

Membership Balance Plan
Reserve Forces Policy Board

Agency: Department of War (DoW)

1. Advisory Committee's Official Designation: Reserve Forces Policy Board (RFPB)
2. Authority: The Secretary of War (SecWar), pursuant to 10 U.S.C. §§ 175 and 10301 and in accordance with chapter 10 of title, 5, U.S.C. (commonly known as "the Federal Advisory Committee Act" or "FACA") and 41 C.F.R. § 102-3.50(a), established this non-discretionary advisory committee.
3. Objectives and Scope of Activities: The Reserve Forces Policy Board (RFPB) shall serve as an independent adviser to the SecWar to provide advice and recommendations on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components.
4. Points of View: Consistent with the provisions of 10 U.S.C. § 10301(c), the RFPB shall be composed of 20 members, appointed, or designated as follows:
 - a. A civilian appointed by the SecWar from among persons determined by the Secretary to have the knowledge of, and experience in, policy matters relevant to national security and reserve component matters necessary to carry out the duties of the RFPB, who shall serve as chair of the RFPB.
 - b. Two active or retired reserve officers or enlisted members designated by the SecWar upon the recommendation of the Secretary of the Army:
 - 1) One of whom shall be a member of the Army National Guard of the United States or a former member of the Army National Guard of the United States in the Retired Reserve; and
 - 2) One of whom shall be a member or retired member of the Army Reserve.
 - c. Two active or retired reserve officers or enlisted members designated by the SecWar upon the recommendation of the Secretary of the Navy:
 - 1) One of whom shall be an active or retired officer of the Navy Reserve; and
 - 2) One of whom shall be an active or retired officer of the Marine Corps Reserve.
 - d. Two active or retired reserve officers or enlisted members designated by the SecWar upon the recommendation of the Secretary of the Air Force:
 - 1) One of whom shall be a member of the Air National Guard of the United States or a former member of the Air National Guard of the United States in the Retired Reserve; and
 - 2) One of whom shall be a member or retired member of the Air Force Reserve.
 - e. One active or retired reserve officer or enlisted member of the U.S. Coast Guard designated by the Secretary of Homeland Security.
 - f. Ten persons appointed or designated by the SecWar, each of whom shall be a U.S. citizen having significant knowledge of and experience in policy matters relevant to national security and reserve component matters and shall be one of the following:

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- 1) An individual not employed in any Federal or State department or agency.
 - 2) An individual employed by a Federal or State department or agency.
 - 3) An officer of a regular component of the armed forces on active-duty, or an officer of a reserve component of the armed forces in an active status, who:
 - a. Is serving or has served in a senior position on the Joint Staff, the headquarters staff of a Combatant Command, or the headquarters staff of an armed force; and
 - b. Has experience in joint professional military education, joint qualification, and joint operations matters.
- g. A reserve officer of the Army, Navy, Air Force, or Marine Corps, who is a general or flag officer, recommended by the Chair and designated by the SecWar, who shall serve without vote as:
- 1) Military adviser to the Chair;
 - 2) Military executive officer of the RFPB; and
 - 3) Supervisor of the operations and staff of the RFPB.
- h. A senior enlisted member of a reserve component recommended by the Chair and designated by the SecWar, who shall serve without vote as enlisted military adviser to the Chair.

The DoW, in evaluating candidates for RFPB membership, considers the candidate's educational, experiential, and professional credentials concerning the subject matters expected to be handled by the RFPB. The DoW has found that viewing the complex issues facing the DoW through a multidisciplinary advisory committee provides the DoW and, more importantly, the American public with a broader understanding of the issues that inform subsequent policy decisions.

Membership will be fairly balanced in terms of points of view represented and the functions to be performed by the RFPB. The RFPB's membership balance is not static, and the SecWar or the Deputy Secretary of War ("the DoW Appointing Authority") may change the membership based upon work assigned to the RFPB by the DoW Appointing Authority or the USW(P&R), the DoW Sponsor.

All members, based on their individual experiences, exercise their own best judgment on behalf of the DoW concerning matters before the RFPB, do not represent any particular point of view, and discuss and deliberate in a manner free from conflicts of interest.

Members who are not full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as special government employee (SGE) members. Members who are full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be designated pursuant to 41 C.F.R. § 102-3.130(a) to serve as regular government employee (RGE) members. The DoW, unless otherwise provided by statute or Presidential directive, does not use representative members on DoW Federal Advisory committees.

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5. Broad Outreach: To ensure the RFPB's call for nominees reaches interested parties and affected Reserve communities, the RFPB conducts broad outreach efforts. Such efforts include but are not limited to publishing notices in the Federal Register Notice, formally announcing the opportunity in writing to all the Chiefs of the Reserve Components, soliciting self-nominations via the organization's public-facing website forwarding written notices to the Senior Enlisted Advisor to the Assistant Secretary of War for Manpower & Reserve Affairs for electronic distribution throughout the Services' senior enlisted networks and, posting pending opportunities on the Reserve Components' Policy Committee's portal.
6. Candidate Selection: Based on requirements in the RFPB's authorizing statute, DoW uses a variety of methods to identify potential RFPB members. The USW(P&R), in compliance with 10 U.S.C. § 10301(c)(1), and in consultation with senior Department leaders, and the Special Assistant to the Secretary of War for White House Liaison, identifies potential candidates to serve as the RFPB's Chair. An emphasis will be placed on the provision of opportunities for the inclusion of enlisted members consistent with 10 U.S.C. §§ 10301(c)(2) and (4) and the innovative private-sector thought leaders, including small business leaders affiliated with the Employer Support of the Guard and Reserves for appointments consistent with 10 U.S.C. § 10301(c)(6), as appropriate.

The Secretaries of the Military Departments will each recommend two, for a total of six, active or retired reserve officers or enlisted members to serve on the RFPB, in compliance with 10 U.S.C. §§ 10301(c)(2) through (4). Once identified, the Secretaries of the Military Departments will forward their recommended nominees to the RFPB's Designated Federal Officer (DFO). The DFO will identify potential candidates to serve on the RFPB to satisfy the requirements of 10 U.S.C. § 10301(c)(6), in consultation with the Secretaries of the Military Departments and the Chief of the National Guard Bureau. When identifying potential candidates, the DFO will consult with senior DoW officials, members of the RFPB, and the RFPB's staff.

The DFO, on behalf of the Chair, will request candidates for the RFPB's Military Executive and enlisted military advisor from the Military Services, in compliance with 10 U.S.C. §§ 10301(c)(7) and (8). Once identified, the chair will interview each nominee and make a final recommendation to the USW(P&R) in accordance with established DoW policy and procedures.

The USW(P&R), in consultation with the Office of the Assistant Secretary of War for White House Affairs, reviews the list of potential candidates. In their review, the USW(P&R) strives to achieve a balance between the professional credentials of the individuals and the near-term subjects to be reviewed by the RFPB to achieve a membership that includes a range of viewpoints, backgrounds, and experiences to serve as RFPB members.

Before formal nomination to the DoW Appointing Authority, the list of potential nominees undergoes a review by the DoW Office of General Counsel and the Advisory Committee Management Officer for the Department of War (DoW ACOMO) to ensure compliance with Federal and DoW governance requirements, including compliance with the RFPB's statute, charter, and membership balance plan. Following this review, the DoW ACOMO prepares the

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appropriate DoW Appointment Approval Instrument for the Director of Administration and Management to submit to the DoW Appointing Authority for approval.

The Secretary of Homeland Security will select one active or retired reserve officer or enlisted member of the U.S. Coast Guard for appointment to the RFPB. The selection and approval process by the Secretary of Homeland Security will be in accordance with established Department of Homeland Security policy and procedures and is not subject to further approval by the DoW Appointing Authority.

Following approval by the DoW Appointing Authority, the candidates must complete appointment paperwork and training, to include financial disclosure or other ethics requirements stipulated by the Office of Government Ethics (OGE) for advisory committee members.

RFPB members are appointed for a term of service of one-to-four years, with annual renewals. No member, unless approved by the DoW Appointing Authority, may serve more than two consecutive terms of service on the RFPB, including its subcommittees. Membership vacancies for the RFPB will be filled in the same manner as described above.

As nominees are considered for appointment to the RFPB, the DoW adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Advisory Committees, Boards, and Commissions (79 FR 47482; August 13, 2014) and the rules and regulations issued by the OGE.

7. Subcommittee Balance: The DoW, when necessary and consistent with the RFPB's mission and DoW policy and procedures, may establish subcommittees, task forces, task groups, or working groups ("subcommittees") to support the RFPB.

Individuals considered for appointment to any subcommittee may come from the RFPB itself or from new nominees, as recommended by the USW(P&R) and based upon the subject matters under consideration. In accordance with DoW policy and procedures, the USW(P&R) shall follow the procedures described above in Section 6 to identify and nominate individuals for appointment to a subcommittee.

Subcommittee members shall be appointed for a term of service for a one-to-four years, with annual renewals; however, no member will serve more than two consecutive terms of service on a subcommittee unless previously approved by the DoW Appointing Authority. Subcommittee members who are not full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be appointed as experts or consultants pursuant to 5 U.S.C. § 3109 to serve as SGE members. Subcommittee members who are full-time or permanent part-time Federal civilian officers or employees, or active-duty members of the Uniformed Services, shall be designated pursuant to 41 C.F.R. § 102-3.130(a) to serve as RGE members.

Each subcommittee member is appointed to exercise their own best judgment on behalf of the DoW, without representing any particular point of view, and to discuss and deliberate in a

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manner free from conflicts of interest. Except for reimbursement for official travel and per diem related to the RFPB or its subcommittees, subcommittee members shall serve without compensation.

Currently the DoW has approved three permanent subcommittees for the RFPB, each of which, when tasked in accordance with DoW policy and procedures, will provide advice to the RFPB for its consideration on matters described below. While the number of individuals appointed to each subcommittee may vary, as determined by the DoW Appointing Authority, no individual subcommittee shall have more than 15 members who are eminent authorities in policy matters relevant to national security and reserve component matters. The three permanent subcommittees and their missions are:

- a. Subcommittee for Integration of Total Force Personnel Policy: Advise on matters pertaining to readiness and use of the Reserve Components, as a part of the Total Force, to support the National Defense Strategy (NDS) in current and emerging strategic environment focusing on personnel matters. Specifically, the subcommittee will focus on a) Total Force personnel policies, b) civilian skills, c) duty status reform, d) employer support, e) pay and personnel system, and f) any related matters the RFPB determines relevant to this task.
- b. Subcommittee for the Reserve Components' Role in Homeland Defense and Support to Civil Authorities: Advise on matters pertaining to the capabilities and use of the Reserve Components, as a part of the Total Force, to support the NDS, specifically on homeland defense and defense support to civil authorities.
- c. Subcommittee for Total Force Integration: Advise on matters pertaining to the readiness and use of the Reserve Components to support the NDS in the current and emerging strategic environment. Specifically, the subcommittee will focus on a) force structure, b) Total Force cost management, c) Reserve Component utilization and Total Force interoperability, d) accessing the Reserve Component through authorities and policies, e) modernization of the Reserve Component, and f) any related matters the RFPB determines relevant to this task.

8. Date Prepared/Updated: August 10, 2026