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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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