



PERSONNEL AND
READINESS

UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

MAR 15 2022

MEMORANDUM FOR CHAIR, RESERVE FORCES POLICY BOARD

SUBJECT: Terms of Reference – Establishment of Reserve Forces Policy Board Subcommittee for Total Force Integration.

I am establishing a subcommittee of the Reserve Forces Policy Board (RFPB). This RFPB subcommittee will not exceed nine members and will be known as the Subcommittee for Total Force Integration. My objectives for this new subcommittee are outlined in the attached Terms of Reference (ToR). As the Sponsor of the RFPB, all tasks for this subcommittee shall be coordinated through my office or that of the Secretary of Defense or the Deputy Secretary of Defense; however, proposals for tasks may come from key stakeholders across the Department, to include those matters referred to the RFPB by the chair or raised by a member of the Board in accordance with 10 U.S.C. § 10301(d).

This subcommittee, like the RFPB and its other subcommittees, is subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations from the subcommittee will be provided to the entire RFPB for thorough deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b).

The RFPB's Designated Federal Officer will work with the Director of Administration and Management and the DoD Advisory Committee Management Officer to ensure all subcommittee member appointments are coordinated with the Special Assistant to the Secretary of Defense for White House Liaison and submitted to the Secretary of Defense or the Deputy Secretary of Defense for approval in accordance with DoD policy and procedures.

A handwritten signature in black ink, appearing to read "Gilbert R. Cisneros, Jr.", written in a cursive style.

Gilbert R. Cisneros, Jr.

Attachment:
As stated

cc:
Secretaries of the Military Departments
Chairman of the Joint Chiefs of Staff
Under Secretaries of Defense
Chiefs of the Military Services
Chief of the National Guard Bureau
General Counsel of the Department of Defense
Director of Administration and Management

Subcommittee for Total Force Integration

This Terms of reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives for the Subcommittee for Total Force Integration ("the Subcommittee"), a subcommittee of the Reserve Forces Policy Board (RFPB).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this Subcommittee will not duplicate work performed by DoD or any other DoD Federal advisory committee or subcommittee, to include the RFPB and its subcommittees. The Subcommittee is tasked to provide independent advice to improve and enhance the capabilities, efficiency, and effectiveness of the Reserve Components in support of the Total Force to the RFPB for it to consider as it provides advice and recommendations to the Secretary of Defense, the Deputy Secretary of Defense, and the USD(P&R).

The Subcommittee's advice and recommendations will focus on the readiness and use of the Reserve Components to support the National Defense Strategy in the current and emerging strategic environment.

Issue Statement: The Reserve Components represent approximately 38 percent of the Total Force, and are increasingly relied upon by the Department as both an operational capability and strategic depth necessary to accomplishing national security objectives. Senior leaders must have access to, and benefit from, independent and external perspectives from the broader national security community to address current and future challenges and opportunities involving the Reserve Components' authorities and capacity to meet the variety of domestic and overseas requirements, including the necessary military surge capacity to meet strategic requirements.

Objectives and Scope: The Subcommittee provides the RFPB with independent assessments, external perspectives, and recommendations on the roles, capabilities, structure, and resourcing of the Reserve Components to provide for the full range of military options including full-scale national mobilization.

Methodology: The Subcommittee examines policies concerning the Reserve Components that support the Secretary's priorities and the National Defense Strategy pertaining to Total Force Integration. Specifically, the Subcommittee will focus on:

- Force Structure
- Total Force Cost Management
- Reserve Component Utilization and Total Force Interoperability
- Accessing the Reserve Component through Authorities and Policies
- Modernization of the Reserve Component
- Any related matters the Board determines relevant to this task

Deliverable: The Subcommittee's findings, observations, and recommendations will be presented to the full RFPB for its thorough open discussion and deliberation in a noticed public meeting subject to the Government in the Sunshine Act.

Support: In conducting its work, I provide the RFPB and the Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by RFPB staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to RFPB and Subcommittee requests for data/information within 5 business days.

As a Subcommittee of the RFPB, the Subcommittee will not work independently of the RFPB's charter. It will operate in conformity with, and pursuant to, the Federal Advisory Committee Act, the Government in the Sunshine Act, and other applicable Federal statutes and regulations. The Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of the RFPB, nor report directly to any Federal representative. The members of the Subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

Point of contact: RFPB Designated Federal Officer

Phone: (703) 681-0600; Email: osd.pentagon.ousd-p-r.mbx.rfpb@mail.mil



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MAR 15 2022

MEMORANDUM FOR CHAIR, RESERVE FORCES POLICY BOARD

SUBJECT: Terms of Reference – Establishment of Reserve Forces Policy Board Subcommittee for Integration of Total Force Personnel Policy.

I am establishing a subcommittee of the Reserve Forces Policy Board (RFPB). This RFPB subcommittee will not exceed nine members and will be known as the Subcommittee for Integration of Total Force Personnel Policy. My objectives for this new subcommittee are outlined in the attached Terms of Reference (ToR). As the Sponsor of the RFPB, all ToRs and tasks for this subcommittee shall be coordinated through my office or that of the Secretary of Defense or the Deputy Secretary of Defense; however, proposals for tasks may come from key stakeholders across the Department, to include those matters referred to the RFPB by the chair or raised by a member of the Board in accordance with 10 U.S.C. § 10301(d).

This subcommittee, like the RFPB and its other subcommittees, is subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations from the subcommittee will be provided to the entire RFPB for thorough deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b).

The RFPB's Designated Federal Officer will work with the Director of Administration and Management and the DoD Advisory Committee Management Officer to ensure all subcommittee member appointments are coordinated with the Special Assistance to the Secretary of Defense for White House Liaison and submitted to the Secretary of Defense or the Deputy Secretary of Defense for approval in accordance with DoD policy and procedures.

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Secretaries of the Military Departments
Chairman of the Joint Chiefs of Staff
Under Secretaries of Defense
Chiefs of the Military Services
Chief of the National Guard Bureau
General Counsel of the Department of Defense
Director of Administration and Management

Subcommittee for Integration of Total Force Personnel Policy

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness' (USD(P&R)) objectives for the Subcommittee for Integration of Total Force Personnel Policy ("the Subcommittee"), a subcommittee of the Reserve Forces Policy Board (RFPB).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this Subcommittee will not duplicate work performed by DoD or any other DoD Federal advisory committee or subcommittee, to include the RFPB and its subcommittees. The Subcommittee is tasked to provide independent advice on improving strategies, policies, and practices of the Reserve Components' personnel management to the RFPB for it to consider as it provides its advice and recommendations to the Secretary of Defense, the Deputy Secretary of Defense, and the USD(P&R).

The Subcommittee's advice and recommendations will focus on the readiness and use of the Reserve Components, as a part of the Total Force, to support the National Defense Strategy in the current and emerging strategic environment focusing on personnel matters.

Issue Statement: The Reserve Components represent approximately 38 percent of the Total Force, and are increasingly relied upon by the Department as both an operational reserve and to provide support to civil authorities during national emergencies, civil disturbances, and homeland defense operations. Senior leaders must have access to, and benefit from, independent and external perspectives from the broader national security community to address current and future challenges and opportunities involving the Reserve Components' authorities and capacity to meet the variety of domestic and overseas requirements, including the necessary military surge capacity to meet strategic requirements.

Objectives and Scope: The Subcommittee provides the RFPB with independent assessments, external perspectives, and recommendations from the broader business, academic, and public sector communities on the personnel policies and the related effects on Reserve Component Service members, family members, and employers.

Methodology: The Subcommittee examines policies concerning Reserve Component integration and utilization that support the Secretary's priorities and the National Defense Strategy pertaining to Total Force personnel policies. Specifically, the Subcommittee will focus on:

- Total Force personnel policies
- Civilian skills
- Duty Status Reform
- Employer support
- Pay and Personnel Systems
- Any related matters the Board determines relevant to this task

Deliverable: The Subcommittee's findings, observations, and recommendations will be presented to the full RFPB for its thorough open discussion and deliberation in a noticed public meeting subject to the Government in the Sunshine Act.

Support: In conducting its work, I provide the RFPB and the Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by RFPB staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to RFPB and Subcommittee requests for data/information within 5 business days.

As a Subcommittee of the RFPB, the Subcommittee will not work independently of the RFPB's charter. It will operate in conformity with, and pursuant to, the Federal Advisory Committee Act, the Government in the Sunshine Act, and other applicable Federal statutes and regulations. The Subcommittee and individual members do not have the authority to make decisions or recommendations on behalf of the RFPB, nor report directly to any Federal representative. The members of the Subcommittee are subject to certain Federal ethics laws, including 18 U.S.C. § 208, governing conflicts of interest, and the Standards of Ethical Conduct regulations in 5 CFR, Part 2635.

Point of contact: RFPB Designated Federal Officer

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MEMORANDUM FOR CHAIR, RESERVE FORCES POLICY BOARD

SUBJECT: Terms of Reference – Establishment of Reserve Forces Policy Board Subcommittee for the Reserve Components' Role in Homeland Defense and Support to Civil Authorities.

I am establishing a subcommittee of the Reserve Forces Policy Board (RFPB). This RFPB subcommittee will not exceed nine members and will be known as the Subcommittee for the Reserve Components' Role in Homeland Defense and Support to Civil Authorities. My objectives for this new subcommittee are outlined in the attached Terms of Reference (ToR). As the Sponsor of the RFPB, all ToRs and tasks for this subcommittee shall be coordinated through my office or that of the Secretary of Defense or the Deputy Secretary of Defense; however, proposals for tasks may come from key stakeholders across the Department, to include those matters referred to the RFPB by the chair or raised by a member of the Board in accordance with 10 U.S.C. § 10301(d).

This subcommittee, like the RFPB and its other subcommittees, is subject to the Federal Advisory Committee Act (5 U.S.C., Appendix). All advice and recommendations from the subcommittee will be provided to the entire RFPB for thorough deliberation at a properly noticed and open meeting, subject to the Government in the Sunshine Act (5 U.S.C. § 552b).

The RFPB's Designated Federal Officer will work with the Director of Administration and Management and the DoD Advisory Committee Management Officer to ensure all subcommittee member appointments are coordinated with the Special Assistant to the Secretary of Defense for White House Liaison and submitted to the Secretary of Defense or the Deputy Secretary of Defense for approval in accordance with DoD policy and procedures.

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Chairman of the Joint Chiefs of Staff
Under Secretaries of Defense
Chiefs of the Military Services
Chief of the National Guard Bureau
General Counsel of the Department of Defense
Director of Administration and Management

Subcommittee for The Reserve Components' Role in Homeland Defense and Support to Civil Authorities

This Terms of Reference (ToR) establishes the Under Secretary of Defense for Personnel and Readiness's (USD(P&R)) objectives for the Subcommittee for the Reserve Components' Role in Homeland Defense and Support to Civil Authorities ("the Subcommittee"), a subcommittee of the Reserve Forces Policy Board (RFPB).

Mission Statement: Consistent with the Federal Advisory Committee Act and in accordance with DoD policy and procedures, this Subcommittee will not duplicate work performed by DoD or any other DoD Federal advisory committee or subcommittee, to include the RFPB and its subcommittees. The Subcommittee is tasked to provide independent advice on improving strategies, policies, and practices of the Reserve Components' capabilities in homeland defense and support to civil authorities to the RFPB for it to consider as it provides its advice and recommendations to the Secretary of Defense, the Deputy Secretary of Defense, and the USD(P&R).

The Subcommittee's advice and recommendations will focus on the capabilities and use of the Reserve Components, as part of the Total Force, to support the National Defense Strategy, specifically on homeland defense and defense support to civil authorities.

Issue Statement: The Reserve Components represent approximately 38 percent of the Total Force, and are increasingly relied upon by the Department as both an operational reserve and to provide support to civil authorities during national emergencies, civil disturbances, and homeland defense operations. Senior leaders must have access to, and benefit from, independent and external perspectives from the broader national security community to address current and future challenges and opportunities involving the Reserve Components' authorities and capacity to meet the variety of domestic and overseas requirements, including the necessary military surge capacity to meet strategic requirements.

Objectives and Scope: The Subcommittee provides the RFPB with independent assessments, external perspectives, and recommendations on the structure, roles, capabilities, and resourcing necessary for the Reserve Components in homeland defense missions and other operations involving support to civil authorities.

Methodology: The Subcommittee examines policies concerning Reserve Component utilization that support the Secretary's priorities and the National Defense Strategy pertaining to Homeland Defense and Support to Civil Authorities. Specifically, the Subcommittee will focus on:

- The Reserve Components' Employment for Homeland Defense
- The Reserve Components' Responsibilities in Support to Civil Authorities
- Budgeting & Programming for Homeland Defense and Support to Civil Authorities
- Authorities involving Homeland Defense and Support to Civil Authorities' operations
- Any related matters the Board determines relevant to this task

Deliverable: The Subcommittee's findings, observations, and recommendations will be presented to the full RFPB for its thorough open discussion and deliberation in a noticed public meeting subject to the Government in the Sunshine Act.

Support: In conducting its work, I provide the RFPB and the Subcommittee my full support to meet with Department leaders and request data or information relevant to its fact-finding and research under this ToR and any subsequent written taskings. As such, the Office of the Secretary of Defense and DoD Component Heads are requested to cooperate and promptly expedite requests by RFPB staff regarding access to relevant personnel and information deemed necessary, as directed by paragraphs 5.1.8. and 5.3.4. of DoD Instruction 5105.04, "Department of Defense Federal Advisory Committee Management Program," August 6, 2007, and in conformance with applicable security classifications. Additionally, I ask DoD Components to respond to RFPB and Subcommittee requests for data/information within 5 business days.

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