THE SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-1000

MAY 11 2009

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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DIRECTOR, NET ASSESSMENT
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Preparations for Interim DoD Support to Civilian Capacity Requirements in Afghanistan

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

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

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

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

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

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