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By

Ms. Sharon Stewart

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# Civilian Expeditionary Workforce

## Report Details

<table>
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Prepared by ANSI Std Z39-18
Purpose

Provide an overview of the Civilian Expeditionary Workforce (CEW) initiative

Today’s Agenda

- Quick Overview of the CEW Initiative
- DOD Staffing Requirements
- What’s On the Horizon
<table>
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<th>New Times</th>
<th>New Skills</th>
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<td><strong>Asymmetric threats:</strong></td>
<td>Adaptive and proven ability for transformational times; creativity and</td>
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<td></td>
<td>innovation; ability to assimilate into new environments quickly; cultural</td>
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<td></td>
<td>acumen and sensitivity</td>
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<td>**Expanded mission</td>
<td>Varied experiences to understand interplay of DoD and interagency operations/</td>
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<td>requirements:**</td>
<td>policy; diversity in person and skills</td>
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<td>**Increased reliance on</td>
<td>New competencies: Enterprise-spanning perspectives; Joint Knowledge,</td>
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<td>national security</td>
<td>National Security Perspective, Understanding and leadership in a multi-</td>
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<td>partners:**</td>
<td>service, interagency, multi-national, and global environment</td>
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<td><strong>Agility of Action:</strong></td>
<td>Ready, trained and cleared to go quickly, precision of action for effective</td>
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<td>warfighting capabilities</td>
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My message is that if we are to meet the myriad challenges around the world in the coming decades, this country must strengthen other important elements of national power both institutionally and financially, and create the capability to integrate and apply all of the elements of national power to problems and challenges abroad. In short, based on my experience serving seven presidents, as a former Director of CIA and now as Secretary of Defense, I am here to make the case for strengthening our capacity to use "soft" power and for better integrating it with "hard power".

Secretary of Defense
Robert M. Gates
Mission Imperatives: Ensure Readiness to Meet Emerging Threats

• Civilians are, and will continue to be, called to support contingency operations
  – Total Force staffing of expeditionary type requirements
    • Relieve “stress” on the active duty force
    • Reduce dependency on contractor support
    • Provide opportunities for DoD civilians to contribute talents
  – COCOM Operational and CONPLANS lacked DoD civilian participation

• Competition for skilled talent will continue to increase – workforce planning crucial to sustain the continuity of talent

SecDef Visits Troops Afghanistan
Published new policy (DoDD) 1404.10 on January 23, 2009

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

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

Integrates civilian capabilities in CoCOM planning and CoNOPs
Civilian Expeditionary Workforce Model

**Features:**

- **Designated subset of employees to respond within 90 days of notification**
  - **EE - Emergency Essential** - a position-based designation to support combat operations or combat-essential systems in a combat zone (10 U.S.C. 1580). Deployability required as condition of employment

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

- **CBV - Capability Based Employee Volunteers** – a personnel-based designation to support voluntary identification of capabilities outside scope of an employee’s position for EE and NCE requirements

- **CBV Former Employee Volunteer Corps** prepared to support backfill or deployed requirements

*Current DoDD 1404.10*
Actions Taken To Date

1. Established a Civilian Expeditionary Unit in CPMS as central deployment authority
   - Recruits and Fills jobs
   - Serves as the J-1/J-3 Equivalent for Clarifying/Validating CoCOM Individual Augmentee and Request for Forces Expeditionary-type Requirements in Coordination with Components
   - Serves as the JFCOM Equivalent for Identifying Components to source Individual Augmentee (IA) and Request for Forces (RFF) civilian sourcing with Components
   - Arranges deployment processing (e.g., funding issues, training, equipping, medical/fitness examinations, etc.)

2. Adopting new sourcing and resourcing model

3. Identified and obtained new suite of deployment benefits and incentives

4. Launched Phase 1 and 2– Central Recruitment for Global Expeditionary Requirements (Individual Augmentation Requirements) and Training
Phased Implementation Approach

• Phase I – January 2009
  – Stood up of CEW Unit in CPMS
  – Created central recruitment capacity
  – Identified and train pilot Functional Community Managers
  – Modified Automated Civilian Personnel Data System (DCPDS)
  – Identified training framework, requirements, and modules

• Phase II – October 2009
  – Development of training modules
  – Select training sites for “exercising” and mobilization sites for pre deployment processing
  – Standardize pre deployment processing and consolidate at CEW unit
  – Operationalize Functional Community Managers in expeditionary planning

• Phase III – March 2010
  – Designate CEW in all Functional Communities
  – 35% to meet all Readiness Indices
  – Launch Orientation training
  – Complete all training curriculum (employees, supervisors and families)
  – Publish operating guidance
  – Issue Deployment and Readiness Indices Guidance
What’s Working

• Leadership Support and Commitment
  • SECDEF Memorandum of 11 May 2009
  • USD (P&R) Memorandum of 04 June 2009
  • Functional Community Manager Support

• DoD Civilian Employee Volunteer Capability
  • Position Based
  • Individual Competency Based

• Benefits and Incentives
  • Pay Commensurate with Environment and Risk
  • Career Enhancing Experience
  • Continuing care in a Military Treatment Facility (MTF) if job related for life
  • Continuing care under Department of Labor – Workers Compensation Program

• Funding
  • Releasing command continues to pay employee’s salary
  • Overseas Contingency Operations (OCO) funds are used for:
    • Premium Pay
    • Transportation
    • Training
    • Equipment
    • Temporary Backfills
TRAINING

- Preparation
  - Training: Integrated Civilian - Military Training
    • 10-day immersion training at Camp Atterbury,
    • Military familiarization
    • Integrated operations planning with Brigade, Battalion and Company commanders
    • Full compliment of Afghan role players
    • Six real time “outside the wire” vignettes
  - Administrative – Passport Medical, Family
Sourcing Global Expeditionary Requirements as of 2 March 2010

– 3028 Total Employee Volunteers

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Numbers reflect applicants either in pre-deployment or currently deployed. Average deployment time 58 days.
Position Skills Hired To Date

- Engineers
- Public Affairs
- Transportation, Supply, Logistics
- Contracting and Acquisition
- Human Resources
- Finance and Budget
- Intelligence
- Administration
- International Policy and Relations
- Stability Operations
- Legal – Rule of Law
- Security (includes *JIEDDO*)
- Development
- English Language Instructors
- Governance (Mo Defense/Mo Interior)

*Joint Improvised Explosive Device Defeat Organization*
What Is On The Horizon

• Sharing the Stories and Contributions
  – Leveraging Social Media
  – Launching a Community of Practice

• Improving Support for Deployed Civilians and Families
  – Training and Education for Families
  – Use of Military One Source
  – Use of Case Managers/Sponsors/Mentors

• Leveraging Functional Community Managers
  – Identification of expeditionary strength
  – Tracking and monitoring of readiness of community
Point of Contact:

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civdeploy@cpms.osd.mil
Back Up Slides
Engagements and Support - To Date

• **PRT Staffing for Iraq Surge in February 2007**
  – DoD assisted State Department with “bridge force”
  – 49 DoD civilians volunteered
  – 70 Active Duty assignments

• **DoD Global Joint Task Force Missions – primarily Iraq and Afghanistan**
  – 624 positions
    • 135 DoD civilians hired (2 returned from theater)
    • 41 Private sector hired
    • 54 pending theater approval
    • 35 pending manager approval
    • 343 – actively recruiting (Contracting and Acquisition, Intel, Legal, Public Affairs)
  – 135 boots on ground
  – 137 in pre-deployment processing

• **Afghanistan Civilian Surge Requirements - 421 embassy and PRT positions between now and March 2010**
  – Poised to assist - SECDEF May 11, 2009 Memo and Acting USD(P&R) June 4 Memo
  – June 3 meeting between DoD and State Department
    • DOD shared 264 resumes to date: 132 DoD employee resumes; 15 Federal employee resumes; 116 private sector applicant resumes
    • DoD and State have signed MOA – Reimbursable Details of Civilian Personnel in Afghanistan and Pakistan
Engagements and Support – To Date

• Intermediate Joint Command – NATO (EUCOM)
  – IOC – October 2009 - Approximately 50 Positions

• International Security Afghanistan Staff HQ – NATO
  – IOC – October 2009 – Approximately 168 Positions

• JIEDDO – October 2009, November 2009 and March 2010
  – 4 Boots on the Ground for Training at CRC/NTC – August 29
  – 14 Estimated next Training date November 2009
  – 36 Additional positions by March 2010
  – Piloting Unit Concept

• CERP – Commander’s Emergency Response Program – CENTCOM
  – 98 Positions
  – Contracting, Civil Engineering, and Legal Advisors
Engagements and Support – To Date

• MoDA Pilot Program: Ministry of Defense Pilot Program
  – To hire and train 34 personnel: 2 for Iraq; 32 for Afghanistan
  – Resumes have been received and are being reviewed by selection panel to be finalized March 2010
  – Personnel selected will attend training in May

• AFPAK Hands
  – GEN McChrystal’s new sustainment concept
  – CEW tasked to fill 21 positions; 20 positions currently filled
Reconstruction = Campaign Success

- Local confidence established; eliminated enemy safe havens
- Roads Extend Governance throughout the Province
- Road projects link Regional Highways
- ANA/ANP accessibility enabled
Commander’s Emergency Response Program

Asmar to Dangam, CERP

Khost to Gardez Road, CERP

Bargi Matal to Kamdesh, CERP