OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, DC 20301-4000

JUN 4 2009

PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
THE COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

Subject: Department of Defense (DoD) Civilian Support to Global Expeditionary Requirements

I urgently need your help to identify and make available DoD civilian employee volunteers that may be needed to support DoD global expeditionary requirements, including those that support the President's surge initiative in Afghanistan.

The Secretary has offered to staff temporarily with DoD civilian employees and military reservists, any Afghanistan shortfall requirements that State Department identifies. DoD staff may be needed as early as June 2009 to support the new civilian requirements. By memorandum of May 11, 2009, the Secretary requested that the Under Secretary of Defense (Personnel and Readiness) identify DoD civilian employee volunteers as the first option for a potential DoD "bridging force," and volunteers from the Reserve Components as the fallback option if the DoD civilian expeditionary capability cannot meet the immediate needs.

My expectation is that you will positively support civilian employee requests to serve and expeditiously release employees to serve not only the Afghanistan civilian

requirements, but also the DoD global expeditionary requirements at Joint Task Force Headquarters operations around the globe. I realize that you have critical mission requirements in each of your organizations; however, unless there is a significant, negative impact on your mission, I am asking you to lean forward and release employees to serve these expeditionary requirements. Cases where you are unable to support an employee's request to volunteer must be forwarded to the Deputy Under Secretary of Defense for Civilian Personnel Policy for review.

Incremental costs for civilians deploying to Iraq and Afghanistan are an appropriate Overseas Contingency Operation (OCO) expense, including such expenses as premium pays, transportation, training, equipment and other related deployment requirements. Further, OCO funds may be used for temporary DoD civilian employee backfills to assist you in covering your organizational requirements while your employees are deployed. Deployments are generally one year in length and will be made in accordance with DoD Directive 1404.10, "DoD Civilian Expeditionary Workforce." If Components are unable to fund these costs, they are required to notify the Office of Under Secretary of Defense for Comptroller (OUSD(C)) accordance with OUSD(C) memorandum of September 22, 2008 and Mr. William Bruen of the DoD Civilian Expeditionary Workforce (CEW) Office (William.Bruen@cpms.osd.mil, telephone: (703) 696-5756) promptly so the funding issue may be resolved. Costs associated with the deployment of civilians to support the Department of State (DoS) missions will be reimbursed by the DoS. The funding procedures for DoS deployments will be promulgated separately.

Staffing the DoD global expeditionary requirements, including the Afghanistan civilian requirements, is one of the highest national priorities. By building the capacity of the Afghanistan government to deliver essential services and development projects to its citizens, we also build the skills necessary for a self-sustaining government. The success of this effort depends greatly upon the collective efforts of the DoS, DoD, and other U.S. Government Agency partners.

Our DoD civilian employees have played a vital role in support of our U.S. Armed Forces in all phases of the Department's contingency operations. Those who have answered the call to serve consider it an honor and privilege to support our war fighters and our country through deployments. The mission continues and the nation's need for the services of the capable members of our civilian workforce remains. Their service benefits the Department as they return with broadened perspectives, critical experiences, and a deeper understanding of their role in support of DoD's contingency operations.

Information about the job opportunities may be found at: http://www.cpms.osd.mil/expeditionary/. My point of contact for this effort is Mr. Joe Daniel, Director of the CEW Staffing Unit, Civilian Personnel Management Service, Joe.Daniel@cpms.osd.mil, telephone: (703) 696-8637.

I appreciate your leadership in this important national security endeavor.

Gail H. McGinn
Performing the Duties of the
Under Secretary of Defense
(Personnel and Readiness)

Attachments:
1. May 11, 2009 Memo
2. September 22, 2008 Memo

THE SECRETARY OF DEFENSE
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MAY 11 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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SUBJECT: Preparations for Interim DoD Support to Civilian Capacity Requirements in Afghanistan

This memorandum provides guidance to DoD Components to work with the Under Secretary of Defense for Personnel and Readiness (USD (P&R)) to identify civilian employees capable of deploying to Afghanistan in support of U.S. Government (USG) initiatives and resulting DoD requirements. This action is intended to identify a standing pool of Defense Department civilians ready to deploy rapidly in response to civilian capacity shortfalls in Afghanistan. To prepare adequately to support requirements for civilian capacity in Afghanistan, DoD Components shall respond to this memorandum with all due urgency.

The USD (P&R) shall work with DoD Components to identify qualified DoD personnel to support demands to fill specified job functions in Afghanistan. The USD (P&R) should rely first on the DoD civilian workforce, including but not limited to the Civilian Expeditionary Workforce (CEW) program. DoD Components shall adhere to the guidelines for coordination with and support for the CEW as outlined in DoD Directive 1404.10. Should available DoD employees not meet immediate needs, the USD (P&R) shall work with the Reserve Components (RC) to identify members of the RC available for voluntary deployment, in uniform, to fill civilian positions.

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The USD (Policy) shall obtain position descriptions for all civilian positions in coordination with USG interagency partners and provide them to the USD (P&R). The USD (P&R) shall collaborate with DoD components to advertise pending opportunities as part of a coordinated recruitment campaign in order to access the broadest possible range and highest quality of civilian skill sets.

This action is intended only to identify personnel in anticipation of future requests. The USD (P&R) shall identify individuals, primarily from the database of those who voluntarily register for deployment, and shall have authority to survey civilian personnel in all DoD Components. Every effort shall be made to fill the identified positions with DoD civilians prior to relying on members of the RC.

Prior to deployment of identified DoD civilian personnel and prior to issuing orders for members of the RC, DoD shall come to an agreement with USG interagency partners on the resourcing, training, and management of civilian personnel sent to the Afghan theatre. The USD (P&R), the Joint Staff, and designated DoD Components supplying civilian employees shall have responsibility to coordinate pre-deployment training with the interagency.

For information on supporting the requirements for civilian capacity in Afghanistan, please contact Ms. Marilee Fitzgerald, 703-614-9487 or Mr. Joe Daniel, 703-696-8637.

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SEP 22 2008

PERSONNEL AND READINESS

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SUBJECT: Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions

This is to request your support in launching the first phase of the Department's initiative to create a more robust civilian workforce expeditionary capability. This initiative was briefed to your senior leaders at the Defense Human Resources Board (DHRB) meeting on August 21, 2008. This first phase immediately expands opportunities for DoD civilians to serve in global expeditionary positions from six months and up to one year in length.

These opportunities are located on the staffs of Joint Task Force Headquarters supporting operations around the globe. Previously, these opportunities were designated as military billets and filled by active duty military personnel. This first-ever effort will expand opportunities for DoD civilians to contribute their talent now to these joint, integrated national security mission requirements. This initial effort will lead the way for designating more DoD support billets as civilian at all Joint Task Force Headquarters.

To initiate phase one, the Office of the Deputy Under Secretary of Defense will:

- Post all expeditionary opportunities on the DoD civilian expeditionary workforce website: www.cpms.osd.mil/expeditionary/ with links to Service and OSD/4th Estate websites for how to apply

- Accept and review employee resumes from employees
- Provide oversight and guidance to the Services on vetting and nominating the best qualified person
- Work with the Services on accepting and processing all resumes
- Coordinate and assist in pre and post deployment processing

My expectation is that you will communicate these opportunities to your workforce and positively support the interest and willingness of employees who volunteer for the Department's expeditionary requirements. To assist in the planning and coordination process, please identify a lead and provide contact information to the DoD coordinator, Eric Russi, Office of the Deputy Under Secretary of Defense (Civilian Personnel Policy) at 703-571-9287 or Eric.Russi@osd.mil.

I am confident that I have your support in accomplishing this important endeavor.

David S. C. Chu