



UNDER SECRETARY OF DEFENSE  
4000 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-4000  
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PERSONNEL AND  
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
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DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Building Increased Civilian Deployment Capacity

I need your support and immediate action to increase the deployment of DoD civilians. The Department relies on these volunteers to meet many contingency operations mission requirements. Consequently, all efforts must be made to assist those who volunteer to support the mission, particularly in Iraq and Afghanistan where the need is most acute. The attachment provides guidance and interim policy to promote opportunities for DoD civilians to contribute their talent to DoD's mission. This memorandum is effective immediately; it will be incorporated into DoD Instruction 1400.32 ("DoD Civilian Workforce Contingency and Emergency Planning Guidelines and Procedures") within 180 days.

I want to reiterate one of the fundamental imperatives of the Quadrennial Defense Review (QDR) 2006, which called upon the Department to reorient capabilities and forces to be more agile in this time of war. An agile civilian workforce with expeditionary capabilities prepares the Department to prevail in the Global War on Terror, the number one DoD Transformation Priority identified by the Deputy Secretary of Defense in his memorandum of August 9, 2007. These challenges often are addressed in collaborative partnership with other Federal agencies through such current efforts as the surge manning of Provincial Reconstruction Teams and Iraq Ministerial Defense Teams, as well as near-term efforts with the implementation of the National Security Presidential Directive/NSPD-44 and the National Security Professional

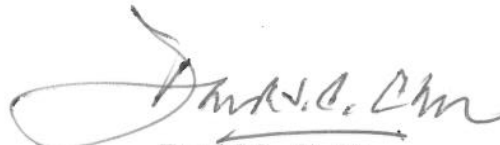


initiative. This unity of effort is essential to win the long war in which our Nation is engaged.

It is the responsibility of senior leaders at all levels of the Department to see that policies and procedures are designed and implemented to create the quality and caliber of DoD civilian employees needed to meet the Department's 21<sup>st</sup> century mission requirements. The attached new policy resolves specific concerns surfaced during the September 22-27, 2007, staff visit of the Deputy Under Secretary of Defense (Civilian Personnel Policy) (DUSD(CPP)) to Iraq. Broader issues raised during the visit will require additional policies. We will work with you and your staff to address these larger policy matters.

This memorandum is approved for unlimited release. The DoD Components (to include the Combatant Commands), other Federal agencies, and the public may obtain copies of this memorandum through the internet from the DoD Directives Program Website at <http://www.dtic.mil.whs.directives>.

I am confident that I have your support in accomplishing the Secretary's number one transformation priority.



David S. C. Chu

Attachment  
As stated

**Department of Defense**  
**Building Increased Civilian Deployment Capacity**  
**DoD Civilian Employees Who Volunteer for Deployment to Iraq or Afghanistan**  
**Policy Guidance**

**A. General Information**

1. The Department relies on civilian employee volunteers to meet many contingency operations mission requirements. Consequently, all efforts must be made to assist those who volunteer to support the mission, particularly in Iraq and Afghanistan where the need is most acute. This policy provides interim guidance to promote opportunities for DoD civilians to contribute their talent to DoD's mission.
  
2. An agile civilian workforce with expeditionary capabilities prepares the Department to meet the challenges of the Global War on Terror, the Department's number one priority, as well as other critical complex operations including stability and reconstruction efforts. These challenges often are addressed in collaborative partnership with other Federal agencies through such current efforts as the surge manning of Provincial Reconstruction Teams and Iraq Ministerial Defense Teams, as well as near term efforts with the implementation of the National Security Presidential Directive/NSPD-44 and the National Security Professional Development Executive Order 13434. This unity of effort is essential to win the long war in which our Nation is engaged. Consistent with the following provisions, DoD Components will support DoD civilian employees who volunteer to deploy to Iraq and Afghanistan.

**B. Policy**

**1. Authorization for Deployment**

a. DoD civilian employees who answer the call voluntarily to serve in Iraq and Afghanistan by applying and being selected for a valid requirement for deployment to Iraq or Afghanistan will be released for deployment unless there is significant negative impact on the losing organization. DoD civilian employees must be performing satisfactorily (NSPS Level 3 or equivalent) to be considered for any deployment opportunity.

b. The Department does not expect that a lack of funds would limit the support for deployment to Iraq or Afghanistan.

c. Organizations that deny a DoD civilian employee the opportunity to deploy must submit their reasons for denial to the Deputy Under Secretary of Defense (Civilian

Personnel Policy) (DUSD(CPP)) for review within 30 days of said denial as a means of understanding the issues and requirements of organizations, informing future policy requirements, and monitoring the efficacy of this guidance. Submissions to the DUSD(CPP) will be transmitted through Component headquarters channels.

d. DoD civilian employees who deploy to Iraq or Afghanistan will not be denied consideration for promotion or other career enhancing opportunities while deployed. Employees may be selected for new opportunities while deployed, but may have a delayed effective date and/or report date to complete their deployment. Effective dates and reporting dates will consider both the gaining mission requirements and the deployment requirements. There will be no retaliation because of either a DoD civilian's expression of interest in serving in a contingency operation or one's actual service. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, developmental assignments, or other career enhancing opportunities.

e. Components will make available through policy and practice, and in accordance with governing law and regulation, maximum use of incentives, such as recruitment (applicable only for new appointments) and relocation incentives (applicable when employees are serving on a Temporary Change of Station (TCS), or extended Temporary Duty (TDY)) to encourage DoD civilians to accept opportunities in Iraq and Afghanistan.

f. The DoD 5-year limitation on employment in foreign areas does not apply to deployments to Iraq or Afghanistan.

## **2. Employment Status**

a. DoD civilian employees serving on permanent appointments in the competitive or excepted service will not be required to resign their permanent appointments in order to accept the deployment opportunity for which they have been selected.

b. DoD civilian employees serving on permanent appointments will not be required to convert to temporary or term appointments in order to accept the deployment opportunity for which they have been selected.

c. DoD civilian employees who are offered and wish to accept temporary or term appointments associated with deployment opportunities for which they have been selected will remain on the rolls of their former organizations and will be placed in an officially documented Leave Without Pay status for the duration of their time-limited appointment.

d. Unless the employee requests otherwise, a DoD civilian employee serving currently on a permanent appointment within the Department will be deployed to Iraq or Afghanistan by means of an officially documented Detail, a Reassignment Not To Exceed, Transfer Not To Exceed, or a Temporary Promotion. Employees who are on an official Detail will remain on the rolls of the parent organization for the period of their deployment. The service may be on a non-reimbursable, partially reimbursable, or fully reimbursable basis, as appropriate, consistent with applicable law.

e. Components shall document deployment of DoD civilian employees to Iraq and Afghanistan in accordance with the requirements of the DUSD(CPP) memorandum dated June 23, 2006, subject: Documentation of Department of Defense Civilian Employees Officially Assigned to Military Contingency Operations Overseas.

### **3. Right to Return To Positions**

a. DoD civilian employees who deploy or who are currently deployed in support of operations in Iraq or Afghanistan 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.

b. The right to return to the position held prior to deployment or to a position of similar grade, level, and responsibility within the same local organization will be granted for the full period of deployment.

c. Highest Previous Rate provisions are permitted when determining the salary for returning employees (not covered under the National Security Personnel System) who receive temporary promotions for 1 year or longer in association with their deployment, consistent with governing pay setting policies and practices.

### **4. Career Enhancement**

a. DoD civilian employees who deploy in support of DoD missions in Iraq or Afghanistan support the Department's highest mission priority. When they return, these employees will bring broadened and enlightened perspectives, experience in contingency operations and joint/interagency operations, and a deeper understanding of their role in support of DoD's expanding missions.

b. Successful deployment assignments and experiences advance and support the new requirements for our 21st Century civilian leaders where joint knowledge, enterprise-wide experience, cultural and regional knowledge and expertise are valued and considered important for leadership positions.

c. Such experience should be considered favorably when employees compete for advancement opportunities requiring such a perspective within the Department.

## **5. Length of Assignment**

a. Deployment lengths will be determined in accordance with guidance from the supported Combatant Command, parent Component policy and practice, and mission requirements.

b. A request to extend or renew the deployment of a DoD civilian, regardless of the length of the initial deployment period, may be approved, subject to concurrence of the employee's permanent chain of supervision. ODUSD(CPP) review is not needed if mission requirements of the parent organization necessitate the need to deny such requests for extension.

c. Components will be sensitive to the potential for health implications, including those of a psychosocial nature, when considering requests to extend deployments beyond an initial period of 12 months.

## **6. Travel Status**

a. Consistent with the provisions of the DoD Joint Travel Regulations (JTR), Volume II, Chapter 4, Parts J, and Chapter 5, Part O, DoD civilian employees will deploy either under provisions for Temporary Duty (TDY) or Temporary Change of Station (TCS).

b. As a general rule, deployments expected to last for periods of up to 12 months will be expected to be on the basis of TDY. TCS is encouraged, but not required, for deployments expected to last for longer than 12 months. TCS should be authorized instead of TDY after considering cost savings and increased employee morale and job performance. For some employees, the benefits associated with TDY provide significant incentives for deployment to contingency locations. For other employees, TCS benefits outweigh those of TDY.

c. New appointees (i.e., those who are being appointed to the Federal government for the first time) are not eligible for TCS.

d. In general, contingency operations are located where deployment by means of Permanent Change of Station (PCS) is inappropriate.

## **7. Requirement for Pre- and Post-Deployment Health Assessments**

a. Consistent with the requirements of DoD Instruction (DoDI) 6490.03, Deployment Health, DoD civilian employees must complete pre- and post-deployment health assessments consistent with requirements for military personnel in order to effectively anticipate, recognize, evaluate, control, and mitigate health threats encountered during deployments. DoDI 6490.03 specifies that DD Forms 2795 (Pre-Deployment Health Assessment) and 2796 (Post-Deployment Health Assessment) will be used for the required assessments. The use of DoD medical treatment facilities is appropriate and strongly encouraged for these pre- and post-deployment assessments.

b. DoD civilian employees are subject to medical, dental, and psychological requirements established by the Combatant Commander responsible for the deployment Area of Responsibility, for the entire period of their deployment. Employees who develop conditions that would potentially place them in noncompliance with these requirements, or whose existing conditions worsen such that they are in noncompliance, shall work with medical officials in theater to obtain appropriate waivers or develop a plan to resolve the noncompliant condition. Designated medical officials in theater may direct the curtailment of a DoD civilian's deployment if a non-deployable medical condition cannot be reasonably accommodated, waived or resolved.

c. DoD civilian employees returning from deployments must be scheduled for a face-to-face assessment with a trained health care provider within 30 days after returning home or to the processing stations from which they deployed to theater. This assessment must include a discussion of mental health or psychosocial issues commonly associated with deployments.

d. DoD civilian employees must be scheduled for a reassessment within 90 to 180 days after return to their home station.

e. Components will ensure that all health assessment information collected under the provisions of DoDI 6490.03 is submitted to the Defense Medical Surveillance System (DMSS), which is maintained by the Army Medical Surveillance Activity, U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM).

## **8. Considerations for Performance Appraisal**

a. DoD civilian employees who deploy in support of DoD missions in Iraq or Afghanistan support the highest priority of the nation and DoD. Their experiences should broaden their insight and understanding with respect to DoD operations. Upon their return from deployment, this expanded insight and understanding should be demonstrated

in the form of their contributions to the mission of their own organizations, as appropriate.

b. Consistent with DoD and Component performance management policy, and as appropriate for the deployment assignment, performance plans shall be established (or modified) to include a basis for considering deployment assignments as part of the performance evaluation for DoD civilian employees who deploy to Iraq or Afghanistan.

c. Consistent with DoD and parent Component performance management policy, and as appropriate for the deployment assignment, DoD civilian employees' annual performance evaluation shall include consideration of the employee's contributions during their deployment to Iraq or Afghanistan. For employees deployed by means of a detail, such consideration shall be in similar fashion as for DoD employees on long-term training, or other extended temporary assignments.

## **9. Component Support for Deploying DoD Civilians**

a. Components shall ensure that deploying DoD civilian employees are provided comprehensive support prior to, during, and following deployment to Iraq and Afghanistan. At a minimum, such support shall cover preparation of travel orders and provision of benefits and entitlements for which employees will be eligible, (e.g., premium pay, overseas allowances and differentials such as danger pay and foreign post differential, rest and recuperation travel, home leave, restored leave, and applicable medical care, injury compensation, and life insurance benefits) and provision of training, processing, equipping, and assessments necessary for pre- and post-deployment.

b. Components shall dedicate knowledgeable personnel and adequate resources to ensure that DoD civilian employees deployed to Iraq and Afghanistan receive this support. Such designated personnel shall serve as primary point of contact for deploying employees, and shall be responsible for informing employees deploying to and returning from Iraq or Afghanistan of the benefits and entitlements for which they are eligible, assisting them in obtaining those entitlements and benefits as appropriate, and facilitating the resolution of any problems prior to, during, or following their deployment.

## **C. Accountability**

1. DoD Components are responsible for compliance with the requirements outlined in this policy.