



Topic 1: Introduction to the CEW Program

What is CEW?

The [Civilian Expeditionary Workforce \(CEW\) program](#) supports the U.S. Department of Defense (DoD)'s mission around the globe by enabling civilian DoD and Federal employees to volunteer for positions in expeditionary locations in order to meet critical workforce requirements in those locations. This program is currently focused on the President's surge initiative in Afghanistan.

[See details on how the program got started.](#)



panel from [CEW brochure](#)





Topic 1: Introduction to the CEW Program

How Do Civilian Employees Fit Into DoD's Strategy?

The CEW program stems from the Secretary of Defense's desire to meet future global challenges. This country must create the capability to integrate and apply all of the elements of our national power to problems and challenges abroad. DoD civilian employees managed by the CEW program are an essential and integral element of this capability. They strengthen our capacity to use "soft power" and better integrate it with "hard power," serving in non-combat positions as well as supporting combat missions. [For example...](#)

"Soft power" usually includes such activities as civic assistance, disaster relief, and restoration of order. In Afghanistan, the CEW program supplies personnel to build the capacity of the government to deliver essential services and development projects to its citizens. This builds the skills necessary for a self-sustaining government.

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Topic 1: Introduction to the CEW Program

Who Should Take This Training?

Although DoD civilian employees are the priority as far as selecting and recruiting volunteers, it is not a requirement that volunteers be in the DoD civilian workforce; non-government employees are encouraged to apply. However, this orientation module is focused on DoD civilian employee supervisors.



[Who is this training **required** for?](#)

Who is this training **recommended** for?
Click the graphic to see the list.



- **In-theater receiving supervisors**, in order to become familiar with support provided by home station
- **HR Specialists designated for CEW support**, in order to understand how to support the supervisors, and increase their general knowledge of the program

Click anywhere in this box to close





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If you are a DoD civilian home station supervisor, you are required to complete this training within 30 days of being notified that your employee has been accepted as a CEW volunteer.

Who is this training **recommended** for?
Click the graphic to see the list.



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Click anywhere in this box to close





Topic 1: Introduction to the CEW Program

What Are the Goals of the Program?

Reduce dependency on contractor support.



Relieve stress on the active duty force.

Model U.S. DoD integrated workforce strategy to indigenous personnel served in deployed locations, demonstrating U.S. teams of military, DoD civilian employees, and contractors working together.



Provide civilian skill sets to support nation building.

Click each image to see goals





Topic 1: Introduction to the CEW Program

Why is the CEW Program So Important?

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 warfighters 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.

Think about possible items to fill in the blanks above, then click the placeholders to compare your answers to these.



Click the images to see why each of these volunteers considers their role so important.





Topic 1: Introduction to the CEW Program

What Requirements for Future Civilian Leaders Does CEW Address?

Successful deployment assignments and experiences advance and support the new requirements for our 21st Century civilian leaders. What are those requirements?

Think of possible answers, then click the images at right and compare your answers to these.





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What Requirements for Future Civilian Leaders Does CEW Address?

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Think of possible answers, then click the images at right and compare your answers to these.

Cultural and regional knowledge and expertise

Special skill sets

Enterprise-wide experience

Joint knowledge





Topic 1: Introduction to the CEW Program

Who Manages the CEW Program?

The [Office of the Under Secretary of Defense Personnel & Readiness \(OUSD P&R\)](#) (hereinafter referred to as “P&R”) has been designated as the lead in expanding the opportunities for DoD civilians to fill CEW positions.

[See a description of the process of how CEW positions are created, if desired.](#)

CEW receives from the Joint Staff a list of position requirements for DoD civilian volunteers to serve. These opportunities are on a variety of staffs (for example, forward operating bases (FOBs) and Joint Task Force Headquarters) performing many functions. They support operations in Iraq, Afghanistan, and other locations worldwide. This process integrates civilian capabilities in COCOM planning and CONOPs.

The Secretary of Defense or designee has the authority to use CEW positions to meet validated DoD mission requirements. Sourcing of DoD civilians is accomplished through the Secretary of Defense Operations Book (SDOB) process.





Topic 2: Expectations of CEW Supervisors

What Are the Keys to My Role as a Supervisor?

The specifics of your role are covered in later topics of this orientation module. However you fulfill these specifics, there are certain key themes that are important for you to understand at the outset:



Supervisors of CEW volunteers at their home station maintain their supervisory status over the CEW volunteers while deployed. This includes all personnel matters.

Supervisors (usually military personnel) of CEW volunteers at their theater location are responsible for tasking and assigning work, not you.



Resources are available to assist you in carrying out your supervisory responsibility to support your CEW volunteer(s). You will encounter them throughout this orientation module (click the [Resources button](#) to access them). Component staff (including HR Specialists) have been designated by [P&R](#) to support you throughout the process.

Most importantly, participation as a CEW volunteer is a personal sacrifice and important service to our country. It is your responsibility to treat them with a high level of attention and care, commensurate with their sacrifice and commitment to the DoD and nation's mission. You need to value and respect their service, and recognize it as a significant career enhancement for them. It reflects well on you to supervise them successfully with such a high level of service.

Click the keys to see what your key roles are.





Topic 2: Expectations of CEW Supervisors

Will It Create Extra Work or Cost for My Organization?

Participation of an employee as a CEW volunteer should not pose any undue burden on you, their supervisor, but should be treated as having an employee serving in a different geographical area. [P&R](#) has directed that components designate HR Specialists to support the CEW program. Don't forget that they are available to [help you](#).

Your organization will continue to pay the volunteer's salary. However, Overseas Contingency Operations (OCO) funds can be used for paying the salary of the person backfilling the position at home station organization, so there should be no extra cost to you (a later screen in this topic covers the details). Have your budget office contact the OSD Comptroller's office to find out how to get OCO funds.

Above all, P&R, through the CEW program office, is committed to minimizing any extra costs or work for you. You should contact them by [email](#) or phone (877.873.0956) as soon as you have an issue.



Contact the CEW program office by [email](#) or phone (877.873.0956) to find out who is designated by your component to help you.

Click anywhere in this box to close





Topic 2: Expectations of CEW Supervisors

Is There Anything In It for Me?

Participation as a CEW volunteer is a service to our country above and beyond the call of duty. This service confers honor and prestige not only on the volunteers, **but on you the supervisor**, by virtue of your direct participation in supporting volunteers. How well the CEW volunteers do is a function of how well you support them and their families. Both of you will be recognized by the Department for your service in this important mission.





Topic 2: Expectations of CEW Supervisors

How Replacing a CEW Employee Benefit Me?

There are possible benefits to your organization for temporarily replacing CEW volunteer positions in your home station organization. These include:

- [Employee development](#)
- [Interdisciplinary input](#)
- [Interagency cooperation](#)
- [Succession planning](#)
- [Re-employed annuitants](#)
- [Vertical/horizontal integration](#)

Detailing an employee into that position temporarily in order to develop his or her skills. For instance, to replace a volunteer who is a financial analyst, you might substitute a purchasing agent who you would like to develop as a financial analyst.

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Inserting interdisciplinary “genes” into your organization through having someone detailed into the position from a different occupational specialty.

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Promoting interagency cooperation and collaboration by taking on an employee from another agency.

Click anywhere in this box to close





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Facilitating succession planning—you can “try out” an employee in the position by temporary details or promotions if you know that the volunteer will be promoted or transferred when they return.

Click anywhere in this box to close





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Providing a position for a re-employed annuitant (civilian employees who have retired and are coming back to work), if you need a temporary worker for backfills.

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Topic 2: Expectations of CEW Supervisors

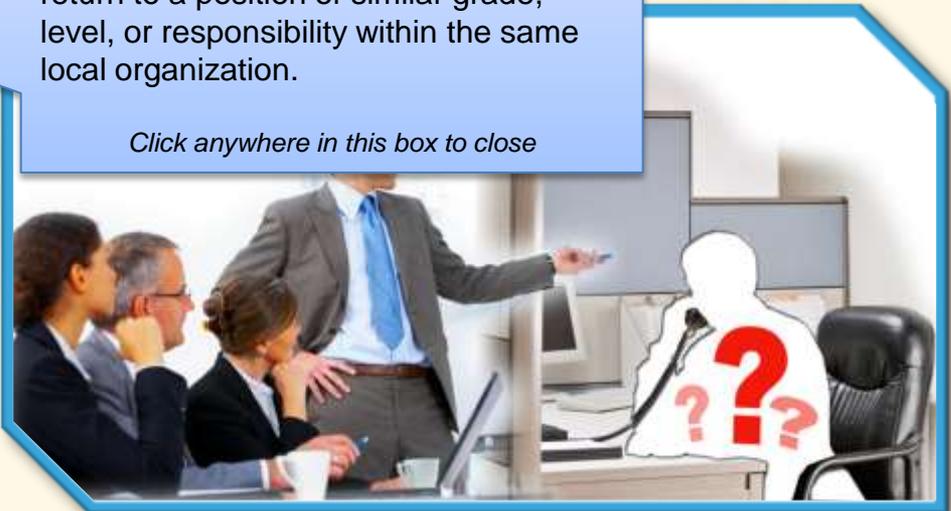
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Facilitating vertical and/or horizontal realignment and integration within your organization by reshuffling the job responsibilities of the volunteer's position among others in your organization. However, remember that you must grant volunteers the right to return to a position of similar grade, level, or responsibility within the same local organization.

Click anywhere in this box to close





Topic 2: Expectations of CEW Supervisors

How Should I Handle a Request to Serve?

P&R set forth guidance in a [Feb 12, 2008 memo](#) that requires you to fully support any civilian employee requests. This means expeditiously releasing employees for CEW service. In cases where you feel you are unable to support an employee's request due to a significant impact on the mission of his or her home unit, your denial of a request will be reviewed and adjudicated by the [Office of the Deputy Under Secretary of Defense for Civilian Personnel Policy \(ODUSD CPP\)](#) (hereinafter referred to as "CPP"). You must send it for review within 30 days of this denial.



[What are my obligations to the employee in reacting to their request to serve?](#)



[What are the employee's rights for returning to their position?](#)





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There can be no negative consequences for the employee because of their expression of interest in serving as a volunteer. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, or other career enhancing opportunities.



You must grant volunteers the right to return to the position they held prior to deployment, or a position of similar grade, level, or responsibility within the same local organization.





Topic 2: Expectations of CEW Supervisors

What If I Have Concerns About the Employee?

There may be situations where you do not feel you have enough grounds to deny a request, but you may have some concerns about the qualifications and suitability of the employee. These may not be issues in the employee's home station environment, thus are not reflected on their performance appraisal, but could become issues for them in a theater location. [For example...](#)



[What if I have concerns about the employee?](#)

- A family situation that would strain the employee and his or her family
- Counterproductive attitudes and beliefs (for example, religious beliefs) regarding the cultural environment or people where they will be deployed

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Topic 2: Expectations of CEW Supervisors

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It is important that you convey concerns and issues you have about the employee to [CPP](#) and discuss these with them as early as possible in the process. CPP understands that there are legitimate reasons for either having concerns and wanting to discuss them or outright denying an employee's request. Even if the request is approved, CEW staff and the theater supervisor will appreciate the input and will be better prepared to handle these issues.





Topic 2: Expectations of CEW Supervisors

Do Volunteers Get Their Job Back When They Return?

[What is the policy?](#) Recall the policy stated earlier in this topic, then click the link to verify your answer.

DoD civilian employees serving on permanent appointments in the competitive or excepted service are not required to resign their permanent appointments and they are not required to convert to temporary or term appointments in order to accept the deployment opportunity for which they have been selected.





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You must grant volunteers the right to return to the positions they held prior to their deployment or a position of similar grade, level, and responsibility within the same local organization, regardless of the length of deployment.

Click anywhere in this box to close





Topic 2: Expectations of CEW Supervisors

How Must I Treat CEW Service Upon the Volunteer's Return?

CEW service must be considered favorably when employees compete for advancement opportunities when they return.

You cannot retaliate in any way because of their service. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, or other career enhancing opportunities.

[How long are deployments?](#)



The majority of individual deployment tours are between six months and one year in length, and a minimum 90-day period of reintegration (typically referred to as "dwell time") between deployments is required.

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Michelle Holmes, CEW volunteer working as secretary to Brig. Gen. Jeffrey Smith, types out a document.





Topic 2: Expectations of CEW Supervisors

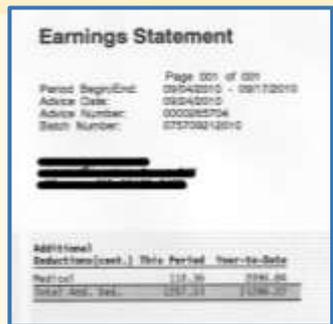
What are the Financial Implications for My Organization?

The Department wants to ensure that there is no lack of funds that limits the support for deployment of volunteers under the CEW program. Thus, incremental costs have been allocated as an appropriate OCO expense. *Click the images at the right to see what these expenses cover.*

If you are having any funding issues, you should have your budget office contact the OSD Comptroller's office promptly so the funding issue can be resolved.

As stated earlier, OCO funds may be used for temporary DoD civilian employee backfills to help you in covering your organizational requirements while your employees are deployed.

Click anywhere in this box to close



Earnings Statement

Page 001 of 001
 Period Beg/End: 09/04/2010 - 09/17/2010
 Advice Date: 09/04/2010
 Advice Number: 0000025706
 Batch Number: 075700212010

Additional Deductions/Over | This Period | Year-to-Date
 Net Pay: 112.50 2242.50
 Total Accrual: 0.00 0.00

Premium pays



Transportation



Training



Equipment



Topic 3: Policies to Apply

What Are the Policy Sources for CEW?

[DoD Directive 1404.10 \(Jan 23, 2009\)](#) is a series of policy documents leading up to and supporting this directive. [Click here for a link to each document.](#)

Memo from P&R (Aug 25, 2010)

Extends eligibility for certain Foreign Service benefits, allowances, and gratuities to employees on official duty in Pakistan.

[Go to document](#)

Click anywhere in this box to close



Memo from P&R (Aug 25, 2010): *Benefits, Allowances, and Gratuities for DoD Civilian Employees on Official Duty in Pakistan*



Memo from P&R (Jun 4, 2009): *DoD Civilian Employees on Official Duty in Afghanistan*



Memo from OSD (May 11, 2009): *Preparations for Interim DoD Support to Civilian Capacity Requirements in Afghanistan*



Memo from P&R (Apr 7, 2009): *Increased Annual Premium Pay Limitation*



Memo from P&R (Sep 22, 2008): *Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions*



Memo from P&R (Feb 12, 2008): *Building Increased Civilian Deployment Capacity*



Memo from DSD (Sep 24, 2007): *Policy Guidance for Provision of Medical Care to Department of Defense Civilian Employees Injured or Wounded While Forward Deployed in Support of Hostilities*



Memo from P&R (May 4, 2007): *Benefits, Allowances and Gratuities for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*



Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*





Topic 3: Policies to Apply

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Memo from P&R (Jun 4, 2009)

Urgently requests help from DoD components in recruiting volunteers for CEW, esp. for the surge in Afghanistan, and outlines basics of program.

[Go to document](#)

Click anywhere in this box to close

-  Memo from P&R (Aug 25, 2010): *Clarification of Policy for Civilian Employees on Official Duty*
-  Memo from P&R (Jan 23, 2009): *DoD Directive 1404.10*
-  Memo from OSD (May 11, 2009): *Preparations for Interim DoD Support to Civilian Capacity Requirements in Afghanistan*
-  Memo from P&R (Apr 7, 2009): *Increased Annual Premium Pay Limitation*
-  Memo from P&R (Sep 22, 2008): *Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions*
-  Memo from P&R (Feb 12, 2008): *Building Increased Civilian Deployment Capacity*
-  Memo from DSD (Sep 24, 2007): *Policy Guidance for Provision of Medical Care to Department of Defense Civilian Employees Injured or Wounded While Forward Deployed in Support of Hostilities*
-  Memo from P&R (May 4, 2007): *Benefits, Allowances and Gratuities for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
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Topic 3: Policies to Apply

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-  Memo from P&R (Aug 25, 2010): *Clarification of Policies, Procedures, and Gratuities for DoD Civilian Employees on Official Duty in Afghanistan*
-  Memo from P&R (Jun 4, 2009): *DoD Civilian Staffing Shortfalls in Afghanistan*
-  Memo from P&R (May 11, 2009): *Request for Assistance in Addressing Civilian Staffing Shortfalls in Afghanistan*
-  Memo from P&R (Apr 7, 2009): *Increased Civilian Deployment Capacity Requirements in Afghanistan*
-  Memo from P&R (Sep 22, 2008): *Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions*
-  Memo from P&R (Feb 12, 2008): *Building Increased Civilian Deployment Capacity*
-  Memo from DSD (Sep 24, 2007): *Policy Guidance for Provision of Medical Care to Department of Defense Civilian Employees Injured or Wounded While Forward Deployed in Support of Hostilities*
-  Memo from P&R (May 4, 2007): *Benefits, Allowances and Gratuities for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
-  Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*

Memo from OSD (May 11, 2009)

Requests help in staffing the State Department's identified shortfalls in Afghanistan, and directs P&R to lead the effort.

[Go to document](#)

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Topic 3: Policies to Apply

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-  Memo from P&R (Aug 25, 2010): *Clarification of Policies, Allowances, and Gratuities for DoD Civilian Employees on Official Duty in Support of Operations*
-  Memo from P&R (Jun 4, 2009): *Department of Defense Civilian Employees' Family Allowance*
-  Memo from O&M (Apr 27, 2009): *Security Requirements in Afghanistan*
-  Memo from P&R (Apr 7, 2009): *Increased Annual Premium Pay Limitation*
-  Memo from P&R (Sep 22, 2008): *Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions*
-  Memo from P&R (Feb 12, 2008): *Building Increased Civilian Deployment Capacity*
-  Memo from DSD (Sep 24, 2007): *Policy Guidance for Provision of Medical Care to Department of Defense Civilian Employees Injured or Wounded While Forward Deployed in Support of Hostilities*
-  Memo from P&R (May 4, 2007): *Benefits, Allowances and Gratuities for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
-  Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*

Memo from P&R (Apr 7, 2009)

Provides implementing instructions for the increased premium pay limitation for calendar year 2009.

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-  Memo from P&R (Aug 25, 2010): *Clarification of Memoranda Regarding Benefits, Allowances, and Gratuities for DoD Civilian Employees on Official Duty in Pakistan*
-  Memo from P&R (Jun 4, 2009): *DoD Civilian Expeditionary Requirements*
-  Memo from OSD (May 11, 2009): *Preparation of Civilian Expeditionary Requirements in Afghanistan*
-  Memo from P&R (Apr 7, 2009): *Increase in Civilian Expeditionary Requirements*
-  Memo from P&R (Sep 22, 2008): *Establishing a Civilian Expeditionary Reserve in Global Expeditionary Operations*
-  Memo from P&R (Feb 12, 2008): *Building a Civilian Expeditionary Reserve*
-  Memo from DSD (Sep 24, 2007): *Policy Guidance for Provision of Medical Care to Department of Defense Civilian Employees Injured or Wounded While Forward Deployed in Support of Hostilities*
-  Memo from P&R (May 4, 2007): *Benefits, Allowances and Gratuities for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
-  Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*

Memo from P&R (Sep 22, 2008)

Establishes the first phase of project to fill DoD global expeditionary requirements at Joint Task Force Headquarters around the globe.

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-  Memo from P&R (Jun 4, 2009): *DoD Civilian Employees on Official Duty in Support of Operations*
-  Memo from OSD (May 11, 2009): *Preparation for Deployment*
-  Memo from P&R (Apr 7, 2009): *Increased Deployment Requirements in Afghanistan*
-  Memo from P&R (Sep 22, 2008): *Operational Requirements for Global Expeditionary Positions*
-  Memo from P&R (Feb 12, 2008): *Deployment Requirements for Global Expeditionary Positions*
-  Memo from DSD (Sep 2, 2007): *Deployment Requirements for Global Expeditionary Positions*
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Memo from P&R (Feb 12, 2008)

- Provides interim guidance to standardize the types of appointments to be used for deployed civilians, including the requirement to issue a SF 50 for details.
- Requires return rights for deployed civilians, including those who volunteer for deployments
- Recognizes the deployment experience as career enhancing
- Emphasizes the important requirements for pre and post health assessments
- Outlines performance management requirements
- Ensures Component support for deployments
- Assigns accountability for compliance.

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-  Memo from P&R (Aug 25, 2010): *Clarification of Policy for Civilian Employees on Official Duty in Support of U.S. Military Operations*
-  Memo from P&R (Jun 4, 2009): *DoD Civilian Employees' Health Care and Medical Treatment Requirements in Afghanistan*
-  Memo from OSD (May 11, 2009): *Preparation for Deployment*
-  Memo from P&R (Apr 7, 2009): *Increased Health Care and Medical Treatment for Civilian Employees in Global Expeditionary Operations*
-  Memo from P&R (Sep 22, 2008): *Global Expeditionary Operations*
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-  Memo from DSD (Sep 24, 2007): *Policy for Civilian Employees Injured or Wounded While Supporting U.S. Military Operations*
-  Memo from P&R (May 4, 2007): *Benefits, Allowances and Gratuities for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
-  Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*

Memo from the Deputy Secretary of Defense (Sep 24, 2007)

Establishes that CEW employees who develop physical or psychological illnesses or injuries while forward deployed in support of U.S. military forces engaged in hostilities are eligible for health care treatment and services in military medical treatment facilities (MTF) at the same level and scope provided to military personnel on a space available basis.

[Go to document](#)

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Topic 3: Policies to Apply

What Are the Policy Sources for CEW?

[DoD Directive 1404.10 \(Jan 23, 2009\)](#) is the main source of policy for the CEW program. The series of policy documents leading up to and supporting the DoDD 1404.10 is shown below. *Click the buttons for a summary and link to each document.*

-  Memo from P&R (Aug 25, 2010): *Clarification of Memoranda Regarding Benefits, Allowances, and Gratuities for DoD Civilian Employees on Official Duty in Pakistan*
-  Memo from P&R (Jun 4, 2009): *DoD Civilian Support to Global Expeditionary Requirements*
-  Memo from OSD (May 11, 2009): *Preparations for Interim DoD Support to Civilian Capacity Requirements in Afghanistan*
-  Memo from P&R (Apr 7, 2009): *Increased Annual Premium Pay Limitation*
-  Memo from P&R (Sep 22, 2008): *Opportunities for Department of Defense Civilians to Serve in Global Expeditionary Positions*
-  Memo from P&R (Feb 12, 2008): *Build*
-  Memo from DSD (Sep 24, 2007): *Policy for Department of Defense Civilian Employees Injured or Wounded While*
-  Memo from P&R (June 2006): *109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
-  Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*

Memo from P&R (May 4, 2007)

Implements new benefits for home leave, rest and recuperation (R&R), and associated travel for DoD civilians assigned to Iraq and Afghanistan during Fiscal Years (FY) 2006, 2007, and 2008.

[Go to document](#)

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Topic 3: Policies to Apply

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-  Memo from P&R (Feb 12, 2008): *Building a Civilian Expeditionary Workforce*
-  Memo from DSD (Sep 24, 2007): *Policy for the Department of Defense Civilian Employees Injured or Wounded While Performing Expeditionary Duties*
-  Memo from P&R (May 4, 2006): *Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*
-  Memo from P&R (Apr 3, 2007): *Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006*

Memo from P&R (Apr 3, 2007)

Implements new death benefits for DoD civilians when the death is the result of injuries sustained in the performance of duty in Iraq or Afghanistan during FY 2006, 2007, and 2008.

[Go to document](#)

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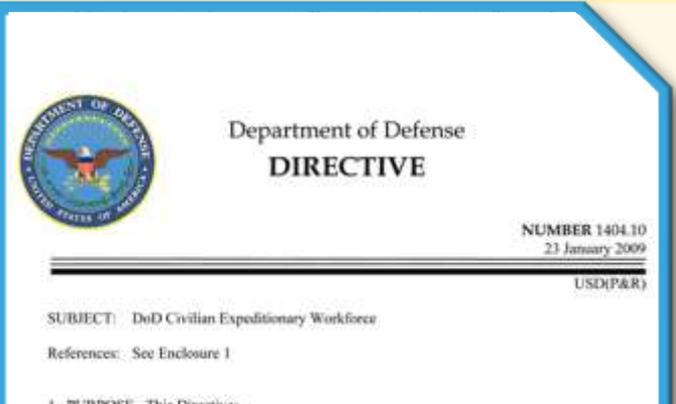
Topic 3: Policies to Apply

What Are the Key Policies that CEW Supervisors Need to Apply?

It is important to understand that all CPMS HR policies remain in effect for a CEW volunteer. CEW is no different from having an employee serving in a different geographical area. Administrative functions specific to the CEW program itself are provided by HR Specialists that serve your organization and CEW program staff.

The most important policies in the [DoDD 1404.10](#) that you need to apply as a home station supervisor are in paragraph 4. **POLICY**. *Click each bullet to see the actual text of the document.*

- [Release volunteers for deployment in a timely fashion.](#)
- [Return employees back to their home station position after deployment.](#)
- [Value the service of volunteers, including considering them for awards.](#)
- [Support families of volunteers with appropriate information and services.](#)
- [Track and account for the locations and activities of your employees who are volunteers.](#)
- [Refrain from any retaliation because of an employee's interest in service or actual service.](#)



” i. Support and recognize the DoD Civilian Expeditionary Workforce

(1) *When a DoD civilian employee who is part of the DoD Civilian Expeditionary Workforce is required to deploy away from his or her normal work location, he or she shall be released and allowed to deploy in a timely fashion to meet an expeditionary requirement unless there is a significant negative impact on the mission of his or her home unit...*

Click anywhere in this box to close





Topic 3: Policies to Apply

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Department of Defense
DIRECTIVE

NUMBER 1404.10
23 January 2009

USD(P&R)

SUBJECT: DoD Civilian Expeditionary Workforce

References: See Enclosure 1

1. PURPOSE: This Directive:



i. Support and recognize the DoD Civilian Expeditionary Workforce

(1) ...*Those who are reassigned from their normal position to serve expeditionary requirements will be granted the right to return to the positions they held prior to their deployment or to a position of similar grade, level, and responsibility within the same local organization, regardless of the length of deployment...*

Click anywhere in this box to close





Topic 3: Policies to Apply

What Are the Key Policies that CEW Supervisors Need to Apply?

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Department of Defense
DIRECTIVE

NUMBER 1404.10
23 January 2009

USD(P&R)

SUBJECT: DoD Civilian Expeditionary Workforce

References: See Enclosure 1

1. **PURPOSE**: This Directive:

i. Support and recognize the DoD Civilian Expeditionary Workforce

(2) DoD civilian employees shall be treated with high regard as an indication of the Department's respect for those who serve expeditionary requirements. Their service and experience shall be valued, respected, and recognized as career enhancing.

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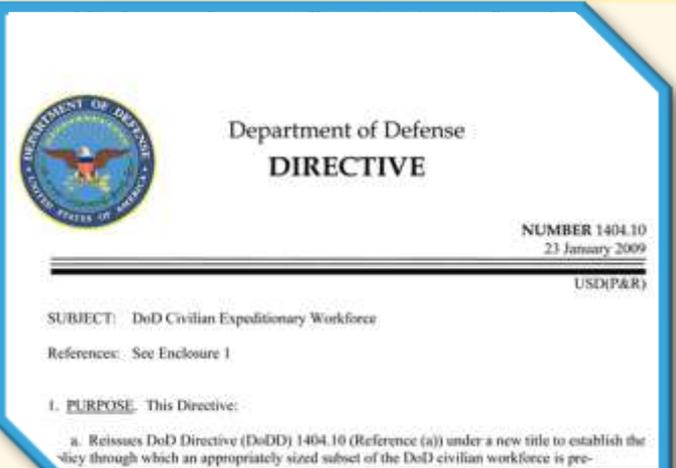
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- [Track and account for the locations and activities of your employees who are volunteers.](#)
- [Refrain from any retaliation because of an employee's interest in service or actual service.](#)



” i. Support and recognize the DoD Civilian Expeditionary Workforce

(3) *Families of deployed DoD civilian employees shall be supported and provided with information on benefits and entitlements, and issues likely to be faced by the employee during and upon return from a deployment.*

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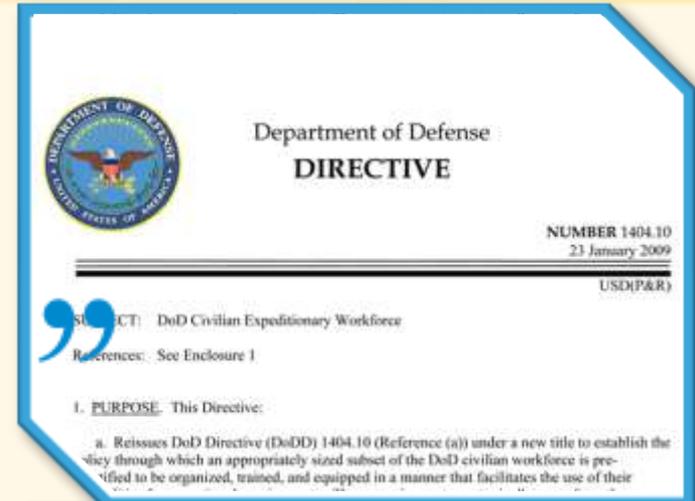
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j. Track and account for DoD civilians, including their daily locations, who are deployed to assigned positions or unclassified temporary requirements in accordance with References (h) and (n). A Request for Personnel Action is required to document all unclassified civilian deployments.

Click anywhere in this box to close





Topic 3: Policies to Apply

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Department of Defense
DIRECTIVE

NUMBER 1404.10
23 January 2009

USD(P&R)

SUBJECT: DoD Civilian Expeditionary Workforce

References: See Enclosure 1

1. **PURPOSE**: This Directive:

i. Support and recognize the DoD Civilian Expeditionary Workforce

(1) ...*There shall be no retaliation because of an employee's expression of interest in serving an expeditionary requirement or because of such service. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, or other career enhancing opportunities.*

Click anywhere in this box to close





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (1 of 6)

Funding for CEW benefits and incentives is provided through Overseas Contingency Operations (OCO), as explained in the previous topic. The table below (continued on the next screen) summarizes the key benefits and incentives. It differentiates between TDY and TCS. [What is the difference?](#) To download a PDF copy of the full table, [click here](#).

Description	Taxable	TDY (Any length)	Six Month TCS	One Year TCS
Wavier of Premium Pay Cap	N/A Iraq & Afghanistan	Up to Vice President's salary: \$230,700. Provided by annual legislation since 2005, so also anticipated for 2011.	Same as TDY	Same as TDY
Wavier of Annual Aggregate Limit on Pay	N/A	Yes (NSPS effective FY 2010)	Same as TDY	Same as TDY
Post Differential	Yes	After 42 consecutive days, 35%of Basic Pay (includes locality pay) for basic 40-hour workweek (for Iraq and Afghanistan once reach day 43 paid retroactive to day 1)	35%of Basic Pay (no locality pay) for basic 40-hour workweek, effective after one day in country	35%of Basic Pay (no locality pay) for basic 40-hour workweek, effective after one day in country
<u>Danger Pay (DSSR 652.f.)</u>	Yes	In effect from 1st day, 35%of Basic Pay (includes locality pay) for basic 40-hour workweek	In effect from 1st day, 35%of Basic Pay (no locality pay) for basic 40-hour workweek	In effect from 1st day, 35%of Basic Pay (no locality pay) for basic 40-hour workweek





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (1 of 6)

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Description	Taxable	TDY (Any length)	Six Month TCS	One Year TCS
Wavier of Premium Pay Cap	N/A Iraq & Afghanistan	Up to Vi \$230,70 Provided since 20 for 2011	<p>Either the volunteer or parent agency determines whether the CEW position is a Temporary Change of Station (TCS) or Temporary Duty Assignment (TDY). The main difference is that in a TCS assignment, the volunteer does not get locality pay while deployed, but does receive the post differential and danger pay. The employee resumes their normal locality pay when they return.</p> <p>For TDY assignments, the employee gets their base pay, locality pay, post differential, and danger pay.</p> <p>NOTE: All of the above is true in the majority of cases, but there are exceptions.</p> <p>A Dept of State web site details specific allowance rates for post differential and danger pay.</p> <p style="text-align: center;"><i>Click anywhere in this box to close</i></p>	
Wavier of Annual Aggregate Limit on Pay	N/A	Yes (NS		
Post Differential	Yes	After 42 35%of B locality p workwee Afghanis paid retr		
Danger Pay (DSSR 652.f.)	Yes	In effect Basic Pa pay) for workweek		
			40-hour workweek	40-hour workweek





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (1 of 6)

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Post Differential	Yes	After 42 consecutive days, 35%of Basic Pay (includes locality pay) for basic 40-hour workweek (for Iraq and Afghanistan once reach day 43 paid retroactive to day 1)	35%of Basic Pay (no locality pay) for basic 40-hour workweek, effective after one day in country	35%of Basic Pay (no locality pay) for basic 40-hour workweek, effective after one day in country
Danger Pay (DSSR 652.f.)	Yes	In Ba	Applies to Iraq and Afghanistan. In Pakistan, rates vary from 25% to 35% depending on location. Actually, danger pay starts after 4-cumulative hours in a day, under either 652.f. or 652.g.	

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Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (2 of 6)

(continued from previous screen)

Description	Taxable	TDY (Any length)	Six Month TCS	One Year TCS
Imminent Danger Pay (DSSR 652.g.)	Yes	For employees who accompany U.S. Military forces to designated areas that don't receive danger pay or post differential and first 42 days in countries where authorized other than Iraq & Afghanistan (\$225 per month) NOTE	Same as TDY Other than first 42 days	Same as TDY Other than first 42 days
Per Diem	No	\$3.50 per day or \$105 per month	Same as TDY Should not get Per Diem at official duty station	Same as TDY Should not get Per Diem at official duty station
<u>Separate Maintenance Allowance (SMA)</u>	No	None, receive non-taxable Living Quarters Allowance instead, if qualified Not available to employees in TDY status	Annual Rate varies based upon number of family members and is pro-rated based upon length of tour - Eligible, not entitled	Annual Rate varies based upon number of family members and is pro-rated based upon length of tour - Eligible, not entitled
Relocation Incentives	Yes	Same as TCS for extended TDY only	Up to 12.5% of annual salary	Up to 25% of annual salary





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (2 of 6)

(continued from previous screen)

Description	Taxable	TDY (Any length)		
Imminent Danger Pay (DSSR 652.g.)	Yes	For employees who accompany U.S. Military forces to designated areas that don't receive danger pay or post differential and first 42 days in countries where authorized other than Iraq & Afghanistan (\$225 per day) NOTE		
Per Diem	No	\$3.50 per day or \$105 per month	Diem at official duty station	Diem at official duty station
<u>Separate Maintenance Allowance (SMA)</u>	No	Separate Maintenance Allowance is designed to help offset the costs of maintaining two residences. For the employees sent to Iraq, Afghanistan, or Pakistan, there is no additional residence cost, as food and lodging are provided.	er of d is on ible,	Annual Rate varies based upon number of family members and is pro-rated based upon length of tour - Eligible, not entitled
Relocation Incentives	Yes		TDY only	Up to 25% of annual salary

Imminent danger pay (really not a Civilian term—but used!), when authorized, is payable to employees on TDY orders for the first 42 days at the post if danger pay (percentage of pay) is not authorized for the location. Since post differential does not begin until day 43 in most locations (except Iraq and Afghanistan currently), there is no conflict with this version of danger pay. In Iraq and Afghanistan, post differential starts on day 43, but is payable retroactively to day 1.

Click anywhere in this box to close

Separate Maintenance Allowance is designed to help offset the costs of maintaining two residences. For the employees sent to Iraq, Afghanistan, or Pakistan, there is no additional residence cost, as food and lodging are provided.

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Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (2 of 6)

(continued from previous screen)

Description	Taxable	TDY (Any length)		
Imminent Danger Pay (DSSR 652.g.)	Yes	For employees who accompany U.S. Military forces to designated areas that don't receive danger pay or post differential and first 42 days in countries where authorized other than Iraq & Afghanistan (\$225 per day) NOTE		
Per Diem	No	\$3.50 per day or \$105 per month	Diem at official duty station	Diem at official duty station
<u>Separate Maintenance Allowance (SMA)</u>	No	Separate Maintenance Allowance is designed to help offset the costs of maintaining two residences. For the employees sent to Iraq, Afghanistan, or Pakistan, there is no additional residence cost, as food and lodging are provided.	er of d is on ible,	Annual Rate varies based upon number of family members and is pro-rated based upon length of tour - Eligible, not entitled
Relocation Incentives	Yes		TDY only	Up to 25% of annual salary

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Click anywhere in this box to close

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Click anywhere in this box to close



Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (3 of 6)

(continued from previous screen)

Description	Taxable	TDY (Any length)	Six Month TCS	One Year TCS
Rest & Recuperation Trips and Administrative Leave	N/A	Same as TCS	Employees who serve 6 or more months but fewer than 12 months are eligible for 1 R&R trip (21 calendar days). Employees must serve a minimum of 60 days in country to be eligible. Up to 10 days of Administrative Leave.	Employees who sign up for 12 consecutive months are eligible for 3 R&R trips (21 calendar days/trip) within the 12 month service period. Employees must serve a minimum of 60 days in country to be eligible. Up to 10 days of Administrative Leave per trip, not to exceed 20 days per year
Home Leave	N/A	15 workdays of paid leave per year. Free travel to U.S. Available After 12 months in Iraq, Afghanistan, or Pakistan	Same as TDY, i.e. must serve for 12 months in Iraq, Afghanistan or Pakistan, and must be scheduled to return after home leave.	Same as TDY





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (4 of 6)

(continued from previous screen)

Description	Taxable	TDY (Any length)	Six Month TCS	One Year TCS
Leave Accrual	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.
Federal Group Life Insurance (FGLI) Referred to B&E	No	Enroll in all FGLI options except Option C (family coverage) upon notification of deployment or designation as an emergency essential employee. Can receive FGLI coverage of up to 5 times their salary under Option B.	If designated as EE	If designated as EE
Awards (ex. Global War on Terror Civilian Service Medal)	NA	Medal for service	Medal for service	Medal for service





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (5 of 6)

(continued from previous screen)

Description	Taxable	TDY (Any length)	Six Month TCS	One Year TCS
Non-temporary Storage (NTS) of Household Goods	N/A	None	At government expense. Eligible, not entitled. NTS stops at the beginning of the second month upon return to US.	At government expense. Eligible, not entitled. NTS stops at the beginning of the second month upon return to the States.
Death Gratuity	No	The greater of \$100,000 or one year's salary at time of death (through 9/30/2011).	Same as TDY	Same as TDY





Topic 3: Policies to Apply

What Are the Key Benefits and Incentives for CEW Volunteers? (6 of 6)

A detailed narrative explanation of entitlements and benefits for CEW volunteers is also available. Click the document image below to download the complete document, if desired.



If issues arise about any of these items, particularly pay, contact the [CEW program office](#).

Narrative Summary of Entitlements and Benefits

The following document is a summary of the entitlements and benefits offered to Federal employees who are on a Temporary Change in Duty Station (TCS) or Temporary Duty (TDY) assignment in Iraq, Afghanistan, and Pakistan, in support of the Civilian Expeditionary Workforce (CEW) Program. Be advised that pay, entitlements, and benefits may vary by location and status (TDY/TCS). CEW employees are eligible for several enhanced forms of compensation, **BUT YOU MUST APPLY** via the *SF-1190 (Foreign Allowances Application, Grant, and Report)* since they are not automatic.

COMPENSATION.....	2
Locality Pay or Local Market Supplement.....	2
Cost of Living Allowances (COLA).....	2
Per Diem.....	4
Danger Pay.....	4
Imminent Danger Pay.....	5
Post Differential (Hardship Duty Pay).....	5
Imminent Danger Pay (HDP) Environmental Differential Pay (EDP).....	7



Topic 4: Helpful Resources

What Resources are Available?

There are many resources at your disposal. Although there is little written specifically for supervisors other than this orientation module, much information relevant to your role can be found in documentation written for employees who seek to volunteer or are already volunteering. You may want to check this documentation first before looking anywhere else.

Your primary resources include the following:

-  [CEW web site](#), especially the [Summary of Entitlements and Benefits](#)
-  [Camp Atterbury National Deployment Center for Civilians web site](#)
-  [DoDD 1404.10 DoD Civilian Expeditionary Workforce](#)
-  [U.S. Army Materiel Command Civilian Deployment Guide AMC-P 690-9](#)
-  CEW program staff by telephone (1.877.873.0956) or [email](#)
-  Your [component CEW staff](#)
-  The volunteer's theater supervisor and/or theater HR staff supporting that supervisor
-  The volunteer, who may learn and can pass on much information pertinent to your role in the training they receive





Topic 4: Helpful Resources

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-  The volunteer, who may learn and can pass on much information to receive

Contact the CEW program office by [email](#) or phone (877.873.0956) to find out who they are.

Click anywhere in this box to close





Topic 4: Helpful Resources

CEW Web Site

The CEW web site is primarily geared for volunteers, but you need to be conversant with it in case volunteers you supervise have questions about the program.



Remember, you maintain supervisory status over your employee while he or she is deployed.

To familiarize yourself with the site and the information in it, go to the [CEW web site](#) now and research the answers to the questions below. *Click the questions to verify your answers.*

- [What are the parameters for searching positions on the site?](#)
- [What category of employees **cannot** apply to be a volunteer on the site?](#)
- [Where does a volunteer find out about medical prerequisites on the site?](#)
- [How does a volunteer get answers to specific questions they might have?](#)
- [Where does it say how long the volunteer deployments are?](#)
- [What is the topic of the oldest policy document referenced on the site?](#)
- [Are there positions available for attorneys?](#)



You can search by COCOM, location, and function. The results can be sorted by Activity or Title.

Click anywhere in this box to close





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- [Are there positions available for attorneys?](#)



All can apply on the site except for Air Force employees. They use a separate process through an internal AF Community of Practice site.

Click anywhere in this box to close





Topic 4: Helpful Resources

CEW Web Site

The CEW web site is primarily geared for volunteers, but you need to be conversant with it in case volunteers you supervise have questions about the program.



Remember, you maintain supervisory status over your employee while he or she is deployed.

To familiarize yourself with the site and the information in it, go to the [CEW web site](#) now and research the answers to the questions below. *Click the questions to verify your answers.*

- [What are the parameters for searching positions on the site?](#)
- [What category of employees **cannot** apply to be a volunteer on the site?](#)
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In the *Requirements and Benefits* section.

Click anywhere in this box to close





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- [What is the topic of the oldest policy document referenced on the site?](#)
- [Are there positions available for attorneys?](#)



If the question is not answered in the *F.A.Q.* section, there is a phone number and a form that can be filled out and submitted in the *Contact Us* section.

Click anywhere in this box to close





Topic 4: Helpful Resources

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- [What is the topic of the oldest policy document referenced on the site?](#)
- [Are there positions available for attorneys?](#)



In the *F.A.Q.* section, this question is answered in the “How long are the assignments?” question (one year, with occasional six month tours).

Click anywhere in this box to close





Topic 4: Helpful Resources

CEW Web Site

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- [What is the topic of the oldest policy document referenced on the site?](#)
- [Are there positions available for attorneys?](#)



In the *Policies* section, there is a Death Benefits document dated April 3, 2007.

Click anywhere in this box to close





Topic 4: Helpful Resources

CEW Web Site

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- [Are there positions available for attorneys?](#)



Yes, “General Attorney” is one of the career fields listed in the *Career Fields* section of the site.

Click anywhere in this box to close





Topic 4: Helpful Resources

Camp Atterbury National Deployment Center for Civilians Web Site

For volunteers, there is a 10-day immersion training at the [National Deployment Center for Civilians](#) (NDC), Camp Atterbury Joint Maneuver Training Center, Edinburgh, Indiana. This is the same place where military reconstruction teams train. This arrangement facilitates civilian-military team integration to start from the very beginning. The training includes:

- Military familiarization (convoy ops, combat aid, communication equipment, etc.)
- Integrated operations planning with brigade, battalion and company commanders and their staffs
- A full complement of Afghan role players
- Six real time “outside the wire” vignettes ranging from rule of law and elections issues to a consequence management situation
- The cultural and logistical aspects of what it is like to be a civilian embedded in a military organization

In addition to providing training, the NDC handles most of the pre-deployment processing.





Topic 4: Helpful Resources

Is There Any Training Available for CEW Supervisors?

There is no training for supervisors other than this orientation module. However, you are encouraged to keep in close contact with your employee volunteer during and after their 10-day [NDC](#) training and make it a learning experience for both of you. Make sure that they pass on any pertinent information to you that would help you serve them better during their deployment.



Staff Sgt. Ken Fodrie, a medic with the 138th Indiana Regional Training Institute, teaches an emergency-aid class to CEW volunteers at the Camp Atterbury Joint Maneuver Training Center.





Topic 4: Helpful Resources

What Resources are Available for Managing Employees Remotely?

Here is a non-exhaustive sampling of general resources about managing remotely located employees:

- [*The Virtual Manager Needs to Communicate, Create Trust*](#)
(microsoft.com)
- [*Tips for Managing Remote Workers*](#)
(GIGAOM.com)
- [*How To Manage Employees in Remote Locations*](#)
(bnet.com)
- [*Managing Remote Employees—Off Site Management in 6 Principles*](#)
(ezinearticles.com)



CEW volunteer Sonia Parker is made an honorary member of the 10th Mountain Division by Command Sgt. Maj. James Redmore, Multi-National Division-Center senior enlisted leader, as her husband, Sgt. First Class Matthew Parker, looks on.





Topic 4: Helpful Resources

Where Do I Point Volunteers Who Need Help?



Who should always be the “first line of defense” for both you and your volunteer?



How do I get started getting help?

This is the last screen in this topic. Click the Exit button to exit Slide Show Mode, then close the PowerPoint window. Return to the Topics Menu to launch the next topic.





Topic 4: Helpful Resources

Where Do I Point Volunteers Who Need Help?



In addition to CEW program staff, DoD Components have been directed to dedicate knowledgeable personnel and adequate resources to ensure that DoD civilian employees deployed to Iraq and Afghanistan receive comprehensive support, including preparation of travel orders and provision of benefits and entitlements for which employees will be eligible. These dedicated local CEW staff (in most cases, HR Specialists) can not only help your volunteer employee, but also help take the administrative burden off you.



Check with the CEW program office (contact them by [email](#) or phone: 877.873.0956) to see who your component CEW staff is, see what support mechanisms are in place, and direct volunteers to that person or office. Component CEW staff will also be a source of information for you to learn about how to support the volunteers in your capacity as supervisor.





Topic 5 – Supporting Volunteers Before Deployment

Can the DoD Require an Employee to Participate in the Program?

[Certain duty positions](#) may be designated by the various DoD components to participate in the program. If a position is designated, the employee will be asked to sign an agreement that they will deploy if called upon to do so. If the employee does not wish to deploy, every effort should be made to reassign the employee to a non-deploying position.

The [DoDD 1404.10](#) emphasizes, however, that volunteers be sought first for any expeditionary requirements, before requiring anyone to serve involuntarily or on short notice.

Click the terms below for a description of the categories of duty service.



Capability-Based Former
Employee Volunteer Corps





Topic 5 – Supporting Volunteers Before Deployment

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Click the terms below for a description of the categories of duty service.



Capal
Empl

Emergency Essential

A position-based designation to support combat operations or combat-essential systems in a combat zone (10 U.S.C. 1580). For new positions created as EE, deployability is required as a condition of employment; preexisting positions can also be converted to EE. All deployed civilians in EE positions are requested to sign a [DD Form 2365](#).

Click anywhere in this box to close

CBV
CPA





Topic 5 – Supporting Volunteers Before Deployment

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The [DoDD 1404.10](#) emphasizes, however, that volunteers be sought first for any expeditionary requirements, before requiring anyone to serve involuntarily or on short notice.

Click the terms below for a description of the categories of duty service.



Capability-Based Former Employee Volunteer Corps



Capability-Based Former Employee Volunteer Corps

Former (including retired) DoD civilian employees who have registered their interest in returning to time-limited Federal service to serve expeditionary requirements or backfill deployed volunteers. When re-employed, they acquire CBV status.

Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

Can the DoD Require an Employee to Participate in the Program?

[Certain duty positions](#) may be designated by the various DoD components to participate in the program. If a position is designated, the employee will be asked to sign an agreement that they will deploy if called upon to do so. If the employee does not wish to deploy, every effort should be made to reassign the employee to a non-deploying position.

The [DoDD 1404.10](#) emphasizes, however, that volunteers be sought first for any expeditionary requirements, before requiring anyone to serve involuntarily or on short notice.

Click the terms below for a description of the categories of duty service.



Capabili
Employee



Non-Combat Essential
A position-based designation to support non-combat missions. Deployability is required as a condition of employment.

Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

Can the DoD Require an Employee to Participate in the Program?

[Certain duty positions](#) may be designated by the various DoD components to participate in the program. If a position is designated, the employee will be asked to sign an agreement that they will deploy if called upon to do so. If the employee does not wish to deploy, every effort should be made to reassign the employee to a non-deploying position.

The [DoDD 1404.10](#) emphasizes, however, that volunteers be sought first for any expeditionary requirements, before requiring anyone to serve involuntarily or on short notice.

Click the terms below for a description of the categories of duty service.



Capability-Based Former
Employee Volunteer Corps

Capability Based Volunteers

A personnel-based designation to support voluntary identification of capabilities outside scope of an employee's position for EE and NCE requirements. They may be asked to volunteer for deployment or backfill deployed employees. At the present time, CEW is using Capability-based Volunteers.

Click anywhere in this box to close

CBV





Topic 5 – Supporting Volunteers Before Deployment

What is the Employment Requirement for Volunteer Applicants?



CEW volunteers learn how to wear an Army gas mask and receive a quick class in chemical, biological and radiological warfare in the Regional Training Institute at the Camp Atterbury Joint Maneuver Training Center.

[What is the requirement regarding DoD employment status?](#)

Recall the policy stated in an earlier topic, then click the link to verify your answer.

Your employee can and should be encouraged to apply as a volunteer to the program even if a specific position is not posted on the [CEW web site](#). In this case, the volunteer specifies the type of position in which they would like to serve. Their resume will be kept in the database and matched to future requirements.





Topic 5 – Supporting Volunteers Before Deployment

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[What is the requirement regarding DoD employment status?](#)

Recall the policy stated in an earlier topic, then click the link to verify your answer.

Your employee can and should be encouraged to apply as a volunteer to the program even if a specific position is not posted on the [CEW web site](#). In this case, the volunteer specifies the title of position in which they would like to apply. Their resume will be kept in the database and matched to future requirements.

Although DoD civilian employees are the priority as far as selecting and recruiting volunteers, it is not a requirement that volunteers be in the DoD civilian workforce; non-government employees are encouraged to apply.

Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

What are Other Requirements for Volunteer Applicants?

What are the other requirements? *From what you know so far about the program, think of what would correctly fill in the missing phrases in the list of requirements below, then click to confirm your answers.*

- U.S. **citizenship**
- Related competencies, skills, abilities, medical, and **health psychological** fitness to be successful in high pressure and austere operational environments. This includes a assessment to determine whether they can meet a specific expeditionary requirement.
- Ability to work as part of an **integrated** team including military, **contractor**, Federal civilian, and foreign national personnel
- A record of successful **job performance** to deliver results (appraisal rating of Fully Successful or 3 under NSPS)
- The highest **professional and ethical** behavior to maintain a deployment environment characterized by good order, discipline, and conduct

Consult the [CEW web site](#) for more information about any of these requirements.



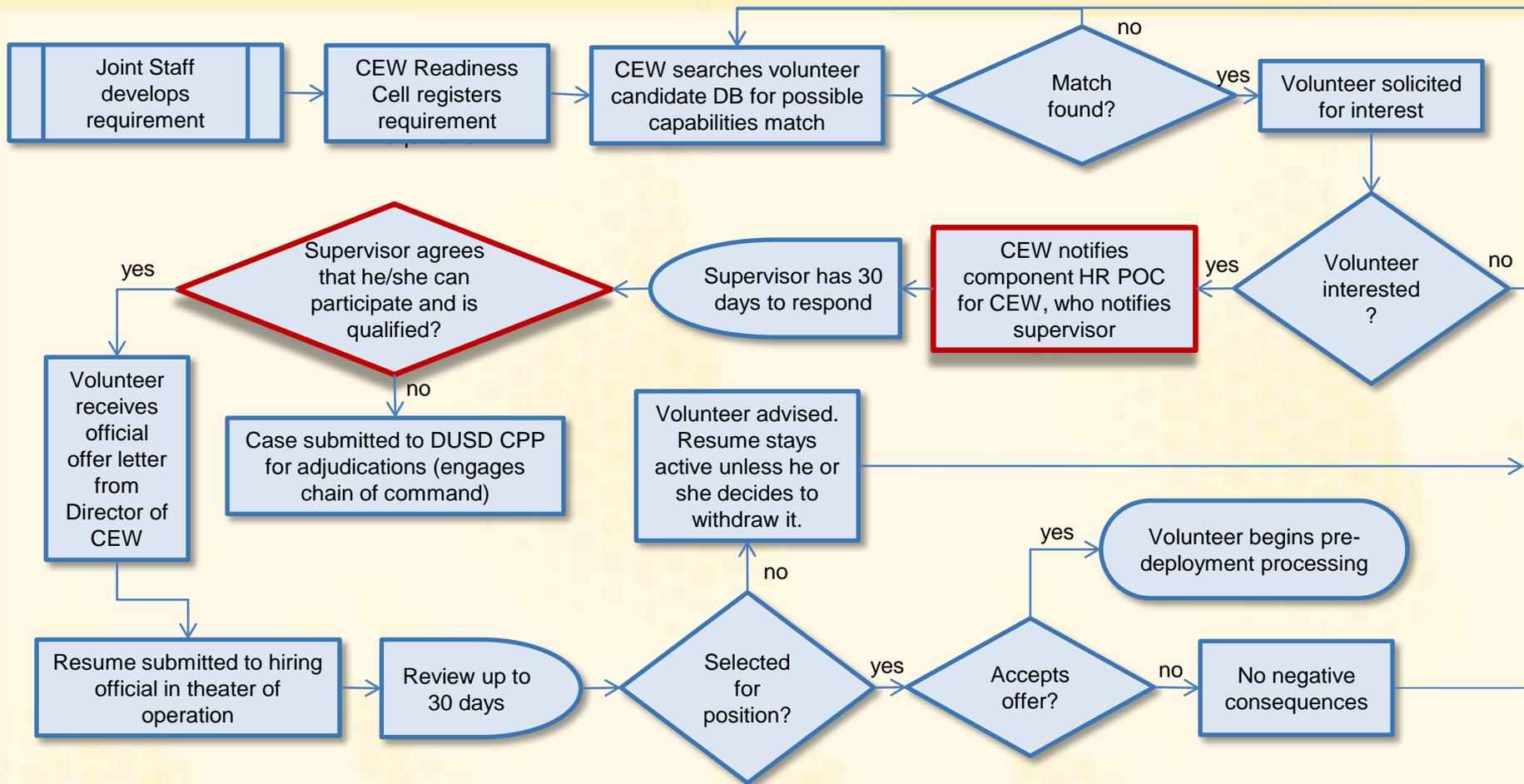
CEW volunteer David Matthews, left, shows Dennis Schouten what he calls the "best thing ever made" in the Army's Meals Ready-to-Eat: jalapeno cheese spread.





Topic 5 – Supporting Volunteers Before Deployment

What is the Process for Getting Accepted into the Program?



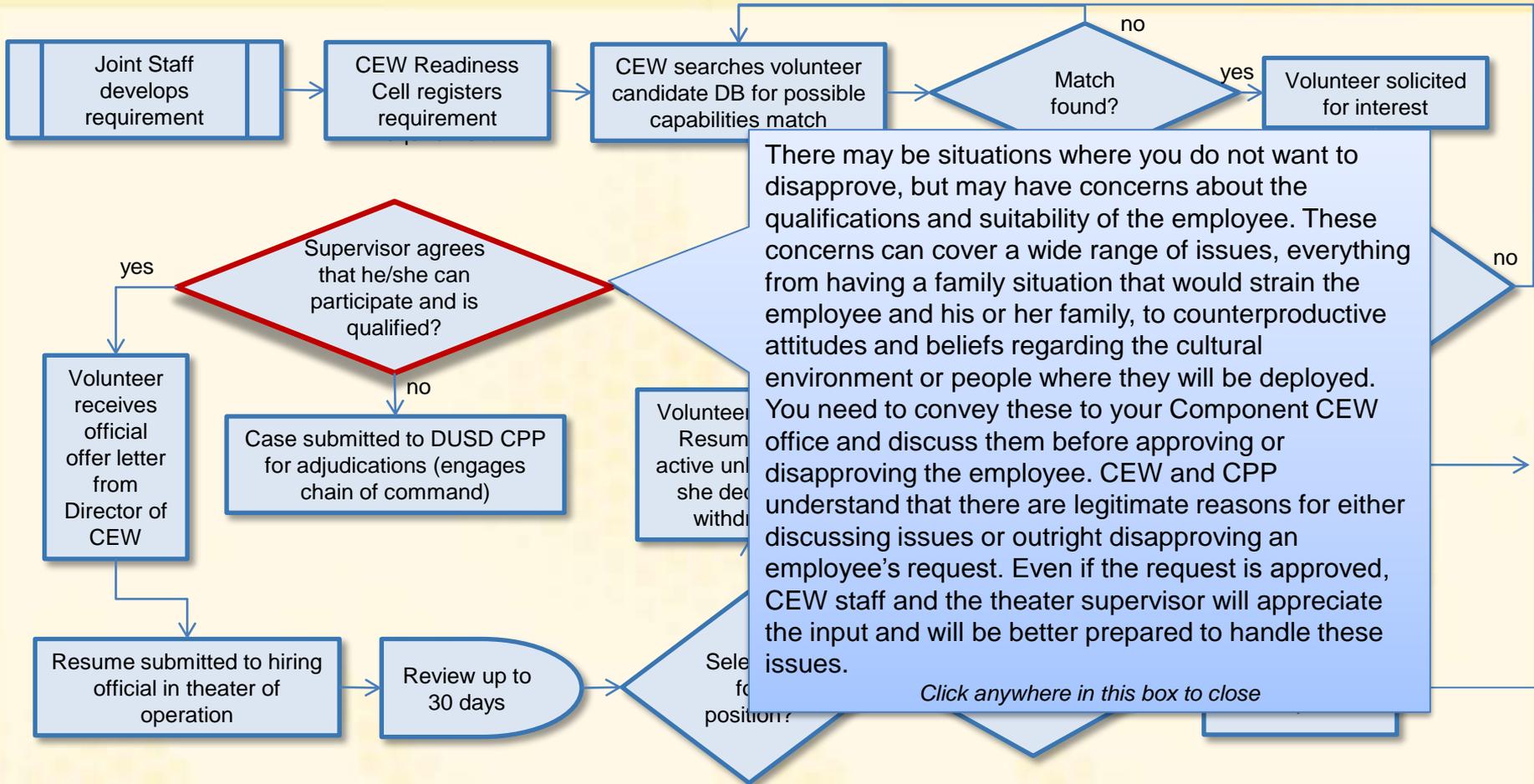
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Topic 5 – Supporting Volunteers Before Deployment

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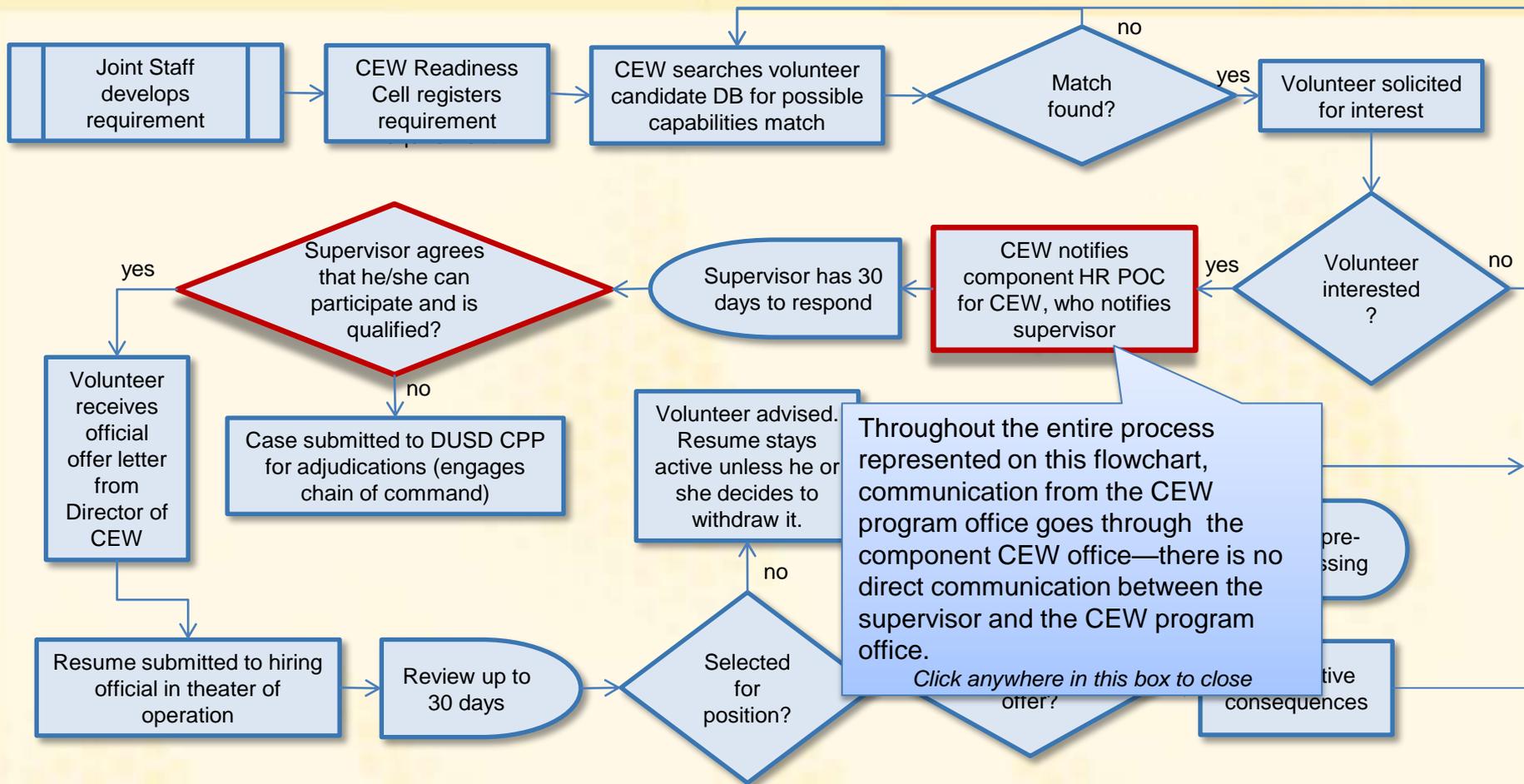
Click the highlighted icons for more information





Topic 5 – Supporting Volunteers Before Deployment

What is the Process for Getting Accepted into the Program?



Click the highlighted icons for more information



Topic 5 – Supporting Volunteers Before Deployment

Who Manages the Pre-Deployment Processing?

Your component manages the pre-deployment processing, and each will likely have different procedures. Components have been directed to provide dedicated HR Specialists to manage and assist volunteers in this process. Check with your [component CEW staff](#) to see what your responsibilities and resources are (vs what may be handled by your CEW HR Specialist).

Contact the CEW program office by [email](#) or phone (877.873.0956) to find out who they are.

Click anywhere in this box to close



CEW volunteers check their training progress posted in the Regional Training Institute at the Camp Atterbury Joint Maneuver Training Center.





Topic 5 – Supporting Volunteers Before Deployment

What Are My Responsibilities for Pre-Deployment Processing Once the Volunteer is Selected? (1 of 2)

Your responsibilities will likely require some involvement in the following:

- Travel orders and vouchers. See [job aid](#).
- [Support in completing forms](#)
- [Training logistics](#)
- [Personal and family logistics](#)
- [Health assessment](#)
- [Dental assessment](#)
- [Family Care Plan](#)
- Getting a security clearance (Secret or Top Secret) if required and if he or she does not already have one
- Ensuring a [RSF-52 \(Request for Personnel Action\)](#) is completed (for unclassified deployments)
- Ensuring that the volunteer has submitted a [SF-1190 \(Foreign Allowances Application, Grant, and Report\)](#) with [addendum](#) to receive [enhanced forms of compensation](#) available to CEW volunteers



For a complete list of forms volunteers must complete, see [Summary of Entitlements and Benefits](#), p. 33
Deployment – Mobilization Checklist

Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

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The CEW Program Predeployment Team schedules [training](#) for the volunteer once the offer is accepted. The logistics are normally handled through your local HR department.

Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

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For a complete list of items volunteers should attend to, see [Summary of Entitlements and Benefits](#), p. 34
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Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

What Are My Responsibilities for Pre-Deployment Processing Once the Volunteer is Selected? (2 of 2)

Responsibilities (continued):

- Documentation such as:
 - [Passport and Visa](#)
 - [Common Access Card \(CAC\)](#) with proper Geneva Convention Category and privileges
 - Security clearances
- Granting of work time and/or leave for items such as:
 - Sick leave for health assessment appointments
 - Accommodating [training](#), both resident (10 days at the [NDC](#)) and [online](#)
 - Fulfilling any requirements related to their CEW status
- Assigning an HR “buddy” from your organization that will be available to assist the volunteer and their family while deployed





Topic 5 – Supporting Volunteers Before Deployment

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- Assigning an HR “buddy” from your organization that will be available to assist the volunteer and their family while deployed



You may need to use an Expedite memo to ensure that there is enough time for the volunteer to obtain it before deployment.



Ensure that the passport and visa expiration dates exceed the length of the volunteer’s scheduled deployment.

Click anywhere in this box to close





Topic 5 – Supporting Volunteers Before Deployment

What Are My Responsibilities for Pre-Deployment Processing Once the Volunteer is Selected? (2 of 2)

Responsibilities (continued):

- Documentation such as:
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 - Fulfilling any requirements related to their CEW status
- Assigning an HR “buddy” from your organization that will be available to assist the volunteer and their family while deployed



This card is required for the volunteer to be able to access military facilities and privileges (valid only while serving in theater).



Ensure that the CAC expiration date exceeds the length of the volunteer's scheduled deployment.

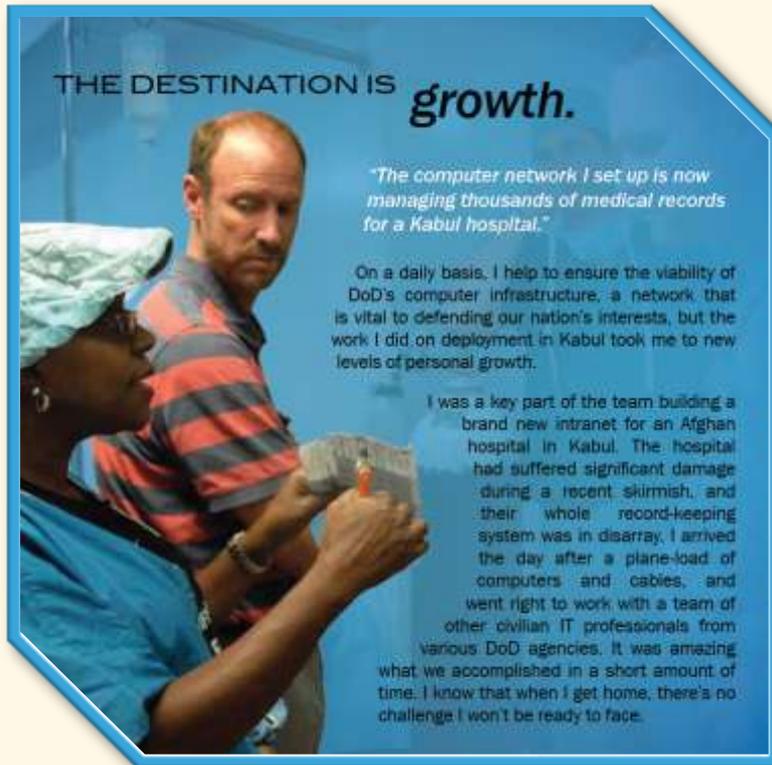
Click anywhere in this box to close





Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (1 of 4)



panel from [CEW brochure](#)

HR Specialists are designated for [CEW support in your component](#). Check with them to see what your (vs the HR Specialist's) responsibilities are during deployment.

Your responsibilities will include all HR functions you normally perform as this person's supervisor. In addition, subject to your component's CEW policies and procedures, you will :

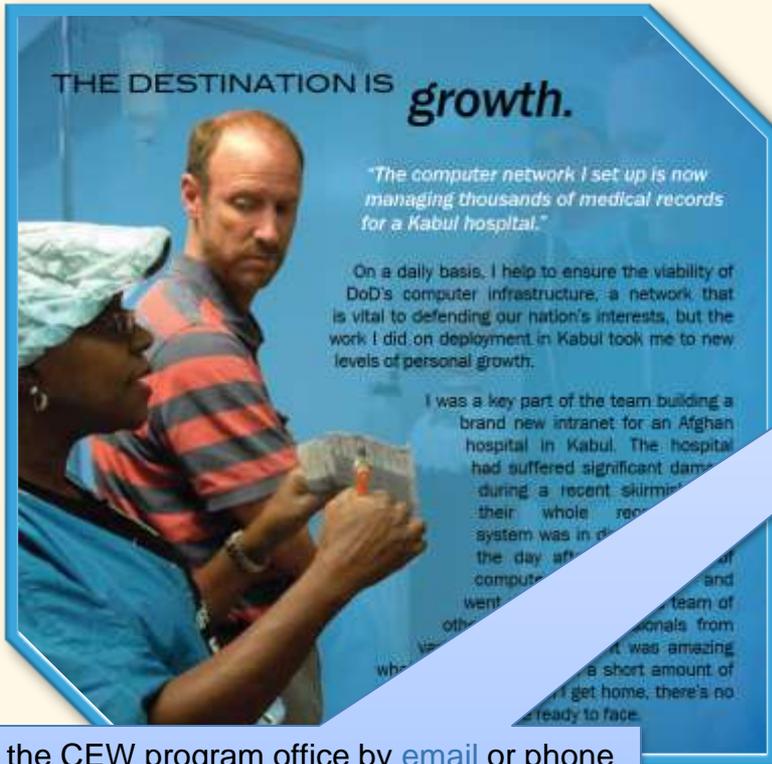
- Coordinate ongoing training needs, in collaboration with the theater supervisor.
- Ensure that the volunteer undergoes required periodic [health assessments](#). Program participants are eligible for full military medical support while serving in their overseas duty station.
- Coordinate [Family Support](#) services for the volunteer's family.





Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (1 of 4)



Contact the CEW program office by [email](#) or phone (877.873.0956) to find out who they are.

Click anywhere in this box to close

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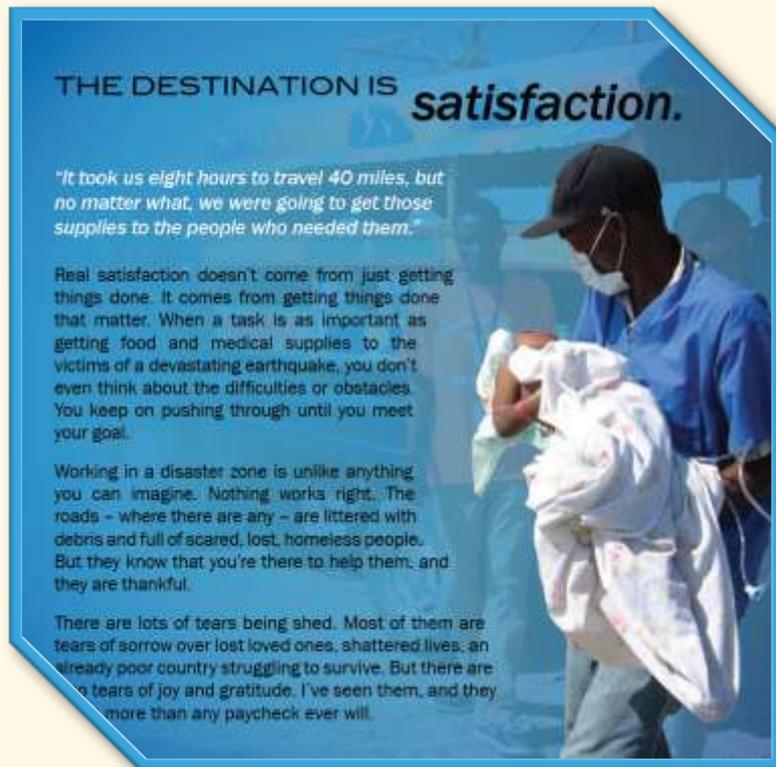
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Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (2 of 4)



panel from [CEW brochure](#)

(continued from previous screen)

- Support the volunteer in executing their [Family Care Plan](#).
- Consider volunteers for all appropriate awards. See *What Awards are Available to CEW Volunteers?* in Topic 9 for award possibilities.
- Approve time cards. Note that civilians working in theater have unusual [work schedules](#), with minimal holidays or days off and very long hours. See *What are the Most Common Pitfalls and Issues?* in Topic 8 for more information.
- Handle [injury](#) or [death situations](#) if necessary.





Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (3 of 4)

THE DESTINATION IS *discovery.*

"I helped rebuild a city's entire financial infrastructure. None of my classmates who work for the Big 4 can say that!"

As an accounting major in college, I had many expectations about what my future would hold. Working for the Department of Defense has allowed me to fulfill them all, but it's the unexpected opportunities, like volunteering with CEW, that have truly amazed me. For example, I don't think many of my classmates will ever find themselves riding in a C-17 cargo plane loaded with supplies bound for Iraq.

While I had certain expectations about my assignment, I was surprised to learn how desperately my professional skills were needed. I had not considered it before, but rebuilding the national financial infrastructure is just as important as rebuilding roads.

The commitment and passion I saw in the eyes of the Iraqis I worked with really moved me. You just can't imagine what they've lost. It made me really appreciate what we have, and when I got home, everyone saw me in a whole different light.



panel from [CEW brochure](#)

(continued from previous screen)

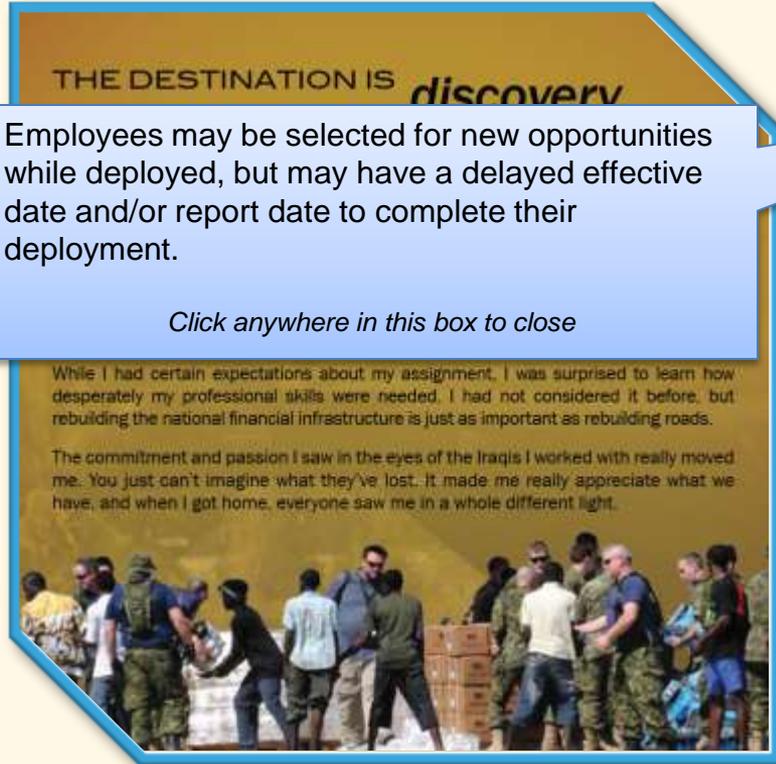
- Consider volunteers for promotion or other [career enhancing opportunities](#) while deployed.
- Know the process for tracking and accounting for the daily locations of [volunteers](#) and access this information when needed. See [job aid](#).
- When requested, supply metrics data to the Head of your DoD Component on CEW program participation by your employees.
- Monitor for PTSD and other signs of stress such as anxiety and depression. [See a list of web sites with information on this subject.](#)





Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (3 of 4)



panel from [CEW brochure](#)

(continued from previous screen)

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Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (3 of 4)



panel from [CEW brochure](#)

(continued from previous screen)

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Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (4 of 4)



panel from [CEW brochure](#)

(continued from previous screen)

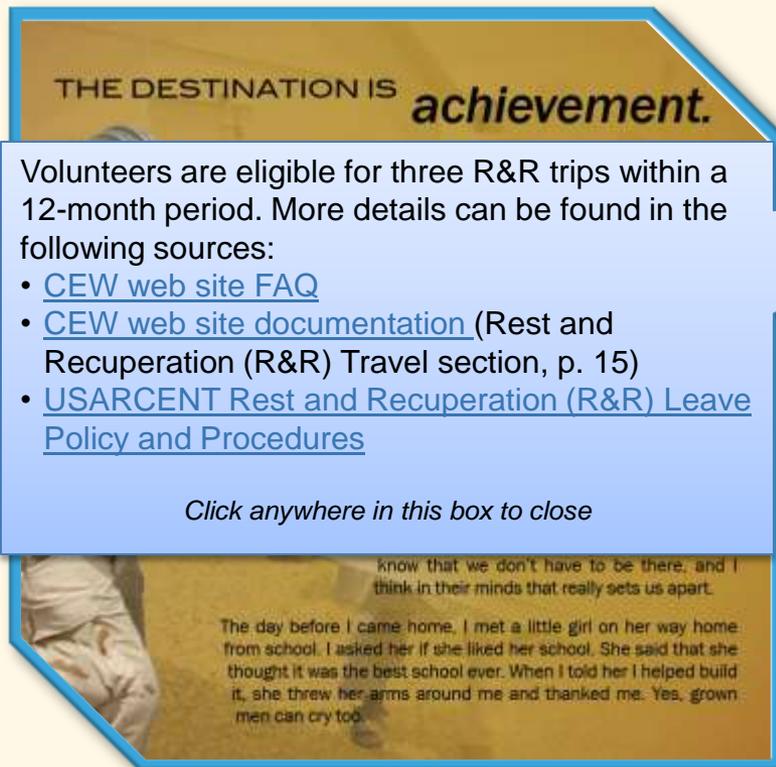
- Support volunteers in exercising their [home leave](#) and [R&R](#) rights and options.
- Before the end of deployment, a [SF-1190](#) with [addendum](#) should be completed in to stop the volunteer's danger pay as soon as they leave theater.
- When necessary, engage in dialogue with the volunteer's theater supervisor about the performance and possibly fitness of the employee for the position.
 - Participate in process of bringing a volunteer home if there is a [medical issue](#) with them or a family member, or if there is a [suitability issue](#).





Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (4 of 4)



panel from [CEW brochure](#)

(continued from previous screen)

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- Participate in process of bringing a volunteer home if there is a [medical issue](#) with them or a family member, or if there is a [suitability issue](#).





Topic 6 – Supporting Volunteers During Deployment

What Are My Responsibilities During Deployment? (4 of 4)

THE DESTINATION IS *achievement.*

The employee's performance rating for their job at home station may be outstanding, but they may have cultural attitudes, personality traits, or other issues that arise in their theater environment with negative consequences. It is important for you and the volunteer to understand that this is a volunteer position; if it is determined that the employee is not a good fit at any point during the volunteer's tenure in theater, there is no permanent negative consequence to the employee. They are simply thanked for whatever amount of service they rendered while a volunteer, and return to their home station position.

It is up to you to expose any possible issues at the earliest possible time, even before an employee is selected for CEW service, to avoid misusing institutional resources in deploying someone who then must be sent back. This especially applies to personal traits that do not show up on the employee's last performance appraisal.

Click anywhere in this box to close

(continued from previous screen)

- Support volunteers in exercising their [home leave](#) and [R&R](#) rights and options.
- Before the end of deployment, a [SF-1190](#) with [addendum](#) should be completed in to stop the volunteer's danger pay as soon as they leave theater.
- When necessary, engage in dialogue with the volunteer's theater supervisor about the performance and possibly fitness of the employee for the position.
 - Participate in process of bringing a volunteer home if there is a [medical issue](#) with them or a family member, or if there is a [suitability issue](#).

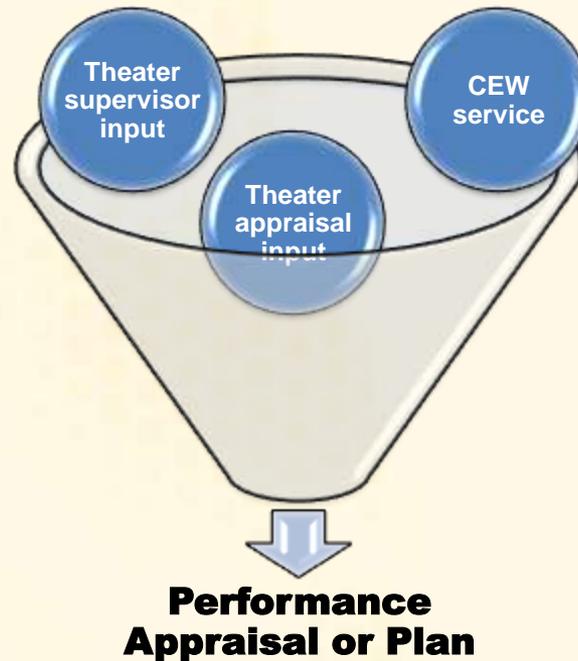




Topic 6 – Supporting Volunteers During Deployment

Performance Plans and Appraisals

As part of the standard HR functions that you perform for all of your employees, you need to do performance plans and appraisals. This is of course complicated by the fact that your employee is at a remote geographic location, and has been directed and observed in their daily job functions not by you, but by their theater supervisor. Here are some important considerations in conducting performance plans and appraisals for volunteers.



[See CPMS Guidance for Civilians Deployed Under NSPS](#)



[See general CPMS tips on writing performance appraisals](#)

Click the performance appraisal inputs for more information

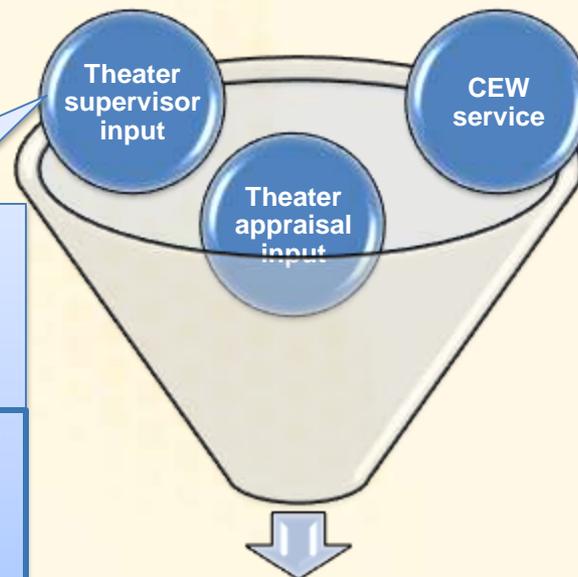




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Contact their theater supervisor as early as possible in the process to get feedback and information related to the employee's performance.



You do not have to use input you receive from the theater supervisor, but it is strongly encouraged.

Click anywhere in this box to close



[See CPMS Guidance for Civilians Deployed Under NSPS](#)



[See general CPMS tips on writing performance appraisals](#)

Click the performance appraisal inputs for more information

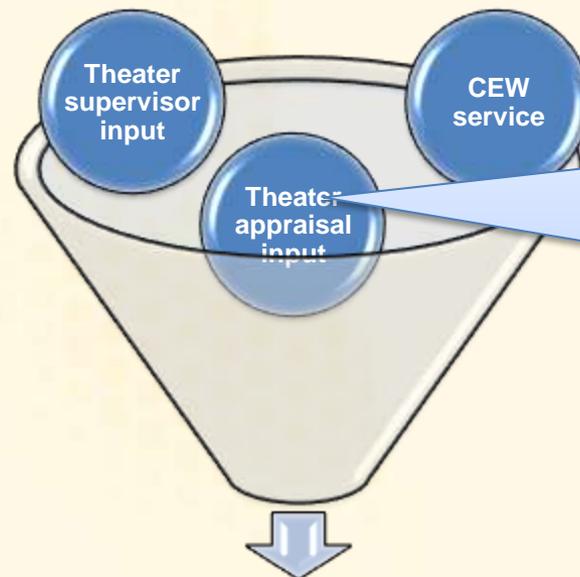




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Separate formal appraisals are often done in theater by the theater supervisor. These usually contain performance plans, objectives, etc. This can provide input to your appraisal (highly recommended, but not required).

Click anywhere in this box to close



[See CPMS Guidance for Civilians Deployed Under NSPS](#)



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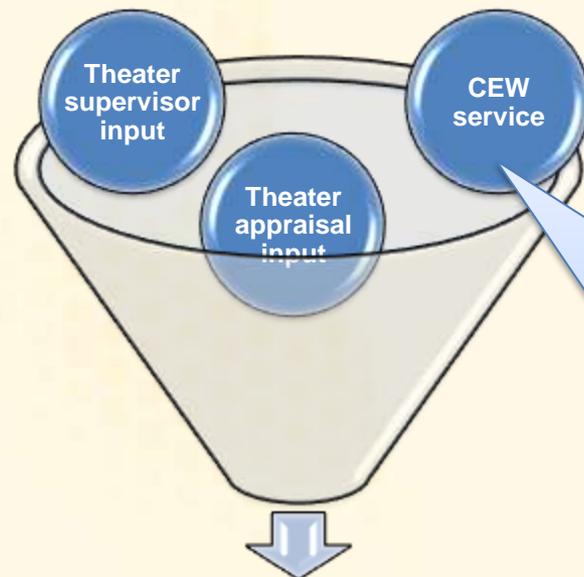




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**Performance
Appraisal or Plan**



You must take into account the fact that the employee has gone above and beyond the call of duty in volunteering for CEW. This level of service, regardless of the particulars of their day to day job performance, must be reflected in a positive light in the overall rating.

Click anywhere in this box to close



[See general CPMS tips on writing performance appraisals](#)

Click the performance appraisal inputs for more information





Topic 7 – Supporting Volunteers After Deployment

Returning from Deployment



Generally, CEW volunteers redeploy/demobilize through the [National Deployment Center for Civilians \(NDC\)](#) before returning to home station. There, they undergo a post deployment health assessment, return any clothing, equipment, and weapons, if issued, and get a debriefing. [See the NDC instructions for returning from deployment.](#)

Further important information on redeployment/demobilization processing can be found in the [CEW web site FAQ.](#)





Topic 7 – Supporting Volunteers After Deployment

Reintegration into the Workplace

When your volunteer returns, you will have to reintegrate him or her into your workplace. There may have been significant changes over the course of their deployment. Do any of these apply to you?

Think of possible ways to mitigate the effect of these on the volunteer, then click each to compare your answer.





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An introductory meeting with new staff and assigning an new staff member as the employee's "buddy" are good ways to acquaint the employee with new staff.

A briefing on the new organization structure, to include the roles of newly defined positions is key to making the employee comfortable with any new lines of authority and staff responsibilities.

Formal training, coaching, and mentoring, are just a few of the ways that you can prepare the employee to handle new job responsibilities.

A tour of the office or a challenge game for the employee to find certain areas, equipment, or people on their own are good ways to ease the employee into the new environment.





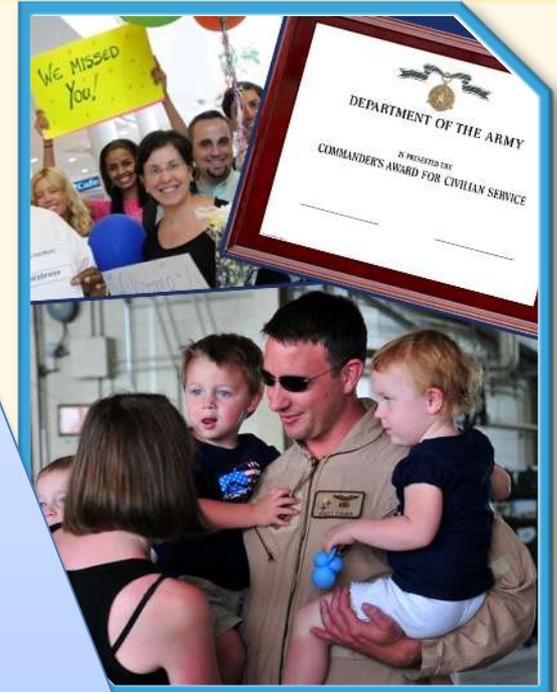
Topic 7 – Supporting Volunteers After Deployment

What Are My Responsibilities After Deployment?

HR Specialists are designated for [CEW support in your component](#). Check with them to see what your (vs the HR Specialist's) responsibilities are after deployment.

Your responsibilities will include all HR functions you normally perform as this person's supervisor. In addition, you will (subject to your component's policies and procedures):

- Appropriately welcome the volunteer home. See Topic 9 *Recognition and Appreciation of Volunteers* for more information.
- Implement the [Family Care Plan](#), when needed, regarding post-deployment issues.
- Consider volunteers for all appropriate awards. See Topic 9 for award possibilities.
- Supply metrics data requested by the head of your DoD component on CEW program participation by your employees.
- Monitor for PTSD and other signs of stress such as anxiety and depression. [See a list of web sites with information on this subject](#).



Contact the CEW program office by [email](#) or phone (877.873.0956) to find out who they are.

Click anywhere in this box to close





Topic 8 – Common Pitfalls and Issues

What are the Most Common Pitfalls and Issues?

Based on reports from supervisors and volunteers in the program, here are some of the most common issues.



Click the diamond representing each issue to learn about it

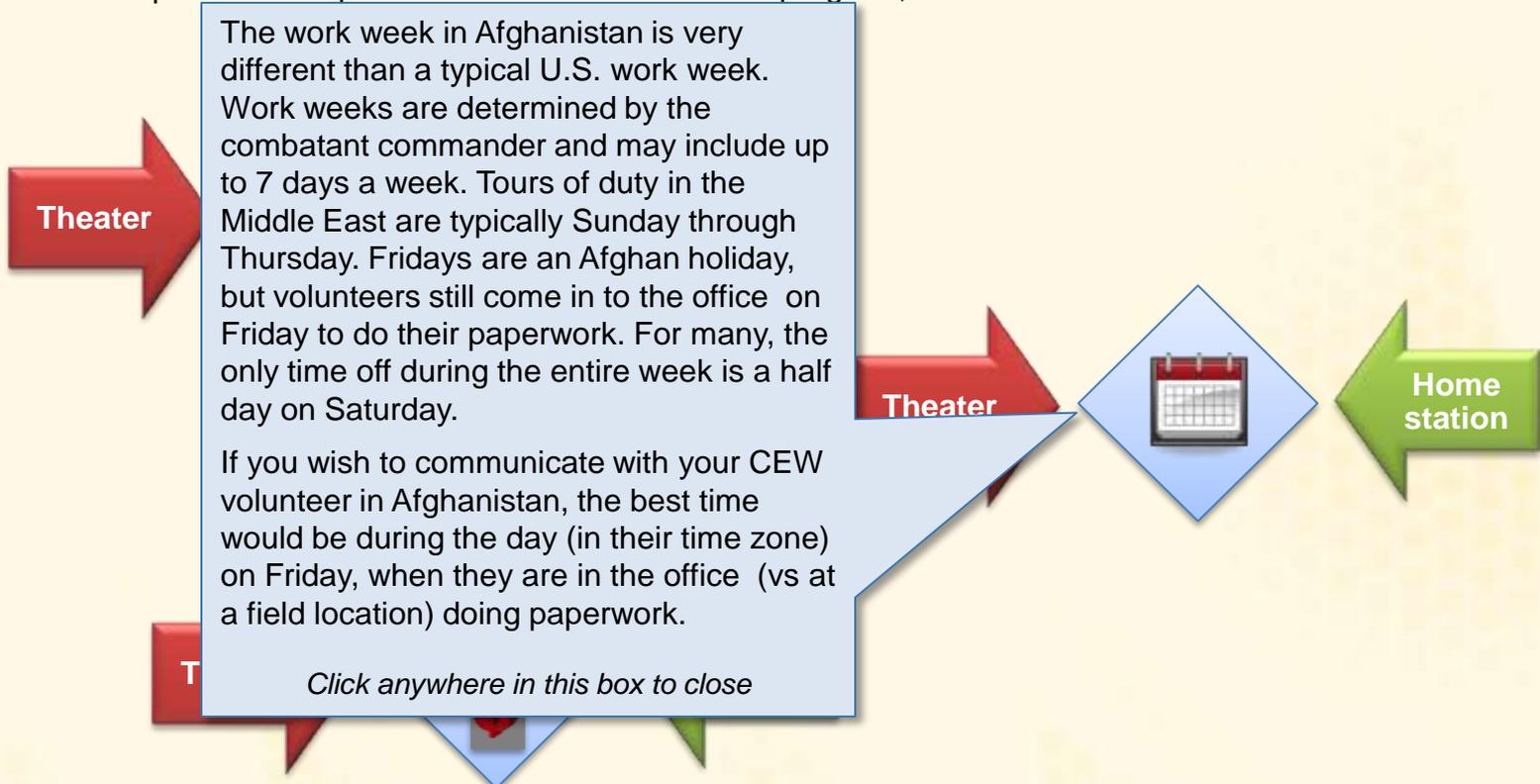




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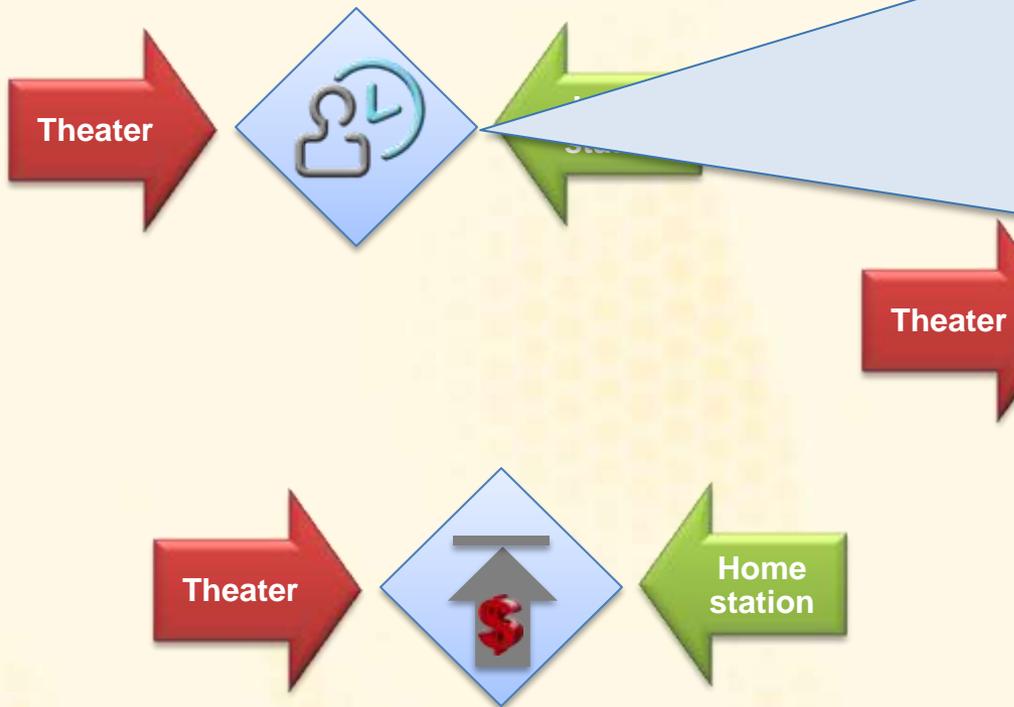




Topic 8 – Common Pitfalls and Issues

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Based on reports from supervisors and volunteers in the program, here are the most common pitfalls and issues:



CEW volunteers working in theater have very different work schedules than in home station, often with very long hours and with minimal time off. This is especially true in [Afghanistan](#). Twelve-hour days are the norm in many theater locations, and it can often go up to 15 or 16 hours per day for long stretches of time. SES employees may be required to work more than 40 hours per week with no additional compensation or time off.

Home station supervisors of CEW volunteers in the past have been skeptical of the hours and the amount of overtime on time cards, just because they have never seen time cards like this. You need to communicate with the volunteer's theater supervisor about the legitimacy of any time cards you are skeptical of; however, you need to be prepared to see legitimate time cards that look very different than any you have seen at home station, with lots of overtime and long hours, etc.

Click anywhere in this box to close

Click the diamond representing each issue to learn about it

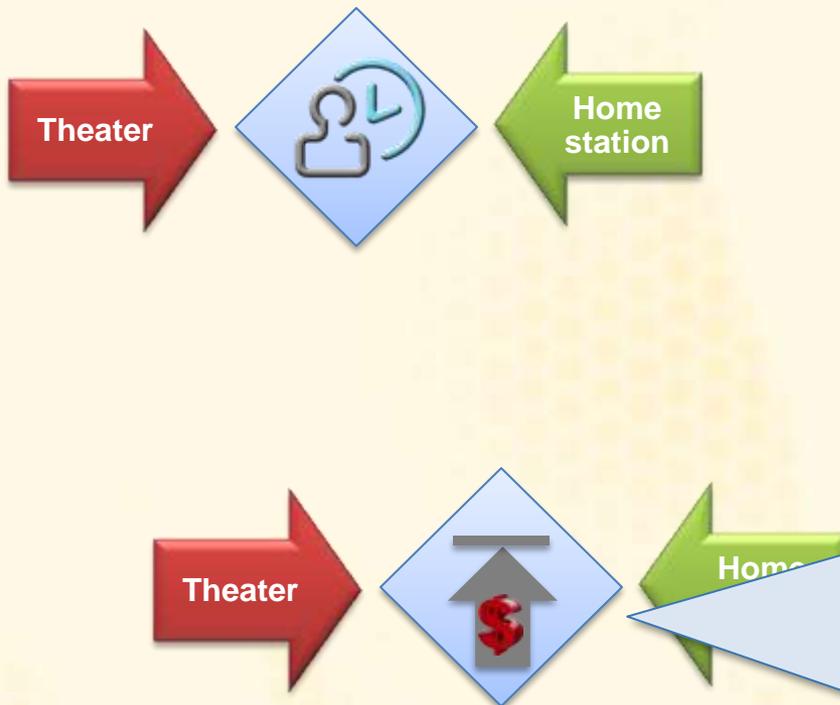




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Certain employees may have reached their biweekly pay cap, as registered in the DFAS system. This applies particularly to GS 13 or 14, Step 10, and GS 15 or Pay Band 3 (NSPS) employees and higher. Because of the large amount of extra salary due to volunteers from danger pay, night differential, overtime, etc., they can go over this limit (legitimately) on a regular basis.

The solution to this problem is to provide a memo to DFAS that says that this individual is in the CEW program and entitled to the money over the cap. If you do not provide this memo, the volunteer will not get paid monies due them that are over the cap limitation (either biweekly or yearly).

Click the diamond representing each issue to learn about it

Click anywhere in this box to close





Topic 9 – Recognition and Appreciation of Volunteers

Why Appreciate and Recognize Volunteers?

As stated earlier, you should treat DoD civilian employees who participate in the CEW program with the utmost appreciation. It is simply the right thing to do. *Using this guiding principle, think of what would correctly fill in the missing phrases below. Click to confirm your answers.*

By appreciating volunteers, you:

- Say **thank you** to them, on a personal level.
- Demonstrate the Department's and the country's **respect** for them in serving in an expeditionary capacity, often in dangerous, stressful environments.
- Champion the volunteers and their families to the community for their **sacrifice**.
- Reinforce to the public the Department's **determination** in the global fight against terrorism.
- Help give a favorable **impression** to other employees whose volunteerism is needed in this important program, to help recruit more volunteers.
- Inspire your employees to work **harder and better** to perform the mission.



Barbara Eberly, a government civilian deployed to Iraq, poses with her daughter, Navy Lt. Cmdr. Heather Kline, who has retired after 22 years of service. Eberly volunteered to serve a yearlong deployment through CEW, and is stationed on Camp Victory, Iraq.





Topic 9 – Recognition and Appreciation of Volunteers

What Is Mandated for Appreciating Volunteers?

Some of the ways to appreciate the volunteers are mandated by policy. These include:

- Giving their CEW service extra positive weight in appraisals and promotions
- Providing premium pay
- Supporting their family logistically and psychologically



CEW students, team mentors, U.S. Department of Defense officials, role players, and training support staff share a traditional Afghan dinner before graduation from their training program.





Topic 9 – Recognition and Appreciation of Volunteers

What Is the Best Approach to Recognizing and Appreciating Volunteers?

Ways to appreciate CEW volunteers may not be so obvious, and may be things you have never done before in your career or your organization. However, you should consider all options. Their special service deserves your special attention to what would make them feel most appreciated. It is up to you to be creative and come up with effective ways to recognize your volunteers, in the ways that you know will be most meaningful to them.

Think of possible answers to the following questions, then click the questions to check your answers.



CEW student Rashid Diallo celebrates at the graduation dinner.



[When should you appreciate volunteers?](#)



[Who should I turn to for help?](#)



[What is a simple and easy way to ensure success?](#)





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Your attitude of appreciation needs to be consistent and unwavering throughout their tenure in the program, not just during a brief welcome home ceremony.



You may want to enlist the help of component leadership in planning and executing recognition and appreciation activities. And, of course, you can ask the CEW program office what other supervisors have done for their volunteers.



Ask your employee (and possibly their friends and family) how they would like to be appreciated.



CEW student Rashid Diallo celebrates at the graduation dinner.





Topic 9 – Recognition and Appreciation of Volunteers

What Are Some Possible Ways to Recognize and Appreciate Volunteers?

The following is a list of possible options. It is by no means an exhaustive list; this is merely meant to get you started brainstorming possibilities. As mentioned on the previous screen, you need to be creative and flexible, and don't be afraid to ask your employee what would best work for him or her.

Can you think of some ways to appreciate and recognize your employee?

Think of possible ways suggested by the images below, then click for more details.





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Encourage the employee to share their deployment experiences. They may have taken photos that they are eager to share, that will give their co-workers a more concrete idea of who and what the mission is or who and what they are serving (especially if the volunteer's theater organization was supported by the home station organization's operations). Having volunteers publicly share their thoughts about the value and rewards of the experience will be helpful in recruiting further volunteers and inspire your employees in supporting the mission.

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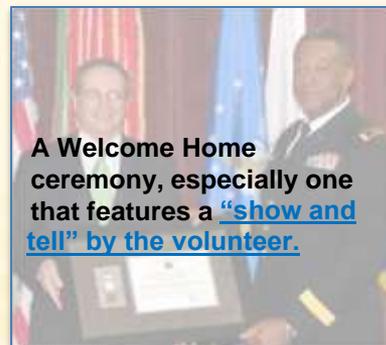
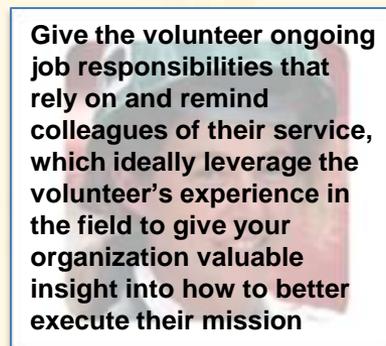
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Topic 9 – Recognition and Appreciation of Volunteers

What Awards are Available to CEW Volunteers?



The following is a list of possible honorary civilian awards (some of these include money as well).

- [Secretary of Defense Medal for the Global War on Terrorism \(GWOT\)](#)
- [Secretary of the Army Award for Valor](#)
- [The Armed Forces Civilian Service Award](#)
- [The Civilian Award for Humanitarian Service](#)
- [The Achievement Medal for Civilian Service](#)
- [The Commander's Award for Civilian Service](#)
- [The Superior Civilian Service Award](#)
- [The Meritorious Civilian Service Award](#)
- [Secretary of Defense Medal for Defense of Freedom \(Purple Heart for Civilians\)](#)



Topic 9 – Recognition and Appreciation of Volunteers

End of Module

This concludes the *Orientation to CEW for Supervisors* module. Click the Exit button at the bottom left of this screen to return to Normal mode, then close this PowerPoint window. You will see the Topics Menu page, with a **Certificate of Completion** button. This button will not be active unless you have completed all topics in the module. After clicking the **Certificate of Completion** button, you will be asked to identify yourself and take a short survey before getting the certificate.

Thank you for taking this orientation module. If you have any questions or suggestions for improvement, [let us know](#).

