

Preparation and Reintegration of Military Reservists: What
Reservists Expect from their Civilian Employers

By

Jose A. Vargas

Applied Research Project

jvargas@nbtexas.org



Submitted to the Department of Political Science
Texas State University-San Marcos
In Partial Fulfillment for the Requirements for the Degree of
Masters of Public Administration

Fall 2013

Faculty Approval:

Hassan Taialli, Ph.D.

Billy Fields, Ph.D.

Jessica Marek, MPA

Abstract

Military reserves, once principally responsible for responding to domestic state and federal issues, now comprise nearly half of the total strength of the US military and regularly deploy and serve in combat situations. Upon completion of deployment, reservists must reintegrate into civilian life. While the military has programs to facilitate reintegration, access to those programs is limited in scope and time after reservists return from deployment. Consequently, reservists often look to their civilian employers to provide reintegration assistance. *Purpose.* This research seeks to identify the key categories of assistance military reservists expect to receive from their civilian employers pre-, during, and post-deployment. *Method.* This research utilizes focus groups and a survey questionnaire to identify key categories of assistance military reservists expect. A focus group comprised of military reservists with deployment experience identified categories of assistance that would aid in reintegration. The categories of assistance were derived from a review of scholarly literature and patterned after categories of assistance used in full-time military reintegration programs. The focus group input informed a survey questionnaire that was distributed electronically to military reservists. A total sample of n=38 survey questionnaire responses were received. *Findings.* The results of the research indicate three main findings. First, military reservists expect *health, spiritual, financial, and community outreach* related assistance from their civilian employers. Of these, reservists expect community outreach assistance the most, with 76% of the respondents indicating that civilian employers should provide related assistance specifically with education, networking, and access to local resources. Second, the results show that military reservists do not need access to *legal* assistance. Finally, the results indicate that that civilian employers should provide reservists and their families with a liaison to assist with whatever needs might arise.

Table of Contents

Abstract.....	i
Table of Contents.....	ii
List of Tables.....	iv
About the Author.....	v
Acknowledgements.....	vi
Chapter I – Introduction.....	1
Introduction.....	1
Research Purpose.....	3
Chapter Summaries.....	4
Chapter II – Literature Review.....	6
Chapter Purpose.....	6
Introduction to the Model of Key Categories of Assistance for Military Reservists.....	6
Historical Context.....	8
Pre-Deployment Phase.....	9
Deployment Phase.....	15
Post-Deployment Phase.....	21
Reintegration and Civilian Policing.....	28
Conceptual Framework.....	32
Chapter Summary.....	35
Chapter III – Research Methodology.....	37
Chapter Purpose.....	37
Research Methods.....	37
Focus Groups.....	37
Operationalization of the Conceptual Framework for the Focus Group.....	39
Survey Research.....	42
Operationalization of the Conceptual Framework for the Survey Questionnaire.....	44
Human Subjects Protection.....	50
Chapter Summary.....	50
Chapter IV – Results.....	51
Chapter Purpose.....	51
Focus Group Responses.....	51
Survey Questionnaire Responses.....	58
Key Finding.....	70
Chapter Summary.....	71

Chapter V – Conclusions.....	72
Chapter Purpose.....	72
Research Summary.....	72
Recommendations.....	72
Suggestions for Future Research.....	73
Conclusions.....	75
Chapter Summary.....	75
Appendix A – Survey Questionnaire.....	76
Appendix B – IRB Exemption.....	80
Bibliography.....	81

List of Tables

Table 2.1 Research Conceptual Framework.....	33
Table 3.1 Operationalization Table – Focus Group.....	40
Table 3.2 Operationalization Table – Survey Questionnaire.....	45
Table 4.1 Focus Group Responses.....	52
Table 4.2 Survey Questionnaire Responses.....	58

About the Author



Joe Vargas is a native of New Braunfels, Texas. He is a police officer who began his employment with the City of New Braunfels in 1990. During his law enforcement career, he has served in various assignments within the police department, including patrol, investigations, traffic, SWAT, and administration. Joe has served as interim chief of police and currently serves as assistant chief of police. He holds a master peace officer certification and a police instructor certification. He holds a Bachelor of Science degree in Organizational Leadership from Mountain State University.

Joe has successfully completed various prestigious law enforcement executive development courses. These include the FBI National Academy (231st Session), FBI Law Enforcement Executive Development Seminar (LEEDS – 73rd Session), and Harvard University, Kennedy School of Government's Senior Executives in State and Local Government program.

Joe has served in various volunteer positions within the police department and the community. These positions include volunteering for the Comal County Challenge Court, Comal County Crisis Center, Comal County Hispanic Council, Comal County Cops for Kids, Alamo Area Council of Governments Regional Law Enforcement Academy, Hispanic American Police Command Officers Association, and Big Brothers Big Sisters. He is also a graduate of Leadership New Braunfels.

Joe can be reached at jvargas@nbtexas.org.

Acknowledgements

Above all, I would like to thank my wife and children for their unwavering support, patience and understanding over the last two years. This project would certainly not have been possible without their assistance. I would also thank Dr. Hassan Tajalli for his professional guidance. He is a true mentor, and his invaluable insight, encouragement, and support made this process a rewarding experience. Finally, I would like to thank Chief Tom Wibert and his wife Dr. Wilma Wibert. Chief Wibert's encouragement and support allowed me the ability to balance the responsibilities of work and school. Dr. Wibert's guidance, her scholarly assistance, and the sharing of her professional experience were invaluable resources. Without the Wiberts, successful completion of this project would not have been possible.

Chapter I: Introduction

Introduction

Military reservists are an integral part of the nation's military force. Whereas once only a support arm of the military responsible for responding to domestic crises, military reserves now comprise nearly half of the total strength of the US military and regularly experience deployment and combat related service. The reserve component consists of personnel from the Army National Guard, the Air National Guard, the U.S. Army Reserve, the U.S. Navy Reserve, the U.S. Marine Corps Reserve, the U.S. Air Force Reserve, and the U.S. Coast Guard Reserve. Despite the military's dependence on reservists to complement total military strength, military reservists often do not experience the same level of treatment as active duty military personnel.

Unlike active duty military personnel, part-time or reserve soldiers are primarily civilians that, upon completion of their deployments, must reintegrate back into their civilian roles, often with little or no guidance or support. Currie, et al. (2011, 38) define reintegration as, "The process of personnel transitioning back into personal and organizational roles and society after having been deployed." Similarly, the Department of Defense (DOD) defines reintegration as a holistic process that includes all three phases of the deployment cycle, namely pre-, during-, and post-deployment. The DOD further states that reintegration efforts should "ensure the readiness and resiliency of Service members, their families, employers, and affected communities for the rigors of deployment and separation" (Under Secretary of Defense P&R, 2011, 9).

Furthermore, reintegration is part of a larger process of adjustment that occurs during all phases of the deployment cycle. While reintegration is typically associated with the post-deployment phase, it is important to understand that an effective reintegration process must also acknowledge and include periods of preparation and adjustment that affect reservists and their

families during each of the three phases of the deployment cycle. Prior to deployment, everyone must prepare for the impending separation. During deployment, families must adjust to changes in family structures, roles, and responsibilities that deployment causes. After the deployment, everyone must reintegrate and readjust to the reunion. Each of these periods of preparation, adjustment, and reintegration help ensure the readiness and resiliency of the reservist's and their families to deal with the hardships of deployment. Hence, effective preparation, adjustment, and reintegration involve all phases of the deployment cycle and affects reservists, their families, and their civilian employers.

Although the military has a formal reintegration program known as the Yellow Ribbon Reintegration Program (YRRP), military reservists often have trouble with the reintegration process. Several reasons contribute to these problems. First, unlike active duty personnel who often live on or near military bases, military reservists do not always live in close proximity to military facilities and resources. In order to avail themselves of formal military reintegration resources, reservists and their families often have to travel great distances. Additionally, military reservists have a limited window in which to seek reintegration resources. Formal military reintegration programs cover military reservists for only several months upon returning from deployment. This provides the reservist with some assistance during the post-deployment phase but generally leaves a void during the other two phases of the deployment cycle. Consequently, reservists must look to their civilian employers to fill the void.

Many reservists serving in the military come from civilian police organizations. According to the Assistant Secretary of Defense Reserve Affairs (2013), in 2013, of the total number of military reservists, approximately 10% (of those deployed to Iraq) come from civilian public safety organizations. Additionally, the most recent statistics from the US Department of

Justice's Bureau of Justice Statistics show that in 2008 19% of all US law enforcement agencies had personnel called to active military duty (Reaves, 2012, 9). This statistic represents an impact to significant numbers of civilian police agencies across the country, with certain areas of the country such as large metropolitan areas, cumulatively experiencing greater effects of increased military reservists' deployment.

As a result, civilian police organizations should be prepared to address reintegration. The benefit of effective reintegration programs is two-fold. First, for the reservists, effective reintegration programs allow the ability for the reservist and their family to prepare for and adjust adequately to the separation of deployment. Effective programs address the reservist's needs during each phase of the deployment cycle and allow the reservists to focus on the responsibilities associated with either their civilian jobs or their deployment duties. Second, for the civilian employer, effective reintegration programs result in more satisfied and productive employees with less stress and distraction from the hardships often associated with deployment. Unfortunately, civilian police agencies lack formal reintegration policies or even informal practices that provide needed assistance and help ease the transition during all phases of the deployment cycle. Currently, no consistent model for reintegration exists within civilian police organizations. This research seeks to address that need.

Research Purpose

Civilian police agencies could help ease deployment transitions for military reservists by knowing and providing the categories of assistance reservists need for effective reintegration. The purpose of this applied research project is to identify assistance that civilian police reservists expect to receive from their agencies before, during and after deployment. A review of the

literature identified five ideal categories of assistance military reservists need for effective preparation, adjustment, and reintegration during each phase of the deployment cycle. These categories of assistance include *health, spiritual, financial, legal, community outreach*. The conceptual framework table represents each of these ideal categories of assistance along with the corresponding literature. A practical ideal model gauges the efficacy of a program by developing criteria of a nearly ideal process and collecting evidence to contrast the reality of the program against the criteria (Shields & Tajalli, 2006, 324). There currently exists a need for an ideal model of categories for assistance that would aid military reservists to adjust and reintegrate effectively. Such a model currently does not exist for use in civilian police agencies (Webster, 2008, 17). This research project will attempt to meet this need.

Chapter Summaries

Chapter one introduces the research on military reservist reintegration. The chapter presents information on the roles of military reservists in a changing global environment and the relationship between military reservists and civilian police officers. The chapter also states the research purpose and provides chapter summaries

Chapter two reviews the scholarly literature on military reservists and reintegration. The first part of the chapter introduces a model of key categories of assistance for military reservists in the civilian environment, based on the military's model of reintegration for full-time service members, the Yellow Ribbon Reintegration Program (YRRP). The second part of the chapter provides a historical context for use of military reserves and discusses key categories of assistance for reservists across all phases of the deployment cycle. The final part of the chapter presents and discusses the conceptual framework for this research.

Chapter three describes the methodology used to identify key categories of assistance military reservists expect to receive from their civilian employers. This research employs two methods for collecting data, namely a focus group and a survey questionnaire. This chapter discusses each of these methods and the advantages and disadvantages for each. Finally, this chapter discusses the operationalization of the conceptual framework for each of the methodologies.

Chapter four provides the results of this research. In so doing, the chapter discusses the findings from the focus group and findings from the survey questionnaire.

Chapter five provides a summary of this research project. The chapter also provides recommendations with which civilian employers can construct effective programs that address preparation, adjustment, and reintegration, suggestions for future research, and conclusions regarding adjustment and reintegration for military reservists and implications for civilian employers.

Chapter II: Literature Review

Chapter Purpose

Part-time soldiers comprise nearly half of the total strength of the US military, one of the world's greatest military fighting forces. Unlike full-time soldiers, part-time or reserve soldiers are primarily civilians that, upon completion of their deployments, must reintegrate back into their civilian roles, often with little or no guidance or support. While a military reintegration model exists, currently the need for a reintegration model for use within civilian police organizations remains unmet. Such a model should identify categories or sources of assistance civilian police officers serving as military reservists expect from their civilian (police department) employers before, during, and after deployment.

This literature review describes the criteria necessary to develop a practical ideal model assessment tool for adjustment and reintegration based on categories of assistance military reservists need or expect. A practical ideal model gauges the efficacy of a program by developing criteria of a nearly ideal process and collecting evidence to contrast the reality of the program against the criteria (Shields & Tajalli, 2006, 324). An ideal model is used to gauge the effectiveness of a process by answering the question, "How close is the situation to the ideal standard?" (Shields, 1998, 203). The purpose of this chapter is to identify, describe, and justify the components of a preliminary practical ideal model assessment tool (O'Neill, 2008; Vaden, 2007) for assistance civilian police officers, serving as military reservists, expect to receive from their agencies before, during and after deployment.

Introduction to the Model of Key Categories of Assistance for Military Reservists

There is a great deal of literature on the importance of reintegration of military personnel, both active and reserve, upon completion of their active duty deployments. Currie, et al. (2011, 38) define reintegration as, "The process of personnel transitioning back into personal and

organizational roles and society after having been deployed.” While the literature delves heavily into military or government initiatives to reintegrate, there is comparatively little literature on comprehensive reintegration programs for civilian police organizations, leaving a void to fill. The importance of this void becomes evident in view of the fact that reservists are neither entirely soldiers nor entirely civilians. As Harnett & Gafney (2011, 175) state, “When Reservists return, they take off the uniform and return to their original civilian role.” Unlike their active duty counterparts, reservists do not have ready access to many military resources after deployment; they do not remain immersed in a military culture (Hovland, 2010, 12). Instead, they return to their civilian roles, which for many are as civilian police officers (Webster, 2008, 1). Many law enforcement agencies lack reintegration policies and procedures (Webster, 2008, 17; IACP, 2009, 17). The influx of returning reservists with little to no ready access to military resources and unprepared civilian police agencies combine to leave a void in effective reintegration programs for civilian police agencies. This section attempts to address this void through identification of key categories of assistance for civilian police reservists during all phases of the deployment cycle.

The Department of Defense outlines a model program of reintegration for military use. The program, known as the Yellow Ribbon Reintegration Program (YRRP), establishes key elements of assistance for military members for successful reintegration across all periods of the deployment cycle, which are the pre-deployment, deployment, and post-deployment phases. The seven categories of assistance outlined in the YRRP model are health, spiritual, financial, legal, community outreach, administrative, and safety. Each category is present in at least one phase of the three-phase deployment cycle. Since the military’s resources often exceed resources available to civilian organizations and given some differences in organizational missions, some

of the components of the military model do not correspond to the civilian sector. In particular, the administrative and safety components of the YRRP do not correspond to civilian police agency functions and are thus not included in categories of assistance expected from civilian police agencies. Using the remaining five categories of the YRRP model as a guide, this research seeks out an ideal model of categories of assistance civilian police officers serving as military reservists expect or need for effective reintegration as discussed in the scholarly literature.

Historical Context

Historically, the military reserves served as a strategic arm of the military, principally responsible for responding to domestic state and federal issues (Harnett & Gafney, 2011, 187). The National Guard, one facet of the reserve component, historically took the lead for the military in providing military support for civilian authorities (Under Secretary of Defense AT&L, 2007, 3). Principle domestic missions included disaster response, such as responses to hurricane disasters, and support to state and local law enforcement activities prescribed by law (Under Secretary of Defense AT&L, 2007, 17). The September 11, 2001 terrorist attacks led to the on-going Global War on Terror and signaled major change for the nation's military forces. Among the most significant change was the increased use of the military's reserve component. Since September 11, military reserves have transitioned to an operational force, frequently deployed overseas in support of active duty military (Harnett & Gafney, 2011, 187; Glynn, 2008, 176). The reserve components "provide operational capabilities and strategic depth to meet the nation's defense requirements," used in "different ways at unprecedented levels" (Assistant Secretary of Defense Reserve Affairs, 2008, 1). Consequently, military reserves have been in

“near-continuous use” in all facets of military operations (Assistant Secretary of Defense Reserve Affairs, 2008, 8).

The dependence on military reserves in operational support of the active military has made them an indispensable part of the nation’s defense (Department of Defense, 2011, 25). Military reserves today comprise approximately 43% of the nation’s total military strength (Assistant Secretary of Defense Reserve Affairs, 2013). The reserve component consists of personnel from the Army National Guard, the Air National Guard, the U.S. Army Reserve, the U.S. Navy Reserve, the U.S. Marine Corps Reserve, the U.S. Air Force Reserve, and the U.S. Coast Guard Reserve. Given the structure of America’s military, including the reserves, it is “almost impossible to conduct major combat operations without mobilizing the National Guard and reserves” (Under Secretary of Defense AT&L, 2007, 1). The reserve component is such an integral part of the military’s overall strength so that it is considered “an irreplaceable...element of overall DoD capability” (Department of Defense, 2011, 25), which are “expected to contribute significant forces” to major U.S. military operations (Department of Defense, 2011, 28). Given the complex and extensive use of military reserves, a major issue confronting reservists and the civilian sector is reintegration of the reservists back into their civilian roles once their active duty deployment ends. The remainder of this chapter focuses on developing key elements of categories of assistance civilian police officers serving as military reservists expect from their agencies during each phase of the deployment cycle.

Pre-Deployment Phase

Pre-deployment events focus on providing education and information to ensure readiness for the military member, their families, and employers (Under Secretary of Defense P&R, 2011, 10). The Assistant Secretary of Defense Reserve Affairs (2008, 12) defines readiness as military

members (and their families where applicable) that are “properly trained, equipped, and physically, medically, and operationally ready to accomplish assigned tasks.” In preparation for deployment, military families should possess a basic understanding of life skills necessary for simple survival (Mateczun & Holmes, 1996, 389). Readiness is important for military families, especially in view of the fact that military members –active duty and reserves – lead lives that exist on a continuum of readiness for deployment and the effectiveness of pre-deployment strategies can dictate the levels of individual readiness (Doyle & Peterson, 2005, 361). To ensure individual readiness, the literature suggests categories for assistance for civilian police officers serving as military reservists and their families during the pre-deployment phase should include *health, spiritual, financial, legal, and community outreach* resources.

Health

Access to health and health related resources is an important aspect of ensuring readiness for the military members and their families. Providing resources that allow military members to comply with pre-activation requirements including mental, physical, and dental readiness is crucial (Assistant Secretary of Defense Reserve Affairs, 2008, 13; Doyle & Peterson, 2005, 367). It is equally important to make such health related resources available to family members. Additionally, the Department of Defense (DOD) requires military members to complete a Pre-Deployment Health Assessment (PDHA) within 60 days prior to deployment (Under Secretary of Defense P&R, 2011, 10). The PDHA is a questionnaire that records information about soldiers’ general health and concerns prior to their deployment. For family members, health needs during the military member’s deployment are covered under TRICARE, a civilian insurance network providing a blend of military health care resources with networks of civilian health care professionals. During the pre-deployment phase, family members receive information on

medical, dental, and mental health benefits available through TRICARE and similar military resources.

Spiritual

Providing for the spiritual needs of military members and their families is an important part of ensuring readiness. Baroody (2010, 166) states that there exists in the literature a void regarding spirituality, specifically with regard to the effect of religion in the reintegration process. He contends that a primary reason for the void is the multitude of definitions of spirituality and religion (Baroody, 2010, 166; Department of the Army, 1987, 1). However, it is important that spirituality and religion become a component of military readiness, since spirituality is a key element of wellness (Berglass & Harrell, 2012, 23). Failure to address this component properly could result in reduced states of readiness and missed opportunities for interventions that would assist military members and their families heal from wartime experiences (Baroody, 2010, 177). Parker, et al. (2001, 563) describe spiritual growth as a positive aspect of personal health. They state that spiritual beliefs and behaviors help individuals cope better with traumatic events and “offering religious help [is] one of the most powerful predictors of high quality of life” (Parker, et al., 2001, 563). Deployment, or anticipation of deployment, is a significant life event. Research suggests the importance of health as a factor in reducing the trauma and stress associated with significant life events (Parker, et al., 2001, 486). Facilitating spiritual growth has positive effects on individual health and consequently on readiness for the military member and the family. These factors are important during the pre-deployment phase.

Financial

Military deployments signal the temporary end of civilian income for the reservist, making financial information and counseling during the pre-deployment phase a critical resource. Military reserve families either lose income due to the deployed member no longer receiving a civilian income, or due to loss of the non-deployed members' income as they stay home to manage family and household affairs (Ames, et al., 2011, 3; Doyle & Peterson, 2005, 367). The International Association of Chiefs of Police (IACP) recommends civilian police departments assist reservists who experience significant income decreases due to deployments in making financial arrangements. Such arrangements might include notifying creditors, landlords, or mortgage companies and seeking protection under the Servicemembers Civil Relief Act (SCRA) (IACP, 2010, 5). Further, an IACP study conducted in 2007 examined issues surrounding combat veterans entering or returning to law enforcement careers. Study participants advocated for mentoring programs to assist military members cope with various pre-deployment tasks. Participants strongly recommended individual financial planning should be part of the transition program (IACP, 2009, 45). Often, deployments last months and may include times coinciding with significant events such as payment of individual income tax. Reservists would benefit from assistance with filing tax paperwork or filing for an extension if necessary (IACP, 2010, 11). Providing a wide array of financial assistance and counseling during the pre-deployment phase would assist in reducing financial stress associated with an impending deployment (IACP, 2009, 5; Ames, et al., 2011, 3; Doyle & Peterson, 2005, 367).

Legal

Preparation for military service often includes the stark acknowledgement that death is a possibility for the military member (Everson & Perry, 2012, 204; Herzog & Everson, 2010, 196; Mateczun & Holmes, 1996, 373). In preparation for deployment, legal assistance becomes critical for the reservists and their families to ensure their legal affairs are in order. Reservists benefit from legal counsel and assistance in a wide array of personal and civil matters regarding both their rights and their responsibilities. Reservists often require and seek access to legal resources for assistance in preparing their wills, arranging for powers of attorney, estate planning and trusts, landlord-tenant agreements, marriage, separation, or divorce paperwork (Under Secretary of Defense P&R, 2011, 12; Parker, et al., 2001, 565). Access to legal resources reduces stress and anxiety associated with facing the reality that potential combat exposure looms in the future and provides the military member comfort knowing their families are cared for. Such knowledge is an important aspect of readiness, making access to legal resources an important component of the pre-deployment phase (Assistant Secretary of Defense Reserve Affairs, 2008, 13; Mateczun & Holmes, 1996, 389).

Community Outreach

Unlike active duty military members, reservists do not normally reside on military installations but instead remain attached to the communities they call home. Community involvement and outreach become important resources for the reservist and their family to rely upon for assistance in planning for deployment. Although there are military related civilian organizations such as the Veterans of Foreign Wars (VFW) in many communities, military members, including reservists, are not interested in seeking out membership. One primary

reason is that the membership in such organizations usually contains veterans of the Vietnam War, whereas reservists in the military today are normally from a younger generation and do not identify easily with older veterans (Caplin & Lewis, 2011, 113). Similarly, reservists find it difficult to seek out various forms of military assistance since they do not reside on, or in close proximity, to military installations or to Veterans Administration (VA) resources (Under Secretary of Defense AT&L, 2007, 14; Doyle & Peterson, 2005, 367; Harnett & Gafney, 2011, 175). VA facilities also do not operate flexible working hours that allow the reservist to balance competing demands of their personal and civilian lives, including family, work, and school, among others (Caplin & Lewis, 2011, 117). In view of these factors, community assistance becomes a vital asset. Caplin & Lewis (2001, 120) state:

“We propose that using community resources to reduce the impact of a disease by identifying the population at risk, providing education, outreach programs and early intervention is essential to optimal well-being of combat veterans. Pre-deployment programs that familiarize veterans and families with veteran providers prior to service might improve utilization of mental health services, and prevent some adjustment stresses and disconnections among veterans and their loved ones.”

Local community resources must be prepared and educated to respond to deployment needs prior to the deployment (Ames, et al., 2011, 5). Community-based professionals should be familiar with issues specifically pertaining to the needs of National Guard and Reserves, their culture, and their unique experiences in military service (Ames, et al., 2011, 5). Community outreach and services become an integral part of the quality of life for reservists and their families. These types of support systems enable military members to cope with stressors leading up to deployment, stressors that often result in physical, emotional, and social dysfunction

(Mallow, et al., 2011, 18). Outreach services are an essential part of family readiness and hence a critical part of the pre-deployment cycle (Under Secretary of Defense AT&L, 2007, 14).

Deployment Phase

Events in the deployment phase should focus on the family and should emphasize providing support and enhancing family resiliency during the military member's deployment (Under Secretary of Defense P&R, 2011, 15; Gupton, et al., 2011, 94). According to the DOD, events in the deployment phase that would aid in establishing family resiliency would include those that reinforce spiritual and mental health, community outreach, family services, and youth programs, among others (Under Secretary of Defense P&R, 2011, 15). Providing assistance and resources to the family during the deployment phase is critical for several reasons. Unlike active duty military, reserve members do not often live in close proximity to military installations or to military resources (Milliken, et al., 2007, 2146; Darwin, 2008, 164; Mateczun & Holmes, 1996, 379). Family members separated from their deployed spouse or parent often feel a sense of isolation and alienation (Hall, 2012, 8; Dunning, 1996, 204). This sense of isolation often stems from the culture of the military itself.

Active duty military personnel have a sense of community and belonging since they normally live on military installations. Whether living on base or deployed, family members of active duty military stay connected to a close military culture and benefit from constant access to military resources and a strong support system. Military reservists, on the other hand, do not enjoy the same culture. Instead, they often live great distances from military installations and resources. Dunning (1996, 203) states, "Separation is much harder when the family does not perceive itself as being a part of the military and does not have support from other military

families in close proximity.” A lack of military (particularly training) facilities in smaller states often means the closest military facility might actually be in other states (Caplin & Lewis, 2011, 110). Additionally, active duty military often view reservists as weekend warriors or citizen soldiers with no central identity as bona fide military members (Harnett & Gafney, 2011, 188; Dunning, 1996, 203). Similarly, family members do not share a sense of connection to the military culture. Often, family members have no understanding of the military culture, the result of exposure to military (reserve) service not embedded fully into the military culture (Harnett & Gafney, 2011, 188; Hall, 2012, 8; Darwin, 2008, 164). These factors combine to leave the family feeling effects of stressors associated with military service that have a tremendous impact on the family more than the reservist (Dunning, 1996, 203). Consequently, families of reserve military personnel benefit greatly from resources available during the deployment phase. The literature suggests *health, spiritual, financial, and community outreach* resources are categories of assistance families of civilian police officers serving as military reservists need during the deployment phase. The literature does not discuss provision of legal resources during the deployment phase, leaving a void to fill.

Health

Health is an important aspect in providing support and promoting family resiliency during the deployment phase. Family members suffer effects of deployments just as the military member with spouses of the military members often referring to deployment as the most traumatic event their family had ever endured (Lyons & Elkovitch, 2011, 261). Health problems for the family during deployment often manifest themselves through stress reactions such as anxiety, depression, and hyper-vigilant activities (Herzog & Everson, 2010, 197). Similarly, children might experience anxious symptoms such as nightmares, bedwetting, and panic or

depressive symptoms such as tearfulness or depressed moods (Herzog & Everson, 2010, 197). These health issues stem from stress over the deployment and fear for the safety of the military member and translate into lack of well-being for the family. According to Everson & Perry (2012, 204), the sense of well-being of the military spouse “may be the lynchpin holding the entire military family together.” They add that a lack of personal well-being for the spouse or for the other family members are the most common factors prompting military families to seek professional medical help (Everson & Perry, 2012, 204). Milliken, et al., (2007, 2146) observe that spouses of military members are often more willing to seek health care (normally associated with mental health care), “making them important in a comprehensive early intervention strategy.” The well-being of the family at home translates to the well-being of the deployed military member. A study by Andres & Moelker (2011, 432) found that the military member’s perception of how their family is dealing with the deployment significantly relates to the military member’s own response to the deployment.

Moreover, an inadequate military system of health care often complicates access to health care related resources for the military family. During the deployment phase, military families normally do not have access to civilian health care available through the military member’s civilian employer. Instead, they rely on the military version of health care insurance, called TRICARE (Under Secretary of Defense AT&L, 2007, 15). TRICARE is a civilian insurance network providing a blend of military health care resources with networks of civilian health care professionals. However, the TRICARE system is one documented to be inadequately resourced, inconvenient, and cumbersome to use and access (Milliken, 2007, 2146). Additionally, a congressionally mandated task force described the DOD health care system as overburdened, understaffed, and under-resourced (Milliken, 2007, 2145). The same task force concluded the

DOD failed to provide adequate mental health care to military family members (Milliken, 2007, 2145). Similarly, the DOD's centralized database cannot effectively manage the health status of reserve component members due to missing and incomplete health records and failure to maintain oversight of reserve members with medical problems (Stewart, 2004, 6). These failures often affect families as well. Despite the inadequacy of the military's health care system, health care is critical for military families. Access to health related resources for families of deployed military families is a critical component of ensuring health, well-being, and resiliency for the entire family.

Spiritual

During deployment, when families feel isolated and disconnected, spiritual help and resources often serve to provide a sense of stability and allow families to cope with the separation. Mateczun & Holmes (1996, 390) note that spiritual support is a resource that can provide support in general, but can also provide guidance and counseling during adverse times such as deployment. Spiritual resources, such as those available through chaplains, can teach family members ways to cope with stressors associated with deployment (Darwin, 2008, 167). The U.S. Army recognized the importance of providing spiritual resources and developed a program specifically to address the need. The Spiritual Fitness program, part of The Army Health Promotion Program, outlines goals for spiritual fitness. Included in the goals are to ensure and enhance the spiritual development of military family members (Department of the Army, 1987, 5) and assisting military family members through spiritual awareness to deal with separation as with during deployments (Department of the Army, 1987, 6). Baroody (2010, 171) states that a strong spiritual belief system is essential to relieve stress, anger, hostility, anxiety, depression, and other emotions associated with traumatic events such as deployment. Parker, et

al., (2001, 488) note the “proliferation of studies correlating the physical health and well-being of older adults with a variety of religious and spiritual variables.” Providing spiritual variables in terms of resources to families in the midst of military deployment is an important component of establishing resiliency and well-being for the entire family.

Financial

Providing financial assistance and resources to families during the deployment phase often aids in reducing stress and anxiety associated with the disruption of separation. Financial loss is often associated with military deployments as families experience the loss of at least the civilian income of the deployed military member. Unlike previous generations where families normally had one stay-at-home spouse, it is common for both parents in families in today’s society to work. During the deployment, the family loses the civilian income of the military member with no chance to supplement military pay since often the non-military spouse is already working (Dunning, 1996, 202). The loss of family’s primary income creates a financial stress frequently cited as the greatest stressor reservists’ families face (Dunning, 1996, 203). Deployed reservists have reported loss of earnings, particularly those in highly skilled occupations and those in senior management positions (Under Secretary of Defense AT&L, 2007, 15). In some cases, families also lose the non-deployed spouse’s income, since deployment might force them to leave the workforce and take care of the home and family in the absence of the deployed parent (Ames, et al., 2011, 3).

Additionally, many reservists state that they do not receive timely military pay – which is often in no way comparable to lost civilian wages – while on active duty, adding to the family’s financial pressure (Stewart, 2004, 7; Dunning, 1996, 202). The system used to pay deployed

reservists is a “complex, cumbersome process, developed in piecemeal fashion over a number of years, provid[ing] numerous opportunities for control breakdown” (Kutz, et al., 2004, 3). Consequently, Kutz, et al. (2004, 9) says many reservists generally received late payment or were underpaid. Although the pay system for deployed reservists includes the opportunity for families to apply for family separation allowance, ambiguities in the application process led to numerous pay errors for deployed reservists and their families (Kutz, et al., 2004, 12). Despite some (inadequate) process to address pay issues, often it is up to the individual to resolve the problem (Kutz, et al., 2004, 17), which virtually ensures they will not receive timely and accurate pay (Kutz, et al., 2004, 3). These issues “caused considerable frustration...and placed an additional unnecessary burden on both the soldiers and their families (Kutz, et al., 2004, 27). Other factors contributing to the financial burden relates to the family having to contract out services such as childcare or household tasks such as lawn care or snow removal, previously performed by the deployed parent (Dunning, 1996, 202). Providing reservists’ families access to these or similar services would potentially serve to stem the stress and burden associated with deployment. These would also contribute to financial assistance and resources to aid families during deployment.

Community Outreach

Community outreach provides assistance to military families that supplement or surpass military resources and offers a sense of belonging to families that often feel disconnected to military culture and resources. Outreach services for families are critical during the deployment phase and serve as a precursor to quality of life matters (Assistant Secretary of Defense Reserve Affairs, 2008, 14). Mateczun & Holmes (1996, 391) note that although the military does offer some outreach programs, there are “competing models and professional ‘turfs’ for how such

services and support should be conceptualized and provided.” This inter-organizational competition results in an inconsistent structure for coordinating human services support necessary during deployment (Mateczun & Holmes, 1996, 391). Although active duty military have greater access to military resources and facilities, reserve members often have stronger relationships with the civilian community; thus, families of reservists benefit from greater access to resources available in civilian communities (Doyle & Peterson, 2005, 368). Consequently, families can access community programs offering a variety of services through organizations such as the Red Cross, USO, Salvation Army, and similar organizations. Families can access referrals for pro bono services as part of community programs aimed at assisting families of deployed military members (Mateczun & Holmes, 1996, 391). During difficult times of separation, community outreach and programs can provide stability and assistance for military families suffering the stressful effects of deployment.

Post-Deployment Phase

Post-deployment events should focus on the military member and the family and on events that aid in return and reunion. The structure of post-deployment events should ensure a successful transition and reunion for the military member and the family and should reinforce resiliency, recovery, and reintegration (Under Secretary of Defense P&R, 2011, 17).

Acknowledging the effects of separation, programs covered in the post-deployment phase should also emphasize an understanding of changes in the reservist, the family, and challenges associated with returning and reintegrating into civilian life (Under Secretary of Defense P&R, 2011, 17). The literature suggests *health, spiritual, financial, and community outreach* are categories of assistance civilian police officers serving as military reservists and their families

need during the post-deployment phase. The literature does not discuss provision of legal resources during the post-deployment phase, leaving a void to fill.

Health

During the post-deployment phase, health is a critical resource and one that affects many different aspects of life for the returning reservist and their family. A common health affliction in military members returning from deployment is post-traumatic stress disorder (PTSD) (Quinn & Quinn, 2011, 23; Caplin & Lewis, 2011, 101; Harnett & Gafney, 2011, 183; Brancu, et al., 2011, 54; Hoge, et al., 2004, 14; Hovland, 2010, 1). PTSD is a mental health diagnosis that negatively influences the entire family. PTSD can lead to symptoms of intrusion and avoidance, which in turn can lead to lower levels of family cohesion, expressiveness and marital satisfaction (Herzog & Everson, 2010, 194). PTSD can cause the military member to exhibit signs of disinterest, detachment, and emotional unavailability and lead to poor relationships with other family members, including children (Herzog & Everson, 2010, 195). Other symptoms include re-experiencing or continuing to think or act as if still in combat, avoidance of situations or discussions about particular events, inability to sleep, and quick to anger (Lyons & Elkovitch, 2011, 263). The negative mental effects associated with PTSD can result in rejection, social isolation and social disconnection for those suffering from the disease (Caplin & Lewis, 2011, 119). PTSD and related symptoms often are not immediately apparent and can take several months after completion of deployment to appear (Lyons & Elkovitch, 2011, 264; IACP, 2009, 16; MHAT V, 2008, 42).

Acknowledging PTSD is a serious health issue for military veterans, the DOD modified its post-deployment health-screening program. Prior to 2003, DOD rules required any veteran

returning from deployment to complete a Post-Deployment Health Assessment (PDHA) immediately upon return from deployment. Since 2003, based on the recognition of the delayed onset of PTSD and related problems, the DOD initiated a second health-screening process using the new Post-Deployment Health Reassessment (PDHRA) administered three to six months after return from deployment. Results of the PDHRA screening reveal that returning soldiers indicate more health distress than on the PDHA (Milliken, et al., 2007, 2143). The results further show reserve soldiers report significantly higher rates of PTSD, interpersonal conflict, and depression than active duty soldiers (Milliken, et al., 2007, 2143). Additionally, PTSD is often a mental health disease that co-occurs with other health and behavioral problems. Examples of such problems include alcohol and substance abuse, domestic violence, attendance problems at work, difficulty passing fitness-for-duty tests interpersonal difficulties, and involvement in the criminal justice system (IACP, 2009, 16; Brancu, et al., 2011, 54; Rosenheck & Fontana, 1996, 512; Quinn & Quinn, 2011, 27; Currie, et al., 2011, 39). In a work setting, many of these health issues are important, as they are direct precursors of work performance (MHAT V, 2008, 27).

Despite the understanding of PTSD and related health and behavioral problems plaguing military reservists, incidences of these issues often continue to occur or go untreated. There are several common barriers to treatment of mental health. First, military members do not seek medical treatment for any mental health disorders because of the stigma of diagnosis of or treatment for mental health (Webster, 2008, 8; Caplin & Lewis, 2011, 116; Milliken, 2007, 2146; Legislative Task Force on Veterans' Reintegration, 2010, 10; MHAT V, 2008, 52). Studies show individuals reporting the highest levels of mental health symptoms have the greatest concerns regarding the stigma associated with seeking mental help (Wright, et al., 2009, 109; MHAT V, 2008, 52). In some cases, military units ostracize members who do report mental

health issues, treating the individual as damaged goods (Legislative Task Force on Veterans' Reintegration, 2010, 10). The fear of stigma keeps many military members from reporting mental health problems. Second, military members often do not trust the government enough to report mental health problems. Military members fear that reports of mental health issues might lead to denial of promotional opportunities or discharge from the military (Caplin & Lewis, 2011, 116). They also distrust the military to the extent they fear that military resources such as the VA will attempt to find ways to deny disability benefits (Caplin & Lewis, 2011, 113). In a similar vein, a congressionally mandated task force found the DOD is failing to provide adequate mental health care to military families, a finding seemingly consistent with the distrust of military resources (Milliken, et al., 2007, 2146). Finally, military members often do not seek mental health treatment, citing privacy concerns. They do not feel their case will remain confidential and cite fear of confidentiality breach (Milliken, et al., 2007, 2146). They feel if others do find out about their mental health problems, they will suffer rejection by family members and military peers (Caplin & Lewis, 2011, 116). In light of the foregoing, inclusion of health related resources into the post-deployment phase is critical for successful reintegration for military members and their families.

Spiritual

The provision of health related resources is a holistic approach to well-being that should include resources to ensure an individual's spiritual fitness (Baroody, 2011, 170; Parker, et al., 2001, 485). Thus, for successful post-deployment reintegration, military personnel and their families should have access to spiritual resources (MHAT V, 2008, 60). Berglass & Harrell (2012, 23) state that spiritual life and health are among four key areas of need roughly corresponding to key elements of wellness that returning military personnel and their families

need for successful reintegration. Baroody (2011, 170) says, “Spirituality and mental health are integrally related. They cannot and should not be separated.” He elaborates that depression leads to feelings of distance from one’s religious beliefs, which in turn leads to physical manifestations such as loss of appetite, social withdrawal, reduced self-esteem, and so on (Baroody, 2011, 170).

Providing spiritual resources during the post-deployment phase is equally important since exposure to deployment – particularly combat exposure – can change a person’s religious outlook and result in emotional turmoil (Baroody, 2011, 169). Exposure to trauma, as with combat or deployment in general, can change an individual’s relationship with his or her culture and religious beliefs. According to Baroody, “The trauma of warfare can blur the lines between cultures, and thus bring about a dramatic shift in long-held values, perceptions, and behaviors” (2011, 169). This shift in perceptions and beliefs makes reintegration post-deployment a difficult transition. Access to a familiar set of spiritual resources can aid in making a difficult re-entry easier. The use of religious or spiritual rituals activities can “serve as a meaningful recognition of sacrifices made and the welcoming transition back into a once familiar culture (Baroody, 2011, 190). Making spiritual resources available to the military members and their family during the post-deployment phase is beneficial and can serve to smooth often-turbulent transitions back to civilian life.

Financial

Military deployment often results in a multitude of hardships for the military member and their families, including financial difficulties, making access to financial resources during the post-deployment phase an important component of successful reintegration. Military reservists often experience reductions in pay during deployment resulting in a variety of financial

difficulties (Ames, et al., 2011, 3; Under Secretary of Defense AT&L, 2007, 15; Dunning, 1996, 202). Often, these difficulties continue into the post-deployment phase as military families try to catch up and make ends meet. According to Dunning (1996, 203), the loss of civilian pay and the subsistence on the supplemental reservist military pay during a deployment creates a financial stress “frequently cited as the greatest stressor of reservists’ families.” Financial strain experienced in the post-deployment phase often leads to other negative outcomes. Elbogen, et al., (2012, 673), state, “Veterans who lacked the money to meet basic needs were more likely to be arrested, be homeless, misuse alcohol and drugs, demonstrate suicidal behavior, or engage in aggression post-deployment.” The financial strain does not end with post-deployment. Instead, the military family must continue to try to overcome the financial burdens imposed by deployment. During the post-deployment phase, military families would benefit from resources such as financial or mortgage counseling and other information that help military families meet financial obligations (Under Secretary of Defense P&R, 2011, 19). Access to financial resources during the post-deployment phase can help military families reduce the strain of deployment experiences and aid in paving the way for successful reintegration.

Community Outreach

Despite governmental attempts to aid in post-deployment reintegration, federal agencies lack sufficient means to ensure complete reintegration without engaging individual community assets to develop a comprehensive reintegration process. Community outreach becomes an integral component in effective reintegration efforts (Assistant Secretary of Defense Reserve Affairs, 2008, 8). Ames (2011, 5) observes that the responsibility for reintegration efforts “rests at the national and family levels. However, there appears to be a disconnect between these two levels.” Consequently, neither the national level nor the family is prepared or equipped to meet

the reintegration needs of reservists. Considering the gap between the government and the family, the community becomes an important resource in the effective reintegration efforts. According to Berglass & Harrell (2012, 6), effective reintegration programs should implement “increasing numbers of community-based programs that serve veterans where they live.” Ames, et al. (2011, 5) similarly adds that reintegration efforts “must focus on preparing the local communities to respond to deployment needs before, during, and after it occurs.” A successful reintegration experience allows returning military members to assimilate back into the family and community, and allows the family to readjust as well. A primary way to accomplish this goal is to create a reintegration process that provides military members and their families an integrated community of care utilizing governmental and community-based resources (Amdur, et al., 2011, 573). In recent years, VA services, in acknowledgment of the gap between services at the federal level and family level, began to address the gap, in part utilizing a community-based approach. Amdur, et al., (2011, 573) recognize VA efforts to “conduct local outreach activities,” efforts that have made community outreach “a major part of the VA’s continuum of care.” Examples of these outreach efforts include implementing community job and employment fairs, integrating colleges and universities to provide educational opportunities, and civilian military family support groups that provide assistance to families (Amdur, et al., 2011, 573). Similarly, Caplin & Lewis (2011, 120) note the importance of community resources and outreach programs as essential components of reintegration programs and well-being of military members and their families. For military reservists returning from deployment, they often return feeling isolated and alone, lacking the support of their military comrades and a civilian world that does not understand their experiences (Harnett & Gafney, 2011, 177). Providing access to community-

based programs and outreach opportunities becomes a vital ingredient in successful post-deployment reintegration.

The categories of assistance of the military's YRRP model for reintegration include health, spiritual, financial, legal, community outreach, administrative, and safety. The administrative and safety components do not correspond to civilian police functions and are thus not included in the ideal model for categories of assistance for civilian police reservists, which is the scope of this research. The literature suggests that the remaining five categories of assistance, *health, spiritual, financial, legal, and community outreach* are resources civilian police officers serving as military reservists (and their families) need, and thus should be included in the ideal model for categories of assistance civilian police agencies should provide for civilian police reservists. With regard to the legal component, the literature suggests it should be included in the pre-deployment phase, but does not discuss provision of legal resources during either the deployment or post-deployment phase. This is a void in the literature that must be addressed.

Reintegration and Civilian Policing

Unlike active duty military personnel, military reservists come from the civilian sector and upon completion of their deployments, they return to their civilian roles. Harnett & Gafney (2011, 175) describe reservists as “neither full-time soldier nor full-time civilian,” adding that upon returning home from deployment, “they take off the uniform and return to their original civilian role.” Many military reservists are police officers in their civilian roles. Upon completion of their deployments, they take off their military uniform and return to their civilian police uniform. Since the purpose of this research is to identify assistance civilian police reservists expect from their agencies during all phases of the deployment cycle, the following is a

brief review of scholarly literature regarding civilian police organizations and their current efforts – if any – to provide avenues of assistance for civilian police officers serving as military reservists.

There are a significant number of correlations between military life and culture and the paramilitary life and culture within civilian police organizations leading many civilian police officers to serve as military reservists (Webster, 2008, 17). The military and civilian police agency cultures both have a recognized rank structure that members adhere to and a chain of command that guides the organization. Both adhere to strict codes that include rules and rituals. The missions of both organizations serve to protect the public. Many talk about the transferability of military skills to civilian police work (Caplin & Lewis, 2011, 115). It is no wonder that, given the correlations, many police officers serve as military reservists or that many police organizations recruit former service members as full-time civilian police officers. According to the Assistant Secretary of Defense Reserve Affairs (2013), in 2013 there are over one million National Guard and reserve members. This segment represents approximately 43% of the nation's total military strength; of these reserve military members, approximately 10% (of those deployed to Iraq) come from civilian public safety organizations. According to the most recent statistics from the US Department of Justice's Bureau of Justice Statistics, in 2008 19% of all US law enforcement agencies had personnel called to active military duty (Reaves, 2012, 9). Those called to active duty numbered approximately 7,500, with the majority coming from municipal police agencies, followed by sheriff's offices, and state police, respectively (Reaves, 2012, 9).

In addition to civilian police agencies that have military reservists, many departments actively recruit active duty military personnel leaving military service. Given the similarities in

the makeup of both organizations, making the transition from full-time military to civilian police officer is considered a natural step. Understaffed law enforcement agencies today actively recruit from the influx of returning service members interested in the civilian law enforcement profession (IACP, 2009, 17). Of those that make the transition from active duty military to civilian police, many remain involved in the military as reservists.

With so many reservists serving in civilian roles as police officers, civilian police organizations face the challenges of deployment and reintegration after deployment on a regular basis. As such, these agencies would benefit greatly from a comprehensive civilian reintegration program, one that incorporates assistance to the police reservist during all phases of the deployment cycle. Unfortunately, such a program is not currently available (Webster, 2008, 17). Many police organizations do not have policies or procedures in place that address reintegration or provision of assistance for effective reintegration (IACP, 2009, 17). One major problem is that law enforcement administrators do not have clear vision on the need for reintegration policies, or a vision on how to implement them (IACP, 2009, 24). Consequently, civilian police agencies lack formal reintegration policies or even informal practices that would provide needed assistance and serve to ease the transition during all phases of the deployment cycle.

A set of formalized reintegration policies and procedures providing various avenues of assistance would serve to ease the transition home and allow civilian police officers to deal with reintegration issues faced by most returning military personnel. Many returning civilian police officers deal with mental health issues such as PTSD and behavioral issues such as alcohol and substance abuse, domestic violence, and aggression and anger (IACP, 2009, 16). Although they struggle in silence, many do not seek help for fear of stigma (IAP, 2010, 7; IACP, 2009, 30; Webster, 2008, 8). Many do not trust that agency administrators, or fear a lack of confidentiality

if they speak openly about their deployment-related problems (IACP, 2010, 30). Having clear policies and procedures in place with avenues for receiving assistance would serve to ease the transition and assuage the fears returning reservists have in making their problems known and in seeking help.

Given the importance of policies or procedures in addressing reintegration issues in civilian police agencies, there are steps law enforcement administrators can take to rectify the problems based on the current literature available. Prior to deployment (pre-deployment phase), administrators should talk with the reservist to understand the reservists' upcoming military assignment, and the administrator should evaluate any applicable departmental policy (IACP, 2010, 10). Examples include policies such as military leave, human resources benefits programs, personal medical leave, disability, and administrators can also encourage reservists to arrange their financial matters such as their wills (IACP, 2010, 10). During deployment, administrators should maintain communication with the reservist to give them a sense of belonging instead of a sense of isolation. Equally important, administrators should maintain regular contact with the reservists family and provide any assistance possible (IACP, 2010, 11). Upon return from deployment, administrators should debrief the reservist and keep informed about any major events in their life, provide any needed updated training, reissue police equipment, and update the reservist on any departmental changes (IACP, 2010, 11). Many of the informal actions recommended in the law enforcement-specific literature discuss providing assistance and access to resources for reservists. These categories of assistance are similar to those discussed in the academic literature. This underscores the importance of civilian police agencies to identify categories of assistance during all phases of the deployment cycle that allow for effective reintegration of civilian police officers serving as military reservists.

Conceptual Framework Table

Table 2.1 summarizes the practical ideal type categories for assistance for civilian police reservists during each phase of the deployment cycle and connects the categories with the scholarly literature. The categories include *health, spiritual, financial, legal, and community outreach*. Each of these categories is present in at least one of the three deployment phases and together they serve as the assessment model.

The literature suggests civilian police officers serving as military reservists should have access to specific categories of assistance during each of the deployment phases. Each of these categories is based on the military's YRRP reintegration model, which outlines seven categories of assistance for military-based preparation, adjustment, and reintegration during each phase of the three-phase deployment cycle. Two categories listed in the YRRP model (i.e. administrative and safety) do not correspond to civilian police agency functions and thus the preliminary ideal model for categories of assistance for civilian police reservists excludes them, leaving the remaining five categories of *health, spiritual, financial, legal, and community outreach*. During the pre-deployment phase, the literature suggests military reservists and their families should have access to assistance included in the categories of *health, spiritual, financial, legal, and community outreach*. Although the literature supports providing legal assistance in this phase of the deployment cycle, the literature is silent regarding the availability of legal assistance during the remaining deployment phases. A model of categories of assistance for civilian police reservist must address this void. Additionally, the literature suggests reservists' families, often detached and geographically distant from military resources, would benefit from resources during the deployment phase. The families should be the focus of efforts to adjust during the deployment phase and should have access to *health, spiritual, financial, and*

Table 2.1: Conceptual Framework Linking Ideal Type Categories to the Literature

Ideal Type Categories of Assistance	Literature
Pre-deployment Phase	
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Assistant Secretary of Defense Reserve Affairs (2008) Doyle & Peterson (2005) Under Secretary of Defense P&R (2011)
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Barody (2010) Berglass & Harrell (2012) Department of the Army (1987) Parker, et al. (2001)
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Ames, et al. (2011) Doyle & Peterson (2005) IACP (2009) IACP (2010)
<ul style="list-style-type: none"> ▪ Legal <ul style="list-style-type: none"> ▪ Powers of attorney ▪ Wills ▪ Estate planning and trusts 	Assistant Secretary of Defense Reserve Affairs (2008) Everson & Perry (2012) Herzog & Everson (2010) Mateczun & Holmes (1996) Parker, et al. (2001) Under Secretary of Defense P&R (2011)
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Ames, et al. (2011) Caplin & Lewis (2011) Doyle & Peterson (2005) Harnett & Gafney (2011) Mallow, et al. (2011) Under Secretary of Defense AT&L (2007)
Deployment Phase	
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Andres & Moelker (2011) Everson & Perry (2012) Herzog & Everson (2010) Lyons & Elkovitch (2011) Milliken, et al. (2007) Stewart (2004) Under Secretary of Defense AT&L (2007)
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Barody (2010) Darwin (2008) Department of the Army (1987) Mateczun & Holmes (1996) Parker, et al. (2001)

Table 2.1: Continued

Ideal Type Categories of Assistance	Literature
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Ames, et al. (2011) Dunning (1996) Kutz, et al. (2004) Stewart (2004) Under Secretary of Defense AT&L (2007)
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Assistant Secretary of Defense Reserve Affairs (2008) Doyle & Peterson (2005) Mateczun & Holmes (1996)
Post-deployment Phase	
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Brancu, et al. (2011) Caplin & Lewis (2011) Currie, et al. (2011) Harnett & Gafney (2011) Herzog & Everson (2010) Hoge, et al. (2004, 14) Hovland (2010) IACP (2009) Legislative Task Force on Veterans' Reintegration (2010) Lyons & Elkovitch (2011) MHAT V (2008) Milliken, et al. (2007) Quinn & Quinn (2011) Rosenheck & Fontana (1996) Webster (2008) Wright, et al. (2009)
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Barody (2011) Berglass & Harrell (2012) MHAT V (2008) Parker, et al. (2001)
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Ames, et al. (2011) Dunning (1996) Elbogen, et al. (2012) Under Secretary of Defense AT&L (2007) Under Secretary of Defense P&R (2011)

Table 2.1: Continued

Ideal Type Categories of Assistance	Literature
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Amdur, et al. (2011) Ames (2011) Assistant Secretary of Defense Reserve Affairs (2008) Berglass & Harrell (2012) Caplin & Lewis (2011) Harnett & Gafney (2011)

community outreach related resources. Finally, the literature suggests during the post-deployment phase, the reservist and their families should have access to resources that aid in the reservist and their families’ readjustment to their civilian roles. Categories of assistance available to the reservist and their families during the post-deployment phase should include *health, spiritual, financial, and community outreach*.

According to the literature, civilian police officers serving as military reservists should have access to *health, spiritual, financial, legal, and community outreach* resources during the appropriate phase of the deployment cycle. These categories comprise the conceptual framework for preliminary ideal categories of assistance civilian police officers serving as military reservists need for successful reintegration. The following chapter operationalizes the conceptual framework using focus groups to help develop a survey instrument that will be administered to civilian police officers serving as military reservists. The survey instrument will serve to help identify categories of assistance police reservists expect to receive from their agencies before, during and after deployment.

Chapter Summary

This chapter provided a review of the scholarly literature regarding adjustment and reintegration, particularly for military reservists and reviewed the Yellow Ribbon Reintegration

Program (YRRP), the military model for active duty member reintegration. Drawn from the YRRP and based on the scholarly literature, this chapter examined key categories of assistance reservists expect from their civilian employers during all phases of the deployment cycle. This chapter also provided a contextual look at the changing roles and uses of military reservists, the disparity between active duty and reserve military members, and the correlation between civilian police departments and the military in terms of use of reservists and reintegration. Lastly, this chapter presents the conceptual framework drawn from the scholarly literature of key categories of assistance for reservists and their families. The next chapter discusses this study's research methodologies, the operationalization of the conceptual framework, and data collection techniques used.

Chapter III: Research Methodology

Chapter purpose

This chapter describes the methodology used to identify the categories of assistance military reservists expect to receive from their civilian employers, and examines some of the advantages and disadvantages associated with each of the research methods used. This chapter also discusses the operationalization of the conceptual framework.

Research methods

Focus Group

This research includes the use of a focus group. According to Johnson, (2010, 99), “A focus group is a type of qualitative research in which small groups of people are brought together to informally discuss specific topics under the guidance of a moderator.” Although the composition of focus groups varies in size, optimally focus groups should be small enough so that all participants have the opportunity to share their insights (Krueger, 1994, 17). A researcher chooses focus group participants that have characteristics in common that relate to the topic under discussion (Krueger & Casey, 2000, 4). Furthermore, as is the case with this research, focus groups “are an excellent device for generating questionnaire items for a subsequent survey” (Babbie, 2001, 295). The facts that focus groups often provide aspects of a topic that a researcher might not anticipate (through group dynamics), they allow the researcher to explore the research topic further, and that they aid in refining subsequent survey questionnaires are all rationales for using focus groups in this research.

There are several distinct advantages for the use of focus groups as a research method. The construction of focus groups brings people together in natural and relaxed environments where they discuss issues that they have in common. Focus group interviews are a socially oriented research procedure, which allows people to interact in a manner that often relaxes inhibitions and allows for increased candor from group participants (Krueger, 1994, 34). Additionally, focus groups allow the moderator the flexibility to probe unanticipated yet related issues based on participant responses (Krueger, 1994, 35). From a practical perspective, focus groups provide researchers with immediate results at relatively low costs (Krueger, 1994, 35).

Despite the advantages, focus groups also have important limitations. In a group setting, the researcher has less control than in individual interviews, which can result in tangential conversations regarding irrelevant issues (Krueger, 1994, 36). Focus groups can be difficult to convene, since they require all participants meet at a designated time and place (Krueger, 1994, 37). Perhaps the greatest limitation is the skill of the moderator, since moderating a focus group requires skill in “open-ended questioning, the use of techniques such as pauses and probes, and knowing when and how to move into new topic areas” (Krueger, 1994, 36).

The focus group utilized in this research consists of three civilian police officers that each serves as a military reservist. A group of military reservists serving at the same municipal police agency was invited to participate in the focus group. Of those invited, three accepted and formed the focus group. All focus group participants are male. The focus group participants serve in the Army National Guard and the Air Force Reserves. The average age of the participants is 31.7 years of age. The average number of deployments the focus group participants has experienced is three. The average deployment length the focus group participants have experienced is 11.7

months. Two participants are married, while the third is engaged. Of the married participants, one has one child and the second has two children.

Operationalization of the Conceptual Framework: Focus group

The genesis for the categories of assistance military reservists expect from their civilian employers derives from the military Yellow Ribbon Reintegration Program. Table 3.1 illustrates the operationalization table for categories of assistance for military reservists (based on the military model) used to develop focus group input. Pared down to correspond with civilian police agency functions, categories of assistance for military reservists were operationalized using questions to elicit feedback from focus group participants based retrospectively on their deployment experiences.

Focus group participants were asked, based on their deployment experiences, about categories of assistance military reservists and their families would expect to receive from their civilian employers during each of the three phases of the deployment cycle. During the pre-deployment phase, focus group participants were asked specifically about *health, spiritual, financial, legal, and community outreach assistance* they would expect civilian employers to provide for them and their families. During the deployment phase, focus group participants were asked specifically about *health, spiritual, financial, and community outreach* assistance they would expect civilian employers to provide for their families during their absence. Finally, during the post-deployment phase, focus group participants were asked specifically about *health, spiritual, financial, and community outreach assistance* they would expect civilian employers to provide for them and their families. This research uses the focus group responses to develop a survey questionnaire for dissemination among military reservists to identify categories of

assistance civilian police officers serving as military reservists expect to receive from their civilian agencies before, during and after deployment.

Table 3.1: Operationalization Table (Focus Group)

Ideal Type Categories of Assistance	Research Method	Measurement
Pre-Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Focus Group	In retrospect, what types of health related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Focus Group	In retrospect, what types of spiritual related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Focus Group	In retrospect, what types of financial related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Legal <ul style="list-style-type: none"> ▪ Powers of attorney ▪ Wills ▪ Estate planning and trusts 	Focus Group	In retrospect, what types of legal related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	Survey questions developed based on results from the focus group

Table 3.1: Continued

<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Focus Group	In retrospect, what types of community outreach related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	Survey questions developed based on results from the focus group
Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Focus Group	In retrospect, what types of health related information or services, if any, should your agency have provided your family during your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Focus Group	In retrospect, what types of spiritual related information or services, if any, should your agency have provided your family during your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Focus Group	In retrospect, what types of financial related information or services, if any, should your agency have provided your family during your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Focus Group	In retrospect, what types of community outreach related information or services, if any, should your agency have provided your family during your deployment?
	Survey	Survey questions developed based on results from the focus group

Table 3.1: Continued

Post-Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Focus Group	In retrospect, what types of health related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Focus Group	In retrospect, what types of spiritual related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Focus Group	In retrospect, what types of financial related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	Survey questions developed based on results from the focus group
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Focus Group	In retrospect, what types of community outreach related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	Survey questions developed based on results from the focus group

Survey research

In addition to a focus group, this study uses survey research. Babbie (2001, 8) says survey research is “one of the most common research methods in the social sciences.” Survey research is appropriate as a research methodology in cases where researchers are interested in collecting data from large populations that the researchers cannot directly observe (Babbie, 2001, 238). A main component of survey research is a standardized questionnaire, which is “an

instrument specifically designed to elicit information that will be useful for analysis” (Babbie, 2001, 239). As discussed in the preceding section, researchers utilizing survey research develop the standardized questionnaire or survey for their research using input from focus groups (as is the case with this research) (Babbie, 2001, 295). The principle rationale for using survey research in this study is the ability to collect original data from a population too large to observe directly. Further, since the purpose of this applied research project is to identify key categories of assistance that civilian police reservists expect to receive from their agencies before, during and after deployment, utilizing focus groups to supplement survey research make both of these methodologies appropriate for use in this research project.

Survey research provides the researcher several advantages. Survey research is inexpensive to conduct. Data collected from survey research is easy to analyze. Survey research allows the researcher to reach a large population. Utilizing a standardized questionnaire provides consistency in sampling. Utilizing questionnaires (particularly when sent electronically) provides respondents greater anonymity for the respondents and may result in responses that are more truthful (Johnson, 2010, 91). Similarly, survey research includes some notable limitations. Survey research can be time-consuming to develop. The researcher may face challenges in obtaining desirable response rates. The researcher must know exactly what he or she wants to measure and must construct the questionnaire exactly so, and if the researcher does not construct the research just so, the mistakes can be unforgiving. The researcher must rely on the literacy and the comprehension skills of the respondents, particularly with anonymous surveys (Johnson, 2010, 91).

Operationalization of the Conceptual Framework: Survey Questionnaire

As part of the survey research methodology, this research incorporates a standardized survey questionnaire designed to aid in identifying key categories of assistance military reservists expect from their civilian employers. Input from the focus group aided in developing the questionnaire items. The survey questionnaire was sent electronically using a list serve of military reservists email addresses and was sent primarily to reservists in Texas. Table 3.2 illustrates the operationalization table for categories of assistance military reservists expect from their civilian employers during each phase of the deployment cycle. A notable difference between Table 3.1 and Table 3.2 is the absence of the category of *spiritual assistance* in the pre-deployment phase in Table 3.2. This is the result of focus group input, which said that this was not a necessary category of assistance in the pre-deployment phase; thus, Table 3.2 excludes this category. (The Results chapter discusses focus group findings in further detail).

This research operationalizes the categories of assistance for military reservists using questions for each category of assistance during each phase of the deployment cycle. The survey questionnaire specifically asks military reservists with deployment experience about *health, financial, legal, and community outreach assistance* they would expect civilian employers to provide for them and their families during the pre-deployment phase. The survey questionnaire specifically asks military reservists with deployment experience about *health, spiritual, financial, and community outreach assistance* they would expect civilian employers to provide for their families during their absence in the deployment phase. Finally, the survey questionnaire specifically asks military reservists with deployment experience about *health, spiritual, financial, and community outreach assistance* they would expect civilian employers to provide for them and their families during the post-deployment phase.

Table 3.2: Operationalization Table (Survey Questionnaire)

Ideal Type Categories of Assistance	Research Method	Measurement
Pre-Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Focus Group	In retrospect, what types of health related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer supplement civilian-based health insurance with alternative military-related health insurance benefits (such as TRICARE Reserve Select) for those that qualify? 2. Should your civilian employer provide greater access to mental health related assistance for you and/or your spouse in preparation for deployment? 3. What specific health related assistance (if any) should your civilian employer provide during the pre-deployment phase?
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Focus Group	In retrospect, what types of financial related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide financial counseling to you and your spouse in preparation for deployment? 2. What specific financial assistance (if any) should your civilian employer provide during the pre-deployment phase?

Table 3.2: Continued

<ul style="list-style-type: none"> ▪ Legal <ul style="list-style-type: none"> ▪ Powers of attorney ▪ Wills ▪ Estate planning and trusts 	Focus Group	In retrospect, what types of legal related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide access to legal assistance or counseling (e.g. preparation of wills, powers of attorney, estate planning and trusts) in preparation for deployment? 2. What specific legal assistance (if any) should your civilian employer provide during the pre-deployment phase?
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Focus Group	In retrospect, what types of community outreach related information or services, if any, should your agency have provided you and your family prior to your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide assistance with educational benefits in addition to education benefits provided through the Veteran’s Administration? 2. Should your civilian employer provide assistance with access to local services (such as education, health, or physical fitness) in lieu of military resources for those that do not live in close proximity to military facilities? 3. Should your civilian employer provide electronic assistance such as an intranet to assist in networking with other local military members that can provide guidance on other community outreach opportunities? 4. What specific community outreach assistance (if any) should your civilian employer provide during the pre-deployment phase?

Table 3.2: Continued

Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Focus Group	In retrospect, what types of health related information or services, if any, should your agency have provided your family during your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide your spouse or family with mental health related assistance in dealing with issues arising from deployment and separation? 2. Should your civilian employer provide your spouse or family with assistance in dealing with military related health insurance, particularly dealing with changes in benefits or coverage that arise during deployment? 3. What specific health related assistance (if any) should your civilian employer provide your spouse or family during the deployment phase?
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Focus Group	In retrospect, what types of spiritual related information or services, if any, should your agency have provided your family during your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian agency make spiritual guidance or counseling assistance available to your spouse or family to cope with issues arising from deployment and separation? 2. What specific spiritual assistance (if any) should your civilian employer provide your spouse or family during the deployment phase?
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Focus Group	In retrospect, what types of financial related information or services, if any, should your agency have provided your family during your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide your spouse or family financial counseling in addition to what the military provides? 2. What specific financial assistance (if any) should your civilian employer provide your spouse or family during the deployment phase?

Table 3.2: Continued

<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Focus Group	In retrospect, what types of community outreach related information or services, if any, should your agency have provided your family during your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide your spouse or family assistance in accessing local community resources that provide necessary services (e.g. services offered through Red Cross, Salvation Army, or USO) particularly for those that do not live in close proximity to military facilities? 2. What specific community outreach assistance (if any) should your civilian employer provide your spouse or family during the deployment phase?
Post-Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	Focus Group	In retrospect, what types of health related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide health related assistance with life-changing events that have occurred (e.g. becoming disabled, divorce, childbirth) during deployment? 2. Should your civilian employer provide mental health related assistance in dealing with conditions arising because of deployment experiences? 3. Should your civilian employer provide additional health benefits and coverage to address matters not covered under TRICARE? 4. What specific health related assistance (if any) should your civilian employer provide during the post-deployment phase?

Table 3.2: Continued

<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	Focus Group	In retrospect, what types of spiritual related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	1. Should your civilian employer provide spiritual counseling with issues surrounding reintegration?
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	Focus Group	In retrospect, what types of financial related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide financial counseling during the post deployment phase? 2. What specific financial related assistance (if any) should your civilian employer provide during the post-deployment phase?
<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	Focus Group	In retrospect, what types of community outreach related information or services, if any, should your agency have provided you and your family after you returned from your deployment?
	Survey	<ol style="list-style-type: none"> 1. Should your civilian employer provide access to community based programs and/or services that aid in reintegration (e.g. programs or services offered through Red Cross, Salvation Army, or Veteran’s Administration)? 2. Should your civilian employer provide assistance with access to educational programs that can aid in reintegration? 3. What specific community outreach assistance (if any) should your civilian employer provide during the post-deployment phase?

Human Subjects Protection

This research uses human subjects as participants in the focus group and as respondents to the survey questionnaire. The primary concerns associated with this research include voluntary participation and harm to participants. To address these concerns in the focus group, participants were provided with full disclosure of all information pertaining to this research and were asked for their voluntary participation. Focus group interviews were conducted in a neutral office setting and participants were allowed to leave at any time if they chose. Numbers identified focus group participants and no other identifying information was recorded. Survey questionnaire respondents were provided with full disclosure of all information pertaining to this research, along with acknowledgement that participation was strictly voluntary. Respondents to the survey questionnaire received an electronic link to the survey. The link directed respondents to the website Survey Monkey, where respondents could take the survey electronically and anonymously. Appendix A contains a copy of the survey questionnaire. The Texas State Institutional Review Board approved this research for exemption on June 21, 2013 (EXP2013Z5481). Appendix B contains a copy of the exemption certificate.

Chapter Summary

This chapter discussed the research methodology used in this research. A focus group aided in constructing a survey questionnaire, both of which operationalized the conceptual framework. This chapter also presented advantages and disadvantages of using each of these types of research methodologies. The following chapter presents the findings from the focus group and the results of the survey questionnaire.

Chapter IV: Results

Chapter Purpose

This chapter presents the findings from the focus group discussion and the results of the survey questionnaire. Focus group findings aided in developing survey questions for a questionnaire that was distributed electronically to military reservists.

Focus Group Responses

Full time military personnel have access to key categories of assistance that facilitate adjustment and reintegration during all phases of the deployment cycle through the military's Yellow Ribbon Reintegration Program. Using these categories as a guide, pared down to correspond with the civilian sector, a review of the literature identified the ideal categories of assistance military reservists need or expect from their civilian employers for effective adjustment and reintegration during all phases of the deployment cycle. These categories include *health, spiritual, legal, financial, and community outreach*. Focus group participants in this research were asked, based retrospectively on their own deployment experiences, regarding assistance they felt military reservists and their families should receive in each of these categories during each phase of the deployment cycle. Table 4.1 summarizes the focus group responses.

Health

Focus group participants thought health related assistance was important during all phases of the deployment cycle. Focus group participants identified health related assistance primarily with health insurance. During the pre-deployment phase, participants thought civilian employers should assist reservists with information regarding insurance coverage. Specifically, participants thought employers should assist reservists understand differences between military

Table 4.1: Focus Group Responses

Ideal Type Categories of Assistance	Measurement	Responses
Pre-Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	<p>In retrospect, what types of health related information or services, if any, should your agency have provided you and your family prior to your deployment?</p>	<ul style="list-style-type: none"> ▪ Information on insurance coverage during deployment. ▪ Options on staying with civilian insurance during deployment. ▪ Information on differences between military insurance and civilian insurance. ▪ Coordination between civilian insurance and military TRICARE. ▪ Explanation of benefits prior to deployment.
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	<p>In retrospect, what types of spiritual related information or services, if any, should your agency have provided you and your family prior to your deployment?</p>	<ul style="list-style-type: none"> ▪ No need for spiritual assistance in the pre-deployment phase.
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	<p>In retrospect, what types of financial related information or services, if any, should your agency have provided you and your family prior to your deployment?</p>	<ul style="list-style-type: none"> ▪ Information regarding financial effects of suspension of benefits during upcoming deployment. ▪ Ability to make additional monthly payments into retirement for use in upcoming deployment. ▪ Opportunity to buy back military time (lump sum) to contribute to retirement – use as additional monthly payment as indicated above.
<ul style="list-style-type: none"> ▪ Legal <ul style="list-style-type: none"> ▪ Powers of attorney ▪ Wills ▪ Estate planning and trusts 	<p>In retrospect, what types of legal related information or services, if any, should your agency have provided you and your family prior to your deployment?</p>	<ul style="list-style-type: none"> ▪ For civilian police, assistance in dealing with court subpoenas before upcoming deployment. ▪ Help with powers of attorney. ▪ Assistance in drafting wills.

Table 4.1: Continued

<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	<p>In retrospect, what types of community outreach related information or services, if any, should your agency have provided you and your family prior to your deployment?</p>	<ul style="list-style-type: none"> ▪ Assistance with educational opportunities and working with VA loans/benefits. ▪ Information on partnerships with private companies that families can turn to during upcoming deployment. ▪ Provide list of local services that assist with deployment related issues.
Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	<p>In retrospect, what types of health related information or services, if any, should your agency have provided your family during your deployment?</p>	<ul style="list-style-type: none"> ▪ Explanation of benefits that change while member is deployed.
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	<p>In retrospect, what types of spiritual related information or services, if any, should your agency have provided your family during your deployment?</p>	<ul style="list-style-type: none"> ▪ Faith-based communication enabling family to maintain sense of connection. ▪ Networking with those of like religious faiths.
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	<p>In retrospect, what types of financial related information or services, if any, should your agency have provided your family during your deployment?</p>	<ul style="list-style-type: none"> ▪ Liaison to help assist with financial/pay issues during deployment ▪ Liaison to work with military's One Source program.

Table 4.1: Continued

<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	<p>In retrospect, what types of community outreach related information or services, if any, should your agency have provided your family during your deployment?</p>	<ul style="list-style-type: none"> ▪ Help with house maintenance. ▪ House checks/safety checks. ▪ Liaison assistance for family for utilizing services in the community (points of contact). ▪ Coordination with local fire departments for assistance with home/family safety.
Post-Deployment Phase		
<ul style="list-style-type: none"> ▪ Health <ul style="list-style-type: none"> ▪ Mental ▪ Physical 	<p>In retrospect, what types of health related information or services, if any, should your agency have provided you and your family after you returned from your deployment?</p>	<ul style="list-style-type: none"> ▪ Info on any life-changing event that has occurred during deployment. ▪ Information on transition between TRICARE and civilian insurance after 6 month deadline. ▪ Availability of civilian health insurance to family without having to re-enroll.
<ul style="list-style-type: none"> ▪ Spiritual <ul style="list-style-type: none"> ▪ Faith-based counseling 	<p>In retrospect, what types of spiritual related information or services, if any, should your agency have provided you and your family after you returned from your deployment?</p>	<ul style="list-style-type: none"> ▪ Access to a chaplains' program. ▪ Peer-to-peer counseling. ▪ Individual time with chaplains. ▪ Opportunity for chaplains to conduct (police) ride-a-longs with returning reservists.
<ul style="list-style-type: none"> ▪ Financial <ul style="list-style-type: none"> ▪ Debt counseling ▪ Financial counseling ▪ Personal finance planning 	<p>In retrospect, what types of financial related information or services, if any, should your agency have provided you and your family after you returned from your deployment?</p>	<ul style="list-style-type: none"> ▪ Opportunity to buy back any military time to supplement income/retirement as indicated in pre-deployment phase. ▪ Info on strategies to alleviate hardships (or supplement income) due to payment delays associated with post-deployment transition.

Table 4.1: Continued

<ul style="list-style-type: none"> ▪ Community Outreach <ul style="list-style-type: none"> ▪ Educational benefits ▪ Access to local resources ▪ Access to intranet/local networking 	<p>In retrospect, what types of community outreach related information or services, if any, should your agency have provided you and your family after you returned from your deployment?</p>	<ul style="list-style-type: none"> ▪ Development of city YRRP. ▪ Coordinate family retreat to allow time for personal family reunions. ▪ Introduce family to new police department employees. ▪ Work to introduce returning reservists to changes in community, community programs, etc.
--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

insurance and civilian insurance and any options in staying with civilian insurance during deployment. They thought employers should, when and if possible, collaborate with the military TRICARE insurance system to mitigate lapses in coverage. During the deployment phase, participants thought civilian employers should discuss any pertinent changes in health insurance with the reservist’s spouse, a step they felt was often overlooked, causing undue hardship once the reservist returned from deployment. During the post-deployment phase, participants thought civilian employers should provide a better transition between military insurance and civilian insurance. Often, they said issues arise with life-changing events during deployment (e.g. wounded reservists, death, divorce, childbirth, etc.) and civilian employers should provide information regarding health insurance coverage and options that address such events.

Spiritual

Focus group participants did not think spiritual assistance was required during the pre-deployment phase. During the deployment phase, they thought civilian employers should provide access to faith-based communication that would enable the family to maintain sense of connection. They thought employers should provide families with networking access to those of like religious faiths, principally through departmental emails, chaplains programs, or in

collaboration with local faith-based organizations. During the post-deployment phase, participants thought employers should provide access to peer counseling, chaplains programs, and one-on-one interactions between returning reservists and chaplains as a means to aid in the reintegration process.

Financial

Focus group participants thought financial assistance during the entire deployment cycle was important to reservists and their families, specifically relating to retirement from their civilian employment. During the pre-deployment phase, participants thought, employers should provide reservists with information regarding the effects of suspension of benefits through the civilian employer during upcoming deployments and any potential strategies to mitigate negative effects of suspension of benefits. Further, participants thought employers should allow reservists, when possible, the opportunity to buy back military time paid in a lump sum that could serve to supplement their retirement. The specific purpose for this was to offset monetary loss in retirement during deployment, when civilian employers suspend the employee's contributions to benefits accounts. During the deployment phase, participants thought employers should provide reservists' families with a liaison to deal with any negative issues associated with suspension of benefits, or any negative effects from delayed receipt of monthly military pay (a common occurrence according to the participants and the literature). During the post-deployment phase, participants thought, civilian employers should provide assistance with (or information on) mitigating negative effects of issues as noted with suspension of benefits or late military pay.

Legal

During the pre-deployment phase, focus group participants thought civilian employers should provide reservists and their families with assistance in drafting legal documents such as wills and powers of attorney's. They thought this was important in view of potential (and commonly experienced) life-changing events associated with deployments. Additionally, they thought employers should assist the reservists in settling legal matters in anticipation of an upcoming deployment. A particular example, common among civilian police officers, is dealing with local courts to postpone subpoenas for criminal cases in which the officer is not able to appear due to deployment. (As outlined in the conceptual framework, legal assistance occurs only in the pre-deployment phase).

Community Outreach

During the pre-deployment phase, focus group participants thought community outreach assistance was important, particularly in connection with education. Participants thought employers should work to coordinate with Veterans Administration loans and benefits to provide access to educational opportunities. They also thought employers should provide information about private organizations that could help the reservists' family, particularly in preparation for any upcoming deployments. During the deployment phase, participants thought, employers should provide a liaison to aid the family in attending to routine household issues and to aid in coordinating with local public safety organizations, such as fire departments, to ensure safety for the family. During the post-deployment phase, participants thought, employers should coordinate opportunities for returning reservists to reintegrate with their family and acclimate to any community or employment changes that might have occurred during the reservists' absence.

Survey Questionnaire Responses

This research utilized a survey questionnaire that was distributed electronically to military reservists. Questions contained in the questionnaire were developed using input from the focus group. Questionnaire items collected demographic data related to the respondents, as well as respondents' opinions regarding types of *health, spiritual, legal, financial, and community outreach* assistance civilian employers should provide to military reservists and their families. A total of 38 responses were received. Table 4.2 summarizes the questionnaire responses.

Table 4.2: Survey Questionnaire Responses

Survey Question	Response
Demographics	
1. What is your current age?	Average current age = 42
2. What is your current marital status?	Single = 8% Engaged = 0% Married = 81% Divorced = 11%
3. Do you have children? If so, how many?	Yes = 89% No = 11% Average number of children = 2.6
4. How many times have you been deployed in your reservist career?	Average number of deployments = 2
5. What has been the longest deployment (in months) of your reservist career?	Longest deployment (in months) average = 12
6. What branch of the reserves do you serve?	Air Force = 43% Army = 40% National Guard = 3% Navy = 8% Coast Guard = 3% Marines = 3%
7. What is your gender?	Male = 84% Female = 16%

Table 4.2: Continued

Pre-Deployment Phase	
8. Should the civilian employer supplement alternative military-related health insurance benefits (such as TRICARE Reserve Select) with civilian-based health insurance for those that qualify?	Yes = 70% No = 30%
9. Should the civilian employer provide greater access to mental health related assistance for the reservist and his/her spouse in preparation for deployment?	Yes = 63% No = 37%
10. What specific health related assistance (if any) should the civilian employer provide during the pre-deployment phase? Please specify.	<ul style="list-style-type: none"> ▪ Health insurance ▪ Physical and mental medical evaluations ▪ Marriage counseling ▪ Spouse support counseling
11. Should the civilian employer provide financial counseling to the reservist and his/her spouse in preparation for deployment?	Yes = 50% No = 50%
12. What specific financial assistance (if any) should the civilian employer provide during the pre-deployment phase?	<ul style="list-style-type: none"> ▪ Deployment length plus one year post deployment budgeting/fiscal responsibility ▪ Powers of Attorney ▪ Assistance with vehicles/insurance (reflect the "stored" status of their vehicle – saves money) ▪ Dave Ramsey Financial Peace University ▪ Ways to use your accumulated leave to help make ends meet
13. Should the civilian employer provide access to legal assistance or counseling (e.g. preparation of wills, powers of attorney, estate planning and trusts) in preparation for deployment?	Yes = 45% No = 55%
14. What specific legal assistance (if any) should the civilian employer provide during the pre-deployment phase?	<ul style="list-style-type: none"> ▪ Any basic knowledge of legal actions arising from deployment would always be of assistance ▪ Maintaining a will ▪ Estate planning ▪ Trust preparation ▪ Powers of Attorney
15. Should the civilian employer provide assistance with educational benefits in addition to education benefits provided through the Veteran's Administration?	Yes = 57% No = 43%
16. Should the civilian employer provide assistance with access to local services (such as education, health, or physical fitness) in addition to military resources for those that do not live in close proximity to military facilities?	Yes = 76% No = 24%

Table 4.2: Continued

17. Should the civilian employer provide electronic assistance (such as an intranet) to assist in networking with other local military members that can provide guidance on other community outreach opportunities?	Yes = 70% No = 30%
18. What specific community outreach assistance (if any) should the civilian employer provide during the pre-deployment phase?	<ul style="list-style-type: none"> ▪ Physical training ▪ Education ▪ Health ▪ Family coping techniques ▪ Internet access ▪ Family programs ▪ School teachers, counselors (Children often have difficulties with the separation) ▪ Access to other reservists in the area, and families of reservists to network
Deployment Phase	
19. Should the civilian employer provide the reservists' spouse or family with mental health related assistance in dealing with issues arising from deployment and separation?	Yes = 66% No = 34%
20. Should the civilian employer provide the reservists' spouse or family with assistance in dealing with military related health insurance, particularly dealing with changes in benefits or coverage that arise during deployment?	Yes = 55% No = 45%
21. What specific health related assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?	<ul style="list-style-type: none"> ▪ Vision ▪ Counseling services ▪ EAP ▪ Liaison to assist and advocate for family members or spouses who don't understand the process
22. Should the civilian agency make spiritual guidance or counseling assistance available to the reservists' spouse or family to cope with issues arising from deployment and separation?	Yes = 54% No = 46%
23. What specific spiritual assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?	<ul style="list-style-type: none"> ▪ Chaplin support ▪ Any spiritual help through EAP ▪ Reassurance through faith and prayer, especially in the event of a serious accident or war injury
24. Should the civilian employer provide the reservists' spouse or family financial counseling in addition to what the military provides?	Yes = 59% No = 41%

Table 4.2: Continued

<p>25. What specific financial assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?</p>	<ul style="list-style-type: none"> ▪ Budgeting ▪ Training/counseling for maintaining financial responsibility ▪ USAA/ Dave Ramsey Financial Peace University ▪ Ways to disperse leave accumulations ▪ Contact info for employer finance section in case there is an issue with pay, taxes, etc during deployment
<p>26. Should the civilian employer provide the reservists' spouse or family assistance in accessing local community resources that provide necessary services (e.g. services offered through Red Cross, Salvation Army, or USO) particularly for those that do not live in close proximity to military facilities?</p>	<p>Yes = 62%</p> <p>No = 38%</p>
<p>27. What specific community outreach assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?</p>	<ul style="list-style-type: none"> ▪ Family coping techniques ▪ Family programs ▪ School teachers, counselors (Children often have difficulties with the separation) ▪ Assistance in the safety during floods, fires and other emergencies
<p>Post-Deployment Phase</p>	
<p>28. Should the civilian employer provide health related assistance with life-changing events that have occurred (e.g. becoming disabled, divorce, childbirth) during deployment?</p>	<p>Yes = 69%</p> <p>No = 31%</p>
<p>29. Should the civilian employer provide mental health related assistance in dealing with conditions arising because of deployment experiences?</p>	<p>Yes = 66%</p> <p>No = 34%</p>
<p>30. Should the civilian employer provide additional health benefits and coverage to address matters not covered under TRICARE?</p>	<p>Yes = 69%</p> <p>No = 31%</p>
<p>31. What specific health related assistance (if any) should the civilian employer provide during the post-deployment phase?</p>	<ul style="list-style-type: none"> ▪ Additional health assistance would be necessary if service members lost their limbs ▪ Anything not covered by TRICARE ▪ Time off to bond with family
<p>32. Should the civilian employer provide spiritual counseling with issues surrounding reintegration?</p>	<p>Yes = 52%</p> <p>No = 48%</p>
<p>33. Should the civilian employer provide financial counseling during the post deployment phase?</p>	<p>Yes = 62%</p> <p>No = 38%</p>

Table 4.2: Continued

34. What specific financial related assistance (if any) should the civilian employer provide during the post-deployment phase?	<ul style="list-style-type: none"> ▪ Guidance to resources, as needed ▪ USAA/ Dave Ramsey Financial Peace University ▪ Any pay or tax issues they may have to deal with as a result of deployment
35. Should the civilian employer provide access to community based programs and/or services that aid in reintegration (e.g. programs or services offered through Red Cross, Salvation Army, or Veteran’s Administration)?	<p>Yes = 76%</p> <p>No = 24%</p>
36. Should the civilian employer provide assistance with access to educational programs that can aid in reintegration?	<p>Yes = 69%</p> <p>No = 31%</p>
37. What specific community outreach assistance (if any) should the civilian employer provide during the post-deployment phase?	<ul style="list-style-type: none"> ▪ Education assistance not just for veterans but for children/spouses ▪ Raising awareness about troops returning in the local areas ▪ VA medical hospitals ▪ VA police ▪ Churches ▪ Homeless shelters ▪ Local liquor stores ▪ Military liaison or a personal officer to help with any paperwork

Demographics

The average age of the respondents was 42. 84% were male and 16% were female. 81% were married, 11% were divorced, 8% were single, and none was engaged. 89% of the respondents had children and the average number of children each respondent had was 2.6. The greatest number of respondents, 43%, served in the Air Force, followed by 40% who served in the Army, 3% in the National Guard, 2% in the Navy, and 1% each in the Marines and the Coast Guard. The respondents served an average of two deployments in their reservist career. The longest deployment the respondents experienced averaged 12 months.

Health

Respondents were asked whether, during the pre-deployment phase, employers should supplement alternative military-related health insurance benefits (such as TRICARE Reserve Select) with civilian-based health insurance for those that qualify. 70% of respondents said yes and 30% said no. Respondents were also asked whether civilian employers should provide greater access to mental health related assistance for the reservist and his/her spouse in preparation for deployment. 63% said yes and 37% said no. Respondents were asked what specific types of health related assistance civilian employers should provide. Of the responses, most cited health insurance, physical and mental medical evaluations, and counseling to include marriage counseling and spouse support counseling. Respondents noted that although the military does provide some of these resources, often reservists do not avail themselves of these benefits since doing so would require changing physicians and traveling to military facilities that were far away and often inconvenient.

Additionally, respondents noted that despite good military physicians, the military is often limited with its facilities, equipment and staffing. Consequently, military doctors are limited with their feedback, causing problems with diagnosis and patient recovery. According to one respondent, the military discharges some reservists without the benefit of having a second medical opinion, noting that military physicians are not very good about communicating additional options to injured military members. In view of this, respondents stated that civilian employers should fill this void. Respondents said that civilian employers could provide a valuable resource to military reservists and that doing so would enable employers to understand war related injuries better and to reposition returning reservists within the organization if

necessary. Being proactive would also potentially enable civilian employers to prevent other health related concerns for reservists, including mental issues and suicides.

Respondents were asked whether, during the deployment phase, civilian employers should provide the reservist's spouse or family with mental health related assistance in dealing with issues arising from deployment and separation. 66% said yes, while 34% said no. Respondents were also asked if civilian employers should provide the reservist's spouse or family with assistance in dealing with military related health insurance, particularly dealing with changes in benefits or coverage that arise during deployment. 55% responded yes and 45% responded no. Respondents were asked what specific types of health related assistance civilian employers should provide to their families during the reservists' absence. Respondents said civilian employers should provide families with basic health related assistance (vision, dental, etc.) along with counseling and employee assistance program (EAP) help. Of note, respondents said the most beneficial form of assistance for their families during this phase would be a liaison to assist with navigating often-cumbersome health care related systems. Respondents indicated that deployment leaves spouses and families with increased responsibilities due to the reservists' absence. Having a liaison would help alleviate the burden, especially for those unfamiliar with navigating health care systems. Even for those that are familiar with the processes, a liaison could help when the military processes are backlogged, geographically inconvenient, or cumbersome (all problems voiced by respondents and cited in the literature).

Respondents were asked whether, during the post-deployment phase, civilian employers should provide health related assistance with life-changing events that have occurred (e.g. becoming disabled, divorce, childbirth) during deployment. 69% said yes and 31% said no. Respondents were asked whether civilian employers provide mental health related assistance in

dealing with conditions arising because of deployment experiences. 66% responded yes and 34% said no. Respondents were asked whether civilian employers should provide additional health benefits and coverage to address matters not covered under TRICARE. 69% said yes and 31% said no. Finally, respondents were asked what specific health related assistance (if any) civilian employers should provide during the post-deployment phase. Respondents said reservists would benefit mostly from time to reconnect with family, from counseling services to assist with reintegration, and from more robust civilian health insurance. Examples of added health insurance benefits cited include Civilian health insurance plans specific to war related injuries, permanent mental disability plans, and unlimited family counseling sessions in multiple areas.

Spiritual

Respondents were asked whether, during the deployment phase, civilian employers should make spiritual guidance or counseling assistance available to the reservist's spouse or family to cope with issues arising from deployment and separation. 54% responded yes and 46% responded no. Respondents were asked what specific spiritual assistance (if any) civilian employers should provide the reservist's spouse or family during the deployment phase. Respondents said that spouses and family would benefit from spiritual guidance and counseling, principally through chaplain programs, in dealing with serious accidents or war injuries. Respondents were asked whether, during the post-deployment phase, civilian employers should provide spiritual counseling with issues surrounding reintegration. 52% responded yes and 48% responded no.

Financial

Respondents were asked whether, during the pre-deployment phase, civilian employers should provide financial counseling to the reservist and his/her spouse in preparation for deployment. Exactly half of the respondents said yes and half said no. Respondents were asked what specific financial assistance (if any) civilian employers should provide during the pre-deployment phase. The majority of the respondents said reservists and their families would benefit from lessons in budgeting and fiscal responsibility. Financial counseling would help make reservists aware of other benefits available such as lower credit card interest rates from companies such as USAA. One respondent indicated that budgeting classes and individual counseling could help reservists and their spouses develop budgets to which they could adhere. Such financial assistance becomes instrumental in alleviating financial problems which, according to the respondent (and addressed in the literature), often lead to arguments, substance abuse, infidelity, loss of trust and love, and create undue stress that can affect all phases of the deployment cycle.

Respondents were asked whether, during the deployment phase, civilian employers should provide the reservist's spouse or family financial counseling in addition to what the military provides. 59% said yes and 41% said no. Respondents were asked what specific financial assistance (if any) civilian employer should provide the reservist's spouse or family during the deployment phase. Respondents again cited instruction in budgeting counseling for maintaining fiscal responsibility. Of note, respondents said their families and spouses would benefit from contact with the civilian employers finance department for assistance, should the need arise, in dealing with issues related to pay, taxes, etc.

Respondents were asked whether, during the post-deployment phase, civilian employers should provide reservists and their families with financial counseling. 62% said yes and 38% said no. Respondents were asked what specific financial assistance (if any) civilian employer should provide the reservist's spouse or family during the post-deployment phase. Once again, respondents cited budgeting and financial counseling as valuable resources. According to one respondent, the military does not provide training or counseling specifically for maintaining financial responsibility. The respondent added that many reservists reward themselves with large purchases and spend most of what they saved during their tours on items such as new cars, motorcycles, new homes, and furniture. Similarly, spouses continue spending as if the service member is still earning when in fact the household income has been reduced considerably compared to income during the deployment phase. Consequently, reservists and their families would benefit considerably from assistance with budgeting and financial counseling. (According to the same respondent, such issues and the associated assistance would also apply in the deployment phase).

Legal

Respondents were asked whether, during the pre-deployment phase, civilian employers should provide access to legal assistance or counseling (e.g. preparation of wills, powers of attorney, estate planning and trusts) in preparation for deployment. 45% responded yes and 55% responded no. Respondents were asked what specific legal assistance (if any) civilian employers should provide during the pre-deployment phase. Respondents cited assistance with wills, estate planning, trust preparation, and powers of attorney. Importantly, respondents noted that the military also offers such assistance. However, as one respondent indicated, the military's assistance with such legal matters is in the form of a one-time session, usually lasting

approximately 30-45 minutes and completed on a generic, pre-formatted form. The respondent cited the value in a more robust process, one that allows more time and support to identify specific issues such as property disposition, decisions in selling or acquiring items needed for pending deployments, and similar legal matters. Civilian employers could help fill this void.

Community Outreach

Respondents were asked whether, during the pre-deployment phase, civilian employers should provide assistance with educational benefits in addition to educational benefits provided through the Veteran's Administration. 57% said yes and 43% said no. Respondents were also asked whether civilian employers should provide assistance with access to local services (such as education, health, or physical fitness) in addition to military resources for those that do not live in close proximity to military facilities. 76% said yes and 24% said no. Respondents were asked whether civilian employers should provide electronic assistance (such as an intranet) to assist in networking with other local military members that can provide guidance on other community outreach opportunities. 70% responded yes and 30% responded no. Finally, respondents were asked what specific community outreach assistance (if any) should the civilian employer provide during the pre-deployment phase. Common responses included assistance with physical training, education, health, family coping techniques and programs, internet access, schoolteachers and counselors for help with children having difficulties with separation, and networking access with other reservists and families in the area. Although full-time military members have access to such resources, one respondent pointed out that reservists do not have the same benefits. According to the respondent, such programs for reservists are understaffed, poorly coordinated, and often require reservists and their families to travel great distances to access the programs. These are all issues cited in the literature as well.

Respondents were asked whether, during the deployment phase, civilian employers should provide the reservist's spouse or family assistance in accessing local community resources that provide necessary services (e.g. services offered through Red Cross, Salvation Army, or USO) particularly for those that do not live in close proximity to military facilities. 62% replied yes and 38% replied no. Respondents were asked what specific community outreach assistance (if any) should the civilian employer provide the reservist's spouse or family during the deployment phase. Common responses included family coping techniques and programs to assist with separation, and assistance for the family in times of emergencies such as floods or fires.

Respondents were asked whether, during the post-deployment phase, civilian employers should provide access to community based programs and/or services that aid in reintegration (e.g. programs or services offered through Red Cross, Salvation Army, or Veteran's Administration). 76% said yes and 24% said no. Respondents were also asked whether civilian employers should provide assistance with access to educational programs that can aid in reintegration. 69% said yes and 31% said no. Finally, respondents were asked what specific community outreach assistance (if any) should the civilian employer provide during the post-deployment phase. Common responses included assistance with education and a liaison to assist with any paperwork or tasks associated with reintegration. One respondent cited the value in coordinating with local resources such as VA hospitals, VA police, churches, homeless shelters, and local liquor stores. According to the respondent, civilian employers could aid in raising awareness regarding returning troops and issues they commonly encounter. Coordinating with local resources could aid in identifying potential issues with returning reservists before major problems develop.

Key Findings

The results of this research reveal some key findings. Overall, research findings show that military reservists believe their civilian employers should provide them with access to certain categories of assistance to aid in preparation, adjustment, and reintegration during all phases of the deployment cycle. These categories of assistance include *health, spiritual, financial, and community outreach*. The first key finding reveals that the most important category of assistance is *community outreach*. The most significant affirmative response to potential categories of assistance occurred in the area of *community outreach*, particularly during the pre- and post-deployment phases. In each of these categories, 76% of the respondents replied that civilian employers should provide related assistance specifically with education, networking, and access to local resources. The second key finding reveals that military reservists do not believe *legal* assistance is a key category of assistance that civilian employers should provide. Initially, the conceptual framework included *legal* assistance as one of the categories of assistance. However, the research results reveal the majority of respondents did not believe it was a key category of assistance. Over half of the respondents (55%) indicated that civilian employers should not provide access to legal assistance or counseling. The final key finding reveals that military reservists believe liaisons should be an integral part of a reintegration program. Many of the respondents indicated in numerous categories of assistance and during all phases of the deployment cycle, that civilian employers should provide reservists and their families with some form of a liaison to assist with whatever needs might arise.

Moreover, despite the fact that the majority of respondents said civilian employers should provide assistance in each of the categories – with the exception of *legal* assistance – as evidenced by the responses, some disagreed. Some respondents adamantly maintained that it

should be the military or the government and not the civilian employers that should bear the responsibility of providing all forms of assistance reservists and their families need for effective preparation, adjustment, and reintegration during all phases of the deployment cycle. Those that disagreed were in the minority in each category except in the *legal* category.

Chapter Summary

This chapter discussed the finding from the focus group discussions and findings from the survey questionnaire responses. The focus group agreed that assistance with *health*, *spiritual*, *legal*, *financial*, and *community outreach* resources were important during the various phases of the deployment cycle, although they did not find *spiritual* assistance necessary during the pre-deployment phase. Survey questionnaire respondents provided insight consistent with the scholarly literature. Furthermore, survey questionnaire respondents indicated that of the categories of assistance, *community outreach* assistance was the most important and *legal* assistance the least important. Finally, respondents repeatedly cited the significance in civilian employers providing a liaison to reservists and their families to help deal with adjustment and reintegration issues during all phases of the deployment cycle. The following chapter discusses conclusions based on this research.

Chapter V: Conclusion

Chapter Purpose

The purpose of this chapter is to summarize this research project and provide conclusions and recommendations for future research based on the research results.

Research Summary

Effective preparation, adjustment, and reintegration during all phases of the deployment cycle requires a unified effort on the part of all involved. For military reservists and their families, access to military resources is often limited due either to geographic limitations or to disparate availability of resources compared to active duty military personnel. Consequently, military reservists and their families rely upon assistance from their civilian employers to aid in the reintegration process. The purpose of this research was to identify key categories of assistance military reservists expect to receive from their civilian employers. A focus group of military reservists with deployment experience provided input used to develop an electronic survey questionnaire. Results of the survey research show that military reservists expect to receive *health, spiritual, financial, and community outreach* assistance from their civilian employers. Survey research results also show civilian employers should provide a liaison to assist military reservists navigate the reintegration process.

Recommendations

Although a formal military reintegration program exists, there is currently no formal, standardized civilian model for programs that address adjustment and reintegration for reservists. Results of this research provide two key recommendations to assist civilian employers in developing an effective, if not standardized, model for a civilian adjustment and reintegration

program. First, based on research results, civilian employers would benefit greatly from developing a panel or committee comprised of various members of community outreach based groups. Examples of committee members would include members of faith-based organizations, educators, financial professionals, veterans groups, health care professionals, and community organizations. This committee should also collaborate with military representatives. Such a community-based committee would aid in overseeing a reintegration program that would ensure reservists and their families have access to programs and assistance helpful during the reintegration process.

Second, civilian employers should appoint a liaison to help reservists and their families through the adjustment and reintegration process. Ideally, this liaison should be familiar with the military and have served in the military. The size of the civilian agency and the number of reservists serving in the organization should dictate the number of liaisons. Civilian employers should appoint sufficient numbers of liaisons to ensure effective coverage. However, civilian employers should also be cognizant of continuity. Reservists and their families would benefit most from familiarity with their liaison. Hence, employers should strive to ensure that, to the extent possible, liaisons remain consistent in their dealings with reservists and their families. Having a cadre of community-based organizations from which to draw needed assistance, coupled with a liaison to aid reservists navigate the reintegration process, would enable employers develop a robust and effective reintegration program.

Suggestions for Future Research

The primary suggestion for future research involves examination of changes in federal policy and the implications of any policy changes on reintegration programs at the civilian level.

Reintegration programs at the civilian level must comply with federal regulations. Meaningful change at the civilian level would necessarily require policy change at the federal level. Thus, future research could examine potential effects of change in federal policy on success of reintegration programs at the civilian level. Other suggestions for future research involve exploring preparation, adjustment, and reintegration programs that involve coordination between civilian employers in order to maximize access to resources. For example, many large metropolitan police departments border numerous smaller, diverse police organizations, often with limited resources. Many smaller agencies lack access to the same resources as the larger agencies. Additionally, there is often a lack of communication between such agencies, which can lead to duplication of efforts and result in inefficient processes. Future research could identify ways through which such areas could coordinate to provide regional assistance to aid in the reintegration process. Future research might also determine the extent to which policy makers from multiple agencies could collaborate to develop comprehensive policies governing regional reintegration programs.

Additionally, future research could determine the feasibility of state licensing agencies, such as police licensing bodies, developing statutory requirements for reintegration programs. Future research might aid in determining financial feasibility of such a program. It might also aid in determining the possibility of establishing uniform requirements for reintegration. This research could also help in determining the impact of statutorily required reintegration programs compared with voluntary reintegration programs.

Conclusions

Reintegration is a vital part of the deployment process. Military reservists require access to key categories of assistance to aid in effective reintegration. Because of the disparate accessibility of military programs to reservists compared to active duty military personnel, reservists often depend on assistance from their civilian employers to assist with resources necessary for reintegration during all phases of the deployment cycle. Civilian employers play a key role in reintegration and should have a robust program in place to assist military reservists and their families assimilate to the rigors of transitioning between civilian roles to military roles and reintegration back into civilian life. The process of reintegration is a complex one, one in which civilian employers play an integral part.

Chapter summary

This chapter provided a summary of this research project. Based on the research results, this chapter also provided recommendations for civilian employers, suggestions for future research, and conclusions regarding reintegration for military reservists and implications for civilian employers.

Appendix A - Survey Questionnaire

Demographics

The following 7 questions solicit basic demographic information.

1. What is your current age?

2. What is your current marital status?

- Single
- Engaged
- Married
- Divorced

3. Do you have children? If so, how many?

4. How many times have you been deployed in your reservist career?

5. What has been the longest deployment (in months) of your reservist career?

6. What branch of the reserves do you serve?

7. What is your gender?

- Male
- Female

Pre-Deployment Phase

The following 11 questions solicit your opinion on the type of assistance that civilian employers should provide reservists and their family during the Pre-Deployment Phase.

8. Should the civilian employer supplement alternative military-related health insurance benefits (such as TRICARE Reserve Select) with civilian-based health insurance for those that qualify?

Yes

No

9. Should the civilian employer provide greater access to mental health related assistance for the reservist and his/her spouse in preparation for deployment?

Yes

No

10. What specific health related assistance (if any) should the civilian employer provide during the pre-deployment phase? Please specify.

11. Should the civilian employer provide financial counseling to the reservist and his/her spouse in preparation for deployment?

Yes

No

12. What specific financial assistance (if any) should the civilian employer provide during the pre-deployment phase?

13. Should the civilian employer provide access to legal assistance or counseling (e.g. preparation of wills, powers of attorney, estate planning and trusts) in preparation for deployment?

Yes

No

14. What specific legal assistance (if any) should the civilian employer provide during the pre-deployment phase?

15. Should the civilian employer provide assistance with educational benefits in addition to education benefits provided through the Veteran's Administration?

Yes

No

16. Should the civilian employer provide assistance with access to local services (such as education, health, or physical fitness) in addition to military resources for those that do not live in close proximity to military facilities?

Yes

No

17. Should the civilian employer provide electronic assistance (such as an intranet) to assist in networking with other local military members that can provide guidance on other community outreach opportunities?

Yes

No

18. What specific community outreach assistance (if any) should the civilian employer provide during the pre-deployment phase?

Deployment Phase

The following 9 questions solicit your opinion on the type of assistance that civilian employers should provide reservists' spouse or family during the Deployment Phase.

19. Should the civilian employer provide the reservists' spouse or family with mental health related assistance in dealing with issues arising from deployment and separation?

Yes

No

20. Should the civilian employer provide the reservists' spouse or family with assistance in dealing with military related health insurance, particularly dealing with changes in benefits or coverage that arise during deployment?

Yes

No

21. What specific health related assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?

22. Should the civilian agency make spiritual guidance or counseling assistance available to the reservists' spouse or family to cope with issues arising from deployment and separation?

Yes

No

23. What specific spiritual assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?

24. Should the civilian employer provide the reservists' spouse or family financial counseling in addition to what the military provides?

Yes

No

25. What specific financial assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?

26. Should the civilian employer provide the reservists' spouse or family assistance in accessing local community resources that provide necessary services (e.g. services offered through Red Cross, Salvation Army, or USO) particularly for those that do not live in close proximity to military facilities?

Yes

No

27. What specific community outreach assistance (if any) should the civilian employer provide the reservists' spouse or family during the deployment phase?

Post-Deployment Phase

The following 10 questions solicit your opinion on the type of assistance that civilian employers should provide reservists and their family during the Post-Deployment Phase.

28. Should the civilian employer provide health related assistance with life-changing events that have occurred (e.g. becoming disabled, divorce, childbirth) during deployment?

- Yes No

29. Should the civilian employer provide mental health related assistance in dealing with conditions arising because of deployment experiences?

- Yes No

30. Should the civilian employer provide additional health benefits and coverage to address matters not covered under TRICARE?

- Yes No

31. What specific health related assistance (if any) should the civilian employer provide during the post-deployment phase?

32. Should the civilian employer provide spiritual counseling with issues surrounding reintegration?

- Yes No

33. Should the civilian employer provide financial counseling during the post deployment phase?

- Yes No

34. What specific financial related assistance (if any) should the civilian employer provide during the post-deployment phase?

35. Should the civilian employer provide access to community based programs and/or services that aid in reintegration (e.g. programs or services offered through Red Cross, Salvation Army, or Veteran's Administration)?

- Yes No

36. Should the civilian employer provide assistance with access to educational programs that can aid in reintegration?

- Yes No

37. What specific community outreach assistance (if any) should the civilian employer provide during the post-deployment phase?

Appendix B – Institutional Review Board Exemption

Exemption Request EXP2013Z5481 - Approval

AVPR IRB [ospirb@txstate.edu]

Sent: Friday, June 21, 2013 12:56 PM

To: Vargas, Jose A

DO NOT REPLY TO THIS MESSAGE. This email message is generated by the IRB online application program.

Based on the information in IRB Exemption Request EXP2013Z5481 which you submitted on 06/18/13 18:49:40, your project is exempt from full or expedited review by the Texas State Institutional Review Board.

If you have questions, please submit an IRB Inquiry form:

http://www.txstate.edu/research/irb/irb_inquiry.html

Comments:
No comments.

=====

Institutional Review Board

Office of Research Compliance

Texas State University-San Marcos

(ph) 512/245-2314 / (fax) 512/245-3847 / ospirb@txstate.edu / JCK 489

601 University Drive, San Marcos, TX 78666

Texas State University-San Marcos is a member of the Texas State University System

NOTE: This email, including attachments, may include confidential and/or proprietary information and may be used only by the person or entity to which it is addressed. If the reader of this email is not the intended recipient or his or her agent, the reader is hereby notified that any dissemination, distribution or copying of this email is prohibited. If you have received this email in error, please notify the sender by replying to this message and deleting this email immediately. Unless otherwise indicated, all information included within this document and any documents attached should be considered working papers of this office, subject to the laws of the State of Texas.

Bibliography

- Amdur Deborah, Alfonso Batres, Janet Belisle, John H. Brown Jr, Micaela Cornis-Pop, Marianne Mathewson-Chapman, Gregory Harms, Stephen C. Hunt, Peggy Kennedy, Heather Mahoney-Gleason, Jennifer Perez, Carol Sheets, and Terry Washam. 2011. "VA Integrated Post-Combat Care: A Systemic Approach to Caring for Returning Combat Veterans." *Social Work in Health Care* 50, no.7: 564-575
- Ames, Barbara, Sheila Smith, Kendal Holtrop, Adrian Blow, Jessica Hamel, Maryhelen MacInnes, and Esther Onaga. 2011. "Meeting the Needs of National Guard and Reserve Families: The Vital Role of Extension." *Journal of Extension* 49, no. 5: 1-9.
- Andres, Manon D., and René Moelker. 2011. "There and back again: How parental experiences affect children's adjustments in the course of military deployments." *Armed Forces & Society* 37, no. 3: 418-447.
- Assistant Secretary of Defense Reserve Affairs. 2013. America's National Guard and Reserve Force: An indispensable, valuable, and operational force for the 21st century. *Office of the Assistant Secretary of Defense Reserve Affairs*.
(ra.defense.gov/documents/publications/OSDRACommandBrief.pptx) – Website accessed 2/10/13.
- Assistant Secretary of Defense Reserve Affairs. 2008. Managing the Reserve Components as an Operational Force. *Office of the Assistant Secretary of Defense Reserve Affairs*.
(<http://ra.defense.gov/documents/publications/RC%20Operational%20Force%20White%20Paper.pdf>) – Website accessed 2/10/13.
- Babbie, E. 2001. *The practice of social research* (9th ed.). Wadsworth.
- Baroody, Alan N. 2010. "Spirituality and Trauma During a Time of War: A systemic approach to pastoral care and counseling." In *Families Under Fire: Systemic Therapy With Military Families*, edited by R. Blaine Everson, and Charles R. Figley, 165-190. New York: Routledge.
- Berglass, Nancy, and Margaret C. Harrell. "Well After Service, Veteran reintegration and American Communities." *Center for a New American Security*. 2012.
(http://www.cnas.org/files/documents/publications/CNAS_WellAfterService_BerglassHarrell.pdf) – Website accessed 2/9/13.
- Brancu, Mira, Kristy Straits-Tröster, and Harold Kudler. 2011. "Behavioral Health Conditions Among Military Personnel and Veterans." *North Carolina Medical Journal* 72, no. 1: 54-60.

- Caplin, Donna, and Katharine Kranz Lewis. 2011. "Coming Home: Examining the homecoming experiences of young veterans. Treating." In *Young Veterans: Promoting resilience through practice and advocacy*, edited by Diann Cameron Kelly, Sydney Howe-Barksdale, and David Gitelson, 101-124. New York: Springer Publishing Co.
- Currie, Shannon L., Arla Day, and E. Kevin Kelloway. 2011. "Bringing the troops back home: Modeling the postdeployment reintegration experience." *Journal of Occupational Health Psychology* 16, no. 1: 38-47.
- Darwin, Jaine. 2008. "Disabilities and Injuries among the Members of the National Guard and Reserve Units." In *Returning Wars' Wounded, Injured, and Ill: A reference handbook*, edited by Nathan D. Ainspan and Walter E. Penk, 160-172. Westport, CT: Praeger Security International.
- Department of the Army. 1987. "The Army Health Promotion Program: Spiritual fitness. Pamphlet 600-63-12" *Department of the Army*. (<http://militaryatheists.org/regs/ArmyPam600-63-12v1987.pdf>) – Website accessed 2/13/13.
- Department of Defense. 2011. "Comprehensive Review of the Future Role of the Reserve Component: Volume I, Executive Summary & Main Report." *Department of Defense*. ([http://ra.defense.gov/documents/publications/Comprehensive%20Reserve%20Review%20\(5Apr11\)%20Ver26h%20-%20Final.pdf](http://ra.defense.gov/documents/publications/Comprehensive%20Reserve%20Review%20(5Apr11)%20Ver26h%20-%20Final.pdf)) – Website accessed 3-26-13.
- Doyle, Michael E., and Kris A. Peterson. 2005. "Re-entry and reintegration: Returning home after combat." *Psychiatric Quarterly* 76, no. 4: 361-370.
- Dunning, Christine M. 1996. "From Citizen to Soldier: Mobilization of reservists." In *Emotional Aftermath of the Persian Gulf War: Veterans, families, communities, and nations*, edited by Robert J. Ursano, and Ann E. Norwood, 197-225. Washington DC: American Psychiatric Press, Inc..
- Elbogen, Eric B., Sally C. Johnson, H. Ryan Wagner, Virginia M. Newton, and Jean C. Beckham. 2012. "Financial Well-Being and Postdeployment Adjustment Among Iraq and Afghanistan War Veterans." *Military Medicine* 177, no. 6: 669-675.
- Everson, Blaine, and C. Wayne Perry. 2012. "Spouses and Their Families in the Modern Military System: Problems, assessment, and intervention." In *Advances in Social Work Practice With the Military*, edited by Joan Beder, 199-214. New York: Routledge.
- Glynn, Shirley, M. 2008. "Impact on Family and Friends." In *Returning Wars' Wounded, Injured, and Ill: A reference handbook*, edited by Nathan D. Ainspan and Walter E. Penk, 173-190. Westport, CT: Praeger Security International.

- Gupton, Herbert M., Evan Axelrod, Luz Cornell, Stephen F. Curran, Carol J. Hood, Jennifer Kelly, and Jon Moss. 2011. "Support and Sustain: Psychological Intervention for Law Enforcement Personnel," *The Police Chief* 78 (August): 92–97.
- Hall, Lynn K. 2012. "The Importance of Understanding Military Culture." In *Advances in Social Work Practice With the Military*, edited by Joan Beder, 3-17. New York: Routledge.
- Harnett, Christina, and Michael Gafney. 2011. "Ensuring Equality After The War For The National Guard And Reserve Forces: Revisiting the yellow ribbon initiative." In *Young Veterans: Promoting resilience through practice and advocacy*, edited by Diann Cameron Kelly, Sydney Howe-Barksdale, and David Gitelson, 175-217. New York: Springer Publishing Co.
- Herzog, Joseph R., and R. Blaine Everson. 2010. "Secondary Traumatic Stress, Deployment Phase, and Military Families: Systematic approaches to treatment." In *Families Under Fire: Systemic Therapy With Military Families*, edited by R. Blaine Everson, and Charles R. Figley, 191-212. New York: Routledge.
- Hoge, Charles W., Carl A. Castro, Stephen C. Messer, Dennis McGurk, Dave I. Cotting, and Robert L. Koffman. 2004. "Combat duty in Iraq and Afghanistan, mental health problems, and barriers to care." *New England Journal of Medicine* 351, no. 1: 13-22.
- Hovland, Michele A. 2010. "Reintegration of National Guard Soldiers with Post-Traumatic Stress Disorder". *Army War College*, Carlisle Barracks PA. (<http://www.dtic.mil/cgi-bin/GetTRDoc?AD=ADA521761> – Website accessed 2/19/13. access
- International Association of Chiefs of Police, and Klein Associates. 2009. "Employing Returning Combat Veterans as Law Enforcement Officers." (<http://www.theiacp.org/LinkClick.aspx?fileticket=kc8Tow5TthM=&tabid=392>) – Website accessed 2/3/13.
- International Association of Chiefs of Police. 2010. "Law Enforcement Leader's Guide on Combat Veterans: A Transition Guide for Veterans Beginning or Continuing Careers in Law Enforcement." (http://www.theiacp.org/portals/0/pdfs/leadersguide_150dpi.pdf) – Website accessed 2/3/13.
- Johnson, G. 2010. *Research methods for public administrators*. ME Sharpe.
- Krueger, R. A. 1994. *Focus groups: A practical guide for applied research* (2nd ed.). Sage.
- Krueger, R. A., & Casey, M. A. 2000. *Focus groups: a practical guide for applied research*. Sage.

- Kutz, Gregory D., Geoffrey B. Frank, and John J. Ryan. 2004. "Military Pay: Army Reserve Soldiers Mobilized to Active Duty Experienced Significant Pay Problems: GAO-04-990T." *U.S. Government Accountability Office*.
(<http://www.gpo.gov/fdsys/pkg/GAOREPORTS-GAO-04-990T/pdf/GAOREPORTS-GAO-04-990T.pdf>)- Website accessed 2/9/13.
- Legislative Task Force on Veterans' Reintegration. 2010. *State of Oregon*.
(http://www.oregon.gov/odva/TASKFORCE/docs/legislativetf_reintegration_sm.pdf) – Website accessed 2/16/13.
- Lyons, Judith A., and Natasha Elkovitch. 2010. "Post Deployment: Practical guidelines for warriors' loved ones." In *Families Under Fire: Systemic Therapy With Military Families*, edited by R. Blaine Everson, and Charles R. Figley, 259-275. New York: Routledge.
- Mallow, Alissa, Brenda Williams-Gray, Diann Cameron Kelly, and Jonathan Alex. 2011. "Living Beyond the Intersection of War Theater and Home: Protective factors for healthy reintegration." In *Young Veterans: Promoting resilience through practice and advocacy*, edited by Diann Cameron Kelly, Sydney Howe-Barksdale, and David Gitelson, 13-22. New York: Springer Publishing Co.
- Mateczun, John M., and Elizabeth K. Holmes. 1996. "Return, Readjustment, and Reintegration: The three R's of family reunion." In *Emotional Aftermath of the Persian Gulf War: Veterans, families, communities, and nations*, edited by Robert J. Ursano, and Ann E. Norwood, 369-392. Washington DC: American Psychiatric Press, Inc.
- Mental Health Advisory Team (MHAT) V. 2008. Operation Iraqi Freedom 06–08: Iraq. Operation Enduring Freedom 08: Afghanistan. Final Report. Accessed 2/8/13.
<http://www.armymedicine.army.mil/reports/mhat/mhatv/mhat-v.cfm>.
- Milliken, Charles S., Jennifer L. Auchterlonie, and Charles W. Hoge. 2007. "Longitudinal assessment of mental health problems among active and reserve component soldiers returning from the Iraq war." *Journal of the American Medical Association* 298, no. 18: 2141-2148.
- O'Neill, Brian, "A Model Assessment Tool for the Incident Command System: A Case Study of the San Antonio Fire Department" 2008. *Applied Research Projects, Texas State University-San Marcos*. <https://digital.library.txstate.edu/handle/10877/3759>
- Parker, Michael W., George F. Fuller, Harold G. Koenig, Mark A. Vaitkus, Jeffrey M. Bellis, William F. Barko, Joan Eitzen, and Vaughn R. Call. 2001. "Soldier and family wellness across the life course: a developmental model of successful aging, spirituality, and health promotion. Part I." *Military medicine* 166, no. 6: 485-489.

- Parker, Michael W., George F. Fuller, Harold G. Koenig, Jeffrey M. Bellis, Mark A. Vaitkus, William F. Barko, and Joan Eitzen. 2001. "Soldier and family wellness across the life course: a developmental model of successful aging, spirituality, and health promotion, Part II." *Military medicine* 166, no. 7: 561-570.
- Quinn, Thomas, and Elizabeth Quinn 2011. "Trauma and the Developmental Course of PTSD Postdeployment." .” In *Young Veterans: Promoting resilience through practice and advocacy*, edited by Diann Cameron Kelly, Sydney Howe-Barksdale, and David Gitelson, 23-32. New York: Springer Publishing Co.
- Reaves, Brian A. 2012. "Hiring and retention of State and Local Law Enforcement Officers, 2008 – Statistical Tables”. *U.S. Department of Justice, Bureau of Justice Statistics*. (<http://bjs.gov/content/pub/pdf/hrsllleo08st.pdf>) – Website accessed 3/4/13.
- Rosenheck, Robert A., and Alan Fontana. 1996. "Treatment of Veterans Severely Impaired by Posttraumatic Stress Disorder.” In *Emotional Aftermath of the Persian Gulf War: Veterans, families, communities, and nations*, edited by Robert J. Ursano, and Ann E. Norwood, 501-532. Washington DC: American Psychiatric Press, Inc.
- Shields, Patricia M. 1998. "Pragmatism as a Philosophy of Science: A Tool for Public Administration" *Faculty Publications-Political Science*. <https://digital.library.txstate.edu/handle/10877/3954>
- Shields, Patricia M. and Tajalli, Hassan. 2006. "Intermediate Theory: The Missing Link to Successful Student Scholarship". *Faculty Publications-Political Science*. <https://digital.library.txstate.edu/handle/10877/3967>.
- Stewart, Derek B. 2004. "Military Personnel: DOD Needs to Address Long-Term Reserve Force Availability and Related Mobilization and Demobilization Issues: GAO-04-1031”. *U.S. Government Accountability Office*. (<http://www.gao.gov/assets/250/244151.pdf>)- Website accessed 2/9/13.
- Under Secretary of Defense (AT&L). 2007. Deployment of Members of the National Guard and Reserve in the Global War on Terrorism. *Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics*. (<http://www.acq.osd.mil/dsb/reports/ADA478163.pdf>) – Website accessed 2/6/13.
- Under Secretary of Defense (P&R). 2011. "Yellow Ribbon Reintegration Program (DoD Instruction 1342.28)”. *Defense Technical Information Center*. (<http://www.dtic.mil/whs/directives/corres/pdf/134228p.pdf>) – Website accessed 2/2/13.
- Vaden, Jason. 2007. "A Model Assessment Tool for Classroom Technology Infrastructure in Higher Education". *Applied Research Projects, Texas State University-San Marcos*. <https://digital.library.txstate.edu/handle/10877/3737>.

- Webster, Barbara. 2008. "Combat Deployment and the Returning Police Officer". *US Department of Justice, Office of Community Oriented Policing Services*.
(http://www.ilj.org/publications/docs/Combat_Deployment_Returning_Police_Officer.pdf) – Website accessed 2/12/13.
- Wright, Kathleen M., Oscar A. Cabrera, Paul D. Bliese, Amy B. Adler, Charles W. Hoge, and Carl A. Castro. 2009. "Stigma and barriers to care in soldiers postcombat." *Psychological Services* 6, no. 2: 108-116.