



PERSONNEL AND
READINESS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
4000 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-4000

January 25, 2017

Incorporating Change 7, Effective January 23, 2024

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Directive-type Memorandum (DTM)-17-004 – Department of Defense
Expeditionary Civilian Workforce

References: See Attachment 1

Purpose. This DTM:

- Implements guidance for the DoD Expeditionary Civilian (DoD-EC) workforce, consistent with the authority in DoD Directive (DoDD) 5124.02.
- Establishes procedures to ensure DoD civilians are included in the DoD Global Force Management (GFM) process.
- Incorporates and cancels DoDD 1404.10.
- Is effective January 25, 2017 and will be incorporated into the appropriate DoD instruction (DoDI). This DTM will expire effective January 25, 2025.
- Supersedes any conflicting portions of other DoD issuances.

Applicability. This DTM:

- Applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and (CJCS) the Joint Staff (JS), the Combatant Commands (CCMDs), the Defense Agencies, the DoD Field Activities, and all other organizational entities in the DoD that are not in the Military Departments or the CCMDs (referred to collectively in this DTM as the “DoD Components”).
- Does not apply to:
 - The Inspector General of the Department of Defense.
 - Dual status National Guard and Reserve technicians.

Definitions. See Glossary.

Policy. It is DoD policy to:

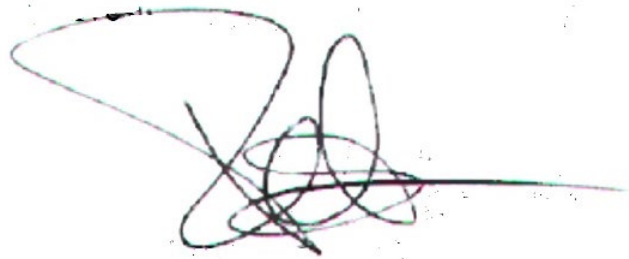
- Identify and rely on a mix of capable military members and DoD civilians to meet global national security missions.
- Include DoD civilian employees in the DoD GFM allocation process.
- Align the civilian force planning and allocation processes with GFM policies and procedures.
- Incorporate sourcing procedures that utilize the force provider (FP) nomination process in developing recommended sourcing solutions.
- Institute a system where greater predictability is provided to DoD Components on expected force support levels for projected civilian expeditionary requirements.
- Establish a process that ensures accountability and support of validated CCMD mission requirements.
- Align requirements for the total force with capabilities, thereby providing a framework for Total Force Management.
- Provide DoD Component flexibility in determining how to internally support and manage CCMD expeditionary civilian requirements.
- Retain the ability for DoD civilian employees to volunteer for expeditionary service to support or supplement minimum essential requirements of a FP.
- Establish a system that allows clear visibility of civilian employee capabilities across the Department and projected requirements for expeditionary support.
- Within the DoD GFM allocation process, use FPs to deploy civilian employees to meet validated and ordered CCMD requirements for expeditionary civilians.

Responsibilities. See Attachment 2.

Summary of Change 7. This change extends the expiration date for the DTM to January 25, 2025 and removes outdated information collections requirements.

Procedures. See Attachment 3.

Releasability. **Cleared for public release.** This DTM is available on the DoD Issuances Website at <https://www.esd.whs.mil/DD/>.

A handwritten signature in black ink, appearing to read 'Peter Levine', with a long horizontal line extending to the right.

Peter Levine
Performing the Duties of the Under Secretary of
Defense for Personnel and Readiness

Attachments:

As stated

DISTRIBUTION:

Secretaries of the Military Departments
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Director of Net Assessment
Director, Strategic Capabilities Office
Directors of the Defense Agencies
Directors of the DoD Field Activities

ATTACHMENT 1

REFERENCES

Chairman of the Joint Chiefs of Staff Instruction 1301.01F, “Joint Individual Augmentation Procedures,” November 17, 2014
DoD Directive 1100.4, “Guidance for Manpower Management,” February 12, 2005
DoD Directive 1404.10, “DoD Civilian Expeditionary Workforce,” January 23, 2009 (hereby canceled)
DoD Directive 5124.02, “Under Secretary of Defense for Personnel and Readiness (USD(P&R)),” June 23, 2008
DoD Instruction 5525.11, “Criminal Jurisdiction over Civilians Employed by or Accompanying the Armed Forces Outside the United States, Certain Service Members, and Former Service Members,” March 3, 2005
DoD Instruction 6490.03, “Deployment Health,” June 19, 2019
Fiscal Year (FY) 2016-2017, “Global Force Management Implementation Guidance,” January 28, 2016
Secretary of Defense Memorandum, “UCMJ Jurisdiction Over DoD Civilian Employees, DoD Contractor Personnel, and Other Persons Serving With or Accompanying the Armed Forces Overseas during Declared War and in Contingency Operations,” March 10, 2008
United States Code, Title 5
United States Code, Title 10
United States Code, Title 29

ATTACHMENT 2

RESPONSIBILITIES

1. UNDER SECRETARY OF DEFENSE FOR PERSONNEL AND READINESS (USD(P&R)). The USD(P&R):

- a. Manages and oversees DoD-EC designation and utilization, and compliance with this DTM.
- b. Oversees the establishment of a Force Pool that each FP must be prepared to source.

2. ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS (ASD(M&RA)). Under the authority, direction, and control of the USD(P&R), the ASD(M&RA):

- a. Has overall responsibility for the development of DoD civilian personnel policy covered by this DTM.
- b. Authorizes use of DoD civilian employees to meet validated DoD mission requirements outside a designated DoD civilian employee's employing DoD Component.
- c. Develops guidance and policies to meet the Force Pool requirements under this DTM.

3. DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR CIVILIAN PERSONNEL POLICY (DASD(CPP)). Under the authority, direction, and control of the ASD(M&RA), the DASD(CPP):

- a. Provides the JS with data tables that show the civilian work force demographics by occupational series and grade range across the Department.
- b. Ensures DoD Components establish a civilian FP point of contact (POC) to coordinate the sourcing of civilian requirements with the JS and maintain a capacity of DoD-EC sufficient to meet projected requirements in accordance with the Force Pool.
- c. Establishes and publishes the civilian Force Pool, in coordination with the JS, CCMDs, and DoD Components, and apportions the DoD-EC Demand Signal across the DoD based on civilian workforce demographics.
- d. Reviews the Force Pool each year as part of the annual GFM cycle to ensure consistency with the updated Demand Signal. Republishes the Force Pool at least biennially.

e. Coordinates validated Senior Executive Service requirements that are not accompanied with a by-name-request across the appropriate functional community managers to seek volunteers and provide resumes to the theater or CCMD for consideration.

4. DIRECTOR, DEFENSE SECURITY COOPERATION AGENCY (DSCA). Under the authority, direction, and control of the Under Secretary of Defense for Policy, and in addition to the responsibilities in Paragraph 5, the Director, DSCA:

a. Provides civilian subject matter experts to support the Ministry of Defense Advisor (MoDA) Program.

b. Follows the nominative procedures for MoDA requirements, with coordination accomplished between DSCA, supported CCMDs, functional managers, and potential FPs.

5. DoD COMPONENT HEADS. The DoD Component heads:

a. Establish Component guidance and procedures to implement the policy and comply with requirements contained in this DTM.

b. Identify and maintain civilian employees who are available to meet contingency requirements, at least up to the numbers, series, and grades identified in the civilian Force Pool.

c. Appropriately code emergency-essential or non-combat essential positions, and capability-based volunteers.

d. Serve as FPs for DoD-EC requirements consistent with the Force Pool and when tasked under the GFM allocation process to meet validated civilian requirements.

e. Plan, program, and budget for DoD-EC requirements.

f. Identify a POC to facilitate sourcing discussions with the CCMD and participate in validation and sourcing deliberations with JS.

g. Support the sourcing of nominative expeditionary requirements (such as the MoDA Program).

h. Support the CCMD pre-coordination of DoD-EC sourcing solutions.

i. Provide employees who deploy pursuant to this DTM with a valid official passport, Common Access Card, Geneva Conventions identification card, and required security clearances, when appropriate.

j. Provide training as outlined in this DTM, and as necessary to meet assigned expeditionary requirements.

k. Document unclassified civilian deployments, pursuant to this DTM, with a request for personnel action.

l. Review deployment tours in excess of 2 years, and ensure medical clearance requirements continue to be met.

m. Ensure all health protections measures in DoDI 6490.03 are applied. Establish a system of accountability or mechanism for oversight of pre- and post-deployment health assessment requirements.

n. Ensure all appropriate collective bargaining agreements are observed.

6. CJCS. In addition to the responsibilities in Paragraph 5 and after coordination with the Combatant Commanders, the CJCS:

a. Reviews and validates requests for DoD expeditionary civilians against criteria prescribed in DoDD 1100.4, current fiscal year (FY) GFM Guidance, Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 1301.01F, and the current FY Global Force Management and Allocation Plan (GFMAP) Planning Order (PLANORD).

b. Includes the DoD expeditionary civilian guidance in applicable JS issuances and doctrine as a source of capabilities in the planning and sourcing of requirements.

c. On an annual basis, compiles and provides the DASD(CPP) with the DoD-EC Demand Signal and the number of ordered requirements to inform the development and revision of the civilian Force Pool.

d. Confirms concurrence of CCMD pre-coordinated civilian requirement sourcing solutions with the FP before submission in the GFMAP to the Secretary of Defense for approval via the Secretary of Defense Orders Book (SDOB).

e. Consistent with the Force Pool, coordinates with the FPs to develop sourcing recommendations for validated DoD expeditionary civilian requirements without pre-coordinated sourcing solutions or nominative solutions and submits them for review and action by the Secretary of Defense in the GFMAP via the SDOB.

f. Receives CCMD and FP nominative selections to fill DoD-EC requirements and order sourcing solution in the GFMAP via the SDOB.

7. COMBATANT COMMANDERS. In addition to the responsibilities in Paragraph 5, the Combatant Commanders:

- a. Establish and communicate DoD-EC requirements for the GFM process in accordance with DoDI 6490.03, current year GFM Guidance, CJCSI 1301.01F, and the annual GFM MAP PLANORD.
- b. Collaborate with civilian FPs, as practicable, to pre-coordinate civilian FP concurrence to source DoD civilian requirements under the GFM process.
- c. Coordinate with civilian FPs to identify DoD civilian fill for nominative requirements and provide a sourcing solution to the Joint Force Coordinator (JFC) for inclusion in the GFM MAP via the SDOB.
- d. Within the GFM allocation process, support the JS validation and JFC sourcing.
- e. Include DoD expeditionary civilians in contingency plans and operations in accordance with GFM allocation guidance, policy, and procedures.

ATTACHMENT 3

PROCEDURES

1. FORCE POOL AND DEMAND SIGNAL

a. Responsibility for sourcing individual civilian requirements will be assigned to FPs no later than the FY 19 GFM Allocation sourcing timeline beginning in January 2017, with intervening FYs as the transition period. The current practice of tasking requirements for civilians that results in centrally managed ad-hoc processes (currently by United States Central Command) to solicit volunteers will cease. During the interim period the process will transition as mutually agreed upon by the CCMD, JS, and civilian FPs.

b. To enable this process change, the USD(P&R) established a Force Pool, based on the projected future DoD-EC Demand Signal. The Force Pool defines the number and types of civilian requirements that each FP must be prepared to source, and is available at <https://www.cpms.osd.mil/expeditionary/>. The Demand Signal and Force Pool establish the baseline for planning and consider historical demand, projected requirements, and capabilities of civilian FPs.

(1) The Demand Signal was determined based on civilian requirement data from JS and used the annual average of civilian requirements from the 2 prior years, the current year, and the next projected year. This average was then increased by 10 percent as the planning assumption for future years.

(2) The Demand Signal was divided among the FPs, based on the size of their civilian workforce for identified skill groups and grades, with consideration and adjustment made for workforce capability and projected future civilian deployment demand to establish the Force Pool.

(3) The Demand Signal and Force Pool will be reviewed each year as part of the annual GFM cycle to ensure the data remains consistent with requirements. The review process in Paragraph 1.b.(1) and (2) will be repeated on an annual cycle and the Force Pool updated at least every 2 years to facilitate the cycle.

(a) The timeline for the annual GFM cycle is distributed in the annual GFM PLANORD. The cycle begins in January for the execution year plus 2 (e.g., the GFM cycle for FY19 will begin in January 2017).

(b) JS will annually provide the updated civilian Demand Signal (i.e., the validated CCMD civilian requirements) to the DASD(CPP) in January.

(c) The DASD (CPP) will use the Demand Signal information to update the Force Pool numbers as appropriate, by series, grade range, and FP. In February, the revised Demand Signal/Force Pool will be staffed with the FPs. Next, there will be a series of Global

Force Management Boards, which the Components will participate in, to review and discuss the update Force Pool:

1. GFMB 2 Planner Workshop in April 2017. The DASD(CPP) will brief and discuss the updated Force Pool.

2. GFMB 2 in May 2017. The DASD(CPP) will brief the approved updated Force Pool.

3. GFMB 3 in November 2017. The JFC will use the approved Force Pool when developing sourcing recommendations. The JFC will staff sourcing recommendations with FPs and present FY19 sourcing recommendations before their submission to the Secretary of Defense for review and action via the SDOB.

(4) The Force Pool is a cap, and establishes the maximum number of non-programmed civilian positions within each designated series and grade that a FP should be prepared to source when and if the listed requirements are ordered. The Force Pool does not replace the GFM allocation process; it is a reference to be used during the GFM process that defines expected FP capabilities. It is intended to provide a planning tool for FPs in improving predictability of deployment requirements.

c. FPs must be prepared to meet CCMD requirements up to the levels defined by the Force Pool. Procedures to meet these requirements are at the discretion of the DoD Component and may include deploying emergency-essential or non-combat essential civilians, maintaining a civilian capability-based volunteer pool in sufficient numbers to meet projected requirements, initiating temporary and term hiring actions, and offering alternative sourcing solutions to the JS. While management has the authority to direct and assign any DoD civilian, in accordance with this DTM, CJCSI 1301.01F, and Section 7106 of Title 5, United States Code (U.S.C.), every effort will be made to make such assignments on a voluntary basis, or by maintaining sufficient emergency-essential or non-combat essential employees to allow a directed deployment solution when necessary.

d. Deployments that are accomplished as part of programmed elements or deployable units will not be applied to or accounted against the identified Force Pool cap. These processes remain unchanged; therefore they are not addressed in this DTM.

e. Requests for sourcing 0132 series civilians from the Defense Intelligence Enterprise will continue to be coordinated with the DoD Intelligence Enterprise Global Force Manager, JS J2.

f. Sourcing procedures apply to civilian requirements that have been validated and meet all applicable criteria.

2. REQUIREMENTS

a. The DASD(CPP) will facilitate the DoD-EC process by:

(1) Establishing and publishing the civilian Force Pool, in coordination with the JS, CCMDs, and civilian FPs, after consideration of the projected future civilian expeditionary Demand Signal.

(2) The Force Pool will be reviewed each year as part of the GFM cycle and re-published at least biennially. The Force Pool will apportion projected requirements for non-programmed civilian expeditionary capabilities based on: analysis of historical trends for past civilian requirements and sourcing; projection of future civilian requirements for all CCMDs based on input from the annual GFM process; and comparison of projected requirements to FP capability within each DoD Component for specific series/skills/grades. The Force Pool is a cap to establish future planning capability but only includes projected requirements for individual expeditionary civilian positions. Programmed civilians, or civilians in unit force structure are allocated with the unit through separate procedures, and do not count against the Force Pool cap. All ordered non-programmed DOD-EC fills, including nominative positions such as MoDA, are counted towards the FPs Force Pool cap, within the series or grade specified.

b. Requests from a CCMD for DoD-EC may include a pre-coordinated FP solution or identify a requirement as nominative. Recommendations will be consistent with the following:

(1) Force Pool assignments that are within the FPs' caps.

(2) Workforce data provided by the DASD(CPP) for potential voluntary FP support requests.

c. After review of the information described in Paragraph 2.b., the CCMD may initiate pre-coordination discussion with the recommended FP.

(1) If the recommended civilian FP concurs with providing the requested capability, the CCMD will include the sourcing solution and annotate that the sourcing solution has been pre-coordinated with the civilian FP designation at the time of submission to JS.

(2) If the CCMD is unable to pre-coordinate requirements with FP concurrence, preferred sourcing solutions may be annotated.

3. VALIDATION. The JS will validate all DoD-EC requirements against the criteria in accordance with current year GFM guidance, the annual GFMAP PLANORD, guidance and policy, and the following:

a. The JS will confirm that the grade and skill code for the DoD-EC requirement mission and tasks are consistent with current policy and guidelines for position classification.

b. The JS will confirm FP concurrence with pre-coordinated sourcing solutions. If the FP does not concur, the requirement will be returned to the CCMD to re-address pre-coordination or resubmit without an annotated pre-coordinated sourcing solution.

4. SOURCING

a. Validated DOD-EC requirements that are not nominative or pre-coordinated will be forwarded to the JFC to develop a recommended sourcing solution. The JFC will task civilian FPs to provide sourcing nominations, and from those nominations, the JFC will provide a risk-based sourcing recommendation. This sourcing recommendation will be informed by the capacity that each civilian FP has been tasked to be prepared to deploy via the component's Force Pool. If a civilian FP has already met its planned Force Pool numbers (as defined within each designated series and grade grouping), additional tasking through this process will only be made with the civilian FP's voluntary concurrence to exceed its Force Pool plan. Sourcing recommendations will be presented to the Secretary of Defense for review and action through the SDOB process specified in the Global Force Management Implementation Guidance.

(1) If a designated civilian FP does not agree with the JFC recommended sourcing solution for a civilian requirement, the civilian FP can submit a non-concurrence with supporting rationale through the GFM allocation staffing process.

(2) The non-concurrence must explain how risks to other mission priorities preclude supporting an assigned requirement that is within the civilian FP's Force Pool cap. This information is evaluated by JS in coordination with other possible civilian FPs to make a risk-informed sourcing recommendation for Secretary of Defense determination.

b. Sourcing for validated requirements identified as "nominative" will be coordinated between the CCMD, civilian FP POCs, and the appropriate theater leadership. The CCMD will solicit nominations from applicable FPs, review submissions to ensure appropriate occupational series, grade and experience, and forward recommendations to the appropriate theater commander for selection. Upon selection, the CCMD will coordinate with the appropriate FP POC and notify JS JFC so the sourcing solution can be included in the GFMAP to be reviewed and acted on by the Secretary of Defense via the SDOB. Nominative fills are credited to the civilian FP's Force Pool numbers.

c. Sourcing for validated Senior Executive Service requirements that are not accompanied with a by-name-request will be coordinated from the theater or CCMD to the DASD(CPP), to communicate the request across the appropriate functional community managers to seek nominations and volunteers. Submitted resumes will be passed to the theater or CCMD for consideration.

d. DSCA will provide assistance to the CCMD in the development of position descriptions for MoDA requirements and seek nominations to fill these positions from DoD FPs or through use of term hires.

e. Because MoDA positions are very specialized and require additional screening, the sourcing will be through nominative procedures outlined in Paragraph 2.b., with coordination accomplished between the CCMD, DSCA, and potential FPs. DSCA-coordinated nominative sourcing solutions will be ordered in the GFMAP and credited towards the civilian FPs' Force Pool numbers.

f. Requirements passed to the JFC will be assessed and compared to the established Force Pool for identification of potential civilian FPs. Civilian FPs will respond to sourcing requests from JS with capability and risk assessments for positions within the number and type specified for their activity on the Force Pool, that are unmet.

g. All civilian FPs will identify a POC to participate in sourcing deliberations with the JFC, work with the JS on validation of requirements, and participate in sourcing discussions with the CCMD. Upon notification of a request to source a specific position, the civilian FP POC will evaluate internal capabilities and, if the request is within the assigned Force Pool cap, identify a sourcing solution to meet the requirements. If a recommendation is received for a nominative position, the FP POC will coordinate with the employing supervisory chain to ensure concurrence and approval for deployment and with the CCMD (and DSCA for MoDA requirements) as appropriate.

h. Once sourcing has been ordered on the appropriate GFMAP Annex, the designated civilian FP will be responsible for completing or coordinating the pre-deployment requirements and ensure that the civilians are ready to deploy within 120 days and for the duration specified.

i. Once a civilian requirement is ordered in the GFMAP, that activity retains responsibility for sourcing backfills until the requirement is no longer valid or until the next annual GFM planning process. During the following annual GFM sourcing cycle, a civilian FP can either agree to continue sourcing an enduring requirement or can pass back continued sourcing responsibility. If sourcing is passed back, the requirement will be staffed by the JFC to determine recommended sourcing solutions under the Force Pool guidance prescribed in this DTM.

5. TRAINING. The following training is required:

a. Deployment (including theater-specific) training, as well as on-the-job training, and post-deployment reintegration training, as appropriate and practicable.

b. Training on the use of any required specialized equipment needed for their specific missions such as vehicles and communication systems.

c. Counseling on the employee's legal status under the Uniform Code of Military Justice, the Military Extraterritorial Jurisdiction Act under DoDI 5525.11, the March 2008 Secretary of Defense Memorandum, and implementing regulations.

d. Training in obtaining medical treatment and the related validating and administrative processing for those who have responsibilities for supporting wounded and injured civilians.

e. Training for DoD civilian employees, supervisors, and managers on recognizing stress-related conditions that may result from serving in expeditionary environments.

6. MEDICAL FITNESS

a. Force health protection pre- and post-health assessments shall be conducted for DoD civilian employees in accordance with DoDI 6490.03. Health assessment information shall be submitted to the Defense Medical Surveillance system.

b. For DoD civilian employees covered by Section 791 of Title 29, U.S.C., also known as the "Rehabilitation Act of 1973," as amended, an individualized assessment must be conducted to determine if an individual can perform the essential functions of the requirement he or she is filling, with or without reasonable accommodation prior to determining an employee is medically fit to deploy.

c. Whether or not they are deployed through the procedures in Paragraphs 1-4 of this attachment, DoD civilian employees who become ill, contract diseases, or who are injured or wounded while deployed in support of U.S. military forces engaged in contingency operations are eligible for medical evacuation and health care treatment and services in military treatment facilities (MTFs) at no cost to the civilian employee and at the same level and scope provided to military personnel until the civilian employee's return from deployment. The same system used to track active duty patients through the Military Health System shall be used to track DoD civilian employees injured in theater while forward deployed. Civilians will not be charged personal leave while undergoing therapy or rehabilitation due to a combat, combat support, duty related or non-duty related injury incurred during deployment after they return from deployment.

d. Whether or not they are deployed through the procedures in Paragraphs 1-4 of this attachment, deployed DoD civilian employees who were treated in theater continue to be eligible for treatment in an MTF or civilian medical facility for compensable illnesses, diseases, wounds, or injuries, pursuant to Sections 8101 through 8173 of Title 5, U.S.C. and through the Department of Labor Office of Workers' Compensation Program, upon their return at no cost to the civilian employee. DoD civilian employees who deployed and are subsequently determined to have compensable illnesses, diseases, wounds, or injuries under the Department of Labor Office of Workers' Compensation Program are also eligible for treatment in an MTF or civilian sector medical facility at no cost to the civilian employee.

7. ADMINISTRATIVE PROCEDURES

a. When a DoD civilian employee is required to deploy away from his or her normal work location in support of the employee's employing organization under the procedures in Paragraphs 1-4 of this attachment, he or she shall be released and allowed to deploy in a timely

fashion to meet an expeditionary requirement unless there is significant negative impact on the mission of his or her home unit. Those who are management assigned from their normal position to serve expeditionary requirements under the procedures in Paragraphs 1-4 of this attachment will be granted the right to return to the position held prior to their deployment or to a position of similar grade, level, and responsibility within the same local organization, regardless of length of deployment. This does not apply to employees who accept voluntary assignments outside their employing organization, unless otherwise determined by the employee's employing organization. There shall be no retaliation because of an employee's expression of interest in serving an expeditionary requirement or because of such service. This includes threats or denial of rights to return to pre-deployment positions, promotions, training opportunities, or other career enhancing opportunities.

b. Whether or not they are deployed through the procedures in Paragraphs 1-4 of this attachment, employees who occupy emergency-essential or non-combat essential positions, or who deploy as capability-based volunteers, are required to sign the DD Form 2365, DoD Employee Overseas Emergency-Essential Position Agreement.

c. DoD civilian employees who deploy pursuant to this DTM shall be treated with high regard as an indication of the Department's respect for those who serve in expeditionary positions. Their service and experience shall be valued, respected, and recognized as career enhancing.

d. DoD civilian employees who deploy pursuant to this DTM shall be provided with information on benefits and entitlements, and issues likely to be faced by the employee during and upon return from deployment.

e. DoD civilian employees who deploy pursuant to this DTM shall have the related competencies, skills, abilities, medical, and psychological fitness to be successful in high pressure and austere operational environments; ability to work as part of an integrated team including military, contractor, federal civilian, and foreign national personnel; a record of successful job performance to deliver results; and the highest professional and ethical behavior to maintain a deployment environment characterized by good order, discipline, and conduct.

GLOSSARY

PART I. ABBREVIATIONS AND ACRONYMS

ASD(M&RA)	Assistant Secretary of Defense for Manpower and Reserve Affairs
CCMD	Combatant Command
CJCS	Chairman Joint Chiefs of Staff
CJCSI	Chairman Joint Chiefs of Staff instruction
DASD(CPP)	Deputy Assistant Secretary of Defense for Civilian Personnel Policy
DSCA	Defense Security Cooperation Agency
DoDD	DoD directive
DoD-EC	DoD Expeditionary Civilian
DoDI	DoD instruction
DTM	Directive-type Memorandum
FP	force provider
FY	fiscal year
GFM	Global Force Management
GFMAP	Global Force Management Allocation Plan
JFC	Joint Force Coordinator
JS	Joint Staff
MoDA	Ministry of Defense Advisor
MTF	military treatment facility
PLANORD	planning order
POC	point of contact
SDOB	Secretary of Defense Orders Book
U.S.C.	United States Code
USD(P&R)	Under Secretary of Defense for Personnel and Readiness

PART II. DEFINITIONS

capability-based volunteer. An employee who may be asked to volunteer for deployment.

contingency operation. A military operation that:

Is designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or

Results in the call or order to, or retention on, active duty of members of the uniformed services under Sections 688, 12301(a), 12302, 12304, 12406, or Chapter 15 of Title 10, U.S.C., or any other provision of law during a war or during a national emergency declared by the President or Congress.

Demand Signal. A set of CCMD requirements, used as a planning document, determined by CCMD historic, current and projected requirements, plus an additional percentage factor to account for unforeseen contingencies. The Demand Signal sets expectations to facilitate future planning and will be updated on an annual basis through the GFM process.

deployment. Either temporary reassignment or the requirement to stay in place to support contingency operations.

DoD civilian employee. An individual meeting the definition of “employee” under Section 2105 of Title 5, U.S.C., as well as employees of DoD non-appropriated fund instrumentalities paid for from non-appropriated funds. This includes DoD civilian employees filling full-time, part-time, intermittent, or on-call positions. Excludes dual status National Guard and Reserve technicians and contractor employees.

emergency-essential. A position-based designation to support the success of combat operations or the availability of combat-essential systems in accordance with Section 1580 of Title 10, U.S.C.

Force Pool. The number and type (by series and grade group) of projected expeditionary civilian requirements included in the Demand Signal that FPs should be prepared to meet. The Force Pool represents the limit of civilian capacity that can be provided by an FP with acceptable risk.

FP. Includes the Military Departments, CCMDs with assigned forces, Defense Agencies and DoD Field Activities, and OSD Components or other DoD Components that provide force sourcing solutions to CCMD force requirements.

GFMAP. CJCS deployment order approved by the Secretary of Defense that authorizes allocation and deployment of forces and individuals in support of CCMD force and joint individual augmentation requirements.

Global Force Management Implementation Guidance. The Secretary of Defense FY guidance that integrates force assignment, apportionment, and allocation to improve the Department's ability to manage forces from a global perspective.

JFC. The JS J-35, Vice Deputy Director for Regional Operations and Force Management. Responsible for coordinating and staffing all validated GFM allocation force and joint individual augmentation requirements and developing sourcing recommendations for conventional force and joint individual augmentation requirements.

nominative. For the purpose of this DTM, nominative positions refer to those civilian positions for which the theater commander retains authority to make the final selection decision from among the candidates who are nominated for consideration by the FP(s).

non-combat essential. A position-based designation to support expeditionary requirements in other than combat or combat support situations.

SDOB. Book prepared by the JS to obtain approval from the Secretary of Defense on proposed orders or modification to previously approved orders. The staffing process for the SDOB is detailed in the Global Force Management Implementation Guidance. These orders may authorize the execution of military operations, direct the attachment of forces, and authorize supplemental rules of engagement.

stability operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.