



1776 MAIN STREET
 P.O. BOX 2138
 SANTA MONICA, CA
 90407-2138

TEL 310.393.0411
 FAX 310.393.4818

November 9, 2010

To Whom It May Concern:

The Human Subjects Protection Committee has approved the research referenced below. All requirements have been met and the study is free to implement human subjects procedures at any time. This letter also documents the approval of the following documents:

- Focus Group Recruitment Letter
- Support Letter from the DoD for Focus Groups
- Focus Group Consent and Protocol
- ESGR Reserve Component Managers Consent
- Data Safeguarding Plan

Date of Approval: November 3, 2010
 HSPC Project ID: 2010-0655
 Project Title: Operational Reserve Employer Impact Study
 Principal Investigator: Susan Gates
 Funding Source: DoD
 Prime Recipient: RAND
 RAND Unit: National Security Research Division
 Human Subjects: Yes
 Type of Review: Expedited
 Qualification Category: 5 and 7
 Assurance Number: FWA00003425
 IRB ID Number: IRB00000051
 Administrator: James F. Tebow

The HSPC is RAND's Institutional Review Board to review research involving human subjects, as required by federal regulations. RAND's "Federalwide Assurance for the Protection of Human Subjects" (FWA00003425, effective through March 1, 2013) serves as our assurance of compliance with the regulations of 16 federal departments and agencies. According to this assurance, the Committee is responsible for review regardless of source of funding.

Sincerely,

James F. Tebow
 Co-Administrator
 RAND Human Subjects Protection Committee

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