



**DEFENSE SUPPORT SERVICES CENTER
EMPLOYER SUPPORT OF THE GUARD AND RESERVE
4800 MARK CENTER DRIVE, SUITE 05E22
ALEXANDRIA, VA 22350-4000**

OPERATING INSTRUCTION

SUBJECT: Employer Support of the Guard and Reserve Operating Instruction 1250.05,
Board of Directors and Subcommittee Management

- References:
- (a) Administrative Instruction 15, "OSD Records and Information Management Program," May 3, 2013, as amended
 - (b) DoD Instruction DoDI 1205.22, "Employer Support of the Guard and Reserve," February 6, 2017
 - (c) DoD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 27, 2019
 - (d) Employer Support of the Guard and Reserve (ESGR) Operating Instruction 1250.05, "Subcommittee Management," April 24, 2020 (hereby canceled)
 - (e) ESGR Five-Year Strategic Plan, Fiscal Year 2023-2028, October 5, 2022, as amended
 - (f) United States Code, Title 10, Section 1588

1. PURPOSE

This Employer Support of the Guard and Reserve (ESGR) Operating Instruction (OI) establishes roles and responsibilities related to the ESGR Board of Directors (BoD) and subcommittees. The BoD and subcommittees support ESGR's mission and objectives per DoD Instruction 1205.22, "Employer Support of the Guard and Reserve," and the ESGR Strategic Plan. Subcommittee members individually provide advice and recommendations to improve all programs and operations.

2. APPLICABILITY

This ESGR OI applies to Headquarters (HQ) ESGR, ESGR Volunteers, and ESGR contracted personnel.

3. INFORMATION COLLECTION

BoD and subcommittee related correspondence are considered general office administrative records. Per the Office of the Secretary of Defense Records Disposition Schedule file series 101-01.1, related records are temporary. Destroy when business use ceases.

4. DEFINITIONS

- 4.1. HQ ESGR Advisor: A Headquarters ESGR (HQ ESGR) staff subject matter expert to provide logistics support, answer questions, and advise the BoD or assigned subcommittee. Logistics support includes providing web-based meeting software, draft minutes, sending meeting invitations, monitoring the

subcommittee mailbox, formatting proposals and minutes, preparing vacancy announcements, and other appropriate logistics.

4.2. Member Management System (MMS): DoD's system of record for volunteer information, hours, awards, training, and contact information. The system also provides pre-built reports, bulk email capability, and a document library.

4.3. Board of Directors and Sub-Committee Members: Comprised only of ESGR volunteers in accordance with DoDI 1100.21, sections 4.2.h and 4.5.

5. ACRONYMS

BoD	Board of Directors
DED	Deputy Executive Director
DoD	Department of Defense
DoDI	Department of Defense Instruction
ED	Executive Director
ESGR	Employer Support of the Guard and Reserve
HQ	Headquarters
IT	Information Technology
MMS	Member Management System
NC	National Chair
OI	Operating Instruction
OS	Ombudsman Services
SC	State Committees

USERRA Uniformed Services Employment and Reemployment Rights Act

VS	Volunteer Support
VSS	Volunteer Support Subcommittee

6. POLICY

6.1. The Board of Directors (BoD) and all subcommittees will operate under the authority, direction, and control of the ED.

6.2. The duties assigned to the BoD and subcommittees by this OI will not exceed the prohibitions contained in 10 USC 1588 and DoDI 1100.21. The BoD and

subcommittees will not supersede existing ESGR instructions. Any formal changes in guidance must follow existing ESGR processes.

6.3. Service on the BoD or a subcommittee is a unique and rewarding opportunity for our greatest asset, the ESGR volunteer. It is in the best interest of ESGR to leverage the skill and experience of ESGR's talented and diverse body of volunteers. ESGR intends to provide as many interested volunteers as possible with the competitive opportunity for service on the BoD or a subcommittee. This OI establishes term limits to ensure the most service opportunities for the highest number of volunteers.

6.3.1. The standard term limit is three (3) years. Volunteers may serve a maximum of one term either as a BoD and or a subcommittee member.

6.3.2. Volunteer of the Year Members (VOTY) term limit is one (1) year. This term does not count towards the standard term limit.

6.3.3. Terms commence as of 1 October unless otherwise stated in the appointment letter.

6.3.4. The NC in consultation with a subcommittee chair, may recommend that the ED adjust the term limits of a subcommittee member to ensure balance in rotation or equitable periods of subcommittee service and rotating membership one-third at a time.

6.3.5. The ED, in consultation with the NC, can modify term limits at any time.

7. RESPONSIBILITIES

7.1. In addition to the responsibilities outlined in DoDI 1205.22, the ESGR Executive Director (ED) will:

7.1.1. Direct the establishment or disestablishment of the Board of Directors (BoD) and other ESGR subcommittees, as needed.

7.1.2. Appoint volunteer-only members to the BoD and other ESGR subcommittees.

7.1.3. Ensure the volunteer membership rotates to gain fresh perspectives and provide opportunities to all volunteers.

7.1.4. Ensure volunteers are not placed into policy-making positions, per 10 U.S.C. §1588 and DoDI 1100.21.

- 7.1.5. Ensure compliance with DoD conference guidance and Joint Travel Regulations by maximizing teleconference and web-conferencing technology to reduce costs.
 - 7.1.6. Ensure associated charters (Appendices 1-4) are reviewed annually.
 - 7.1.7. Receive suggestions, ideas, and recommendations from the NC, and implement as appropriate.
 - 7.1.8. Assign appropriate HQ ESGR Branch Chief to research suggestions, ideas, and recommendations and report impacts that may affect ESGR operations.
 - 7.1.9. Waivers: Any waiver in guidance articulated in this instruction is at the discretion of the ED in consultation with the NC.
- 7.2. The NC will:
- 7.2.1. In addition to the duties outlined in DoDI 1205.22, serve in a volunteer capacity under 10 U.S.C. § 1588 and DoDI 1100.21.
 - 7.2.2. Provide advice to State Committee (SC) chairs, BoD, and ESGR subcommittees, in consultation with the ED.
 - 7.2.3. Serve as an advisor to, and receive suggestions, ideas, and recommendations from the BoD and subcommittees and determine which to submit directly to the ED.
- 7.3. The Deputy Executive Director (DED) and HQ ESGR Branch Chiefs will:
- 7.3.1. Recommend to the ED potential members and chairs of the subcommittees for which they are responsible. May recommend that the ED remove a member based on conduct or performance.
 - 7.3.2. Assign an HQ ESGR Advisor to support the BoD or subcommittees for which they are responsible. These advisors are not members of a subcommittee.
 - 7.3.3. Review the minutes from BoD and subcommittee meetings.
 - 7.3.4. Ensure the BoD and each supported subcommittee follows the charters and procedures found in the Appendices of this instruction.
 - 7.3.5. Ensure membership rosters, meeting agendas, and minutes are published per the respective charters.

- 7.3.6. Recommend updates to this instruction as necessary.
- 7.3.7. Review BoD and subcommittee membership annually by March 1, and update membership using the timelines provided in Appendix 6.
- 7.3.8. Ensure HQ ESGR Advisor provides the BoD and subcommittees appropriate support.
- 7.3.9. Ensure HQ ESGR Advisor prepares selection, non-selection, and thank you letters, as required, for the ED's signature.

8. AD HOC SUBCOMMITTEES

- 8.1. Ad hoc subcommittees accomplish specified tasks within a provided timeline.
- 8.2. ESGR may use an ad hoc subcommittee to provide individual recommendations to leadership on a particular issue, review a particular requirement, or provide expertise in a particular area that adds value to ESGR.
- 8.3. Examples of ad hoc subcommittees are Recruiting, Freedom Award, and Sustaining the Volunteer Force. Subcommittees could study a specific challenge and provide individual recommendations to ED via the BoD and NC to alter courses of action or update current best practices.
- 8.4. The ED may designate an ad hoc subcommittee as a long-standing subcommittee based on a recommendation to continue the subcommittee.

9. COMMUNICATION:

Discussions about nonpublic information may not be released to the general public, absent the approval of the ED. Communications about nonpublic information could be harmful to the ESGR program or an individual (i.e., pre-decisional budget discussions, contract discussions, volunteer conduct) and therefore it is imperative that the BoD and Sub-committees protect this information.

EFFECTIVE DATE: Effective as of the date of signature. ESGR will review this instruction on an annual basis.

Jonathan R. Townsend, CAPT USN
Executive Director

Appendix 1: Board of Directors Charter

1. Mission: The mission of the Board of Directors (BoD) is to provide a volunteer-led process for the submission of individual suggestions, ideas, and recommendations for HQ ESGR consideration, in furtherance of ESGR's vision, mission, and values.
2. Tasks:
 - 2.1. Review and evaluate the ESGR Strategic Plan annually for continued relevancy, recommending updates as necessary to the NC. The NC will submit their individual ESGR Strategic Plan recommendations to the ED. The ED is the final approval authority for the ESGR Strategic Plan and any associated modifications.
 - 2.2. Provide suggestions, ideas, and recommendations for subcommittees to address.
 - 2.3. Recommend the establishment of any special ad hoc subcommittees to the NC.
 - 2.4. Receive suggestions, ideas, and recommendations from other BoD members, other ESGR volunteers, and/or ESGR subcommittees. Suggestions, ideas, and recommendations received will be considered by the BoD. The BoD Chair determines which will be forwarded to the NC.
3. Membership of the BoD will consist of the following volunteer members supported by one non-member HQ ESGR Advisor:
 - 3.1. BoD Chair: The ESGR NC occupies this position.
 - 3.1.1. Leads and presides over all BoD meetings and, with input from other board members, set the meeting agenda.
 - 3.1.2. Is a non-voting member of the BoD. The chair, as a neutral, except for fair and impartial response to questions or inquiries of board members, shall not participate in the debate of matters pending before the BoD.
 - 3.1.3. Receives suggestions and or recommendations directly from members of BoD, and in their discretion, may determine to submit such suggestion or recommendation directly to the ED for consideration and or approval. Before submitting any such suggestion or recommendation to the ED, the chair has the inherent independence to accept, reject, or modify such suggestions or recommendations
 - 3.2. Vice Chair for Strategic Planning: Only ESGR State Chairs or Chair Emeritus are eligible to fill this position (strategic planning experience preferred). Focus on ESGR's Strategic Plan, coordinates annual reviews of the plan, and provides recommendations as requirements change. Provides recommendations for the agenda and performs the duties of Chair when the Chair is not available.

- 3.3. Vice Chair for Operations: Only ESGR State Chairs or Chair Emeritus are eligible to fill this position. Coordinates with ESGR functional subcommittees by collecting copies of minutes and recommendations, distributing functional subcommittee information to the BoD, coordinating times to Subcommittee Chairs to provide updates to the BoD at least annually, and sending subcommittee chairs a copy of BoD minutes. Provides recommendations for the agenda and performs the duties of Chair when the Chair and Vice Chair for Strategic Planning are not available.
 - 3.4. Regional Representatives: One per ESGR Region (West, Southeast, Central, and Northeast). All ESGR volunteers are eligible to fill this position. Act as a two-way communication conduit for their region, collecting recommendations from State Committees and relaying feedback from the BoD.
 - 3.5. Employer Representative: An ESGR volunteer with significant experience as an executive, high-level manager, or HR manager with organizations that employ Reserve Component members.
 - 3.6. Two (2) At-Large members. All ESGR Volunteers are eligible. Provides a broad perspective of the ESGR programs.
4. BoD volunteer member selection process and vacancies:
- 4.1. It is ESGRs intent to provide an opportunity for all volunteers to serve on the BoD.
 - 4.2. The NC, with support from the BoD HQ ESGR Advisor, will coordinate solicitation of BoD membership applications.
 - 4.3. The BoD will review all applications and provide recommendations to the NC. The NC will forward independent recommendations to the ED. The ED will make the final appointment decisions.
 - 4.4. If a vacancy occurs out of the normal cycle of an assigned term, the successor will follow the same process as a routine appointment regardless of how the vacancy occurred (e.g., member's resignation, removal, illness, or other cause). Such an appointment will typically be for the unexpired term of the original member.
 - 4.5. Absenteeism: Any BoD member absent for two consecutive meetings without justification is considered to have voluntarily resigned their seat. The BoD Chair will first discuss the absenteeism with the member. In consultation with the NC and approval from the ED, the BoD Chair can deem the member to have violated this policy without mitigating circumstances and may declare the position vacant. Follow the same process as a routine appointment to identify and appoint a new member. The ED, in consultation with the NC, may waive this.

- 4.6. If determined to be in the best interest of the BoD and ESGR, the ED may, in consultation with the NC, remove any member.
5. Meetings:
 - 5.1. At a minimum, the BoD will meet once per quarter and may meet more often when required. Meetings use teleconference and web-conferencing technology, unless approved by the ED.
 - 5.2. A quorum will consist of two-thirds of the members. If the Chair of the BoD is not present, the Vice Chair will lead the meeting; if both are not present, the BoD will not reach the quorum requirement to hold a meeting where suggestions, ideas, or recommendations may be considered.
 - 5.3. Each suggestion, idea, or recommendation considered by the BoD will be recorded in the minutes. Each individual's recommendation must be recorded vs. the number of yeas and nays. (e.g., Ms. Smith – Recommend, Mr. Jones – Not recommended). Consensus is not required for the BoD Chair to consider suggestions, ideas, or recommendations from BoD members or other volunteers. Suggestions, ideas, and recommendations submitted by the BoD Chair for the ED's further consideration are not binding upon ESGR.
 - 5.4. HQ ESGR staff members may attend meetings, when necessary, as a resource to support the agenda.
 6. Minutes:
 - 6.1. HQ ESGR Advisor or other staff member will prepare the minutes of all BoD meetings, forwarding the draft minutes to all BoD members for review and comment within 10 working days.
 - 6.2. The BoD Chair will review and approve the BoD minutes. The BoD Chair will forward the finalized minutes to the ED.
 - 6.3. The HQ ESGR Advisor to the BoD will publish the finalized minutes in the ESGR Portal within 10 working days after approval and retain related records per DoD records management policies.
 7. Resources/Logistics: HQ ESGR will resource the BoD.
 8. Communications: BoD members have the authority and responsibility to discuss matters under consideration with other volunteers in their regions. Information in this category is meant to inform the member volunteers, employers, and/or the general public and will not negatively affect the HQ ESGR Staff or the SCs.

Appendix 2: Ombudsman Subcommittee Charter

1. Mission: The mission of the Ombudsman Subcommittee is to provide a volunteer-led process for submitting individual suggestions, ideas, and recommendations for HQ ESGR consideration, in furtherance of ESGR's vision, mission, and values as it relates to the Ombudsman mission set.
2. Tasks:
 - 2.1. Conduct biennial review and make individual recommendations to other subcommittees or the BoD on Uniformed Service Employment and Reemployment Rights Act (USERRA) related training, materials, and procedures outlined in ESGR OI 1250.10, ESGR OI 1250.12, ESGR OI 1250.32, and ESGR OI 7000.1.
 - 2.2. Assist in determining the effectiveness of the ESGR Ombudsman Program by reviewing program metrics, providing training, individual recommendations, and information.
 - 2.3. Provide recommendations concerning the functionality of the Inquiry and Case Management System (ICMS) and USERRA-related information on ESGR's public website.
3. Membership of the Ombudsman Subcommittee will consist of the following volunteer members supported by one non-member HQ ESGR Advisor:
 - 3.1. Ombudsman Subcommittee Chair: Only ESGR State Chairs or Chair Emeritus with at least one year of ombudsman experience are eligible to hold this position.
 - 3.1.1. Leads and presides over all subcommittee meetings and, with input from other board members, set the meeting agenda.
 - 3.1.2. Is a non-voting member of the subcommittee. The chair, as a neutral, except for fair and impartial response to questions or inquiries of board members, shall not participate in the debate of matters pending before the subcommittee.
 - 3.1.3. Receives suggestions and or recommendations directly from members of the subcommittee, and in their discretion, may determine to submit such suggestion or recommendation directly to the BoD Chair for further consideration. Before submitting any such suggestion or recommendation to the BoD Chair, the chair has the inherent independence to accept, reject, or modify such suggestions or recommendations.
 - 3.2. Ombudsman Subcommittee Vice Chair: Only State Chairs, Chair Emeritus, or Ombudsman Directors with at least one year of ombudsman experience are eligible to hold this position. Provides recommendations for the agenda and performs the duties of Chair when the Chair is not available.

- 3.3. Regional Representative: One per ESGR Region (West, Southeast, Central, and Northeast). All ESGR Ombudsmen are eligible. Act as a two-way communication conduit for their region, collecting recommendations from State Committees and relaying feedback from the subcommittee.
 - 3.4. Four (4) At-Large members: All ESGR Volunteers are eligible. Provides a broad perspective of the ombudsman program and USERRA training.
 - 3.5. The Ombudsman Volunteer of the Year: Provides a broad perspective of the ombudsman program.
4. See Appendix 5 for subcommittee procedures.

Appendix 3: Outreach Subcommittee Charter

1. Mission: The mission of the Outreach Subcommittee is to provide a volunteer-led process for submitting individual suggestions, ideas, and recommendations for HQ ESGR consideration, in furtherance of ESGR's vision, mission, and values as it relates to employer and military outreach.
2. Tasks:
 - 2.1. Conduct biennial review and make individual recommendations to other subcommittees or the BoD regarding Outreach related training, materials, and procedures outlined in ESGR OI 1250.10, ESGR OI 1250.12, ESGR OI 1250.21, ESGR OI 1250.22, ESGR OI 1250.30, ESGR OI 1250.31, ESGR OI 1250.40, and ESGR OI 7000.1.
 - 2.2. Assist in determining the effectiveness of the ESGR Outreach Program by reviewing program metrics, providing training, individual recommendations, oversight, and information.
 - 2.3. Provide recommendations concerning the functionality of the EventPLUS, Freedom Award Nomination system, and outreach-related information on ESGR's public website.
3. Membership of the Outreach Subcommittee will consist of the following volunteer members supported by one non-member HQ ESGR Advisor:
 - 3.1. Outreach Subcommittee Chair: Only State Chairs or State Chair Emeritus are eligible to hold this position and at least one year of Outreach experience is desirable.
 - 3.1.1. Leads and presides over all subcommittee meetings and, with input from other board members, set the meeting agenda.
 - 3.1.2. Is a non-voting member of the subcommittee. The chair, as a neutral, except for fair and impartial response to questions or inquiries of board members, shall not participate in the debate of matters pending before the subcommittee.
 - 3.1.3. Receives suggestions and or recommendations directly from members of the subcommittee, and in their discretion, may determine to submit such suggestion or recommendation directly to the BoD Chair for further consideration. Before submitting any such suggestion or recommendation to the BoD Chair, the chair has the inherent independence to accept, reject, or modify such suggestions or recommendations.
 - 3.2. Outreach Subcommittee Vice Chair: Only State Chairs, State Vice Chairs, or Chair Emeritus, with at least one year of Outreach experience (desired) are

eligible to hold this position. Provides recommendations for the agenda and performs the duties of Chair when the Chair is not available.

- 3.3. Regional Representative: One per ESGR Region (West, Southeast, Central, and Northeast). All ESGR volunteers are eligible. Act as a two-way communication conduit for their region, collecting recommendations from State Committees and relaying feedback from the subcommittee.
 - 3.4. Four (4) At-Large members: All ESGR Volunteers are eligible. Provides a broad perspective of the outreach programs derived from significant experience within a state committee.
 - 3.5. The Employer Outreach Volunteer of the Year: Provides a broad perspective of the Employer Outreach program.
 - 3.6. The Military Outreach Volunteer of the Year: Provides a broad perspective of the Military Outreach program.
 - 3.7. The Public Affairs Volunteer of the Year: Provides a broad perspective of the Public Affairs program.
4. See Appendix 5 for subcommittee procedures.

Appendix 4: Volunteer Support Subcommittee

1. Mission: The mission of the Volunteer Support Subcommittee (VSS) is to provide a volunteer-led process for submitting individual suggestions, ideas, and recommendations in the areas of volunteer recruiting and retention, information technology (IT), and training programs for HQ ESGR consideration in furtherance of ESGR's vision, mission, and values.
2. Tasks:
 - 2.1 Conduct biennial review and make individual recommendations to other subcommittees or the BoD on volunteer related training, materials, and procedures outlined in ESGR OI 1250.10, ESGR OI 1250.12, and ESGR OI 7000.1.
 - 2.2 Assist in determining the effectiveness of the ESGR Volunteer Support Program by reviewing program metrics, providing training, individual recommendations, oversight, and information.
 - 2.3 Provide recommendations concerning the functionality of the Member Management System, EventPLUS, and volunteer-related information on ESGR's public website.
3. Membership of the Volunteer Support Subcommittee will consist of the following volunteer members supported by one non-member HQ ESGR Advisor:
 - 3.1 Volunteer Support Subcommittee Chair: Only State Chairs or Chair Emeritus with at least one year of experience related to the mission of the subcommittee (desired) are eligible to hold this position.
 - 3.1.1 Leads and presides over all subcommittee meetings and, with input from other board members, set the meeting agenda.
 - 3.1.2 Is a non-voting member of the subcommittee. The chair, as a neutral, except for fair and impartial response to questions or inquiries of board members, shall not participate in the debate of matters pending before the subcommittee.
 - 3.1.3 Receives suggestions and or recommendations directly from members of the subcommittee, and in their discretion, may determine to submit such suggestion or recommendation directly to the BoD Chair for further consideration. Before submitting any such suggestion or recommendation to the BoD Chair, the chair has the inherent independence to accept, reject, or modify such suggestions or recommendations.

- 3.2 Volunteer Support Subcommittee Vice Chair: Only State Chairs, State Vice Chair, or Chair Emeritus. Provides recommendations for the agenda and performs the duties of Chair when the Chair is not available.
 - 3.3 Regional Representative: One per ESGR Region (West, Southeast, Central, and Northeast). All ESGR volunteers are eligible. Act as a two-way communication conduit for their region, collecting recommendations from State Committees and relaying feedback from the subcommittee.
 - 3.4 IT Member at Large: All ESGR volunteers with End user experience of using ESGR's IT systems. Provides user feedback about ESGR applications or website experience.
 - 3.5 Training Member at Large: All ESGR volunteers are eligible to fill this position. This member provides input for ESGR Volunteer Training Programs and recommends evaluation criteria to determine volunteer training effectiveness.
 - 3.6 Three (3) At-Large members: Provides a broad perspective of volunteer support.
 - 3.7 The Operations Volunteer of the Year: Provides a broad perspective of the ESGR Operations.
 - 3.8 The Training Volunteer of the Year: Provides a broad perspective of the Training program.
4. See Appendix 5 for subcommittee procedures.

Appendix 5: Subcommittee Procedures

1. This appendix provides membership selection and standard operating procedures for all 3 standard and ad hoc subcommittees.
2. Subcommittee selection process:
 - 2.1 The NC, in consultation with HQ ESGR, will coordinate the solicitation of membership applications.
 - 2.2 The subcommittee will review all applications and provide recommendations to the respective subcommittee chair. The respective subcommittee chair will review all applications and provide recommendations to the NC. The NC will forward an independent recommendation to the ED. The ED will make the final appointment decision.
 - 2.3 If a vacancy occurs out of the normal cycle of an assigned term, the successor will follow the same process as a routine appointment regardless of how the vacancy occurred (e.g., member's resignation, removal, illness, or other cause). Such an appointment will typically be for the unexpired term of the original member.
 - 2.4 Absenteeism: Any subcommittee member missing two consecutive meetings without justification is considered to have voluntarily resigned their seat. The subcommittee chair will first discuss the absenteeism with the member. In consultation with the NC and approval from the ED, the subcommittee chair can deem the member to have violated this policy without mitigating circumstances and may declare the position vacant. Follow the same process as a routine appointment to identify and appoint a new member. The ED, in consultation with the NC, may waive this process.
 - 2.5 If determined to be in the best interest of a subcommittee and ESGR, the ED may remove any member in consultation with the NC.
 - 2.6 Volunteer of the Year recipients will be given priority consideration to fill vacancies.
3. Each subcommittee provides suggestions, ideas, and recommendations to the NC via the BoD, as follows:
 - 3.1 Assess the ESGR volunteer environment and its capacity to identify, meet/satisfy future requirements and resource needs to accomplish the ESGR mission. Submit suggestions, ideas, and recommendations to the BoD, focusing on current and future mission goals to maintain effectiveness and relevancy into the future.
 - 3.2 Suggest another subcommittee address issues or matters.
 - 3.3 Recommend the establishment of any special ad hoc subcommittees to the BoD.

- 3.4 Review and evaluate the ESGR Strategic Plan annually to ensure continuing relevancy, recommending updates as necessary. The subcommittee chair will submit their individual ESGR Strategic Plan recommendations to the BoD. The BoD will review these per its' charter. The ED, in coordination with the NC, is the final approval authority for the ESGR Strategic Plan and any associated modifications.
- 3.5 Ensure each subcommittee member understands their responsibility to act in the best interests of ESGR, recognizing that each member has the authority and responsibility to act with objective judgment and independence in meeting their responsibility to support those ESGR interests.
- 3.6 Receive suggestions, ideas, and recommendations from the BoD, other subcommittee members, ESGR volunteers, and ESGR subcommittees. Suggestions, ideas, and recommendations received from other ESGR volunteers or ESGR subcommittees will be considered by the subcommittee and recorded in the minutes. The subcommittee members determine which suggestions, ideas, and recommendations should be submitted to the subcommittee chair for consideration and forwarding to the BoD.

4. Meetings

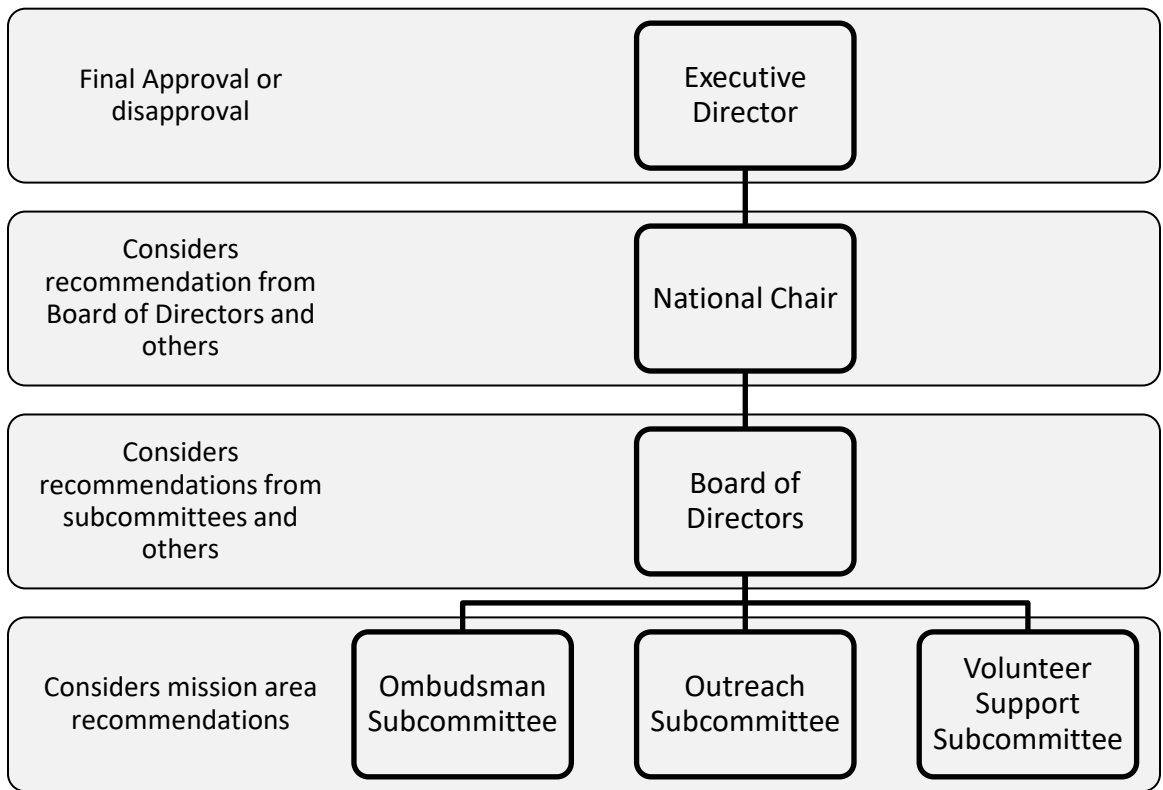
- 4.1 At a minimum, the subcommittees will meet once per quarter and may meet more often when required. Meetings use teleconference and web-conferencing technology, unless approved by the ED.
- 4.2 A quorum will consist of two-thirds of the members. If the subcommittee chair is not present, the Vice Chair will lead the meeting. If both are not present, the subcommittee will not reach the quorum requirement to hold a meeting where suggestions, ideas, or recommendations may be considered.
- 4.3 Each suggestion, idea, or recommendation considered by the subcommittee will be recorded in the minutes. Each individual's recommendation must be recorded vs. the number of yeas and nays. (e.g., Ms. Smith – Recommend, Mr. Jones – Not recommended). Consensus is not required for the subcommittee chair to consider suggestions, ideas, or recommendations from members or other volunteers. Suggestions, ideas, and recommendations submitted for the ED's further consideration are not binding upon ESGR.
- 4.4 HQ ESGR staff members may attend meetings, when necessary, as a resource to support the agenda.
- 4.5 The HQ ESGR Advisor is available to participate as a resource and subject matter expert during subcommittee meetings and provide other support as needed.

5. Minutes:

- 5.1 HQ ESGR Advisor or other staff member will prepare the minutes of all subcommittee meetings, forwarding the draft minutes to all subcommittee members for review and comment within 10 working days.
 - 5.2 The subcommittee chair will review and approve the subcommittee minutes.
 - 5.3 The subcommittee chair will forward the finalized minutes to the NC, BoD Chair, and HQ ESGR Advisor. The BoD Chair will send a copy of the minutes to the BoD members.
 - 5.4 The HQ ESGR Advisor will publish the finalized minutes in the ESGR Portal within 10 working days after approval and retain related records per DoD records management policies.
6. Resources/Logistics: HQ ESGR will resource subcommittees.

Appendix 6: Selection Timeline

1. By April 1 – The NC, in coordination with the DED, sends an annual call for applications for departing BoD and subcommittee members reaching the end of their term in the FY. DED will coordinate drafting call for applications with the HQ ESGR branch chiefs.
2. By May 31 – Applicants send applications (short letter (1-2 pages) and any supporting information) to the BoD or appropriate subcommittee HQ Advisor.
3. By June 7 – The BoD or appropriate subcommittee HQ Advisor sends applicant packages to the BoD or appropriate subcommittee.
4. By June 30 – The appropriate BoD and subcommittee will review applications. The BoD and subcommittee chairs will make recommendations for selection to the NC. The NC will review proposals and recommend appointments to the ED for final approval.
5. By the second Monday in July – ED approves subcommittee chair selections and directs the Chief of VS to send selection letters and notify BoD and subcommittee chairs of processing actions. Additionally, the Chief of VS notifies respective state chairs, HQ ESGR chiefs, and the fulfillment contracting officer's representative of appointments. The Chief of VS prepares and forward regret letters for non-selected applicants for ED signature.
6. By the third Monday in July – BoD and subcommittee chairs call newly selected members, inviting them to attend the next meeting.
7. By August 1 – The HQ Advisor prepares and sends thank you letters to outgoing BoD and subcommittee members on behalf of the ED.
8. By August 1 – The HQ Advisor orders awards for outgoing BoD and subcommittee members.



CHANGE AND REVIEW LOG

Review the Instructions at least annually to ensure:

- (a) References are current
- (b) Changes in procedures are documented
- (c) Necessary revisions are published

Maintain this record throughout the life of the document.

Date	Author	Version	Reason
20220517	Thiel and Huff	V-6	Major rewrite throughout the entire document to eliminate the OGC FACA concerns.
20220523	Lyon	V-7	Consolidated common subcommittee procedures into a new Appendix 5.
20221130	Lyon	V-8	Incorporated additional feedback from meetings with the Executive Director and National Chair.
20230413	Huff	V20	Added to paragraph 9.1 as requested by CAPT T.
20230523	Rivera/Horne	V21	Final Review prior to DGRA OGC. Clarified operational aspects of the Committees' activities.
20230626	Huff	V22	DHRA OGC completed review
20230626	Huff	V23	Response to DHRA OGC feedback
20230627	Rivera	Final	Final Policy Proofreading and Formatting