[Letterhead]

[Office Symbol] [Date]

MEMORANDUM FOR [NAME OF LIAISON/POSITION]

SUBJECT: Appointment as DoD Liaison to [non-Federal entity]

1. I hereby appoint you to serve as a DoD Liaison to [non-Federal entity]. Under the DoD Joint Ethics Regulation (JER), section 3-201, DoD employees may serve as liaisons to non-Federal entities when appointed by the head of the DoD Component organization upon a determination there is a significant and continuing DoD interest to be served by such representation. Liaisons serve as part of their official duties and represent DoD interests to the non-Federal entity in an advisory capacity.

2. The [non-Federal entity] is [describe its particular character for which DoD has an interest.] The DoD has a significant and continuing interest to officially engage with [non-Federal entity] because [describe DoD interest.] Your appointment as DoD Liaison will promote this representation of DoD interests to [non-Federal entity.]

3. You will serve as DoD Liaison to [non-Federal entity] as part of your official duties. In this role, you are limited to an advisory capacity on matters of DoD interest. You may not serve as an officer, board member, employee, or official member unless the DoD has specifically paid for and otherwise designated you as such. At all times you remain a representative of the DoD and may not act as an agent or representative of [non-Federal entity].

4. In performing your liaison duties you must be mindful of ethical conduct standards. In particular, you must adhere to the requirements of 18 U.S.C. §§ 201-209, the Standards of Ethical Conduct for Employees of the Executive Branch, 5 C.F.R., Part 2635, and the JER, section 3-201. Specifically, during your tenure as DoD Liaison with [non-Federal entity], you may not:

* Engage in management or control of [non-Federal entity], e.g., you may not participate in matters related solely to the business, internal interests, or daily management of [non-Federal entity] (e.g., finances, fundraising, membership, etc.);
* Serve on committees or task groups beyond the scope of the above-stated purpose for your service;
* Represent or lobby on behalf of [non-Federal entity] interests before the Federal Government or to third parties [NOTE: Your duties as DoD liaison require that you back brief the DoD on [non-Federal entity]’s positions or views on matters directly related to the DoD’s above-stated interests];
* Allow [non-Federal entity] to imply DoD sanction or endorsement of it, its service, products, or activities;
* Disclose, without authorization, non-public information to [non-Federal entity] for its use or benefit;
* Show [non-Federal entity] preferential treatment, to include providing it more logistical support than DOD would customarily provide to a non-Federal entity requesting support.

5. To abide by the applicable laws and to avoid any appearance of unethical conduct, you must ensure that [non-Federal entity] understands that (1) your role is limited to representing DoD interests in an advisory capacity; (2) the opinions you express do not necessarily bind the DoD; and (3) if [non-Federal entity] references your participation on its external media (e.g., website), all such references must clearly indicate that you are a “DoD Liaison” and not an officer of the organization and that no DoD endorsement of the organization is implied.

6. If you have questions or concerns about the scope of your duties and authorities as DoD liaison to [non-Federal entity], you should consult with me and/or an ethics attorney in the [servicing ethics office] before taking any action.

[name of appointing official]

I, [NAME OF LIAISON], certify that I have read and understand the foregoing and that I agree to abide by the aforementioned requirements and conditions.

Date [Name of Appointed Agency Liaison]

cc: [non-Federal entity]

[servicing ethics office]