



HEADQUARTERS
UNITED STATES FORCES – AFGHANISTAN
BAGRAM AIRFIELD, AFGHANISTAN
APO AE 09354

USNSE-A CDR

19 September 2019

MEMORANDUM FOR United States Forces-Afghanistan Units and Personnel

SUBJECT: USFOR-A Policy Memorandum # 19-05, Department of Defense Expeditionary Civilians (DoD-EC) Assignment, Remission, and Release

1. References:

a. 5 U.S.C. § 7106, Management Rights.

b. Directive Type Memorandum 17-004, Department of Defense Expeditionary Civilian Workforce, 2 January 2019.

2. Purpose. To provide policy and procedures for processing United States Forces-Afghanistan (USFOR-A) DoD-EC and MoDA personnel initial job offers, curtailments and reassignments.

3. Applicability. This policy applies to DoD-EC and Ministry of Defense (MoDA) personnel who are under the operational control and administrative policy of USFOR-A.

4. Policy. It is USFOR-A policy¹ to ensure employees have the necessary competencies, skills, abilities, medical, and psychological fitness to be successful in an operational environment. It is imperative for DoD Civilians to have the ability to work as part of an integrated team consisting of military, contractor, federal civilian, and foreign national personnel; a record of successful job performance to deliver results; and the highest professional and ethical behavior characterized by good order, discipline, and conduct. Initial job offers, curtailments and reassignments will uphold this policy.

5. Initial Job Offers.

a. Force Providers (FPs) (e.g., Army, Air Force, Navy, Washington Headquarters Service, Defense Logistics Agency, Defense Contract Management Agency, Defense Security Cooperation Agency, etc.) are responsible for identifying DoD civilians to fill requirements allocated to them through the Global Force Management (GFM) process. They are also responsible for ensuring civilians have the right competencies, skills, and abilities to successfully perform the duties of the assigned position, and that they are trained, prepared and equipped to deploy in a timely manner.

b. Requests from theater managers to review resumes prior to FP selection are generally not appropriate as it is the FP's responsibility to ensure the selected candidate is qualified to perform the duties of the position for which selected. For senior level positions such as directors or special staff advisors, managers may request and FPs may agree to share resumes based on mutual agreement. Theater managers are responsible for ensuring the duties, skills,

¹ The DoD has the same policy, which is outlined in paragraph 7.e. of Attachment 3, Directive-Type Memorandum-17-004 – Department of Defense Expeditionary Civilian Workforce (25 January 2018).

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and training requirements of the positions are accurately described in the duties of the position and for providing feedback to FPs when there are concerns with potential mismatches of deployed individuals and job requirements. This communication can aid the FPs in analyzing future candidates' resumes.

c. Once deployed, civilians are expected to perform the duties of the position outlined in the initial job offer, or comparable duties within the same basic skill set. Requests to remission civilians to different positions will be coordinated with the FP prior to initiating a move, consistent with the procedures described herein.

6. Curtailments.

a. DoD civilians are deployed through TDY or TCS orders and remain employees of their home station throughout their deployment. A curtailment shortens the civilian's TDY or TCS orders and returns them to their home station. A curtailment is not an adverse personnel action.

b. There are two types of curtailments: voluntary curtailments, which are initiated by employees, and involuntary curtailments which are initiated by management.

(1) Voluntary Curtailments (Employee Initiated):

(a) Employees who accept assignments to contingency operations do so with the understanding that they provide emergency-essential support to military forces in a high pace environment with limited staffing. As such, all expeditionary civilians must sign a DD Form 2365, "DoD-EC Agreement Emergency Essential Positions and Non-Combat Essential Positions", affirming their commitment and understanding of their requirement to serve in a combat zone, remain in place if non-combatants are evacuated, and fulfill any other terms of their assignment to the position. Deployed civilians who have personal or immediate family emergencies may request early release from the deployment assignment under the procedures described herein. Non-emergency requests for voluntary curtailment should be infrequent and require supporting rationale to document the reasons. Prior to initiating such a request, civilians should be advised of the potential for having to repay the costs of deployment travel, training, and any funded R&R travel if the request is not based on emergency situations.

(b) Voluntary curtailments are initiated by the civilian, using the template provided at Enclosure 1. They are submitted through the chain of command to the Commander, Director, or Section Chief (O-5/GS-14 or as delegated to the highest ranking Section Chief).

(c) The civilian employee's organization will prepare a LOR using the template at Enclosure 4 and submit the employee's voluntary curtailment request and LOR to the USFOR-A J1 Civ HR.

(d) Voluntary curtailments do not require a legal review. Upon receipt, the USFOR-A J1 Civ HR will review and sign the curtailment request and LOR, and obtain the signature of the civilian's FP POC on the voluntary curtailment.

(e) The civilian will remain at the unit until the voluntary curtailment has been approved by the appropriate Commander/Director/Section Chief, reviewed by USFOR-A J1 Civ

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HR and the FP POC, and a Unit Line Number for transportation has been built. It is the unit's responsibility to account for the employee on the Daily Strength Report and for all Indirect Fire (IDF) attacks until the employee departs Afghanistan.

(f) Weapons will be handled IAW USFOR-A Policy Memo #53 Arming Authorization and Procedures for DoD civilians in the CJOA-A. Redeploying civilians must out-process through the CRC where they initially deployed (Fort Bliss or Camp Atterbury).

(2) Involuntary Curtailments (Management-Initiated): There are two types of involuntary curtailments; those that are based on personal factors such as poor performance, misconduct, medical disqualification, or loss of security clearance, and those that are based on mission changes such as elimination of the position. The NSE-A Chief of Staff is the approval authority for all involuntary curtailments that are based on personal factors. The USFOR-A J1 is the approval authority for involuntary curtailments that are based on position abolishment. Procedures are as follows:

(a) Involuntary Curtailments Based on Personal Factors (performance, conduct, disqualifying medical condition, loss of required security clearance):

1- The appropriate Commander/Director/Section Chief (O-5/GS-14 or as delegated to the highest ranking Section Chief) within the chain of command may initiate an involuntary curtailment request. The initiator will consult with the USFOR-A J1 Civ HR specialist prior to submitting a written request. After discussion with Civ HR, the initiator will prepare the involuntary curtailment form (see Enclosure 2) and a memorandum (see Enclosure 3) containing a concise narrative explaining the basis for and circumstances surrounding the request. Both documents are then submitted to the Civ HR for review and coordination with USFOR-A SJA. While there is no requirement to complete a command-directed investigation before requesting curtailment for reasons of performance or conduct, often times that is an appropriate action to ensure there is a sufficient level of detail on the circumstances prompting the curtailment. The initiator will attach to the memorandum any relevant documents in support of the request, to include command-directed inquiries or investigations, sworn statements, MFRs, and emails.

2- The SJA and Civ HR POCs will provide feedback to the initiator on sufficiency of the package and make recommendations as appropriate on the proposed action.

3- After SJA/Civ HR review, the initiator will finalize the packet and present to the employee, to include the supporting documentation. The employee will also be advised of the opportunity to respond to the proposed action.

4- Employees will have three (3) days to respond to a proposed curtailment request. In situations where the reasons for curtailment involve criminal activity or the safety of personnel, this response time may be shortened or waived by the NSE-A Chief of Staff. During the employee's response period, the Commander/Director/Office Chief may elect to have the employee work from a different location if his/her presence would create a disruption in the workplace.

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5- Employees who choose to respond will provide their written response to the Commander/Director/Office Chief who will immediately forward to the USFOR-A J1 Civ HR, along with the complete curtailment packet (curtailment memo, supporting documentation, and employee response).

6- The Civ HR J1 will review the packet, route it through the USFOR-A SJA for legal review, and forward to the NSE-A Chief of Staff (CoS) for decision. Upon receipt of decision from the CoS, the USFOR-A J1 Civ HR will provide a copy of the decision to the commander/director/chief, and advise him/her to notify the employee of the final decision.

7 – After receipt of CoS decision, the initiator will prepare the Letter of Release (enclosure 4), and submit to USFOR-A J1 Civ HR for review and signature.

8 - The Civ HR staff of J1 will notify the employee's home agency of the involuntary curtailment and will provide a copy of the supporting material to the designated FP POC. In cases where curtailment was based on a formal investigation, the SJA will also provide a copy of the investigation file to the home station SJA.

(b) Involuntary Curtailments Based on Mission Changes (position elimination):

1- The appropriate Branch/Directorate Head will coordinate all projected changes in DoD civilian requirements, to include decreases, movement, or significant skill changes, with the Civ HR Section of USFOR-A J1 prior to initiating curtailment, remission, or other actions to effect the changes. The desired lead-time is 120 days, with a minimum advance notice of 30 days.

2- Upon notification of a projected or approved change in DoD civilian requirements, the Civ HR staff will assess employee impacts and identify potential strategies that support the mission and mitigate impacts to employees. This includes evaluating options for remissioning the employee to another position of the same basic skill set, in lieu of involuntary curtailment. If remission options are identified, the J1 Civ HR will coordinate with affected employees and FP POCs to ensure concurrence with any proposed move.

3- When an encumbered civilian position is eliminated, units will allow the employee to complete their tour if they have 30 days or less remaining on their tour. When feasible, this same option will be afforded to employees with 120 days or less remaining on their tour.

4- In cases where Civ HR cannot identify a remission option for the civilian and the individual has more than 120 days remaining until their end of tour, an involuntary curtailment request based on mission changes will be initiated by the appropriate Branch/Directorate Head (O-5/GS-14 or above, or as delegated to the highest ranking section chief). This will be submitted to USFOR-A J1 Civ HR, along with a LOR.

5- USFOR-A J1 Civ HR will submit the packet for the J1 Director's review and approval. After approval by the J1 Director, Civ HR will notify the employee's home agency of the involuntary curtailment decision and provide a copy of the LOR to the FP POC.

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6- Legal review is not required for curtailments based on mission changes.

c. For all types of curtailments, the employee will remain at their assigned duty location until the curtailment has been approved and the Unit Line Number is built. It is the unit's responsibility to account for the employee on the Daily Strength Report and for IDF attacks until the employee departs Afghanistan.

d. If not already stationed there, at no time, subject to approval by the approval authority, is the employee to be sent to Bagram (BAF) or Kandahar (KAF) Airfield before the curtailment is approved. Employees will arrive at BAF or KAF no sooner than 48-hours before their scheduled flight.

e. Weapons will be handled IAW with the USFOR-A Policy Memo Arming Authorization and Procedures for DoD Civilians in the CJOA-A.

(3) Force Provider-Initiated Curtailments: Deployed civilians remain the employees of their home agencies throughout their deployment period. As such, the home agency (FP) may have a need to curtail a deployment of their employees through early cancellation of their TDY/TCS orders. There could be different reasons prompting such action, but it is within the authority of the FP to initiate a curtailment when warranted. FPs should be cognizant of the theater needs in taking such action and should coordinate any proposed curtailments with the USFOR-A J1. FPs remain responsible for ensuring the continuous fill of all ordered requirements so will be expected to have backfill solutions identified if there is a need to curtail a deployed individual.

7. Reassignments/Remissions

a. DoD Civilians were approved by their FP to perform a specific position, after verification by the FP that the individual was qualified for the position. Remissions to different positions after arrival in theater, require the review and concurrence of the FP to ensure the individual is qualified for the proposed remission assignment.

b. When a request for remission involves positions allocated to two different FPs, coordination with both FPs is required prior to moving the employee.

c. Supervisors have the authority to adjust employees' duties during the deployment tour as long as the type of work remains within the same basic skill set and grade range. Coordination of changes should be made with FPs to ensure they are tracking skill needs for future fills and to ensure the employee remains in an assignment they are capable of performing.

d. Theater commanders/directors have the authority to effect short-term remissions (i.e., typically 30-60 days or less but no more than 90 days) to cover emergency situations or other needs that are essential to preserving life, health, safety. These urgent needs will be communicated immediately with the FPs for situational awareness. Theater commanders/directors must also ensure that any time an individual is assigned to a different position, even if for urgent needs, the civilian must be capable of performing the duties of the position and have a background and experience that is consistent with the requirements that

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must be accomplished.

e. When an employee's assigned position is relocated from one base to another, or there is a need to move the employee to a comparable position (same series, grade, and basic duties) at a different location, the theater commander/director has the authority to effect the move but should immediately notify the FP for proper accountability of their employees. Theater commanders/directors may also request movement of employees between comparable positions that are sourced by different FPs, based on priority of mission requirements, but must coordinate such requests with respective FPs to ensure the move does not conflict with scheduled inbound employees.

f. FPs may also initiate remissions of their deployed civilians based on position changes or elimination of positions, or to maximize fill of vacancies. When proposing to remission an employee who is already in theater, the FP will coordinate with the theater commander/director prior to initiating such action to ensure proposed moves are not inconsistent with mission priorities. The FP remains responsible for filling all requirements that have been validated and ordered.

g. Requests for remission are primarily done to support the deployed mission and to ensure appropriate personnel are available to accomplish the mission within their own or another's organization. Remissions may also occur for a variety of reasons, including a mismatch in skill set or position aptitude, position elimination or strained office relations.

h. The form for initiating a remission is provided at Enclosure 5. The employee will remain at their current assigned duty location until the remission has been approved. It is the unit's responsibility to account for the employee on the Daily Strength Report and for IDF attacks until the employee reports to their gaining unit. At no time, is the employee to be sent to their gaining unit before the reassignment is approved, unless authorized by the approval authority.

8. Extensions. Extension requests should be based on mission needs rather than personal preference and are only appropriate when the FP has not already identified a backfill for the position or the backfill is delayed, causing a gap in position coverage. Either the FP or the theater commander/director may initiate a request for extension. If the employee agrees to the extension, the request is submitted to the USFOR-A J1 Civ HR for review and coordination with the FP (FP initiated extension requests are coordinated by J1 with the theater organization). The FP POC will coordinate extension requests with the employee's home station. If all parties concur, the employee can remain deployed until the extended end of tour date. As a general policy, two years should be the maximum amount of time an employee remains continuously deployed. Longer periods may be approved by FPs based on their Service policies, but these should be closely scrutinized to ensure the continued well-being of the employee.

9. Letters of Release. Letters of Release (LOR) for any type of curtailment or end of tour release will be initiated by the theater supervisor using the sample at enclosure 4. LORs must be signed by the Commander/Director/Office Chief in the chain of command. LORs for end of tour release must be submitted NLT 30 days prior to the scheduled date for end of tour. They may be submitted earlier, but no more than 90 days prior to the scheduled date for end of tour.

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All LOR memos will be submitted to the USFOR-A J1 Civ HR Section for review and coordination with the appropriate FP.

10. Special Instructions. This policy memorandum supersedes USFOR-A Policy Memo – Initial Job Offers, Curtailments and Reassignments/Remissions for Department of Defense Expeditionary Civilians (DoD-EC) and Ministry of Defense Advisors (MoDA), dated 17 May 2019.

11. The point of contact for this policy is USFOR-A J1, Civilian Human Resources, at DSN: 318-481-3072 or organizational email address CENTCOM Bagram USFOR-A J1 Civilian Human Resources Group Email box at: centcom.bagram.usfor-a-j1.mbx.civ-hr-a1@mail.mil.

5 Encls:

1. Voluntary Curtailment Memo
2. Curtailment Request Form
3. Involuntary Curtailment Request Memo
4. Letter of Release Memo
5. Reassignment/Remission Request Memo



PATRICK E. MATLOCK
Major General, U.S. Army
Commander

U.S. National Support Element-Afghanistan



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UNITED STATES FORCES-AFGHANISTAN
BAGRAM, AFGHANISTAN
APO AE 09354**

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Voluntary Curtailment – Employee Name

1. I am hereby submitting a request for voluntary curtailment from my current position, (Position Name), position number XXXXXXXX. The purpose of this request is due to (reason). I have attached documentation in support of this request.
2. I understand that because I did not complete my full tour of deployment, I may be subject to repay to the Government a sum of money equivalent to related allowances and/or benefits received as a result of deployment in theater.
3. I am requesting a release date of Date/Month/Year from (Unit) United States Forces-Afghanistan.
4. The point of contact for this request is the undersigned at 318-481-XXXX or email at john.doe.civ@mail.mil.

Encl

Employee Name
Title
Signature

APPROVED BY:
Commander/Director/Chief _____ / _____
Signature Date

REVIEWED BY:
USFOR-A J1 Civilian HR _____ / _____
Signature Date

Force Provider Concur/Non-Concur:
_____/_____
Signature Date

**US Forces-Afghanistan
DoD Civilian Involuntary Curtailment Request**

1.	Employee's Name: (Last, First, MI)
2.	DoD-EC or MoDA Position Duty Title:
3.	Original Tour End Date:
4.	Requested Departure Date from Assignment:
5.	Circle Reason Code. Medical – employee's medical status has changed necessitating early departure. Performance/Conduct – employee's work or personal behavior is not to standard (includes loss of security clearance). End of Mission – the position is no longer needed and will be inactivated upon departure.
6.	(For employee) I have been informed that my supervisor is requesting my curtailment from theater. I understand that my signature only constitutes my knowledge of this request, but is not signaling my agreement or disagreement with the action. I understand that a curtailment is not an adverse personnel action. I acknowledge that I may be subject to repay to the Government a sum of money equivalent to allowances and/or benefits received as a result of deployment in theater. I understand that I have the opportunity to provide my input at this time or with 3 days of receipt of this notification.

Employee's Name: _____

Employee's Signature: _____

Date Signed: _____

Requestor's Name: _____

Requestor's Signature: _____

Date Signed: _____

Chief of Staff, USNSE-A: _____

APPROVED/DISAPPROVED (Please Circle)

Date

Enclosure #3



HEADQUARTERS
UNITED STATES FORCES-AFGHANISTAN
BAGRAM, AFGHANISTAN
APO AE 09354

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MEMORANDUM FOR Chief of Staff, US NSE-A, United States Forces-Afghanistan,
Bagram, Afghanistan, APO AE 09354

SUBJECT: Memorandum for Record – Involuntary Curtailment Request (Employee
Name)

1. I request the immediate curtailment of employee's name for reasons as described below.
2. Theater supervisor/commander input. Provide a narrative explaining in detail the reason(s) for the involuntary curtailment. If the curtailment is for conduct, explain the incident(s). If a command-directed investigation was completed, provide the details of that investigation, to include the official findings and recommendations. While there is no requirement to complete a command-directed investigation before requesting the curtailment, often times that is an appropriate action, as the home station supervisor will desire a sufficient amount of evidence to determine what, if any, adverse personnel action is appropriate for the employee. If the curtailment is for poor performance, explain the background, to include the period of time involved, a description of the issues observed, documentation of counseling, and opportunities for improvement that were afforded to the employee. Provide supporting documentation of counseling.
3. The point of contact for this memorandum is Supervisor's Name, Title, Phone Number, and Email Address.

Name
Rank/Branch of Service
Title

OFFICE SYMBOL

SUBJECT: Memorandum for Record – Involuntary Curtailment Request (Employee Name)

REVIEWED BY:

USFOR-A J1 Civilian HR _____
Signature

Date

REVIEWED BY:

USNSE-A Staff Judge Advocate _____
Signature

Date

APPROVED BY:

USNSE-A Chief of Staff _____
Signature

Date



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BAGRAM, AFGHANISTAN
APO AE 09354

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: DoD-EC Letter of Release

1. I approve the release of the following individual from United States Forces–Afghanistan.

- a. Employee Name:
- b. Employee Grade:
- c. Employee SSN (last four):
- d. Gender:
- e. JMD/Position Number:
- f. End Date of TDY Orders:
- g. Departure Date from Work Location: **(should be 10-14 days before end date of TDY orders)**
- h. Reason for Release (if curtailing deployment provide explanation code):
- i. Date of Rotator Flight from Kuwait to BWI:
(Rotator flight to CONUS leaves from Kuwait International Airport every Tuesday. Travel from BAF to Kuwait should be NLT the preceding Friday- N/A for Air Force)
- j. Re-Deployment Site (Camp Atterbury, Fort Bliss, Fort Dix – **N/A for Air Force**):
ng.in.inarnng.list.cajmtc-cew-moda@mail.mil
(Contact Camp Atterbury Redployment personnel with your flight schedule)
- k. Home Agency:
- l. Home Station Supervisor Name:
- m. Home Station Supervisor Email Address:

2. (Employee Name) is aware that prohibited items may not be transported, to include non-issued weapons, war trophies, alcohol, pornography, animals, insects, soil, and plant life.

3. (Employee Name) is not to return the Afghanistan in association with this assignment.

OFFICE SYMBOL
SUBJECT: DoD-EC Letter of Release

4. Please contact the POC: XXXXXX at DSN 318-481-XXXX or email at john.doe.civ@mail.mil if you have any questions.

Name
Rank/Branch of Service
Title (Commander, Director, Office Chief)

REVIEWED BY:
USFOR-A J1 Civilian HR _____
Signature Date



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BAGRAM, AFGHANISTAN
APO AE 09354**

OFFICE SYMBOL

DATE

MEMORANDUM FOR RECORD

SUBJECT: Requested Reassignment, Remission or Extension for (Name of Employee)

1. Due to critical mission requirements, it has been determined a reassignment/extension is required as follows:

	Line Number:	Position Title:	Location:
Current	00123184	Civilian Admin Spec	Bagram
*Proposed	00012345	Management Analyst	Kandahar

*If action is an extension in same position, current and proposed will be identical.

- a. Arrival Date: Date/Month/Year:
- b. Planned Rotation Date: Date/Month/Year:
- c. Effective Date of Remission (if applicable):
- c. Length of Extension (if applicable): (e.g. 6 months)
- d. Proposed New Rotation Date:
- e. Employee's Home Station Agency (e.g., Army, Navy, Air Force, etc.):
- d. Expiration Date of Official Passport:
- e. Date of Last Medical Screening (if more than 12 months have elapsed, a CONUS medical reset will be required to update medical):

2. Justification for extension:

3. The point of contact for this action is the undersigned at, DSN 318-481-XXXX, or email at john.doe.civ.mail.mil.

Name
Rank/Branch of Service
Title

OFFICE SYMBOL

SUBJECT: Requested Reassignment or Remission Extension for (Name of Employee)

I, (Employee Name), have read and understand the reassignment notification. I have indicated below whether I will or will not accept the position identified above.

_____ I will/will not accept the reassignment/extension

Employee Signature (digital signature acceptable)

Date

REVIEWED BY:

USFOR-A J1 Civilian HR: _____ Date: _____

REVIEWED BY:

Home Station: _____ Date: _____

APPROVED/DISAPPROVED:

Force Provider _____ Date: _____