



**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 1250.22, "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, as amended
 - (c) DoD Instruction 5122.08, "Use of DoD Transportation Assets for Public Affairs Purposes," December 17, 2014, as amended
 - (d) DoD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 27, 2019
 - (e) DoDI 7250.13, "Use of Appropriated Funds for Official Representation Purposes," May 22, 2023
 - (f) ESGR Operating Instruction 7000.01, "Employer Support of the Guard and Reserve (ESGR) Financial Operating Procedures for State Committee (SC) Support," July 10, 2023
 - (g) Joint Travel Regulations
 - (h) Title 10 United States Code

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 Support Services Center (DSSC) about ESGR operations and Deputy Assistant Secretary of Defense for Reserve Integration about ESGR policy.
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.
- 3.5. 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.
- 3.6. Public Affairs Orientation Flights: In accordance with DoDI 4515.13, public affairs transportation of individuals, groups, or materiel undertaken as a result of a request to or an invitation from, and authorized by, an approving authority in the interest of adding to the public understanding of DoD activities. It includes transportation involving individuals or cargo, military or civilian, government or non-government, U.S., and foreign requests. Transportation may be local or nonlocal, point-to-point, or public affairs orientation flights that are performed in a local flying area and terminate at the point of origin or in proximity to the point of origin. The approval authority for orientation flights is at the discretion of the Military Departments but may be no lower than the installation commander (CDR).
- 3.7. Point-to-Point Public Affairs Transportation: In accordance with DoDI 4515.13 and DoDI 5122.08, point-to-point public affairs transportation 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, DSSC, who will submit the request to the Assistant to the Secretary of Defense for Public Affairs for approval.

- 3.8. Reserve Component (RC): Per DoD Directive 1200.17, the RCs of the Armed Forces are: The Army National Guard of the United States, The Army Reserve, The Navy Reserve, The Marine Corps Reserve, The Air National Guard of the United States, The Air Force Reserve, and The Coast Guard Reserve.
- 3.9. 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.
- 3.10. 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
DSSC	Defense Services Support Center
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 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 ESGR SC employer support for Public Affairs Orientation Flights.
- 5.1.5. Makes recommendations for approval or disapproval to the Director, DSSC 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 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. Travelers should have sufficient personal funds to pay for commercial transportation, lodging, and other expenses if space-available transportation is not available due to any reason (mechanical malfunctions, cancelations, or delays).
 - 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 preempt 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. Senior leaders (TAG, Deputy TAG, Unit Commander, and Senior Enlisted Advisor) representing the participating RCs (limit to one per RC)
 - 6.3.2.2. 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 in EventPLUS for the following circumstances:
 - 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 contracted lodging 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. The Joint Travel Regulations do not authorize employers to be placed on funded Invitational Travel Orders.
- 6.11. 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 transportation in support of 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.
 - 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 sample 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. The letter must establish both the public affairs purpose to be served and the necessity of the use of DoD transportation assets as part of the return on investment.
 - 8.4. HQ ESGR is responsible to route point-to-point Bosslift requests to the Director, DSSC 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, museums or Base Exchange facilities, and other social events shall not be included as part of the itinerary during the normal duty day.
- 9.2. Non-mission activities will jeopardize the credibility of this program and are prohibited. Sensitivity to public perception is of the utmost importance when planning itineraries. 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, 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 as of the date of signature. ESGR will review this instruction on an annual basis.

Jonathan R. Townsend, CAPT, USN
Executive Director

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 to access to Government transportation asset in accordance with paragraph 8.
- 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
- Social Media posts

One Week after

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

Enclosure 2 Sample Engagement Estimated Expense Sheet

Engagement Estimated Expense Sheet						
<i>(Please fill in white areas only)</i>						
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
						\$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)

ACTION MEMO

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

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

FROM: **Name to be determined**, Director, Defense Support Services Center

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]**

- In accordance with DoD Instruction 4515.13, paragraph 2.2, we seek ATSD(PA) approval of **BOSSLIFT EVENT XXX**. Additional event details are at **TAB A**.
- The total non-reimbursable cost to DoD to support this event is **[\$XXX.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 FY23/24 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: As stated

Prepared by **[Action Officer Name, Office, Phone]**

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
Feb 2	Huff	v1	Header and format changes made set up for update by VS
2/6/23	Townshend, Bruce	v2	Removed DPFSO and added DSSC to acronyms and paragraph 8.
2/9/23	Frank Huff	v3	Formatting and check references update sample memo to OSDPA
3/28/23	Bob Lyon	V4	Paragraph 6.10 added to reflect JTR does not allow Employers to be funded via ITA for travel.
4/14/23	Frank Huff & Jeff Graber	V5	Updated some format and grammar changes
4/26/23	Frank Huff	V6	Updated paragraph 6.1.3. IAW DoDI 4515.13 – Section 4
6/27/23	Frank Huff	V4	Added suggest comment about ITA
6/27/23	Christopher Woods	V4	DTMO Review and Coordination
7/12/23	Kyle Combs	V4	ASD PA Review and Coordination
7/13/23	Andy Rivera	V4	Policy Review and Proofread
9/18/23	DeD, VS and Op	V5	Accepted all changes proposed by OGC and OSD PA
9/22/23	DSSC Policy Review	V6	Accepted one change to spelling
9/25/23	Frank Huff	V7	For signature by CAPT Townsend