



DEPUTY SECRETARY OF DEFENSE
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JAN 23 2018

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
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GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR OF COST ASSESSMENT AND PROGRAM
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INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
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CHIEF INFORMATION OFFICER OF THE DEPARTMENT OF
DEFENSE
ASSISTANT SECRETARY OF DEFENSE FOR LEGISLATIVE
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ASSISTANT TO THE SECRETARY OF DEFENSE FOR PUBLIC
AFFAIRS
DIRECTOR OF NET ASSESSMENT
DIRECTOR, STRATEGIC CAPABILITIES OFFICE
DIRECTORS OF DEFENSE AGENCIES
DIRECTORS OF DOD FIELD ACTIVITIES

SUBJECT: Support for Civilian Personnel Requirements in Afghanistan

This memorandum reaffirms the DoD's on-going commitment to utilize DoD civilian employees in support of contingency operations as a key element of the Total Force. DoD civilian employees perform essential combat support functions for U.S. forces and provide critical subject matter expertise to our advisory mission in Afghanistan. DoD civilian employees are a force multiplier, enhancing our warfighters' capability and capacity, and increasing our combatant commanders' range of options.

Successful execution of the U.S. mission in Afghanistan is vitally important to protecting U.S. national interests and sustaining the security gains achieved in Afghanistan over the last 16 years. Since 2014, the Afghan government has been fully responsible for security in Afghanistan; however, the Department's enduring mission in Afghanistan to train, advise, and assist the Afghan National Defense and Security Forces and to conduct counterterrorism operations continues to rely on DoD civilian employees to fill critical positions that support our military personnel and provide qualified advisors to build Afghan ministerial capacity. The capabilities provided through the DoD Expeditionary Civilian (DoD-EC) workforce, including the Ministry of Defense Advisors, provide essential skills and continuity to enable U.S. mission success.

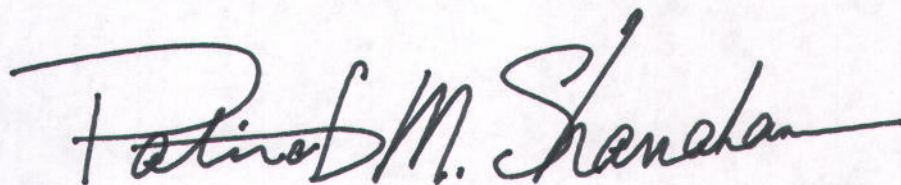


OSD000719-18/CMD000920-18

Directive-type Memorandum (DTM)-17-004, "Department of Defense Expeditionary Civilian Workforce," published on January 25, 2017, implemented updated procedures to incorporate DoD civilian employees into the Joint Staff-managed Global Force Management process. DTM-17-004 guidance and procedures provide for a system with greater visibility into, and predictability regarding, future civilian employee requirements and establish reasonable levels of support that DoD components will provide beginning in fiscal year 2019. Your support in approving civilian employee volunteers for deployment as part of the DoD-EC workforce will be vitally important, especially in support of operations in Afghanistan during 2018.

As we source the DoD-EC workforce, it is important to continue identifying those civilian candidates with a record of successful job performance; the highest professional and ethical behavior; the ability to work as part of an integrated team and interact with host nation government officials; and the expertise, competencies, and skills to succeed in high-pressure and austere operational environments. DoD will recognize and value the service of those civilians who deploy in expeditionary positions and will treat it as an important step in their career progression.

The DoD-EC workforce enhances the capacity and lethality of the joint force and supports Overseas Contingency Operations, two of the Department's top priorities. To the maximum extent possible, I ask that you support this specific request for civilian employee volunteers to sustain the progress made in Afghanistan. I also ask that you implement workforce strategies that will provide enduring support for expeditionary missions and appropriate DoD-EC capabilities in future years.

A handwritten signature in black ink, reading "Robert M. Shander". The signature is written in a cursive style with a prominent initial "R" and a long, sweeping underline.