



# THE UNITED STATES DEPARTMENT OF DEFENSE CIVILIAN EXPEDITIONARY WORKFORCE

We go together



Marilee Fitzgerald  
Deputy Under Secretary of Defense  
Civilian Personnel Policy

# Purpose and Agenda

## Purpose

**Provide an overview of the Civilian Expeditionary Workforce (CEW) initiative and identify expeditionary opportunities**

## Today's Agenda

- Quick Overview of the CEW Initiative
- DOD Staffing Requirements
- What's On the Horizon



# Secretary of Defense Message



My message is that if we are to meet the myriad challenges around the world in the coming decades, this country must strengthen other important elements of national power both institutionally and financially, and create the capability to integrate and apply all of the elements of national power to problems and challenges abroad. In short, based on my experience serving seven presidents, as a former Director of CIA and now as Secretary of Defense, I am here to make the case for strengthening our capacity to use "soft" power and for better integrating it with "hard power".

Secretary of Defense

Robert M. Gates



# Mission Imperatives: Ensure Readiness to Meet Emerging Threats

- Civilians are, and will continue to be, called to support contingency operations, especially Phases IV and V
  - Total Force staffing of expeditionary type requirements
    - Relieve “stress” on the active duty force
    - Reduce dependency on contractor support
    - Provide opportunities for DoD civilians to contribute talents
  - COCOM Operational and CONPLANS lacked DoD civilian participation in the Total Force
- Competition for skilled talent will continue to increase – workforce planning crucial to sustain the continuity of talent



SecDef Visits Troops Afghanistan



# DoD Response: The Civilian Expeditionary Workforce



**Published new policy (DoDD) 1404.10 on January 23, 2009**

**CEW is a subset of the DoD workforce:**

- Pre-identified positions and employee capabilities that are organized, trained, and equipped for rapid response and quick assimilation
- Support DoD operations: contingencies, emergencies, humanitarian missions, S&R operations and combat operation missions

**Secretary of Defense or his designee has the authority to use CEW positions to meet validated DoD mission requirements**

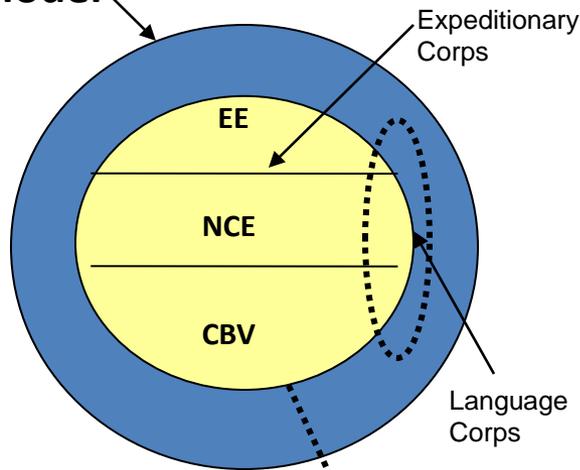
**Integrates civilian capabilities in CoCOM planning and CoNOPs**

**Sourcing of DoD civilians is accomplished through the Secretary of Defense Operations Book (SDOB) process**



# Civilian Expeditionary Workforce Model

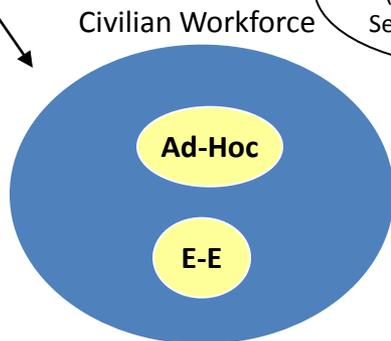
New Model



Features:

- Designated subset of employees to respond within 90 days of notification
  - EE - Emergency Essential - a position-based designation to support combat operations or combat-essential systems in a combat zone (10 U.S.C. 1580). Deployability required as condition of employment
  - NCE - Non Combat Essential - a position-based designation to support non combat missions. Deployability required as condition of employment
  - CBV - Capability Based Employee Volunteers – a personnel-based designation to support voluntary identification of capabilities outside scope of an employee’s position for EE and NCE requirements
  - CBV Former Employee Volunteer Corps prepared to support backfill or deployed requirements

Old Model



Current DoDD 1404.10



# DoD Response to New Requirements: Actions Taken

1. Established a Civilian Expeditionary Unit in CPMS as central deployment authority
  - Recruits and Fills jobs
  - Serves as the J-1/J-3 Equivalent for Clarifying/Validating CoCOM IA and RFF Expeditionary-type Requirements in Coordination with Components
  - Serves as the JFCOM Equivalent for Identifying Components to source Individual Augmentee (IA) and Request for Forces (RFF) civilian sourcing with Components
  - Arranges deployment processing (e.g., funding issues, training, equipping, medical/fitness examinations, etc.)
2. Adopted new sourcing and resourcing model
3. Identified and obtained new suite of deployment benefits and incentives
4. Established Component Medical Working Group with Health Affairs and Component medical community to address and fix deployment related medical related issues
5. Launched Phase 1 and 2– Central Recruitment for Global Expeditionary Requirements (Individual Augmentation Requirements)



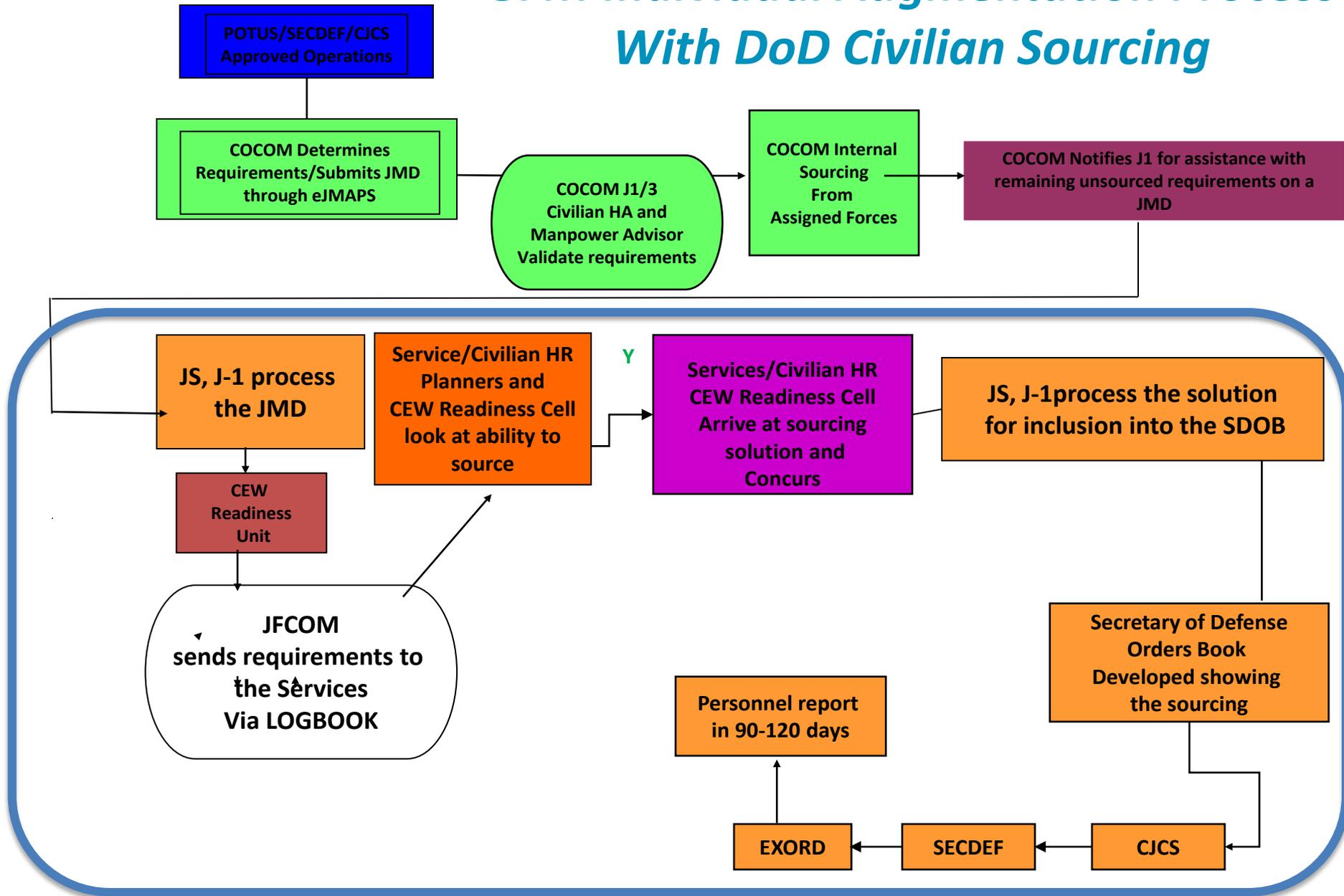
# Volunteer Processing

- CEW Readiness Cell Receives Requirement
- CEW assesses volunteer database for possible capabilities match
- Matched volunteer is solicited for interest
- If interested, CEW notifies volunteer's supervisor
- If supervisor agrees, volunteer begins pre-deployment processing
- If supervisor disapproves, case is submitted to DUSD (CPP) for adjudications
  - DUSD (CPP) engages chain of command

SECDEF Memorandum of 11 May 2009  
USD (P&R) Memorandum of 04 June 2009



# GFM Individual Augmentation Process With DoD Civilian Sourcing



# Processing

- **Funding**

- Releasing command continues to pay employee's salary
- Overseas Contingency Operations (OCO) funds can be used for:
  - Premium Pay
  - Transportation
  - Training
  - Equipment
  - Temporary Backfills
  - Funding problems sent to OUSD (C) for resolution (OUSD (C) Memorandum, 22 September 2009)

- **Training: Integrated Civilian - Military Training**

- State Department led interagency group to design training course
- Training highlights
  - 6-day immersion training at Camp Atterbury, IN's Muscatatuck Center for Complex Operations
  - Military familiarization – convoy ops, combat aid, communication equipment, etc.
  - Integrated operations planning with Brigade, Battalion and Company commanders and their staffs
  - Full compliment of Afghan role players
  - Six real time “outside the wire” vignettes ranging from rule of law and elections issues to a consequence management situation

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# Benefits and Incentives

## Medical Care of Federal Civilians in DoD MTFs

- **DoD Civilian Employees**

- Emergency treatment in theater for illness, disease, injuries, or wounds sustained while forward deployed in support of U.S. military forces engaged in hostilities
- Continuing care in a Military Treatment Facility (MTF) if job related for life
- Continuing care under DoL – Workers Compensation Program

- **Federal Civilian Employees**

- Emergency treatment in theater for illness, disease, injuries, or wounds sustained while forward deployed in support of U.S. military forces engaged in hostilities
  - Medical evacuation
  - Healthcare treatment and services
- Continuing treatment in a military treatment facility (MTF)
  - Case by Case Basis - The Under Secretary of Defense (Personnel and Readiness) under compelling circumstances, is authorized to approve additional care in MTFs
- The Department has provided this guidance to Federal Agencies, including through an interagency working group chaired by the Principal Director, Office of the Deputy Under Secretary of Defense for Civilian Personnel Policy in 2008.
- The Department is developing an on-line curriculum which will address these policies more simply and clearly for DoD and non DoD Federal civilians and their family members. The Department expects the curriculum to be completed and available by the end of September 2009.



# Sourcing Global Expeditionary Requirements as of 06 November 2009

- **1,823 DoD civilians Volunteers**
- **7,580 Total Applicants in Database**

	Candidates	Approved
Navy	369	32
USMC	65	7
US Army	773	41
Air Force	181	11
4 <sup>th</sup> Estate	412	49
COCOMS	23	4



Numbers reflect applicants either in pre-deployment or currently deployed. Average deployment time 45 days.



# Position Skills Hired To Date

- **Engineers**
- **Public Affairs**
- **Transportation, Supply, Logistics**
- **Contracting and Acquisition**
- **Human Resources**
- **Finance and Budget**
- **Intelligence**
- **Administration**
- **International Policy and Relations**
- **Stability Operations**
- **Legal – Rule of Law**
- **Security (includes \*JIEDDO)**
- **Development**



SecDef Visits Troops Afghanistan



\*Joint Improvised Explosive Device Defeat Organization



# Timeline for Full Operational Capability (FOC) – Phased Approach

- Phase I – January

- Stand up of CEW Unit in CPMS
- Create central recruitment capacity
- Identify and train pilot Functional Community Managers
- Modify Automated Civilian Personnel Data System
- Identify training framework, requirements, and modules



- Phase II – October 2009

- Development of training modules
- Select training sites for “exercising” and mobilization sites for pre deployment processing
- Standardize pre deployment processing and consolidate at CEW unit
- Operationalize Functional Community Managers in expeditionary planning

- Phase III – March 2010

- Designate CEW in all Functional Communities
- 35% to meet all Readiness Indices
- Launch Orientation training
- Complete all training curriculum (employees, supervisors and families)
- Publish operating guidance
- Issue Deployment and Readiness Indices Guidance



# Challenges

- Changing the Culture
  - Civilian capability must be fully integrated with CoCOM planning scenarios
  - Supervisory/leadership support for civilian employee volunteers
    - Release of Employees, Performance Evaluations, Recognition of service
- Funding Deployments
  - Components use their Overseas Contingency Operations Fund
  - Organizations do not always know how to get access to these funds
  - Organizational budgets are typically offsetting deployment costs
- Health Assessments
  - Pre and Post Health Assessments
- Standardization of Benefits and Incentives



# What Is On The Horizon

- Sharing the Stories and Contributions
  - Leveraging Social Media
  - Launching a Community of Practice
- Improving Support for Deployed Civilians and Families
  - Training and Education for Families
  - Use of Military One Source
  - Use of Case Managers/Sponsors/Mentors
- Leveraging Functional Community Managers
  - Identification of expeditionary strength
  - Tracking and monitoring of readiness of community



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# Back Up Slides



# Drivers/Business Case for New Approach for Deployments

## New Times

- **Asymmetric threats:**

- **Expanded mission requirements:**

- **Increased reliance on national security partners:**

- **Agility of Action:**

## New Skills

- Adaptive and proven ability for transformational times; creativity and innovation; ability to assimilate into new environments quickly; cultural acumen and sensitivity

- Varied experiences to understand interplay of DoD and interagency operations/policy; diversity in person and skills

- New competencies: Enterprise-spanning perspectives; Joint Knowledge, National Security Perspective, Understanding and leadership in a multi-service, interagency, multi-national, and global environment

- Ready, trained and cleared to go quickly, precision of action for effective warfighting capabilities



# CEW Role and Responsibilities

- CEW members will be organized, trained, cleared, equipped, and ready to deploy **in support of operations by the military**, including contingencies; emergency operations; humanitarian missions; disaster relief; restoration of order; drug interdiction; **and stability operations of the Department of Defense in accordance with DoDD 3000.05, “Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations”**
- DoDD 3000.05 establishes that Stability Operations are a core U.S. military mission that DoD shall be prepared to conduct and support
- Secretary of Defense or his designee [USD P&R] has the authority to use CEW positions to meet validated DoD mission requirements
- This will be done through the Secretary of Defense Operations Book (SDOB) process
- Although DoD is not a member of the State Department and USAID funded Civilian Response Corps, the DoD will continue to provide as appropriate, support to National Security Presidential Directive (NSPD) 44 and to the Interagency National Security Professional Initiative



# Leveraging CEW and CRC Resources and Expertise

## Examples of Collaboration:

- At the request of SecState, DoD civilians provided interim Staffing of the Iraq Provincial Reconstruction Teams (PRTs) for February 2007 surge requirements
- Department of State (DoS) provides pre-deployment training and education for DoD civilian and military personnel deploying to Iraq and Afghanistan in support of a PRTs.
- DoD and DoS have established a Joint Training venture at Muscatatuk, Indiana. First PRT class conducted last week
- CEW participates in the S/CRS Readiness Sub-IPC and Training and Education Sub-IPC



# Engagements and Support - To Date

- **PRT Staffing for Iraq Surge in February 2007**
  - DoD assisted State Department with “bridge force”
  - 49 DoD civilians volunteered
  - 70 Active Duty assignments
- **DoD Global Joint Task Force Missions – primarily Iraq and Afghanistan**
  - 249 positions
    - 13 Private sector hired
    - 10 pending theater approval
    - 14 pending manager approval
    - 130 DoD civilians hired (2 returned from theater)
    - 82 – actively recruiting (Contracting and Acquisition, Intel, Legal, Public Affairs)
  - 76 boots on ground
  - 52 in pre-deployment processing
- **Afghanistan Civilian Surge Requirements - 421 embassy and PRT positions between now and March 2010**
  - Poised to assist - SECDEF May 11, 2009 Memo and Acting USD(P&R) June 4 Memo
  - June 3 meeting between DoD and State Department
    - DOD shared 264 resumes to date: 132 DoD employee resumes; 15 Federal employee resumes; 116 private sector applicant resumes
    - DoD and State drafting MOUs



# Engagements and Support – To Date

- Intermediate Joint Command – NATO (EUCOM)
  - IOC – October 2009 - Approximately 50 Positions
- International Security Afghanistan Staff HQ – NATO
  - IOC – October 2009 – Approximately 168 Positions
- JIEDDO – October 2009, November 2009 and March 2010
  - 4 Boots on the Ground for Training at CRC/NTC – August 29
  - 14 Estimated next Training date November 2009
  - 36 Additional positions by March 2010
  - Piloting Unit Concept
- CERP – Commander’s Emergency Response Program – CENTCOM
  - 72 Positions
  - Contracting, Civil Engineering, and Legal Advisors



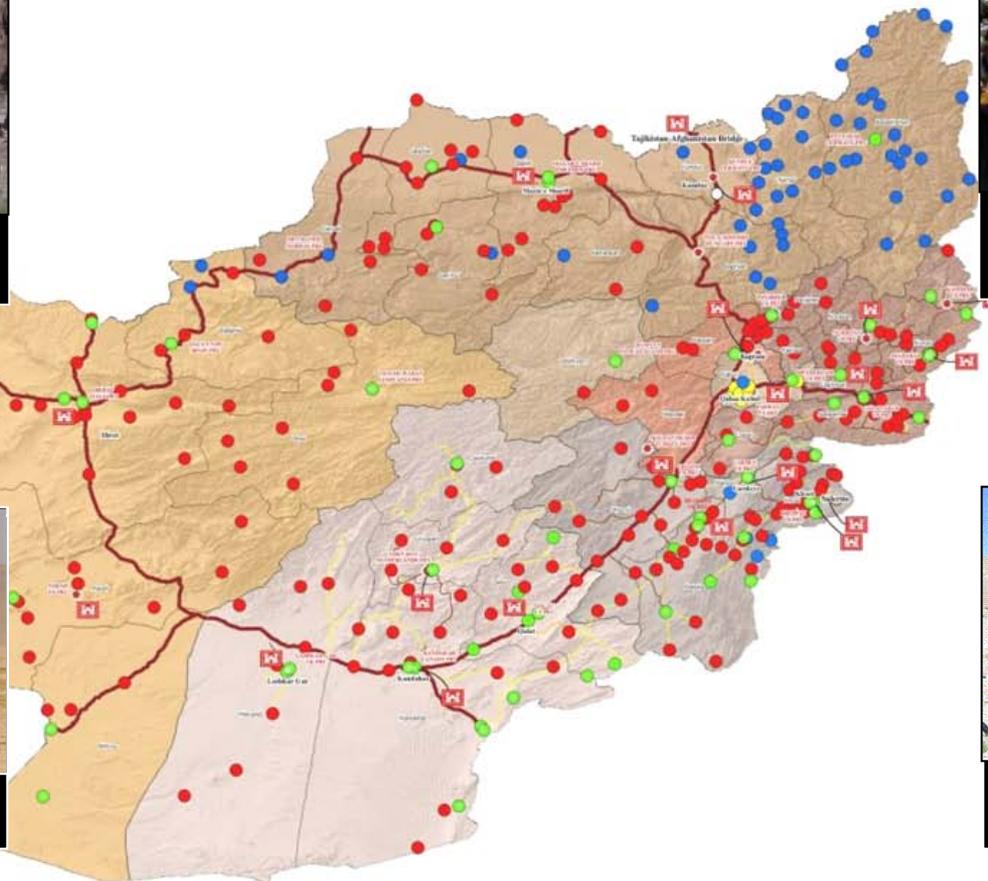
# Reconstruction = Campaign Success



Roads Extend Governance throughout the Province



Local confidence established; eliminated enemy safe havens



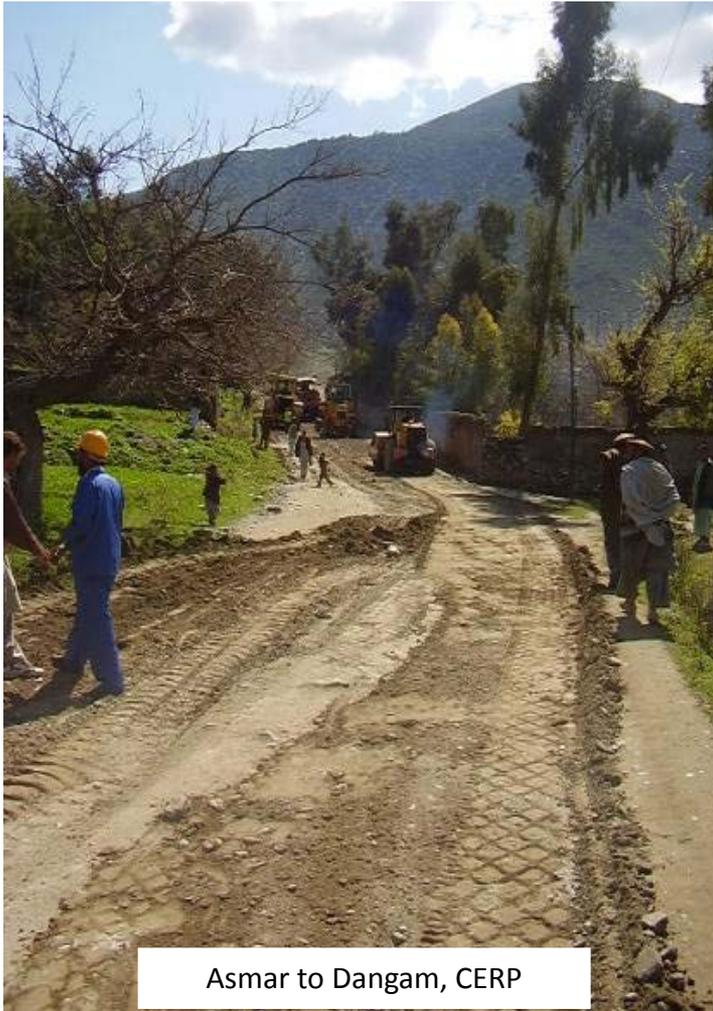
Road projects link Regional Highways



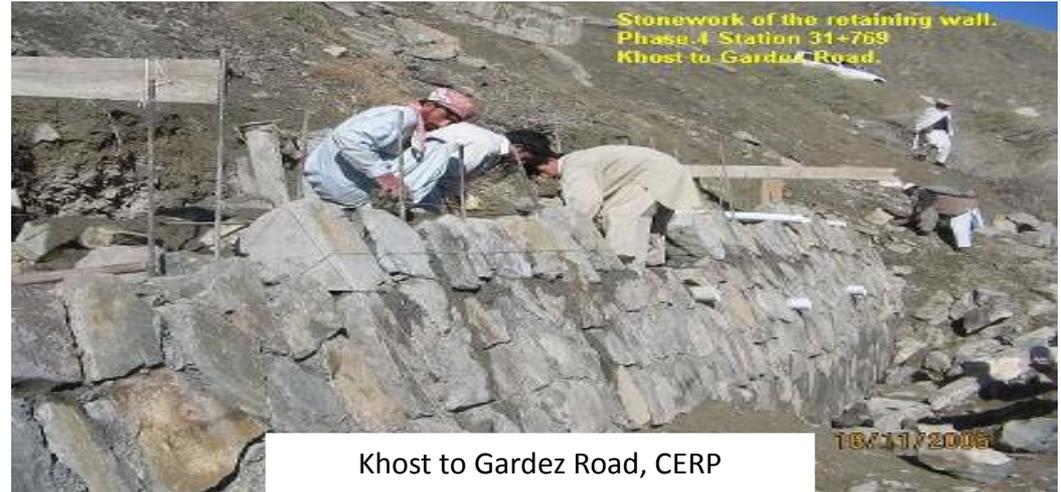
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# Commander's Emergency Response Program



Asmar to Dangam, CERP



Stonework of the retaining wall.  
Phase 4 Station 31+769  
Khost to Gardez Road.

18/11/2016

Khost to Gardez Road, CERP



Bargi Matal to Kamdesh, CERP

# Key Benefits and Incentives: Pay

	Taxable	TDY* (Any length)	Six Month TCS	One Year TCS
<b>Foreign Service Benefits (2006-2011)</b>	Yes	Yes	No	No
<b>Wavier of Premium Pay Cap</b>	N/A	Up to Vice President's salary: \$227,300	Same as TDY	Same as TDY
<b>Wavier of Annual Aggregate Limit on Pay</b>	N/A	Yes (NSPS effective FY 2010)	Same as TDY	Same as TDY
<b>Post Differential</b>	Yes	After 42 consecutive days, <b>35%</b> of Basic Pay (includes locality pay) for basic 40-hour workweek	<b>35%</b> of Basic Pay (no locality pay) for basic 40-hour workweek, effective after one day in country	<b>35%</b> of Basic Pay (no locality pay) for basic 40-hour workweek, effective after one day in country
<b>Danger Pay</b>	Yes	In effect from 1st day, <b>35%</b> of Basic Pay (includes locality pay) for basic 40-hour workweek	In effect from 1st day, <b>35%</b> of Basic Pay (no locality pay) for basic 40-hour workweek	In effect from 1st day, <b>35%</b> of Basic Pay (no locality pay) for basic 40-hour workweek
<b>Imminent Danger Pay</b>	Yes	For employees who accompany U.S. Military forces to designated areas that don't receive danger pay or post differential (\$225 per month)	Same as TDY	Same as TDY
<b>Per Diem</b>	No	\$3.50 per day or \$105 per month	Same as TDY	Same as TDY
<b>Death Gratuity</b>	No	The greater of \$100,000 or one year's salary at time of death.	Same as TDY	Same as TDY
<b>Separate Maintenance Allowance (SMA)</b>	No	None, receive non-taxable Living Quarters Allowance instead, if qualified	Annual Rate varies based upon number of family members and is pro-rated based upon length of tour	Annual Rate varies based upon number of family members and is pro-rated based upon length of tour
<b>Relocation Incentives</b>	Yes	Same as TCS for extended TDY only	Up to 12.5% of annual salary	Up to 25% of annual salary

# Key Benefits and Incentives

	Taxable	TDY* (Any length)	Six Month TCS	One Year TCS
<b>Rest &amp; Recuperation Trips and Administrative Leave</b>	N/A	Same as TCS	<p>Employees who serve 6 or more months but fewer than 12 months are eligible for 1 R&amp;R trip (10 workdays). Employees must serve a minimum of 60 days in country to be eligible.</p> <p>Up to 10 days of Administrative Leave not to exceed 20 days per year</p>	<p>Employees who sign up for 12 consecutive months are eligible for 3 R&amp;R trips (10 workdays/trip, max of 20 in a year) within the 12 month service period. Employees must serve a minimum of 60 days in country to be eligible.</p> <p>Up to 10 days of Administrative Leave not to exceed 20 days per year</p>
<b>Home Leave</b>	N/A	Increased accrual rates allow for 15 workdays of paid leave per year. Free travel to U.S.	Same as TDY	Same as TDY
<b>Leave Accrual</b>	N/A	No change to regular accrual and carryover: 30 days (240 hours)	Employees may carry up to 360 hours (45 days) of annual leave to next leave year.	Employees may carry up to 360 hours (45 days) of annual leave to next leave year.
<b>Federal Group Life Insurance (FGLI)</b>	No	Enroll in all FGLI options except Option C (family funeral coverage) upon notification of deployment. Can receive FGLI coverage of up to 5 times their salary.	Same as TDY	Same as TDY
<b>Global War on Terror Medal</b>	NA	Medal for Service	Medal for Service	Medal for Service
<b>Non-temporary Storage (NTS) of Household Goods</b>	N/A	None	At government expense. NTS stops at the beginning of the second month upon return to US	At government expense. NTS stops at the beginning of the second month upon return to the States.

# GFM Individual Augmentation Process With DoD Civilian Sourcing

