their job, it is hard

for employers to find replacements, especially if it is a critical position or a management or executive position.

Historically, the National Guard and Reserve had been fully activated only once, for World War II. See Appendix 1 from the National Guard Bureau for National Guard call ups.

From their inception in 1903, there was a partial call up of the National Guard and Reserve for WWI, a full call up for WWII, and a partial call up for the Korean War. Of the 37,000 members of the National Guard and Reserve who fought in the Vietnam War, all but about 100 were volunteers. The limited combat activities between the Vietnam War and the Gulf War were for the most part fought with active duty troops.

However, since the 1990-1991 Gulf War there have been nearly thirty (30) full call ups of the National Guard and Reserve. This has put a tremendous strain on the National Guard and Reserve system and the relations of those military participants with their employers.

In addition to call ups to support overseas actions, there has been an increase in the traditional uses of the National Guard here at home for emergencies. Examples include Hurricane Katrina, Hurricane Rita, and the recent Hurricane Irene and flooding along the East Coast. The National Guard is now involved in border operations against illegal immigrants and removing snow from avalanches in the western states. Many western states regularly count on their National Guard units to help fight fires each summer. The ability by states to use their National Guard units in their traditional roles has been disrupted with the many DOD call ups for Afghanistan and Iraq. And the equipment that historically had been used to fight the fires is no longer available as the equipment has been used for combat in Afghanistan and Iraq. Combat use has destroyed much of the National Guard's equipment which has yet to be replaced.

This higher pace of activity has put a tremendous strain on the National Guard and Reserve citizen soldier system and the relations of those military participants with their civilian employers. This has placed a significant number of National Guard and Reserve members in the tenuous position of trying to serve two masters at the same time. The result is many members of the National Guard are unemployed!

The increase in National Guard and Reserve unemployment also explains why there has been an exponential increase in veterans applying for unemployment benefits since 2007. I would submit that the exponential increase in veterans using unemployment benefits is due more to members of the National Guard and Reserve not being able to find employment. As discussed earlier, this subject needs tighter scrutiny from DOL.

Unintended Consequences

The result of all these call ups has had some unintended consequences which are not favorable, either for employees or companies. Business and Legal Reports (www.Compensation.BLR.com) conducted its annual Survey of Employee Benefits in late 2004 and found that the percentage of employers paying full salaries to their National Guard or Reserve employees on active duty had plummeted in just two years, and that was before the change in call up policy instituted in January 2007.

BLR found that in 2003, 33% of employers paid exempt employees their full salary while on military leave; this dropped to 15% in 2005. Meanwhile, the number of employers who paid nothing to their active duty employees had increased from 31% in 2003 to 50% in 2005. Many companies were still willing to make up the difference between what employees earn during military service and their normal wages, 36% in 2003, declining slightly to an estimated 34% in 2005.

The results of BLR's 2007 Survey of Employee Benefits show that the number of employers maintaining full pay for employees serving the National Guard or Reserve had increased since 2005, but still had not returned to the percent of employers offering paid leave reported in 2003. In 2007, 21% of respondents to the survey reported that they would pay employees on military leave full pay during such leave. Similarly, the number of employers that paid the difference between military pay and an exempt employee's salary rose from 34% in 2005 to 43% in 2007. The number of employers that do not pay exempt employees on military leave decreased from 50% in 2005 to 36% in 2007. The results of the 2007 BLR Survey of Employee Benefits was heartening and shows that some employers are providing full or differential pay out of patriotic duty. But there is a limit to what employers can financially tolerate and the poll was taken before the announcement about the new call up policy enacted in January 2007.

Other evidence that there is a trend in declining support by employers for employees who participate in the National Guard and Reserve comes from Workforce Management Magazine (www.workforce.com). The readership of Workforce Management Magazine is primarily corporate executives and members of the Human Resource profession.

Workforce Management Magazine ran two polls of its readers regarding the hardships that are being imposed on employers who want to support their National Guard and Reserve participating employees. The first question which was posted the week of January 8, 2007, asked:

Does your company have employees deployed in Iraq, and is this a hardship for your business?

The answers from 335 executive and human resource managers are disturbing.

Yes – 67%

No – 31%

I don't know – 2%

Following the results of the January 8 poll and in light of the new DOD policy regarding the National Guard and Reserve announced on January 11, 2007, the second poll which ran the week of January 15 asked:

If you, as an employer, knew that a military reservist or National Guard member could be called up and taken away from their job for an indeterminate amount of time, would you still hire a citizen soldier? (All answers are confidential.)

The results to this question from 389 respondents are even more disturbing.

Yes – 29%

No – 54%

I don't know – 17%

I suspect that many of the “don’t knows” in the second survey had a patriotic twinge or were concerned about being identified in some way, and chose “don’t know” instead of “no”. But the fact that there is even one employer who would say no is disturbing.

The BLR and Workforce Management Magazine polls definitely indicate there is a rising trend in corporate America to not support the way the National Guard and Reserve are currently being used. The National Guard and Reserve employees are the human capital that a corporation needs to function. The corporate support that has always been present in the past was critical to the success of the National Guard and Reserve programs. These polls indicate that corporate support is now rapidly disappearing.

A survey conducted by the Society of Human Resource Management (SHRM), the largest human resource organization in the world and an extremely reliable source, in July of 2006 found some other disturbing trends. The survey was a follow-on survey to one that was conducted in 2004. The 2006 survey found the primary concern among employers was uncertainty about how long employees would be away from their jobs due to National Guard and Reserve activation, which moved from 86% in 2004 to 79% in 2006.

The other concerns in descending order were:

- The burden on remaining employees to cover for open positions - 52% to 60%
- Continuation costs for employees (and their families) called to active duty – 32% to 35%
- Loss of productivity – 16% to 25%
- Effect on active duty employee’s family members (COBRA, etc.) – 24% both years
- Finding temporary workers to fill open positions – 19% to 23 %
- Temporary worker costs for open positions – 13% to 17%
- Finding a comparable job for returning employees – 16% to 15%

SHRM repeated its survey in 2007 and 2008 and found the following:

	2007	2008
Provide no direct compensation support	35%	42%
Providing pay differential (the difference between what the employee is paid by the military and what he/she would be making if he/she were working)	45%	40%
Provide pay equal to what the employee would make if not called to active duty	3%	13%
Provide full pay and benefits for a portion of the period of the active duty	10%	6%
Provide full pay and benefits for the entire period of the active duty	6%	1%

Note that since 2007 when the current DOD call up policy went into effect, employer support has fallen significantly in each category. A major reason for the decline in support for National Guard and Reserve employees by employers are the financial and legal obligations forced onto the employers by USERRA (Uniformed Services Employment and Reemployment Rights Act).

What the BLR, Workforce Management and SHRM surveys reveal is that support for employees who are active in the National Guard or Reserve by employers is declining. There is a limit to what employers will tolerate and their limit has long since been reached!

These results are indicative of a trend among companies nationally to not want to hire members of the National Guard and Reserve due to the extended use by the DOD of their National Guard and Reserve employees and the obligations forced on employers by USERRA. The trend to not support National Guard and Reserve employees is directly correlated to when the term Strategic Reserve was changed to Operational Reserve. If they are operational, they are not really a reserve. They are operational combat troops who are underpaid and not getting the same benefits as when they were on active duty, especially when it comes to retirement benefits.

It should be made very clear that most companies are very patriotic and were willing to support employees who were in the National Guard and Reserve in the old system before the extended call ups of six months and one year started to take place. Many companies have active military hiring programs and in many cases, encourage managers to hire a

veteran, whether the veteran had been active duty, retired or a participant in the National Guard or Reserve.

Most companies are aware of their obligations to support employees who are active in the National Guard or Reserve. This is due in large part to the success of the National Committee for Employer Support of the National Guard and Reserve (ESGR) and SHRM. SHRM has been very active in getting the word out about USERRA and the obligations of employers. The Veterans Employment Training Service (VETS) at the Department of Labor is also helpful in this effort.

Since the call up times were moved from a six month to a one year plus call up, the above polls are evidence indicating employers are not enthusiastic about hiring a new employee who is an active member of the National Guard or Reserve. The policy of two year call ups definitely works against members of the National Guard and Reserve who are trying to also have a meaningful civilian career, attend college or start a business.

VetJobs has been receiving calls from veterans and transitioning military who are concerned about employers asking during an interview whether the candidate intends to join the National Guard or Reserve. While the question is patently illegal, there is no real enforcement. If the candidate files a complaint, it becomes a he-said she-said type of issue. The candidates inherently know that if they say yes to joining or rejoining the National Guard or Reserve, they will not be hired. The fact that some employers are asking this question is disturbing, but it is also understandable.

At VetJobs, we find that if a candidate is totally separated from the military, has retired from the military or is a wounded warrior, the candidates for the most part are finding employment. But if a candidate is active in the National Guard or Reserve, the candidate is having problems finding meaningful employment.

Employer Support on the Wane

There are definite reasons why the support for the National Guard and Reserve system as it is currently operated by the DOD is not receiving support from employers.

Historically, employees participated in a National Guard or Reserve program on weekends and most used two weeks of their vacation time to participate in their active duty for training. But current policies by the DOD is calling National Guard and Reserve personnel from their employers for up to a year a time or longer, and in many cases the employee has been called up several times.

This policy makes it hard for employers to plan and depend on having their human capital available to fulfill their corporate mission. While large patriotic companies like Wal-Mart, Home Depot, BNSF Railway, Caterpillar, CACI and many utilities and municipalities actively support the call up of their National Guard and Reserve personnel, it is much harder on smaller firms, especially those firms with less than 300 employees and companies in rural areas. And an overwhelming percentage of those who participate in the National Guard and Reserve are employed in small to mid-sized companies.

Companies have a fiduciary responsibility to their shareholders to run an efficient and profitable operation. Companies cannot do so if they are unable to count on having their employees, their human capital, available. While for many this is just common sense, those making the decisions at the DOD on how to utilize the National Guard and Reserve seem to have missed what corporate America is saying.

Given a company's fiduciary responsibility, the current policy regarding the use of the National Guard and Reserve is disturbing to human resource executives as it puts them in a quandary. One senior vice president of human resources of a major company explained it to me this way: If I have three final candidates for a position who are all equally qualified, and one mentions they are active in the National Guard or Reserve, with the new call up policy I now have two final candidates, especially if it is for a critical position in the company. Another senior executive in a large national company commented to me that in light of the current call up policy, they will, under USERRA, continue to support their current employees who are active in the National Guard or Reserve, but they will no longer actively seek out to hire candidates who are affiliated with the National Guard or Reserve. They just simply cannot afford to do so!

I have heard this same sentiment from a large number of human resource managers since the Pentagon's policy announcement of January 11, 2007. All these executives were not willing to be quoted publicly due to USERRA and other applicable laws, but they represent a trend documented above that is taking place in corporate America.

National Guard Unemployment

Anecdotal information indicates that the National Guard is singled out more than their Federal Reserve counterparts. A big part of the reason for the National Guard being singled out by employers is they are activated not only for the wars, but also for state emergencies, causing them to be called away from their civilian employment much more than their Federal Reserve counterparts.

For example, when the Georgia National Guard returned in August 2010 from their fifth call up since 9/11, that fall there were heavy rains in Georgia and extensive flooding took place in Macon and Columbus, Georgia, in September and October. The governor of Georgia activated two Georgia National Guard companies to assist with the flooding. Unfortunately, many of those called up had recently come back from Afghanistan. The result was many were terminated in their civilian jobs or had their civilian employment threatened. Many USERRA complaints ensued.

The flip side to this was many employers who previously had been supportive of their National Guard employees started backing off. From a civilian business perspective, this is very understandable as the employers cannot run their businesses with their most critical asset, their human capital, being taken away so frequently.

The unemployment problem in the National Guard is reflected in the unemployment rate of returning National Guard brigades. In reality, the brigades left with unemployment as component members do not lose jobs while they are deployed unless a company goes out of business. Overwhelmingly, most lost their jobs in the 120 to 40 days prior to deployment. The reason for this time frame is National Guard deployments are announced generally four to six months out, but the component members do not get orders in hand until about six weeks from deployment. Employers have been noted terminating members of the National Guard after the DOD announces a call up knowing that many receive their orders four to six weeks prior to deployment.

This action by employers is a disturbing side issue. As the DOD announces the call up of a state National Guard unit, companies will start laying-off employees who are members of the Reserve or National Guard. The reason is companies have learned that if they lay-off an employee under the guise of the current recession before the employee has orders in hand the company can subvert or circumvent USERRA. VetJobs has received reports of this activity nationwide from DOL veteran representatives, ESGR representatives and directly from the affected National Guard members.

VetJobs works closely with many of the state National Guard units and unfortunately the below listed unemployment rates are not exceptions. Here are some examples of unemployment rates when these National Guard brigades departed/returned:

-Jacksonville, FL NG Brigade, December 2009, 750 of 2,500 unemployed, 30% unemployment

- Rochester, NY NG Brigade, February 2010, 60 of 500 unemployed, 12% unemployment
- Minnesota NG, February 2010, 30 of 200 unemployed, 15% unemployment
- Oregon NG Brigade, April 2010, 1350 of 2700 unemployed, 50% unemployment
- Nashville, TN NG Brigade, July 2010, 320 of 700 unemployed, 45.71% unemployment
- Iowa NG, July 2011, 750 of 3,000 unemployed, 25% unemployment rate

Another way of looking at the National Guard and Reserve unemployment problem is the exponential increase in the number of USERRA complaints:

From 2004 to 2006, there were 16,000 informal and formal USERRA complaints or inquiries, or roughly 5,333 a year

January 2007 saw implementation of the 12 to 24 month call up policy.

In 2008 there were 13,090 USERRA inquiries or complaints. In 2010 there were 34,612 inquiries or complaints, of which 3,202 resulted in actual USERRA cases for mediation purposes!

The exponential increase in USERRA inquiries and complaints is a message from corporate America. The message is they want to hire veterans for all the reasons discussed earlier, but they cannot go broke supporting their National Guard and Reserve employees with constant call ups and all the financial and legal obligations fostered onto the employers by USERRA.

It should be noted that two of the worst USERRA violators over the last ten years has been and continues to be the DOL and the civilian side of DOD. In the CBS 60 Minutes program regarding USERRA aired on November 2, 2008, Leslie Stahl confronted Deputy Undersecretary Tom Hall three times regarding the fact that DOD, an agency who is responsible for mediating and enforcing USERRA, is one of the worst violators of USERRA. Hall's only response to all three of the questions was "We have things we need to work on." To view the program, visit http://www.cbsnews.com/stories/2008/10/30/60minutes/main4558315_page3.shtml.

It is sad that two of the worst violators of USERRA are the very two federal agencies responsible for enforcing the law!

Some Pentagon officials like to say that most National Guard and Reserve component members who serve more than one call up do so "voluntarily". While this may be technically correct in certain cases, what is left out is that many of those members are volunteering because they cannot find meaningful employment equal to their education and experience, or more frequently cannot find a job at all due to their participation in the

National Guard or Reserve. The component members have found that their participation in the National Guard or Reserve is working against them in the civilian work place.

The bottom line here is employers are not so quietly saying they will no longer support the current call up policy. Employers want to support the military, but they also have to be profitable to remain in business. An employer cannot function efficiently when their most important asset, their human capital, is taken away!

Some people in DOD, VA and DOL may be looking at this problem wrong. Not recognizing that the younger veteran unemployment problem is primarily in the National Guard and Reserve, their response to the high unemployment rate among younger veterans is to provide a training program for active duty young veterans who are transitioning off to prepare for civilian life, sort of a reverse boot camp. The federal agencies are reportedly requesting hundreds of millions of dollars from Congress to conduct the training.

As mentioned earlier, if the military was an untrained work force, their overall unemployment rate as reported by DOL BLS would not be lower than the national unemployment rate. The real story is that most veterans ARE finding work.

Just getting more money out of Congress to fund yet another training program at DOL, VA or DOD will NOT reduce the high unemployment rate in the National Guard. What is needed is to reduce the use of the National Guard and Reserve OR give employers direct financial incentives to hire members of the National Guard and Reserve. There are solutions, but no solution is free and many are not politically viable. However, a solution needs to be found before the National Guard and Reserve unemployment rate rises higher.

Unintended Secondary Effects

There are now secondary effects of the two year call up policy.

The suicide rate in the National Guard has more than doubled from 50 in 2009 to 112 in 2010. Of the 112 National Guard suicides, financial distress was one of the leading factors. An investigation found that 43% of Army National Guard suicides reported insufficient income, civilian job dissatisfaction or unemployment issues. 62% were between the ages of 17 to 26 years of age.

Another secondary effect aspect to this issue is the impact on families. Among the leading reasons why people leave the military are operation tempo and the effect on families. Over the last ten years the stress on National Guard and Reserve families has been significant. I hear regularly from people who are leaving the National Guard or Reserve are doing so because they do not want to get a divorce. Their spouses are not tolerating the call ups as if they were still active duty military. Particularly since the National Guard and Reserve do not get the same benefits as an active duty person or access to their retirement upon retiring like an active duty military person, but they are being used as if they were part and parcel an active duty force.

The National Guard and Reserve were created to be strategic reserves. But in today's world they are being used as an extension of the active duty forces. Some call it a back door draft. If the members and their families wanted to stay in the active forces, they would not have resigned and joined the National Guard or Reserve. While a National Guard or Reserve participant may be very patriotic and support the policies of the Pentagon, they also have responsibilities to their families. And spouses carry a lot of weight in these types of decisions.

The family issue is why the National Guard Bureau has created an entire section to tend to family issues and concerns while members are deployed. The active duty forces have also created family support centers to support families.

Spouses carry considerably more sway than commanding officers. And if the constant extended and repeated deployments are fought by the spouses and parents, the members will not stay active in the National Guard or Reserve.

Importantly, if an employee is looking at a promotion in a company and senses that their participation in the National Guard and Reserve will work against them, they will quit participating. If a potential National Guard or Reserve candidate in the civilian labor force senses that employers will not support participation in the National Guard and Reserve, they will not join.

It should be noted that most of the participants in the National Guard and Reserve are natural leaders in their community and have the very skills needed for the high tech military of today's National Guard and Reserve. The current call up policy will not

encourage the very people we need in the National Guard and Reserve to participate or remain in uniform.

The country cannot continue to call members of the National Guard and Reserve up to fight wars and then make it difficult for those members to obtain employment in the civilian sector. DOD is making many of our National Guard and Reserve personnel third class citizens that are trapped due to the recession. That is not the right thing to do to our members of the National Guard and Reserve!

And perhaps most disturbing, as this trend continues to grow, returning National Guard and Reserve personnel – the very people who have been fighting to keep the United States free – will find it harder to obtain meaningful employment equal to their education and experience.

Post Military Employment

The overall outlook for veteran employment is positive. 81% of military occupations have a direct or very close civilian equivalent. The military has engineers, nurses, lawyers, accountants, store managers, telecommunications technicians, truck drivers, food service managers and more. And all military members possess, to some degree, intangible skills such as leadership, process improvement, problem identification, trouble shooting, managerial/supervisory administration, and project management.

As discussed earlier, veterans who totally separate from the military, retire, or are disabled veterans for the most part are finding employment with employers who want to hire from this demographic group. However, if a veteran remains active with the National Guard or Reserve, there are significant challenges to finding work equal to their experience and educational level.

It is very encouraging to see how companies are employing wounded warriors. Companies like Walmart, Home Depot, BNSF Railway, American Airlines and many others are making special accommodations to hire our wounded warriors. It is a positive change from the 1970s when veterans would apply to a job and not mention having served in Vietnam as their Vietnam service frequently would work against them. The Vietnam Veterans of America, VFW and American Legion have been leaders in changing the attitude of employers in this regard.

It should be noted that with all the emphasis on veteran unemployment and programs to increase veteran employment, there is starting to be a subtle but noticeable push back concerning providing some much attention to veterans.

On July 14, 2011, I was interviewed by the PBS Radio program The Sound of Ideas. The program can be heard at <http://www.ideastream.org/soi/entry/41346>. During the interview, the host Mike McIntyre asked “With the veteran unemployment rate below the national unemployment rate, why give veterans extra help and funding when other groups with a much higher unemployment rate need help?” This is not the first time I have encountered this sentiment when being interviewed.

When one looks at the veteran unemployment rate for the last five years, veterans have done quite well when compared to nonveterans, the exception of course being the young 18 to 24 year old veterans in the National Guard and Reserve.

In nearly every instance, the overall unemployment rate for all veterans compares favorably with the nonveteran as demonstrated in the below table:

Veteran unemployment compared to nonveteran unemployment

	Vet 2006	NV 2006	Vet 2007	NV 2007	Vet 2008	NV 2008	Vet 2009	NV 2009	Vet 2010	NV 2010
20 to 24 years old	10.4%	8.1%	11.3%	8.1%	13.5%	10.1%	14.7%	14.6%	20.6%	15.4%
25 to 29 years old	6.5%	5.1%	6.4%	5.1%	6.8%	6.5%	10.6%	10.6%	14.9%	10.7%
30 to 34 years old	5.4%	4.1%	4.4%	4.1%	5.5%	5.1%	9.0%	9.0%	10.5%	9.1%
35 to 39 years old	3.8%	3.6%	3.5%	3.6%	4.3%	4.7%	8.2%	8.3%	8.0%	8.1%
40 to 44 years old	3.4%	3.5%	3.2%	3.4%	4.2%	4.5%	7.7%	7.7%	6.7%	8.2%
45 to 49 years old	4.1%	3.2%	3.4%	3.3%	4.7%	4.0%	7.2%	7.1%	8.3%	7.8%
50 to 54 years old	3.1%	2.9%	3.1%	3.1%	4.4%	4.1%	7.2%	7.0%	8.4%	7.5%
55 to 59 years old	3.5%	2.9%	3.8%	3.0%	3.9%	3.8%	6.6%	6.4%	8.5%	6.9%
60 to 64 years old	2.4%	3.0%	3.1%	3.0%	4.0%	3.5%	6.6%	6.7%	8.0%	7.1%
65 years and older	3.1%	2.8%	3.5%	3.2%	4.1%	4.2%	6.4%	6.3%	7.2%	6.5%

The overall veteran unemployment trend relative to nonveterans follows the trend of past years throughout all of 2011.

	Vet 18-24	NV 18-24	Vet 25-34	NV 25-34	Vet 35-44	NV 35-44	Vet 45-54	NV 45-54	Vet 55-64	NV 66-64
Jan	31.9%	18.1%	15.6%	9.9%	7.5%	8.2%	8.9%	7.8%	9.5%	7.1%
Feb	28.6%	17.2%	14.4%	9.9%	6.3%	8.1%	9.5%	7.6%	8.7%	6.8%
Mar	28.8%	16.1%	12.8%	9.6%	7.4%	7.7%	9.1%	7.5%	7.5%	6.7%
Apr	26.8%	15.3%	11.1%	9.4%	7.5%	7.1%	7.8%	6.9%	6.4%	6.2%
May	31.9%	16.3%	11.9%	9.1%	8.2%	7.0%	7.2%	6.7%	7.0%	6.2%
Jun	26.2%	17.1%	14.8%	9.3%	9.4%	7.2%	6.4%	7.1%	8.0%	6.7%
July	19.8%	16.5%	14.3%	9.5%	8.1%	7.0%	6.7%	7.3%	9.0%	7.2%
Aug	30.4%	16.3%	8.7%	9.2%	7.4%	7.0%	6.3%	7.1%	7.6%	6.7%

Note again that the high veteran unemployment rate relative to their civilian nonveteran counterparts is in the 18 to 24 year old veterans and to a lesser degree, in the 25 to 34 year old veterans. All other age groups do not have a statistically significant variation.

In terms of where veterans do best in finding employment, major categories include: information technology, project management, consulting, sales, linguists, logistics, transportation, human resources, education, construction, manufacturing, engineering, finance, banking, healthcare, retail, senior executives and expatriates.

CONCLUSION

The bottom line to be derived from the above information and data presented on veteran unemployment is overall employers want to hire veterans. I think at times that employers have a better understanding of the need for a strong military to protect our free market economy and way of life better than certain members of Congress.

Employers and business people understand that without a strong military, their businesses could not exist as a foreign power would want to take the business and assets. This has been the record of humans since the dawn of time. Those who will not protect what they have are subject to losing what they have. As the Latin phrase “si vis pacem, parabellum” so aptly puts it, “To have peace, prepare for war”!

I for one am in favor of an operational National Guard and Reserve. Having our National Guard and Reserve forces be operational versus strategic strengthens the United States on the national stage. But in order to keep the system effective and operational, employer support is necessary.

A more balanced way to utilize the National Guard and Reserve needs to be found.

Overall, the real story is that most veterans ARE finding employment!

This concludes my presentation. Thank you for your time.

Theodore (Ted) L. Daywalt

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Appendix 1 – Statbrain Study of Job Board Traffic in the Veteran Space

The following data is from Statbrain (www.statbrain.com).

www.vetjobs.com **4,602 visitors a day**

Here are the traffic statistics of the other players in the military job board niche:

www.allveteranjobs.com	592 visitors a day
www.bluetogray.com	867 visitors a day
www.civilianjobs.com	432 visitors a day
www.corporategray.com	224 visitors a day
www.greentogray.com	867 visitors a day
www.helmetstohardhats.com	530 visitors a day (AFL-CIO union site)
www.hireheroesusa.org	539 visitors a day
www.hirepatriots.com	197 visitors a day
www.hireveterans.com	607 visitors a day
www.idealMilitaryhire.com	137 visitors a day
www.jobs4vets.com	123 visitors a day
www.milicruit.com	148 visitors a day
www.militaryexits.com	1,029 visitors a day
www.militaryhire.com	3,009 visitors a day
www.militarystars.com	573 visitors a day
www.militarytalent.net	137 visitors a day
www.militarytomedicine.org	149 visitors a day
www.msccn.org	125 visitors a day
www.patriotjobs.com	30 visitors a day
www.taonline.com	1,008 visitors a day
www.transitioncareers.com	840 visitors a day
www.turbotap.com	371 visitors a day (DOL/VA site)
www.veteranemployment.com	398 visitors a day (A monster.com property)
www.veteransenterprise.com	137 visitors a day
www.veteransgreenjobs.org	318 visitors a day
www.vetjobs.us	140 visitors a day (site for the American Legion)
www.vetjobs.com	4,602 visitors a day
www.vetsjobs.net	137 visitors a day (MOPH)
www.vetsuccess.gov	966 visitors a day (VA site)

Military portal sites with a job board function

www.hireveterans.com	607 visitors a day (Veterans Today Network)
www.military.com	149,949 visitors a day (A monster.com property)
www.militaryconnection.com	6,984 visitors a day
www.militaryconnections.com	19 visitors a day
www.militaryspot.com	5,812 visitors a day

Military third party recruiting firm job boards

www.hiremilitary.com	470 visitors a day (Bradley Morris)
www.militaryjobzone.com	569 visitors a day (Talent Alliance Intl)
www.recruitmilitary.com	1,468 visitors a day
www.soarcareers.com	525 visitors a day

Military print job sites

www.gijobs.com	4,600 visitors a day (Most is their print site traffic)
www.militarytransitiontimes.com	137 visitors a day

Appendix 2 - Major National Guard Call ups

www.ngaus.org/

1916 - Mexican Border - In May, President Wilson requested Texas, New Mexico and Arizona to send troops to protect the border. These states sent 5,260 Guardsmen. On June 18, as the crisis grew with Mexico, a partial call up of 158,664 is made, including New York's 1st Aero Company, the first Guard flying unit (and the first ever called to active duty). Within six weeks, 112,000 Guardsmen were patrolling the border. The call up totaled about 170,000 men.

1917 to 1918 - World War I - In some ways, this was the war upon which the Guard had the biggest impact. When war was declared in April, 66,594 Guardsmen were still serving on the Mexican border. By Aug. 5, all 379,071 members in 16 Divisions were mobilized. Later, two additional divisions of Guardsmen - the 42nd and the 93rd - were created. The 93rd was a special case; it consisted of three regiments of black guardsmen but none of the other supporting units which make up a division, and fought the war under French direction. All remaining empty slots within Guard units were filled up with draftees prior to going "Over There" totaling more than 433,000 men serving in Guard units during the war.

The Statistical Branch of the War Department released some relevant figures after the war by which we can judge Guard performance. 30 American divisions saw combat. Of those to see combat, 12 were Guard. Of the 50,280 Americans killed and 205,690 wounded, 18,827 and 84,500 respectively were National Guard. The German general staff during the war rated the best American divisions they faced - of the eight mentioned, two were Regular Army and six were Guard. The 30th Division received more Medals of Honor - 12 total - than any other Division.

1940 to 1945 - World War II - People tend to forget that by the time war was declared in late 1941, many Guardsmen had been on active duty for more than a year. In September 1940, the first of 300,034 Guardsmen reported for active duty. When the war started, there were 18 Guard divisions, and 16 in the Regular Army. A 17th Guard division, the Americal, was formed in the Pacific, and two National Guard Regiments were used to "Round Out" (a later term) two Regular divisions (the 7th Infantry Division and 8th Infantry Division) that consisted of two regiments.

In 1947, with the creation of a separate Air Force, the National Guard split into Army and Air components.

1950 to 1953 - Korea - One-third of the Army National Guard, or 138,600 Guardsmen were federalized including eight infantry divisions, three regimental combat teams, and 714 company-sized units. Many additional guardsmen were deployed to Korea as individual replacements. Two divisions went to Korea, the 40th Infantry and 45th Infantry along with 40 other combat and combat support units. Even more Guardsmen deployed to strengthen NATO forces in Europe, including two divisions the 28th and 43rd Infantry.

At this time, 45,594 Air Guardsmen entered federal service - two tactical fighter wings deployed to Korea, the 136th and 116th Fighter-Bomber Wings. Three more deployed to Europe. Most Air Guardsmen in Korea were mobilized as individual replacement pilots or mechanics in active units. Of those 101 were killed in action. Of the nearly 6 million Americans in uniform during the war more than 900,000 were Guardsmen and Reservists.

1961 to 1962 - Berlin Crisis - During the Berlin Crisis, 447 Army National Guard units, consisting of 22,371 personnel mobilized. The Air National Guard mobilized 163 units consisting of 21,067 personnel.

1968 to 1969 - USS Pueblo/ Vietnam - During the Vietnam war, 102 Air National Guard units, consisting of 10,511 personnel mobilized. This included four tactical fighter squadrons. The Largest Army units to mobilize were the 29th Infantry Brigade and the 69th Infantry Brigade. Thirty-four Army Guard units consisting of 12,234 personnel mobilized. Of the 12,234, 2,729 went to Vietnam with their units, while 4,311 were later sent to Vietnam as fillers.

1980 - Cuban Refugee Crisis - The Army National Guard mobilized 4,481 Guardsmen.

1983 - Grenada - During the Grenada Crisis, one Army Guardsman and 250 Air Guardsmen mobilized.

1989 to 1990 - Panama (Just Cause) - Eighty-four Army Guardsmen and about 950 Air Guardsmen mobilized

1990 to 1991 - Gulf War (Desert Shield/ Desert Storm) - President George Bush mobilized the National Guard by Presidential Select Reserve Call up, or PSRC, by Executive Order 12727 on Aug. 22, 1990. This was superseded by a partial mobilization on Jan. 17, 1991. Of the 265,322 reservists mobilized, 63,050 were Army Guardsmen and 12,428 were Air Guardsmen. The total reserve involuntary call up was 239, 187 plus 26, 135 volunteers.

1992 - Los Angeles Riots - A total of 11,398 California Guardsmen were mobilized.

1993 - Somalia (Restore Hope) - Of the 343 voluntary Reservists deployed, 65 were Army National Guardsmen.

1994 to 1996 - Haiti (Uphold Democracy) - President Bill Clinton activated 845 Army National Guardsmen by PSRC: Executive Order 2927 on Sept. 15, 1994. Mostly special forces and military police units were deployed.

1995 to 1999 - Bosnia (Joint Guard/Joint Forge/ Joint Endeavor) - President Clinton deployed the National Guard again on Dec. 8, 1995 through PSRC Executive Order

12982. Although this is an on-going mission, as of Nov. 22, 1999, 19,093 reservists have or are serving in the Bosnia. Of the 19,093, 13,000 deployed voluntarily.

1998 to 1999 - Southwest Asia (Southern Watch) - On Feb. 24, 1998 President Clinton mobilized the National Guard for Operation Southern Watch. Although this is an on-going mission, as of Nov. 22, 1999, 1,756 reservists were called involuntarily, 8,000 have volunteered.

1999 to Present - Kosovo (Allied Force) - On April 27, 1999 through PRC: Executive Order 13120, President Clinton mobilized 4,000 voluntary reservists and 5,628 involuntary reservists. As of Nov. 22, 1999 3,420 Air Guardsmen were called; 2,132 have deployed to Kosovo during the conflict. The first Army Guard unit called for Kosovo was the 852nd Rear Area Operations Center from Arizona with 39 people.

2001 to Present - Homeland Defense/ War on Terrorism (Noble Eagle/ Enduring Freedom) - A total of 9,600 National Guard men and women were already on duty across the country on Friday, Sept. 14, when President George Bush approved an order to call up as many as 50,000 members of the National Guard and Reserve. That number included 5,000 members of the Army National Guard and 4,600 members of the Air National Guard, according to the National Guard Bureau, serving because of the Sept. 11 terrorist attacks.

As of March 26, 2003, 98,464 Army and Air National Guardsmen were mobilized in support of operations Noble Eagle, Enduring Freedom and Iraqi Freedom: 79,985 Army Guard and 18,479 Air Guard.

2003 to Present - Iraq (Iraqi Freedom) - On of March 19, 2003, more than 138,000 Guardsmen had been notified, mobilized and deployed in the buildup for a possible war against Iraq.

By September 2004, nearly 52,000 guardsmen and women were serving in Iraq and Afghanistan - about one-third of the total force.

Since Sept. 11, 2001, more than 225,000 Guardsmen have been mobilized or deployed

2005 – Hurricanes Katrina/Rita/Wilma – Over 50,000 Guardsmen responded from all 50 states after the Aug. 29 arrival of Hurricane Katrina. In the following weeks, several thousand Guardsmen also provided post-hurricane support for Hurricane Rita and Wilma.

2006 – Present - U.S. - Mexico Border (Operation Jump Start) – Announced by President Bush in May 2006, Operation Jump Start deployed Guardsmen to assist Border Patrol in protecting U.S. – Mexico border. As of April 2007, 6,000 Guardsmen had been deployed.

Appendix 3 – Biography of Ted Daywalt

Since 1999 Mr. Daywalt has been the president and CEO of VetJobs (www.vetjobs.com), the leading military job board on the Internet, sponsored and partially owned by the Veterans of Foreign Wars and recognized as the top military job board by CareerXRoads, WEDDLE's, Workforce Management Magazine, AIRS, Reader's Digest, BusinessWeek and AOL. Mr. Daywalt is regularly cited and interviewed in the press, including USA Today, 60 Minutes, Military Times, PBS Frontline, NPR, and FOX Business News.

Mr. Daywalt served on active duty in the Navy for seven years. He initially served as a Line Officer on a destroyer with cruises to South America, Europe and Russia. He was then assigned to the Commander United States Naval Forces, Europe headquarters in London, England, as an intelligence watch officer and later as a geopolitical analyst with responsibilities for the Middle East, Eastern Europe and Africa. In 1978 he transferred to the Naval Reserve Intelligence Program, from which he retired as a Captain (O-6) with 28 years of service.

Following his active naval service and obtaining an MBA, he entered private industry in 1980 as a plant manager and later as an executive in the steel industry. He has held senior and C level executive positions in the steel, electric utility, importing, chemical, biomedical waste and recruiting industries. Mr. Daywalt has been active in the recruiting and staffing industry since 1994.

Mr. Daywalt is published and is an in demand speaker for various business organizations, government agencies and universities, speaking on recruiting and retention, the Internet, educational and economic trends, military and veterans issues. Mr. Daywalt regularly testifies before congressional committees on veteran and economic issues and has been appointed to many government agency review committees regarding military/veteran, employment and economic issues.

Mr. Daywalt is a noted motivational speaker and is known nationwide as an advocate for veterans. Mr. Daywalt was one of the CEOs invited to the White House Jobs Summit in November 2009 and testified before the President's Commission on the National Guard and Reserve.

Mr. Daywalt currently sits on several corporate Boards of Directors; is Chairman of the Atlanta Regional Military Affairs Council (ARMAC); Chairman of Congressman Tom Price's (GA-R-6) Military Affairs Council; Analyst/Writer, Veterans Workforce Group; Director, College Educators for Veterans' Higher Education; and is a consulting futurist for The Herman Group. Past board memberships have included the International Association of Employment Web Sites (IAEWS); Board of Alumni for Goizueta Business School, Emory University; Board of Directors of Naval Intelligence Professionals.

Mr. Daywalt is a life member of the Veterans of Foreign Wars, American Legion, Disabled American Veterans, Vietnam Veterans of America, AMVETS, Military Officers

Association of America, Reserve Officers Association, Military Order of the World Wars, Navy League, Association of the US Navy, Navy Enlisted Reserve Association, Naval Intelligence Professionals and National Military Intelligence Association.

Mr. Daywalt earned a BS from Florida State University (1971), an MA in International Relations from the University of Southern California (1977) and an MBA from the Goizueta Business School, Emory University (1980).