DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP 0 8 2016

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Supporting Civilian Personnel Requirements in Afghanistan

The President's July 2016 decision to maintain approximately 8,400 military personnel in Afghanistan through January 2017 reaffirms the long-term U.S. commitment to developing the capacity of the Afghan government to support and sustain its forces. The mission in Afghanistan is a top priority for the Department of Defense (DoD), and accomplishing this mission will rely on the critical skills and expertise of DoD civilians serving as advisors and in other roles.

This memorandum reaffirms previous guidance published in December 2014 and April 2013 for all DoD Components to place a high priority on sustaining and supporting civilian positions in Afghanistan as an integral part of the total force. DoD civilians fill a variety of requirements in support of contingency operations through the Global Force Management (GFM) process. This includes filling positions under the current Civilian Expeditionary Workforce (CEW) program, the Ministry of Defense Advisors (MoDA) program, or in direct support positions through the Military Departments, Defense Agencies, and DoD Field Activities. Unfilled civilian personnel requirements are often addressed through contracted support or other means that result in redirection of limited contingency operations and security cooperation funding and an overall increase to the total cost of operations.

DoD components should prioritize continued support to these activities as they manage resource and personnel constraints due to planned headquarters manpower reductions, budget restrictions, and additional factors. As components make decisions on staffing levels in a fiscally constrained environment, they should ensure adequate planning to support DoD civilian contingency requirements that may be assigned, encourage qualified DoD employees to volunteer to serve in Afghanistan, and support extensions of employee assignments in Afghanistan when possible and consistent with DoD policy. Further, components and functional community managers should support ongoing efforts to ensure United States Forces-Afghanistan (USFOR-A) and advisors in theater are able to utilize the full expertise of the Department. This includes involvement by the Department's extensive cadre of personnel with experience in Afghanistan and by personnel who have not deployed to Afghanistan but have critical skills that can support the mission through other mechanisms. Civilian personnel can also contribute to the advisory effort by participating in recently established pools of CONUS-based subject matter experts that provide a reachback capability to advisors in Afghanistan. Participation in reachback pools is voluntary and does not constitute an official change of assignment; civilian personnel should work with supervisors to ensure support to reachback pools is consistent with their component's guidance on additional duties. All of these opportunities are career-broadening experiences that benefit not only the individual, but also the functional community and the Department.

The Military Departments, Defense Agencies, and DoD Field Activities should also consider developing specific programs or cells within their respective organizations dedicated to

OSD011128-16/CMD014084-16

supporting the Afghanistan ministerial advisory effort. Developing, maintaining, and operationalizing the Department's institutional knowledge is essential to our continued efforts to develop the Afghan Ministries of Defense and Interior and to ensuring that the Afghan National Defense and Security Forces are successful.

The Secretary is personally engaged with the Commander, USFOR-A and the Commander, U.S. Central Command (CENTCOM), who rely on the crucial skills, expertise, and experience of DoD civilians to support our critical mission in Afghanistan. I will maintain oversight of these important initiatives on behalf of the Department.

Thank you for supporting civilian deployments from your organizations. The Defense Security Cooperation Agency manages the MoDA program and provides administrative support for the reachback capability; for more information on MoDA or the reachback pools, please contact the MoDA Program Office at dsca.ncr.bpc.list.modaprograminfo@mail.mil. For more information on other civilian deployment opportunities, please contact your component's civilian deployment coordinator or the CENTCOM CEW Program Manager at centcom.macdill.centcom-hq.mbx.ccj3-f-cew@mail.mil. For policy questions related to civilian deployments please contact Ms. Jan Spears, OSD Personnel & Readiness, International/Expeditionary Office at janice.a.spears2.civ@mail.mil.

DISTRIBUTION:
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DEPARTMENT OF DEFENSE CHIEF INFORMATION OFFICER
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE AFFAIRS
ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC AFFAIRS
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES