



DEFENSE PERSONNEL AND FAMILY SUPPORT OFFICE
DEFENSE HUMAN RESOURCES ACTIVITY
4800 MARK CENTER DRIVE, SUITE 05E22
ALEXANDRIA, VA 22350-4000

January 20, 2022

OPERATING INSTRUCTION

SUBJECT: Employer Support of the Guard and Reserve Operating Instruction 1250.22,
“Bosslift Program”

References: (a) DoD Instruction 1205.22, “Employer Support of the Guard and Reserve (ESGR),” February 6, 2017
(b) DoD Instruction 4515.13, “Air Transportation Eligibility,” January 22, 2016
(c) DoD Instruction 5122.08, “Use of DoD Transportation Assets for Public Affairs Purposes,” November 17, 2017
(d) ESGR Operating Instruction 7000.01, “Employer Support of the Guard and Reserve (ESGR) Financial Operating Procedures for State Committee (SC) Support,” January 31, 2019

1. PURPOSE

Establishes policy, responsibilities, and provides direction for the Employer Support of the Guard and Reserve (ESGR) Bosslift Program. Bosslifts allow employers to observe their employees performing military duties in conjunction with public affairs outreach efforts.

2. APPLICABILITY

This ESGR Operating Instruction (OI) applies to headquarters (HQ) ESGR personnel, ESGR Volunteers, and ESGR contracted personnel.

3. DEFINITIONS

- 3.1. Bosslift: ESGR employer outreach event that allows employers to observe military operations and activities. These events normally include briefings on the Uniformed Services Employment and Reemployment Rights Act (USERRA) and the Service Component supporting the Bosslift.
- 3.2. ESGR: Pursuant to DoDI 1205.22, ESGR is organized with a National Chair (NC), an Executive Director (ED), HQ staff, and State Committee volunteers residing in each state, district, and territory. Volunteer membership requirements, status, and appropriate duties for volunteers are addressed in DoDI 1100.21.
- 3.3. HQ ESGR: Pursuant to DoDI 1205.22, HQ ESGR, led by the ED, is comprised of military personnel and full-time or permanent part-time civilian employees who administer ESGR programs and initiatives. HQ ESGR provides ombudsman services, conducts national employer and Reserve Component (RC) member outreach initiatives, and provides direction, training, and support to all ESGR state committees (SC).
- 3.4. ESGR Executive Director (ED): Manages and directs ESGR programs and activities. The ED is the principal advisor to the Director, Defense Personnel and Family Support

Office (DPFSO) on all matters pertaining to ESGR operations and Deputy Assistant Secretary of Defense for Reserve Integration on all matters pertaining to policy related to the employer support of Service members.

- 3.5. EventPLUS: Software used to manage and coordinate ESGR state committee outreach, training, and administrative activities. It provides for management and coordination of the entire event lifecycle including setup, approval, pre-event, event registration, and after action reports, in addition to Statement of Support and Patriot Award tracking.
- 3.6. Official Representation Funds (ORF): Certain operations and maintenance funds provided to ESGR that may be used for official reception, representation, and advertising activities in accordance with Section 2241(c) of Title 10, United States Code (U.S.C.) to further employer commitments. Expenditure of these funds will follow the policy in DoDI 7250.13 for how funds can be used (unless otherwise provided in this Instruction and ESGROI 7000.1) even though ESGR ORFs are not emergency and extraordinary expense funds provided under Section 127 of Title 10, U.S.C.
- 3.7. Public Affairs Orientation Flights: Per Section 8.1 of DoDI 4515.13, orientation flights are local area flights that begin and return to the point of origin or a point nearby, and will not be conducted to provide transportation. These flights will further the understanding of particular programs concerning the Department of Defense (DoD)'s roles and missions. The approval authority for orientation flights is at the discretion of the Military Departments, but may be no lower than the installation commander (CDR).
- 3.8. Point-to-Point Public Affairs Transportation: Is defined in DoDI 5122.08, which is subject to approval by the Assistant to the Secretary of Defense for Public Affairs (ATSD(PA)). Point-to-Point requests will be submitted to the Director, Defense Personnel and Family Support Office who will submit the request to the Assistant to the Secretary of Defense for Public Affairs for approval.
- 3.9. Reserve Component (RC): Per DoD Directive 1200.17, the RCs of the Armed Forces are: (1) The Army National Guard of the United States, (2) The Army Reserve, (3) The Navy Reserve, (4) The Marine Corps Reserve, (5) The Air National Guard of the United States, (6) The Air Force Reserve, and (7) The Coast Guard Reserve.
- 3.10. Service member: Any uniformed Service member of the Active and Reserve Components of the Army, Marine Corps, Navy, Air Force, Army National Guard, Air National Guard, Coast Guard, Space Force, Commissioned Corps of the National Oceanic and Atmospheric Administration and the Commissioned Corps of the Public Health Services.
- 3.11. State Committee (SC): Per HQ ESGRI 1000.01, group of volunteers in each state, territory, and the District of Columbia. SCs are led by a state chair and other volunteers to support ESGR's mission and goals.

4. ACRONYMS

ATSD(PA)	Assistant to the Secretary of Defense for Public Affairs
DoD	Department of Defense
DODI	Department of Defense Instruction
DPFSO	Defense Personnel and Family Support Office
ED	Executive Director
ESGR	Employer Support of the Guard and Reserve
ESGROI	Employer Support of the Guard and Reserve Operating Instruction
HQ	Headquarters
ORF	Official Representation Funds
RC	Reserve Component
SC	State Committee
USERRA	Uniformed Services Employment and Reemployment Rights Act

5. RESPONSIBILITIES

5.1. The ESGR ED will:

- 5.1.1. Provide overall ESGR Bosslift program objectives and guidance.
- 5.1.2. Promote the use of Bosslifts to improve employer understanding of RC Service member military duties.
- 5.1.3. Utilize the Bosslift program to strengthen DoD relationships with RC employers.
- 5.1.4. Approve or disapprove Public Affairs Orientation Flights.
- 5.1.5. Makes recommendations for approval or disapproval to the Director of Defense Personnel and Family Support Office for Point-to-Point Public Affairs Transportation:
 - 5.1.5.1 Forward approved recommendation to (ATSD(PA)).
 - 5.15.2 Return disapproved recommendation to the SC.

5.2. The ESGR Chief, Volunteer Support will:

- 5.2.1. Provide oversight for program administration to include sharing best practices with SCs.
- 5.2.2. Review and approve event agendas and attendance lists from the SCs.

- 5.2.3. Assist SCs with Bosslift planning, as required.
- 5.2.4. Conduct an annual review of this instruction.
- 5.3. SC Chairs will:
 - 5.3.1. Initiate Bosslift requests and submit to HQ ESGR via EventPLUS.
 - 5.3.2. Plan and conduct Bosslift events in accordance with this instruction and ESGR Operating Instruction (ESGROI) 7000.1.
 - 5.3.3. At their discretion, appoint a Bosslift Coordinator with the authority to carry out the following SC chair responsibilities:
 - 5.3.3.1. Coordinate access to military installations and facilities in accordance with applicable security requirements.
 - 5.3.3.2. Ensure that all participants complete any required documents for participation (waivers, manifests, etc.).
 - 5.3.3.3. Use the Bosslift Checklist at Enclosure 1 of this instruction as a resource for ensuring all pre-event activities are complete.

6. PROCEDURES

- 6.1. Bosslifts Guidelines must conform to ESGROI 7000.1.
 - 6.1.1. Bosslift missions are contingent upon approval by the RC supporting the event(s).
 - 6.1.2. ESGR does not own military transportation or have fiscal authority to fund military transportation or military personnel; therefore, ESGR has no tasking or mission approval authority.
 - 6.1.3. SCs are responsible for any additional costs incurred by Bosslift participants due to military transportation, mechanical malfunctions or cancellations/delays for any reason (e.g. billeting and meals).
 - 6.1.4. To the maximum extent possible, Bosslift events should allow employers to observe their own employees performing their military duties.
- 6.2. Operational or priority training missions take priority, and can pre-empt any Bosslift.
- 6.3. Bosslifts on military transportation will adhere to the following guidelines:
 - 6.3.1. A ratio of at least four employers participating for every DoD representative or SC volunteer must be maintained.
 - 6.3.2. The following military are exempt from the Bosslift ratio Per ESGROI 7000.1:
 - 6.3.2.1. State Adjutant General

- 6.3.2.2. State Deputy Adjutant General
- 6.3.2.3. State Assistant Adjutant(s) General
- 6.3.2.4. State Senior Enlisted Leaders
- 6.3.2.5. Senior leader representing the participating RCs (limit to one per RC)
- 6.3.2.6. Military transportation crew members
- 6.3.3. ESGR volunteers providing ground support duties for the Bosslift are included on the event request with a comment in remarks stating ground support. Ground support volunteers are not included in the Bosslift ratio in paragraph 6.3.1.
- 6.3.4. No mission will exceed ORF ratios.
- 6.4. Event requests will only document the ESGR volunteers and ESGR invited guests when conducting large concurrent events with other agencies and groups.
- 6.5. Record all attendees in EventPLUS to include employers influenced. After action report must be submitted within 30 days of completing the event.
- 6.6. SC must include a detailed letter of justification identifying the significant return on investment. The letter of justification is included in EventPLUS.
 - 6.6.1. If an overnight stay is requested, SCs must be able to justify the overnight stay based on the distance the employer will drive, time of year, and overall length of the event on the attendee roster and in the letter of justification.
 - 6.6.2. SCs may request to pay for one night of lodging at the point of embarkation (either before or after the mission) for employers who travel long distances to participate in Bosslifts.
- 6.7. Multiple SCs are encouraged to coordinate on joint events to maximize Bosslift opportunities and leverage military transportation resources.
- 6.8. Employers from multiple states may participate in the same Bosslift.
- 6.9. When SCs share in Bosslifts, participating states are responsible for their respective expenses and event requests.
- 6.10. Current request worksheets or forms that relate to Bosslift execution can be found in the ESGR Portal, Member Management System, Documents Library.
- 7. ORIENTATION BOSSLIFTS
 - 7.1. Orientation Bosslifts are those that leave and return to the same point of origin or a point nearby.
 - 7.2. The approval authority for orientation flights is at the discretion of the Military

Departments, but may be delegated no lower than the installation commander.

7.3. SCs should submit requests, using EventPlus, 60-days prior to the event.

8. POINT-TO-POINT BOSSLIFTS

8.1. In accordance with DoDI 5122.08, transportation assets will be provided for point-to-point Bosslifts when the following conditions are met:

8.1.1. Travel is determined to be primarily in the interest of the DoD.

8.1.2. Commercial transportation is not available or is otherwise inadequate to fulfill mission objectives, or the individual is in immediate danger of loss of life, limb, or sight.

8.1.3. Travel on DoD transportation assets is on a space-available, non-interference basis on previously scheduled flights to the maximum extent that is possible.

8.1.4. The ATSD(PA) approves the use of military assets for the point-to-point Bosslift.

8.2. Point-to-Point Bosslifts must be approved by the ATSD(PA) and require a 90-day lead time from the date all documentation is provided via EventPLUS. SCs must use the templates in Enclosures 2 and 3 of this instruction when requesting point-to-point Bosslifts.

8.3. When requesting a point-to-point Bosslift the following documents are required:

8.3.1. Engagement Estimated Expense Sheet (Enclosure 2). To assist with the Engagement Estimated Expense Sheet, use the link below to determine the Department of Defense fixed Wing and Helicopter Reimbursement Rates: <https://comptroller.defense.gov/Financial-Management/Reports/>.

8.3.2. Action memo to the ATSD(PA) found at Enclosure 3 of this OI.

8.3.3. A letter of justification included in EventPLUS. Approval is dependent upon SC submitting a detailed letter of justification identifying the significant return on investment. Justification must also include the military training/activity to be conducted during flight to location and the military training/activity on return flight for employers.

8.4. HQ ESGR is responsible to route point-to-point Bosslift requests to the Director, DPFSO who will forward request to the ATSD(PA) for approval.

9. Additional activities

9.1. Peripheral activities such as participating in golfing, attending athletic events, visiting shopping centers or Base Exchange facilities, and other social events shall not be included as part of the itinerary during the normal duty day.

- 9.2. Activities perceived as extravagant will jeopardize the credibility of this program and are prohibited. Sensitivity to public perception is of the utmost importance when planning itineraries.
- 9.3. If SCs have any questions about activities that might jeopardize the credibility of the program, contact HQ ESGR for clarification.

10. Participation guidelines:

- 10.1. SC will not use volunteers or DoD representatives to occupy available seats on military transportation as event seat fillers.
- 10.2. Service members who have employers participating in a Bosslift are considered DoD representatives for the purposes of the Bosslift ratio and ineligible for reimbursement from ESGR (meals, fulfillment items, per diem, etc.).
- 10.3. Bosslift participants may include employers of RC Service members or employers with significant community influence. Employers invited to participate are based on the following order of priority:
 - 10.3.1. Employers of RC Service members.
 - 10.3.2. Employers or individuals with significant community influence (ex. local chamber of commerce Board Chair, civic club leaders, non-governmental organizations, or significant employers within the community).
 - 10.3.3. Participation by elected officials and/or their staff is at the discretion of the Service Component supporting the Bosslift. SCs will notify HQ ESGR when governors or Federal elected officials participate in a Bosslift.
- 10.4. Participants will not include:
 - 10.4.1. More than three attendees from one organization or company.
 - 10.4.2. Previous employer participants from one organization or company during the same fiscal year.
 - 10.4.3. Guests of participants.
 - 10.4.4. Elected officials and their staff who are campaigning for reelection or intend to run for political office during the event.
- 10.5. Media participation is at the discretion of the Service Component supporting the Bosslift.

11. EFFECTIVE DATE: Effective immediately. This OI will be reviewed by HQ ESGR on an annual basis.

M. Alex Baird
Director

Enclosures
As stated

Enclosure 1: Sample Bosslift Checklist

6 Months

- Location/destination ____/____ Date ____
- Service Component/host site approval confirmed/received including itinerary and estimated costs
- Appropriate requests and worksheets for participating units are complete. (Go to ESGR Portal, Member Management System, Documents Library, for latest documentation)
- Establish required food/transportation arrangements

3 Months

- Coordinate contingency plans
 - Weather options
 - Aircraft malfunctions or divert
 - Airlift cancelation due to operational requirements or aircraft availability
- Assignment confirmed/received including itinerary and estimated costs
- Fulfillment items ordered
- Final participant invitation list completed and uploaded in EventPLUS
- Coordinate with Service Component for media coverage
- 90 days prior to event confirm event request approval in EventPLUS. (Point-to-Point Bosslifts require enclosures 2 and 3)

1-2 Months

- Request Invitational Travel Authorization as needed for participants
- Notify HQ of any Distinguished Visitors attendance (3-star and above, Governors, Federal elected officials)
- Final coordination letter sent to participants 3 weeks prior to Bosslift
 - Emergency phone numbers
 - Bosslift itinerary, Flight schedule
- Lodging - If required to make an early morning departure
- Meals coordinated/contracted

1 Week

- Confirm attendee numbers - Create nametags for all participants
- Confirm media attendance approved by Service Component

Day Of

- Hand out name tags
- Complete manifest in accordance with military unit direction
- ESGR supplies on hand: Fact sheets, flag, pens, tables, water, snacks
- Statements of Supports on hand for signing

- Camera, Social Media posts

One Week after

- Press release on <http://www.esgr.mil>
- Lessons learned/after action report Entered into EventPLUS

Enclosure 2 Sample Engagement Estimated Expense Sheet

Engagement Estimated Expense Sheet						
(Please fill in white areas only)						
Event Name			Event Location			
<i>Utilize current per diem rates located at http://www.defensetravel.dod.mil/site/perdiemCalc.cfm</i>	Per Diem Type	Rate (\$)		# of Full Calendar Days	# of Travelers	Subtotal
	Lodging					\$0.00
	Local Meals	\$0.00	\$0.00			\$0.00
<i>Lodging costs must be calculated even if approved lodging is provided by requestor</i>	Proportional Meals (if used)	\$0.00	\$0.00			\$0.00
	Local Incidental	\$0.00	\$0.00			\$0.00
	Travel day per diem	\$0.00			0	\$0.00
Total Per Diem						\$0.00
<i>Utilized Comptroller Memo: Fiscal Year 2014 DOD Fixed Wing and Helicopter Reimbursement Rates - (All Other User Rates)</i>	Aircraft (static/flyover)	Rate (\$)		# of Hours	# of A/C	Subtotal
						\$0.00
						\$0.00
						\$0.00
Total Aircraft Support						\$0.00
Expense List	Cost	Quantity				Subtotal
Airfare						\$0.00
Rental Vehicle						\$0.00
Tolls						\$0.00
Gas (Rental/Gov.)						\$0.00
Excess Baggage						\$0.00
Parking Fee						\$0.00
Public Trans						\$0.00
Taxi						\$0.00
Other						\$0.00
Other						\$0.00
Other						\$0.00
Other						\$0.00
Other						\$0.00
Other						\$0.00
Total Expenses						\$0.00
Total costs w/o lodging						\$0.00
Total costs						\$0.00

Enclosure 3 Sample Action Memo to the Assistant to the Secretary of Defense (Public Affairs)



UNCLASSIFIED

DEFENSE PERSONNEL AND FAMILY SUPPORT OFFICE
DEFENSE HUMAN RESOURCES ACTIVITY
--4800 MARK CENTER DRIVE, SUITE 05E22
--ALEXANDRIA, VA 22350-4000

Date and Time Last Edited

ACTION MEMO

FOR: ASSISTANT TO THE SECRETARY OF DEFENSE (PUBLIC AFFAIRS)

THROUGH: NAME, PRINCIPAL DEPUTY ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS

FROM: Name to be determined, Director, Defense Personnel and Family Support Office

SUBJECT: Request Office of the Assistant to the Secretary of Defense for Public Affairs (OATSD(PA)) approve Point-to-Point Bosslift Event [Participation in or Support of] [name/date of event]

- **Purpose:** Per the ATSD(PA) "Fiscal Year 2020 DoD Public Affairs Community Engagement Plan," dated December 20, 2019, and in accordance with DoD Instruction 4515.13, paragraph 2.2, we are seeking ATSD(PA) approval of [BOSSLIFT EVENT XXX]. Additional event details are at TAB A.
- **Background:** The total non-reimbursable cost to DoD to support this event is [SXXX.XX]. An explanation of all costs for [support of/participation in] the event is detailed at TAB B. **[NOTE:** Use the first column of the FY20 Fixed Wing and Helicopter Reimbursement Rates memo to calculate aviation costs. An engagement estimated expense sheet has been provided for convenience. ~~Delete this note from the final submission.~~]
- A legal review of DoD [participation in or support of event] is at TAB C.
- Participation in/support of this event has been approved by [Service ComRel Chief; FO/GO leader rank, name, title] at TAB D.

RECOMMENDATION: OATSD(PA) approve the requested DoD Bosslift event by initialing below:

Approve _____ Disapprove _____ Other _____

- ATTACHMENTS:**
- TAB A -- Event Details
 - TAB B -- Event Costs
 - TAB C -- Event Legal Review
 - TAB D -- Event Approval

Prepared by: Name, Office Phone Number: (703) 614-8631 POC: (Name and phone number)

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CHANGE AND REVIEW LOG

- (a) Review the Instructions at least annually to ensure:
- (b) References are current
- (c) Changes in procedures are documented
- (d) Publish necessary revisions

Maintain this record throughout the life of the document.

Date	Author	Version	Reason
12/28/21	Huff, Thiel, Lyon	V4	Changed DPFSC to DPFSO. Added DODI to definitions, changed ITO to Invitational Travel Authorization, capitalized titles, and other minor updates and formatting. Changed definition of SC. Change requirement in paragraph 6.5: Record all attendees in EventPLUS to include employers influenced. After action report must be submitted within 30 days of completing the event
12/29/21	Huff, Thiel, Lyon and CAPT Underhill	V4	Updated paragraph 8.2 to reflect 90 days and updated enclosure 1 to reflect 90 days as well. Updated the Sample memo in enclosure 3 to reflect DPFSO memo