



SECRETARY OF DEFENSE
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JUN 29 2018

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

SUBJECT: Immediate Need to Increase Department of Defense Expeditionary Civilian Fills in
Afghanistan

I need your immediate support to provide a one-time surge capability of DoD expeditionary civilian (DoD-EC) employees in Afghanistan. Our DoD-EC fill rate is below 70 percent and continuing to decrease. We are at a critical point in Afghanistan—moving forward in stabilizing operations and building Afghan ministerial capacity—but continued progress requires maximum fill of validated civilian positions. I ask that you actively market DoD-EC opportunities in Afghanistan to your workforce to help source these essential requirements.

Beginning in Fiscal Year (FY) 2019, the current ad hoc volunteer process for filling DoD-EC will transition into Global Force Management (GFM); each DoD Component will be assigned specific requirements and responsibilities, consistent with Directive-type Memorandum (DTM) 17-004, *Department of Defense Expeditionary Civilian Workforce*, dated January 25, 2017. This will be a significant step forward in projecting enduring requirements that are best suited for civilian expertise and in planning to fill validated DoD-EC positions with highly qualified civilian employees—ensuring greater predictability of the demand signal and timely sourcing.

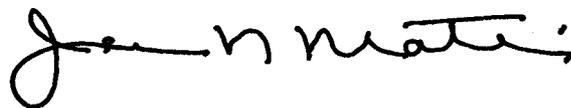


Exacerbated by shortages in Afghanistan, the last few months of FY 2018 and first months of FY 2019 will be especially challenging—as the DoD-EC volunteer process ends and the new GFM process begins and regularizes.

In preparation for this transition, OUSD(P&R) and the Joint Staff J35 have already provided each of you with lists of DoD-EC positions in Afghanistan that have been validated through the GFM process, but are currently vacant. I ask that you evaluate your ability to fill any of your assigned FY 2019 requirements earlier in FY 2018, or accept responsibility for one-time fills of additional requirements that have no force provider currently identified. Options for meeting these needs include expedited deployment of personnel, extension of personnel already in country, or temporary deployments of personnel who are capable of providing needed coverage on a short-term basis.

Any assistance you can generate to meet the critical need in Afghanistan should be reported to Joint Staff J35 immediately. I have directed that beginning this month, progress meeting DoD-EC fill-rate targets will be reported on a monthly basis to the Afghanistan Warfighter Senior Integration Group, to ensure continued focus on this important issue.

I recognize the magnitude of your daily challenges in balancing competing priorities with a finite amount of resources, but ensuring a near-term increase in critical civilian fills in Afghanistan is essential to our readiness. I appreciate your support.

A handwritten signature in black ink, appearing to read "John Matis". The signature is written in a cursive style with a large initial "J" and a long horizontal stroke.