



UNDER SECRETARY OF DEFENSE

4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

PERSONNEL AND
READINESS

JAN 15 2002

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)
ASSISTANT SECRETARY OF THE NAVY (M&RA)
ASSISTANT SECRETARY OF THE AIR FORCE (M&RA)
DIRECTOR, RESERVE AND TRAINING, USCG

SUBJECT: Strategy for Use of Military Retiree Volunteers

As you know, there has been an outpouring of support for our military following the terrorist attacks on the World Trade Center and the Pentagon. Many of those who have offered to help support the military during the current national emergency are military retirees, both Active and Reserve. They have expressed a desire to once again serve our country in some capacity. These retired service members have a variety of skills that may be used to assist in the homeland defense mission, serve overseas in our war on terrorism, or possibly backfill a position left vacant by a service member who has been deployed.

I ask that you consider, when practical, the use of retirees who have volunteered. Attached is a conceptual strategy for the use of volunteers. The strategy is based on a hierarchical approach, which suggests possible ways to take advantage of retiree-volunteers. It also requests the Services establish a systematic approach for capturing information about volunteers. Maintaining information on volunteers appears to be a logical first step that some of you have already taken.

I request that you use this strategy as a guide, and tailor it to fit the specific needs of your respective Services. We want to take advantage of the patriotism that is being demonstrated. This strategy enables us to do that. I request that you report quarterly to the Office of the Assistant Secretary of Defense for Reserve Affairs on the number of military retirees who have volunteered their services; of these, the number ordered to active duty and the number supporting DoD in a volunteer civilian capacity, during the current national emergency. The first report should be provided NLT March 31, 2002. If you have any questions, please contact Dr. John Winkler, Deputy Assistant Secretary of Defense for Manpower and Personnel, at (703) 693-7490.

A handwritten signature in black ink, appearing to read "David S. C. Chu", with a horizontal line underneath.

David S. C. Chu

Attachment:
As stated



SUBJECT: Strategy for Use of Military Retiree Volunteers

BACKGROUND: Subsequent to the attack on America on September 11, thousands of retired members of the Military Services (Active and Reserve) have volunteered to be of assistance during the current national emergency. OASD/RA developed a strategy, in coordination with the Reserve components, for capitalizing on the willingness of military retirees to serve during the current national emergency.

OBJECTIVE: To establish guidelines for identifying options, opportunities, and conditions under which retirees may volunteer their services in a military or civilian capacity.

STRATEGY GUIDELINES:

Military retirees seeking to volunteer for active duty in support of the current national emergency should be encouraged to contact the personnel command within their respective Military Service that is responsible for managing military retirees. These include:

- Army Reserve Personnel Command
- Commander, Naval Military Personnel Command
- Deputy Commandant, Manpower and Reserve Affairs, U.S. Marine Corps
- Commander, Air Reserve Personnel Center
- Coast Guard Headquarters

There are three major ways in which retiree volunteers could be utilized. The overriding priority for use will be to the operational needs of the force (i.e., mobilization billets), to military organizations providing support to military institutions and to civilian organizations in that order.

1. Fill a Mobilization billet.

It is DoD policy that military retirees shall be ordered to active duty (as needed) to fill personnel shortfalls due to mobilization or other emergencies.

The Military Services should consider using retirees to meet operational military requirements in support of Operations Noble Eagle or Enduring Freedom when they possess a critical skill that is not available in the Active component, the Selected Reserve, or the Individual Ready Reserve.

In addition, the Services should consider using military retirees to meet military requirements in support of Operations Noble Eagle or Enduring Freedom, provided the military retiree volunteers for active duty, meets a critical or essential skill requirement (e.g., linguists or translators, administrative specialists, security augmentation) that could otherwise be filled only through *involuntary activation* of an Individual Ready Reservist, and meets any other specified qualifications for active duty.

Military retirees may not be used to fill mobilization billets in a non-pay status, but should be ordered to active duty with full pay and allowances. As with any other full-time military asset, military retirees serving on active duty may be reassigned to meet the needs of the military service.

2. Provide volunteer services, as a civilian, to a military organization.

In accordance with the authority to accept certain voluntary services under section 1588 of title 10 US Code, military retirees may also volunteer their services in a civilian capacity in support of local military organizations. However, unless under contract, this is uncompensated service. This may include: DoD and Service family support and family service programs; child development and youth services programs; library and education programs; religious programs; housing referral programs; programs providing employment assistance to spouses of such members; and morale, welfare, and recreation programs.

Military Services should assess their needs in these and other areas and identify opportunities to use retiree volunteers in their local areas. Installation commanders and program managers should identify support requirements where retiree volunteers within reasonable commuting distance of the installation or facility could be used to provide assistance.

It would be useful to issue regulations regarding the acceptance of voluntary services. (Under 10 U.S.C. 1588 (f)(4), the Secretary concerned must prescribe regulations prior to installing telecommunications equipment in the home of a volunteer.)

3. Provide volunteer services to FEMA or other civilian organizations.

Military retirees may also volunteer, as civilians, to assist civilian disaster relief organizations, many of which encourage and accept volunteerism.

As appropriate, the Services should communicate through newsletters, websites, articles and other media volunteer opportunities within the civilian sector for military retirees who want to provide their services in support of the current national emergency and for whom no military requirement has been identified.

ADDITIONAL GUIDANCE:

To facilitate the acceptance of services of retiree-volunteers: OASD/RA will encourage the Military Services to: (1) capture in an automated database the identity and skills, including both military and civilian-acquired skills of those military retirees who volunteer for active duty in support of the current national emergency; (2) compile a list of functions for which retirees may volunteer and organizations where assistance would be welcomed; and (3) assist retirees in identifying suitable opportunities within their organization or direct them to other organizations that might capitalize on their willingness to serve. **Retirees' interest in volunteerism should be acknowledged and receive strong support and encouragement.**