[Date]

MEMORANDUM FOR [Liaison]

SUBJECT: Roles and Responsibilities as a Department of Defense (DOD) Liaison

 [NFE Name/Project]

 This provides guidance on your roles and responsibilities as a DOD liaison. The authority for this appointment is Section 3-201 of the Joint Ethics Regulation (JER) (Attachment 1). The JER permits the Secretary of the Army to appoint Army personnel to serve as liaisons to non-Federal entities (NFEs) when there is a significant and continuing Army interest to be served by this representation.

 The guiding principle for participation as a DOD liaison is one of communication and information sharing between the Army and the NFE. In your role as a liaison, you can fully participate in meetings and discussions, review and comment on ideas and publications being developed, and use any materials available from the NFE. You can also act in an advisory capacity, i.e., as a member or chairperson of an advisory committee. While participating as a liaison, you may use government resources, including telecommunications equipment, computers, and transportation. You may also be sent on Temporary Duty at Government Expense to perform your liaison duties.

 Your activities as a liaison are subject to certain limitations. While you may officially represent the Army’s position in discussions of matters of mutual interest, it must be clear that the opinions you express do not bind the Army or any Department of Defense component to any action. Your title, position, and status may not be used in any materials soliciting funds or support for the NFE, nor may it be used to endorse or imply endorsement, or otherwise afford preferential treatment for the NFE in its dealings with the Government. Additionally, you may not participate in management of the NFE. This means you cannot serve as an officer, director, voting board member, etc., and should avoid voting on any management issues. The prohibition against participating in management is based on conflict of interest restrictions contained in the JER and 18 U.S.C. § 208. Participation in management results in a conflict between the duties owed to the Government as a federal official and the fiduciary duties owed to the NFE when acting in a managerial capacity for that entity.

 If you have questions, or if I can be of further assistance, please do not hesitate to contact me at (703) 697-5105 or danica.s.irvinekobylski.civ@mail.mil.

 Name

 Ethics Counselor