

Membership Balance Plan
Reserve Forces Policy Board

Agency: Department of Defense (DoD)

1. Authority: The Secretary of Defense, pursuant to 10 U.S.C. §§ 175 and 10301(a) and in accordance with the Federal Advisory Committee Act (5 U.S.C., Appendix) and 41 C.F.R. § 102-3.50(a), established the Reserve Forces Policy Board (RFPB) as a non-discretionary advisory committee.
2. Mission/Function: The RFPB shall serve as an independent adviser to the Secretary of Defense to provide advice and recommendations on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components.
3. 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 Secretary of Defense 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 Secretary of Defense 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 Secretary of Defense 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 Secretary of Defense 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 Secretary of Defense, 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:
 - 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

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- 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 Secretary of Defense, 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 Secretary of Defense, who shall serve without vote as enlisted military adviser to the Chair.

The DoD, in evaluating candidates for RFPB membership, considers the candidate's educational and professional experience concerning the subject matters expected to be handled by the RFPB. The DoD has found that viewing the complex issues facing the DoD through a multidisciplinary advisory committee provides the DoD and, more importantly, the American public with a broader understanding of the issues on which subsequent policy decisions are based. Membership shall be fairly balanced in terms of the points of view represented and the functions to be performed by the RFPB. The RFPB's membership balance is not static and the Secretary of Defense or the Deputy Secretary of Defense ("the DoD Appointing Authority") may change the membership based upon work assigned to the RFPB by the DoD Appointing Authority or the USD(P&R), as the RFPB's Sponsor.

Each member, based upon his or her individual experiences, exercises his or her own best judgment concerning matters before the RFPB, does not represent any particular point of view, and discusses and deliberates in a manner that is free from conflicts of interest. RFPB 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. RFPB 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 DoD, unless otherwise provided for by statute or Presidential directive, does not use representative members on DoD Federal advisory committees.

4. Other Balance Factors: 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 inclusion of innovative private-sector thought leaders, including small and minority-owned 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.

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5. Candidate Identification Process: Based on requirements in the RFPB's authorizing statute, DoD uses a variety of methods to identify potential RFPB members.

The USD(P&R), in compliance with 10 U.S.C. § 10301(c)(1), and in consultation with senior Defense leaders, identifies potential candidates to serve as the RFPB's Chair.

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 selected, 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 DoD 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 USD(P&R) in accordance with established DoD policy and procedures.

The USD(P&R), in consultation with the Special Assistant to the Secretary of Defense for White House Liaison, reviews the list of potential candidates, and in his or her review, the USD(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 is diverse and inclusive, both in terms of the points of view to be represented and the functions to be performed by the RFPB.

Before formal nomination to the DoD Appointing Authority, the list of potential nominees will be reviewed by the DoD Office of the General Counsel and the DoD Advisory Committee Management Officer (ACMO) to ensure compliance with Federal and DoD governance requirements, including compliance with the RFPB's statute, charter, and membership balance plan. Following this review, the DoD ACMO prepares the appropriate DoD Appointment Approval Instrument for the Director of Administration and Management who submits it to the DoD 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 procedures and is not subject to further approval by the DoD Appointing Authority.

Following approval by the DoD 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.

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All RFPB members are appointed for a term of service of one-to-four years, with annual renewals. No member, unless approved by the DoD 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.

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

Individual considered for appointment to any subcommittee of the RFPB may come from the RFPB itself or from new nominees, as recommended by the USD(P&R) and based upon the subject matters under consideration. Pursuant to DoD policy and procedures, the USD(P&R) shall follow the procedures described above in section 5 to appoint individuals to a subcommittee, only if the subcommittee member is also a member of the RFPB.

Subcommittee members shall be appointed for a term of service for 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 DoD 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.

The USD(P&R) has established three permanent subcommittees, each of which, when tasked in accordance with DoD 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 DoD 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. Each subcommittee will meet approximately four times per year.

The three permanent subcommittees and their missions are:

- a. Subcommittee for Integration of Total Force Personnel Policy: Advice on matters pertaining to readiness and use of the Reserve Components, as a part of the Total Force, to support the 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: Advice on matters pertaining to the capabilities and use of the Reserve

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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: Advice 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.
7. Other: As nominees are considered for appointment to the RFPB, the DoD adheres to the Office of Management and Budget's Revised Guidance on Appointment of Lobbyists to Federal Committees, Boards, and Commissions (79 FR 47482; August 13, 2014) and the rules and regulations issued by the OGE.
8. Date Prepared: May 5, 2022