

A briefing presented at the

2010 Topical Symposium:

QDR 2010: Implementing the New Path for America's Defense

Hosted by:

The Institute for National Strategic Studies
of
The National Defense University

10-11 March 2010

By

Ms. Sharon Stewart



Papers presented at NDU Symposia reflect original research by members of NDU as well as other scholars and specialists in national security affairs from this country and abroad. The opinions, conclusions, and recommendations expressed or implied within are those of the authors and do not necessarily reflect the views of the Department of Defense or any other agency of the Federal Government.

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE MAR 2010		2. REPORT TYPE		3. DATES COVERED 00-00-2010 to 00-00-2010	
4. TITLE AND SUBTITLE Civilian Expeditionary Workforce				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Department of Defense,Civilian Personnel Management Service,1400 Key Blvd Ste B200,Arlington,VA,22209-5144				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 22	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



THE UNITED STATES DEPARTMENT OF DEFENSE CIVILIAN EXPEDITIONARY WORKFORCE

We go together



Sharon Stewart
Acting Director
Civilian Personnel Management Service

Purpose and Agenda

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



Drivers/Business Case

New Times

- **Asymmetric threats:**
- **Expanded mission requirements:**
- **Increased reliance on national security partners:**
- **Agility of Action:**

New Skills

- Adaptive and proven ability for transformational times; creativity and innovation; ability to assimilate into new environments quickly; cultural acumen and sensitivity
- Varied experiences to understand interplay of DoD and interagency operations/policy; diversity in person and skills
- New competencies: Enterprise-spanning perspectives; Joint Knowledge, National Security Perspective, Understanding and leadership in a multi-service, interagency, multi-national, and global environment
- Ready, trained and cleared to go quickly, precision of action for effective warfighting capabilities



Secretary of Defense Message



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



DoD Response: The Civilian Expeditionary Workforce



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

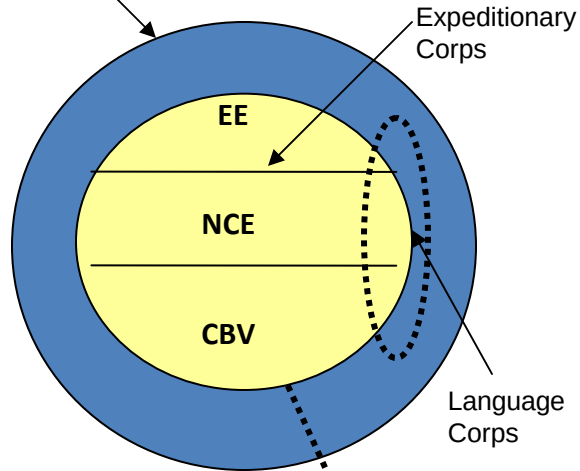
Secretary of Defense or his designee has the authority to use CEW positions to meet validated DoD mission requirements

Integrates civilian capabilities in CoCOM planning and CoNOPs



Civilian Expeditionary Workforce Model

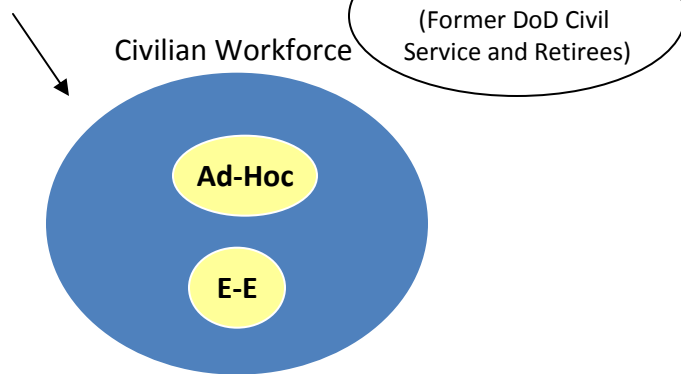
New Model



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

Old Model



Current DoDD 1404.10



THE UNITED STATES DEPARTMENT OF DEFENSE
CIVILIAN EXPEDITIONARY WORKFORCE

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

	Resumes	Selections
Navy	655	42
USMC	101	6
US Army	1384	61
Air Force	332	14
4 th Estate	523	44
COCOMS	33	4
Federal (Non-DoD)	739	10
Private Industry	8297	23



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)**



SecDef Visits Troops Afghanistan



*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:



Director of CEW

Joe C. Daniel

703-696-8797 Office

703-489-1928 Cell Phone

Joe.Daniel@cpms.osd.mil

civdeploy@cpms.osd.mil

Executive Officer, CEW

William D. Bruen

703-696-5756 Office

William.Bruen@cpms.osd.mil

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



THE UNITED STATES DEPARTMENT OF DEFENSE
CIVILIAN EXPEDITIONARY WORKFORCE

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



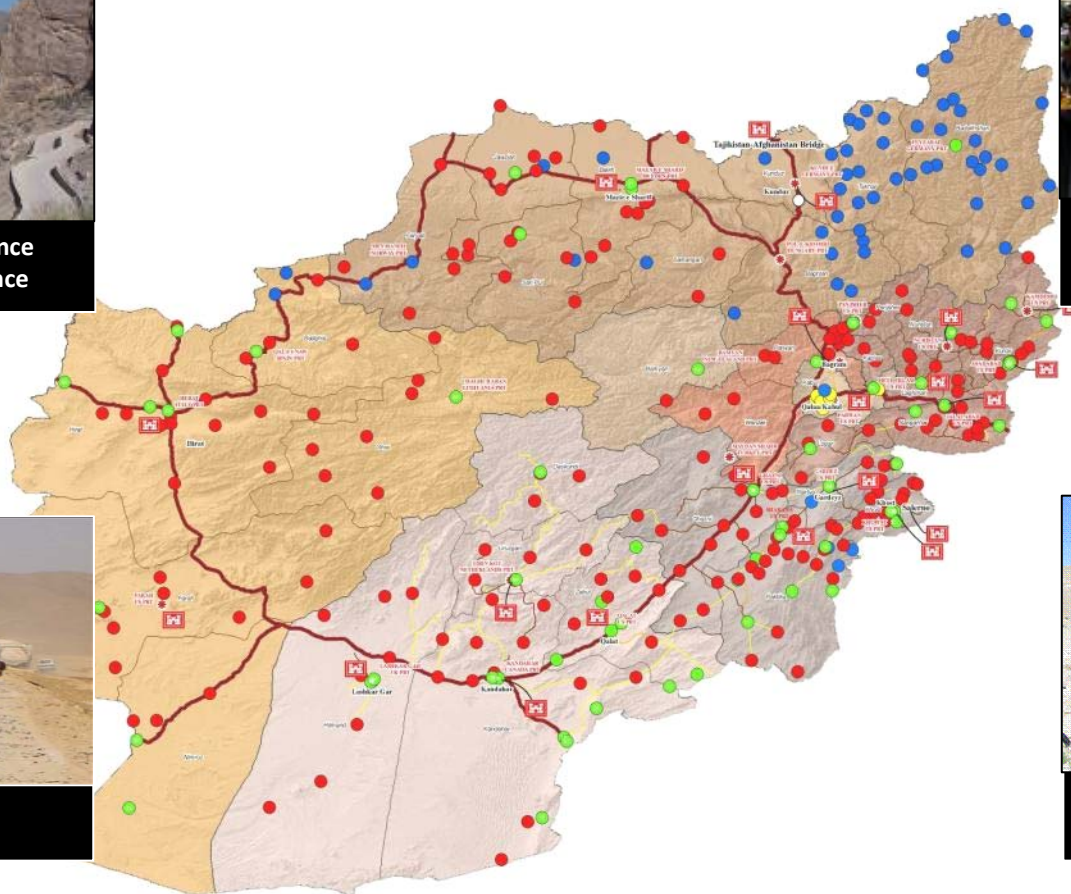
Roads Extend Governance throughout the Province



Local confidence established; eliminated enemy safe havens



Road projects link Regional Highways

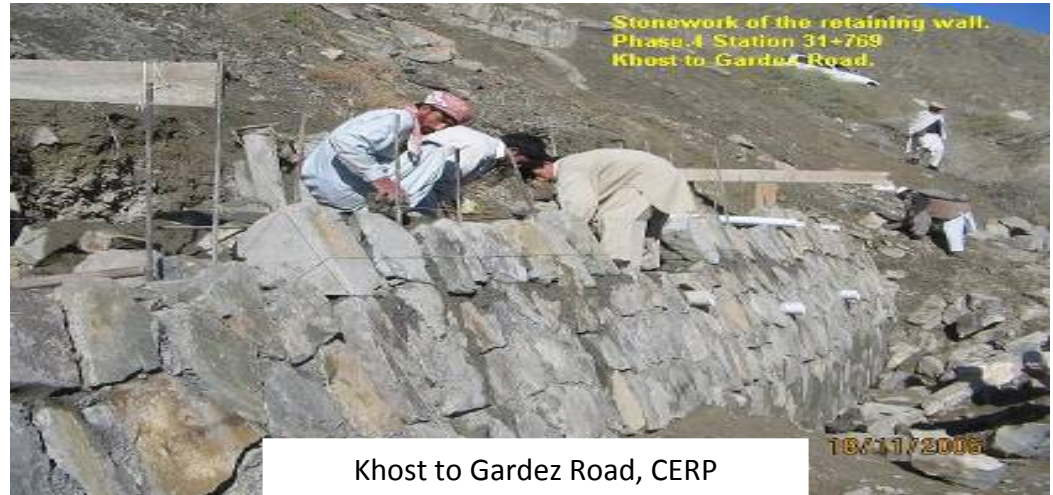


ANA/ANP accessibility enabled

Commander's Emergency Response Program



Asmar to Dangam, CERP



Khost to Gardez Road, CERP



Bargi Matal to Kamdesh, CERP