



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
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IN REPLY REFER TO
OPNAVINST 12910.2
OP-14
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OPNAV INSTRUCTION 12910.2

From: Chief of Naval Operations

Subj: MOBILIZATION PREPAREDNESS PLANNING FOR THE NAVY U.S.
CITIZEN CIVILIAN WORK FORCE

Ref: (a) SECNAVINST 12910.1C (NOTAL)
(b) SECNAVINST 12301.2 (NOTAL)
(c) OPNAVINST S3061.1C (NOTAL)
(d) OPNAV P11-1, Navy Manpower Mobilization System
(NAMMOS) Users Manual (NOTAL)
(e) OPNAVINST 1000.16F
(f) OPNAVINST 12910.1 (NOTAL)
(g) SECNAVINST 3062.1B (NOTAL)
(h) OCPMINST 12910.1 (NOTAL)
(i) NCPDS Users' Manual

Encl: (1) Department of the Navy Instructions for Annual
Screening of Reserve/Retired Military
(2) Management of Emergency-Essential Employees and
Positions
(3) Sample Civilian Personnel Mobilization Plan
(4) Sample Charter Recruiting Area Staffing Committee
(5) Preparedness Checklist
(6) Civilian Personnel Office Role in Department of the
Navy Noncombatant Repatriation
(7) Definitions
(8) Mobilization References Pertaining to Manpower and
Personnel

1. Purpose. To implement Department of the Navy (DON) policies and procedures for mobilization planning and preparedness of the civilian work force as contained in references (a) and (b), and to assign responsibility within the Navy.

2. Applicability. The provisions of this instruction are applicable to all Navy activities including those assigned to the command or supervision of the Assistant for Administration/Under Secretary of the Navy and the Chief of Naval Research.

3. Policy. A civilian mobilization planning and preparedness program will be maintained in the Navy in coordination with the Office of the Secretary of Defense (OSD), the other services, and when appropriate, other Federal agencies.

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4. Background

a. The Navy's civilian work force is an essential element in our total force. The majority of civilians directly support fleet readiness. More than half work in industrial funded activities which perform depot level maintenance and repair of ships, planes and associated equipment. Civilians employed at operations and maintenance activities such as supply centers, ship repair facilities, and aviation activities also contribute directly to operational readiness. Other civilians provide essential support in functions such as training, medical care, and the engineering, development, and acquisition of weapons systems, which have a definite, although longer range impact on readiness.

b. Upon mobilization, the demand for civilian personnel will increase to reflect the growth in support required to build toward and sustain mobilization. During mobilization, new civilian positions will be created, and additional personnel will be needed to replace both those employees recalled to perform military service, shore-based military personnel reassigned to sea duty, and to fill new positions created to meet the requirements of the buildup and wartime level of operations. Thus, the Navy will need to acquire new personnel with a wide range of skills and occupations.

c. Effective civilian mobilization planning will ensure success in meeting mobilization objectives. Activity mobilization plans should describe the detail, reassignment, recruitment, and training requirements of civilian personnel. Also included in these mobilization plans should be contingency plans which address the impact of unplanned personnel losses (i.e., injuries, personnel called to active duty).

5. Discussion

a. Although recruitment of civilian employees is clearly a function of the Civilian Personnel Office (CPO), a coordinated effort by all managers (military and civilian) is necessary to develop credible plans that meet mobilization requirements. Mobilization planners must identify mission requirements based on a specified planning scenario and manpower planners must determine the manpower requirements needed to meet those mobilization missions.

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(1) Civilian mobilization planning is based on a global war scenario requiring full mobilization. Based on this assumption, plans and procedures are developed that would be adopted and adjusted to meet the specifics of a real war.

(2) The Navy Capabilities and Mobilization Plan (NCMP), reference (c), provides the basis for Navy mobilization planning. It provides general mobilization planning, policy guidance, and procedures. The NCMP describes Navy capabilities and sets forth required force levels for planning under peacetime, contingency, and general war conditions. The NCMP provides specific guidance and information on:

(a) Mobilizing naval forces for prompt and sustained combat.

(b) Apportionment and sourcing of active and reserve support forces to the FLTCINCs for planning purposes.

(c) Employment and administration of the U.S. Coast Guard when operating as a service to the U.S. Navy.

(d) Development of Logistic Support and Mobilization Plans (LSMP) by echelon 2 Navy Commanders in support of the FLTCINCs.

(e) Development and evaluation of Joint Operations Plans (OPLANS) by commanders of naval component commands.

(f) Naval force capabilities.

(3) The Navy Manpower Mobilization System (NAMMOS), reference (d), is the authoritative method in which to identify wartime manpower requirements for Navy shore/support activities. Conceptually, NAMMOS will determine the minimum quantity, quality, and time-phasing of manpower that supports programmed mission and/or operational objectives. These objectives may be summarized in an activity's concept of operations or LSMP.

(4) The Manual of Navy Total Force Manpower Policies and Procedures, reference (e), is designed to assist all echelons of command in the management of total force manpower resources. The processes by which the Navy determines, forecasts, and programs manpower requirements for ships, squadrons, shore activities, staffs, and for new developments

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are described to provide tasking, enhance understanding, and the timely identification of manpower requirements. It provides information, outlines procedures, and assigns responsibilities for manpower determination, programming, and documentation programs. The manual contains block descriptions and procedures for requesting changes to manpower authorizations. Civilian peacetime and wartime positions are documented in the Civilian Position File (CPF) via the Manpower Authorization Change Request form submitted by manpower planners. Civilian wartime positions are also documented in the Naval Civilian Personnel Data System (NCPDS).

b. To the extent possible, mobilization plans must anticipate and address personnel requirements and the actions necessary to meet them. Plans include both internal and external placement actions to ensure the optimum mix of existing and acquired personnel, and include such basic information as pay plan, occupational series, grade, recruitment source, and personnel authorities.

c. Emergency authorities listed below are available under Office of Personnel Management (OPM) and DON regulations to meet contingency civilian support requirements. In general, these authorities suspend, modify, and or liberalize many of the policies that govern civilian personnel operations during peacetime. OPM issues additional regulations, as appropriate, during an emergency. Among these are salary and wage stabilization policies to control the employment and use of available human resources.

(1) The Federal Personnel Manual (FPM), Chapter 230, Subchapter 4 authorizes, upon an attack on the United States, authority to carry out necessary civilian personnel activities, subject only to the requirements of FPM Supplement 990-3. FPM Supplement 910-1, Book I, Chapter 2, Section E provides for emergency appointment authority to be used for continuing positions in a national emergency. This becomes effective automatically following an attack on the United States or when the Director of OPM confirms that normal appointment procedures cannot meet surge employment requirements.

(2) In addition, OPM will delegate certain additional authorities for Department of Defense (DOD) components to use upon mobilization in national emergencies other than an attack on the United States. Reference (f) further delegates these authorities to Navy activities. These authorities provide

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flexibility, during mobilization, to select noncitizens for Emergency-Indefinite (E-I) appointments, assuming legal authority exists for payment of noncitizens; reassign employees without restriction during the 90-day period immediately following appointment; make details and temporary promotions without competition and extend those details and temporary promotions for the duration of the emergency, plus six months; and make promotions regardless of time-in-grade restrictions, so long as employees promoted meet the qualifications for the higher graded positions.

6. Responsibilities

a. General. Officials designated as responsible for civilian work force mobilization planning and management will ensure adequate civilian work force support of the mobilization force structure.

b. Specific

(1) Chief of Naval Operations (CNO). Within the framework of subparagraph 6a, the CNO will serve as the executive agent for all Navy activities, including those assigned to the Assistant for Administration/Under Secretary of the Navy and the Chief of Naval Research, for civilian mobilization planning, execution, exercise planning, evaluation, and corrective actions. In carrying out these responsibilities, the CNO will:

(a) Establish SECNAV and OPNAV policies concerning the implementation of and improvement of civilian mobilization preparedness.

(b) Act as the principal point of contact with the OSD, Joint Staff, other Services, and agencies regarding Navy policies on mobilization preparedness planning for the civilian work force.

(c) Ensure screening programs are effectively implemented, re: Reserve, military retirees, Emergency-Essential (E-E) employees.

(d) Provide guidance and ensure that NCPDS, the Navy Manpower Data Accounting System (NMDAS), and other civilian data systems are capable of supporting the planning and execution of mobilization of the civilian work force.

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(e) Assess the impact of civilian skill shortages by occupation, grade, and geographic location on the capability to meet mobilization missions.

(f) Maintain cognizance of civilian work force mobilization requirements, identify shortfalls, and program remedial actions.

(g) Per reference (g), maintain a Navy civilian manpower mobilization planning information system compatible with the Wartime Manpower Planning System (WARMAPS) to evaluate civilian work force demand and supply.

(h) Establish policies and procedures to ensure the timely placement of Navy civilian employees and their dependents who are evacuated from overseas.

(i) Ensure participation of Navy activities in periodic exercises to test civilian mobilization planning and preparedness.

(j) Ensure that policies, plans, and procedures are fully implemented by all Navy Major Claimants, activities, and cognizant civilian personnel offices.

(k) Develop and test plans and procedures to ensure that all Navy civilian employees are effectively employed in high priority work during mobilization either by local reassignment or distant transfer.

(2) Major Claimants. Within the framework of subparagraph 6b(1), Major Claimants will oversee the mobilization planning process and management of the civilian work force under their operational and administrative control. In carrying out these responsibilities, the Major Claimants will:

(a) Provide guidance and procedures to subordinate activities for developing total force mobilization plans and civilian mobilization planning and preparedness programs.

(b) Establish procedures to conduct an annual analysis and identification of key and E-E positions to ensure continued civilian support of combat forces during mobilization. Additional guidance is provided in reference (h) and enclosures (1) and (2).

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(3) All Naval Activities will implement the requirements for civilian mobilization planning and preparedness as prescribed in this instruction and Major Claimant implementing documents. In carrying out implementation requirements, activities will:

(a) Develop total force mobilization plans. Plans will include a Civilian Mobilization Personnel Annex with a mobilization staffing plan; mobilization positions by pay plan, title, occupational series, and grade; numbers and skills of key and E-E employees and positions; employees with military recall status; employees who have been screened from their military recall status; and an assessment of the impact of the military recall on the civilian work force. Enclosure (3) provides a sample Civilian Mobilization Personnel Annex.

(b) Designate and train principals and backups from the mobilization planning, manpower planning, and civilian personnel staffs to ensure total force participation in mobilization planning and preparedness programs. It is recommended that the commander/commanding officer appoint a committee to identify civilian personnel requirements during emergencies. The committee should determine high- and low-priority emergency work loads; recommend reassignments and details across organizational lines where appropriate; validate E-E and key positions; and oversee the development and validation of organization mobilization staffing plans. Membership of the committee, as a minimum, should include the activity contingency/mobilization planner, disaster preparedness officer, security officer, manpower planner, and civilian personnel staffer.

(c) Annually analyze civilian positions for designation as key/E-E. Inform the incumbents of key/E-E positions of their designation and of the requirements of the position. Reference (h) and enclosures (1) and (2) provide additional guidance.

(d) Annually screen civilian employees who are reservists or retired military who have a military recall obligation and occupy a key/E-E position. Inform the incumbents that they will be removed (screened) from their military recall status and request the appropriate Military Reserve/Personnel Center to remove the individual from their military recall status. Supervisors may waive removal if other arrangements to have essential functions performed during a

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mobilization can be found. Additional guidance is provided in reference (h) and enclosures (1) and (2).

(e) Annotate the position description of key positions with the following: "This is a KEY position. Incumbents must be removed from their military recall status if alternatives for filling the position during an emergency are not available." Annotate the position description of all E-E positions with the following: "This is an EMERGENCY-ESSENTIAL position. In the event of a crisis situation or war, the incumbent must continue to perform assigned duties to support mission requirements until relieved by proper authority. Incumbents must sign DD Form 2365 and must be removed from their military recall status if alternatives for filling the position during an emergency are not available."

(f) Participate in local Recruiting Area Staffing Committees (RASCs) in areas that include two or more DOD activities sharing a common recruiting area. In order to avoid counterproductive competition, these activities will coordinate their civilian manpower requirements identification and recruitment efforts among themselves and with local employment offices (LEOs) and local Offices of Personnel Management (OPM). Committee members will establish their own schedules and agenda for premobilization planning and establish procedures for:

1. The allocation of scarce skills to highest priority mobilization missions.

2. The reassignment or detail of excess employees from one activity to another activity in the area where those employees are needed.

3. Planning and sharing of paid advertising, and the sharing of applicant supply files, including lists of former employees who may have an interest in returning to Government service.

4. Recruitment through private sector labor unions and professional organizations.

5. The use of Defense Manpower Data Center (DMDC) listings of DOD civilian and military retirees in the area.

6. Consolidation of recruitment procedures for a more efficient use of OPM and LEO inventories.

The commander/commanding officer of Navy activities is the designated representative to RASCs. Commanders/commanding officers may designate representatives from their activity to attend RASCs. A representative from the operating civilian personnel office must be included as a member. The authority to reassign, detail and allocate scarce resources to the highest priority mobilization missions resides with the commander/commanding officer. The representative of the DOD activity with the largest civilian work force in the recruiting area will convene the first meeting. At the first meeting, a chairperson will be chosen, a charter will be developed (a sample is provided at enclosure (4)), and signatures obtained from all member commanders/commanding officers, and operating procedures defined. All activities who are members of RASCs will meet at least every six months, independent of mobilization exercises. Navy chairpersons will provide their names, addresses, and phone numbers to CNO (OP-14). In addition, after each RASC meeting, the chairperson will provide their Service headquarters an action report which will include the date of meeting, list of attendees by activity, agenda, and issues addressed.

(g) Delegate authorities to make emergency-indefinite appointments to the directors of operating CPOs as directed by reference (f).

(h) Participate in exercises as required. Ensure total force participation.

(4) Civilian Personnel Offices will:

(a) Designate and train a CPO point of contact and backup with appropriate security clearances, responsible for coordinating and acting upon matters that fall within the purview of civilian personnel mobilization. Provide the name, address, and phone number of individuals to commanding officers/commanders, mobilization and manpower planners, and to CNO (OP-14).

(b) Provide assistance, as required, at serviced activities to ensure civilian personnel policies and concerns are included in total force mobilization plans and are executable. Mobilization plans that are not executable will be brought to the attention of the appropriate planners and alternatives suggested. Enclosure (5) provides a detailed Preparedness Checklist to assist in developing civilian

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mobilization planning and preparedness programs and to ensure all aspects of civilian personnel mobilization are included in plans.

(c) Ensure NCPDS is capable of supporting CPO civilian mobilization planning and execution. Input data to support civilian mobilization into appropriate Data Identification Numbers (DINs) as contained in reference (i).

(d) Coordinate the DON Annual Reserve/Retired Military Screening of key and E-E Federal employees for serviced activities. Ensure both key/E-E position and personnel screening data are collected from serviced activities and are entered into NCPDS and are kept up-to-date. Complete screening questionnaires and forward to the Chief of Naval Operations (OP-14) by 30 September each year. Reference (h) and enclosures (1) and (2) provide additional guidance and questionnaires for conducting the screening.

(e) Use the Employee Reserve/Retired Military Category Form (Appendix E of enclosure (1)) when processing new employees to identify those who could be recalled to military service in a mobilization. Enter the appropriate category code into NCPDS DIN S1B "RESERVE CATEGORY." Report symbol OPNAV 12910-1 applies.

(f) Input validated civilian manpower mobilization requirements into NCPDS DIN X02 "NV-MOBILIZATION-INC." Manpower requirements may be obtained from activity manpower planners and are identified on Manpower Authorizations (OPNAV Form 1000/2).

(g) Assign a Department of Labor Dictionary of Occupational Title (DOT) code to all civilian positions as they are established. DOT codes translate OPM civilian occupational series to occupational codes recognized by LEOs. Also, DOT code civilian mobilization positions (new hires) that must be recruited from LEOs. Ensure the appropriate DOT code is assigned and the codes are entered into the NCPDS DIN X00 "NV-DOT-CODE." Note that only those mobilization positions that LEOs can provide applicants for need to be DOT coded. Other potential sources do not require DOT coding. The DOT code crosswalk is available in a DBase diskette format with operating instructions and also on microfiche upon request from CNO (OP-14).

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(h) Recommend that employee skill codes be entered into NCPDS CE record in DIN TAA for civilian employees whose positions are not required upon mobilization. Recommend that previous work experiences for these employees be coded. Upon mobilization, these skill codes could be used to detail, reassign, or relocate these employees to higher priority work within Navy.

(i) Develop written mobilization staffing plans. These must be developed to meet anticipated personnel needs identified in mobilization plans. Staffing plans should take into consideration guidance contained in this instruction as well as OPM emergency planning requirements and personnel authorities. Enclosure (3) provides principles that should be observed in developing these plans. Staffing plans will be based on the following mobilization utilization assumptions:

1. Civilian employees will continue to be used in support (noncombatant) positions that are not required to be filled by military members. However, in overseas theaters of hostility, only designated E-E civilian employees performing critical support will remain.

2. Nonessential or low priority functions will be terminated or postponed. Civilians occupying these positions will be expeditiously detailed, reassigned, or relocated to higher priority work, making optimal use of their skills. Employees who are evacuated from overseas areas will be similarly utilized.

3. Upon full mobilization, a 60-hour workweek per shift for civilian personnel at all activities through M+59 days and a 48-hour workweek thereafter will be adopted for planning purposes. Excepted are occupations for which a work-shift is prescribed by law (such as air traffic controllers) and intermittent surge periods of short duration in all other occupations. For partial mobilization, implement this policy at selected locations, if required.

4. Plans to deal with losses to the civilian work force because of mobilization of the Reserve forces, and for other identifiable reasons; will include provisions for hiring and training new employees to do essential work not requiring military-unique skills or experience.

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5. Annual leave, leave without pay, and compensatory time off will be granted only to the extent possible consistent with mission accomplishment.

6. Civilian employees who are eligible for retirement will be encouraged to remain on duty for the duration of the conflict. Encourage civilian employees who elect nondisability retirement to convert voluntarily to reemployed annuitant status, if required to fill mobilization positions.

7. Upon declaration of war or national emergency all screening of employees with a military mobilization obligation ceases. Civilian employees who are members of the Ready Reserve, some Standby Reservists, and some retired military may be recalled to active military service. After mobilization is ordered there will be no further military recall deferrals or exemptions because of civilian employment.

(j) Establish communication methods and procedures to be used with local OPM, LEO, and other potential sources of personnel to expedite recruitment during mobilization. Because LEO methods and requirements differ from state-to-state, flexibility is authorized and recommended when developing applicable procedures.

(k) Maintain Mobilization Turbulence Reports and DOD Retiree Asset Report provided annually by the Defense Manpower Data Center (DMDC). These reports provide potential trained assets and are for planning purposes only. All efforts to assess the availability of civilian annuitants or military retirees must receive prior approval from CNO (OP-14).

(l) Annotate vacancy announcements for key positions with the following: "This is a KEY position. If selected for this position, an incumbent must be removed from their military recall status if alternatives for filling the position during an emergency are not available."

(m) Annotate vacancy announcements for E-E positions with the following: "This is an EMERGENCY-ESSENTIAL position. If selected for this position, an incumbent must agree in writing to continue to perform the duties of the position in the event of an emergency, until relieved by proper authority and must be removed from their military recall status if alternatives for filling the position during an emergency

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are not available. Where appropriate, the incumbent's dependents will be evacuated from the crisis zone with the same priority as other DOD-sponsored evacuees."

(n) Provide civilian personnel services for the repatriation of Navy civilian employees and their dependents when withdrawn from an overseas location ordered by national authority under nonemergency conditions. Enclosure (7) provides guidance and assigns specific responsibilities for repatriation of noncombatants.

(o) As required, use Position Description (PD) Writer to develop position descriptions for "mobilization only" positions. To avoid duplication of effort, to the maximum extent possible, use existing position descriptions that accurately match the duties of "mobilization only" positions. "Mobilization only" position descriptions will be generated only as required.

(p) As required, participate in periodic exercises to test civilian mobilization planning and execution.

7. Definitions and References. Enclosures (7) and (8) provide commonly used definitions and applicable references for your information and mobilization planning.

8. Action. Navy activities with civilian employees shall implement the policies and procedures set forth in this instruction in the following phases:

<u>ACTION</u>	<u>DATE</u>
a. Designation of mobilization POCs (Mobilization, Manpower and Civilian Personnel planners, backups, etc.)	Upon receipt of this instruction
b. Major Claimant implementing instructions	Within 6 months of date of this instruction
c. Activity implementing instructions	Within 1 year of date of this instruction
d. Civilian Personnel Mobilization Plan included in existing Mobilization Plans	Within 1 year of date of this instruction

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<u>ACTION</u>	<u>DATE</u>
e. Annual review of Key/E-E positions	Annually, 31 August
f. Annual screening of Reserve/Retired Military	Annually, 30 September
g. Recruiting Area Staffing Committees	Establish upon receipt of this instruction; meet every six months
h. Annotate Key/E-E position descriptions	Within 1 year of date of this instruction
i. Annotate Key/E-E vacancy announcements	Upon receipt of this instruction
j. Enter manpower mobilization growth into NCPDS	Begin in October 1989, complete by October 1991
k. Dictionary of Occupational Title (DOT) code mobilization only positions and enter into NCPDS (only those that are recruited LEOs)	As these positions as entered into NCPDS
l. DOT Code positions as they are created and enter into NCPDS	As stated
m. Create mobilization only PDs	As required
n. Participate in Exercises	As required

Forward one copy of implementation documents to CNO (OP-14) via the chain of command.

9. Reports and Forms

a. The reporting requirements contained in paragraph 6 are exempt from reports control by SECNAVINST 5214.2B.

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b. DD 489 (7-74), Geneva Conventions Identity Card for Civilians Who Accompany the Armed Forces, S/N 0102-LF-005-0500 and DD 1934 (7-74), Geneva Conventions Identity Card for Medical and Religious Personnel Who Serve in or Accompany the Armed Forces, S/N 0102-LF-005-8700, may be obtained from the Navy Supply System per NAVSUP-2002.

c. OPNAV 12910/1 (1-89), Employee Reserve/Retired Military Category, S/N 0107-LF-006-1100, may be obtained from the Navy Supply System per NAVSUP-2002.



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DEPARTMENT OF THE NAVY
INSTRUCTIONS FOR ANNUAL SCREENING OF
RESERVE/RETIRED MILITARY

This enclosure should be read in conjunction with reference (h).

SCREENING POLICY

Department of Defense (DOD) screening policy is drawn from 10 U.S.C. 271 and Executive Order 11190 and issued in DOD Directive 1200.7 of 6 April 1984 (NOTAL) (also published as 32 CFR 44). It is the policy of the United States that there be a system of continuous screening of units and members of the Ready Reserve to ensure there will be no significant attrition during any mobilization of reserve members or units. In support of this objective, DOD policy calls for the Ready Reserve to be continuously screened in peacetime to ensure reservists:

- a. Meet military service wartime standards of mental, moral, professional, and physical fitness.
- b. Possess military qualifications required in the various ranks, grades, ratings, and specialties.
- c. Are available immediately for military service during any mobilization, including a Presidential order to augment the active forces for an operational mission.
- d. Understand that the screening process stops upon mobilization, and that the needs of a member's civilian employer will not be reason for deferment from military service once a mobilization is ordered.

Ready Reservists who are determined, as a result of the screening process, to be unsuitable or unavailable for immediate mobilization will be transferred to the Standby or the Retired Reserve or discharged. Those who are removed from the Ready Reserve because they occupy a civilian position that is essential to the Nation during a general mobilization (commonly called a key position), usually are transferred to the Standby Reserve for the duration of their assignment to that essential civilian position. As members of the Standby Reserve, such individuals may not be paid for their voluntary participation in weekend drills or annual training periods. They can, however, earn Reserve retirement credit for participation in such training activities.

Enclosure (1)

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Members of the Standby Reserve and certain retired military members also have a military mobilization obligation and it is essential that these members also be screened on a regular basis to determine if any are occupying key positions. Standby reservists and military retirees identified as key employees will not be issued a military mobilization assignment to preclude the possibility of them being called to active military service from their key civilian position during a national emergency.

It is important to recognize that those who are determined to be occupying key positions will not necessarily be high-ranking employees or officials. As our society becomes more and more technologically sophisticated, it will be increasingly difficult to effectively replace, during a mobilization, those persons with the highly specialized training and experience needed for continued performance of essential Government and defense industry functions. It is for this reason that many key positions are now, and will be in the foreseeable future, occupied by technicians and specialists.

SCREENING GUIDANCE

The policy and procedures for screening Federal employees who have a military mobilization obligation are promulgated in Federal Preparedness Circular FPC-11 in response to the direction provided by the House Appropriations Committee in its Report 95-451 (pp. 63-66). That Circular tasks Heads of Federal Departments and Agencies to identify all employees who are reservists and military retirees, assess the impact of a mobilization of these employees on their organization and, as appropriate:

- a. Prepare other employees to assume the essential functions of personnel liable for mobilization;
- b. Prepare a plan to transfer essential functions to other employees;
- c. Develop plans to fill positions vacated by mobilized personnel; or
- d. Make other arrangements to have the essential functions performed during a mobilization.

In the event these alternatives do not alleviate the conflict, FPC-11 requires Federal employers to use the procedures specified

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in 32 CFR 44 to request (on a case-by-case basis) that key employees be removed from the Ready Reserve, or in the case of other reservists or military retirees, that they not be issued military mobilization assignments.

In supplementing the general policy and procedures outlined in FPC-11, the regulations contained in 32 CFR 44 provide specific definitions and guidelines that federal employers can use in making key position determinations.

Key Positions. A direct hire or statutory civilian position which requires a minimum of 90 days of specialized training or experience, given that there is a shortage of qualified personnel for such a job, and that the position is essential to DON's mobilization effort, or to the continuity of operations or leadership of the Department. All the preceding qualifiers must be present for the position to be considered.

Key Employee. Any civilian employee of the Department who occupies a key position for whom no qualified and immediate replacement exists, and whose duties cannot be reassigned to other employees. Also, an individual who has a civilian mobilization assignment and the employee's immediate recall to active duty during an emergency would seriously impair the effective functioning and continuity of the Department's mission vital to the national defense effort or activities necessary for maintaining the national health, safety, or interest.

There are three categories of Federal key positions. The first two categories are, by definition, key positions. Only the final category requires a case-by-case determination and designation.

a. The Vice President of the United States or any official specified in the order to presidential succession as set forth in 3 U.S.C. 19.

b. Members of Congress, heads of federal agencies appointed by the President with consent of the Senate, and the federal judiciary (District, Circuit, and Supreme Court judges and justices only; all other positions within the federal judiciary shall be considered under the provisions of paragraph c. below). For the purpose of the definition contained in this paragraph, the term "heads of Federal agencies" does not include any person appointed by the President with the consent of the Senate to a federal agency as a member of a multimember board or commission.

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Positions occupied by such person may be designated as key positions only by the application of the criteria set forth below.

c. Other Federal positions determined by Federal agency heads, or their designees, to be key positions in accordance with the guidelines specified below.

Key Position Designate Guidelines. In determining whether or not a position should be designated as a key position, the following questions should be considered by the Federal agency concerned:

a. Can the position be filled in a reasonable time after mobilization?

b. Does the position require technical or managerial skills that are possessed uniquely by the incumbent employee?

c. Is the position associated directly with defense mobilization?

d. Does the position include a mobilization or relocation assignment in an agency having emergency functions as designated by E.O. 11490?

e. Is the position directly associated with industrial or manpower mobilization as designated in E.O. 11490 and E.O. 10480?

f. Are there other factors related to national defense, health, or safety that would make the incumbent of the position unavailable for mobilization?

WAIVE REMOVAL

Supervisors may waive screening an employee if any one of the following conditions exist:

a. Another qualified employee can assume the duties of the "key" position in the event of mobilization.

b. The activity can fill the position vacated by the employee upon recall in a reasonable time after mobilization.

c. The activity can make other arrangements to have essential functions performed during a mobilization.

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d. The activity can reassign the incumbent to a vacant, non "key" position, and can locate an eligible replacement not subject to recall.

MECHANICS OF THE ANNUAL SCREENING PROCESS

Screening of the Ready Reserve is conducted in two ways:

a. Continuous Screening by the Military Services. Each of the Military Services continuously screens its Ready Reservists to meet the objectives of the Department of Defense Screening Policy, as stated above. Continuous screening is generally accomplished by reservists annually completing a detailed screening questionnaire near the anniversary of their entrance into military service. Service personnel administrators carefully review the information provided and certified by the reservists.

b. Screening by Employers of Reservists. The policy and procedures for peacetime screening of Ready Reservists who are non-Federal employees is published as a Federal Rule in 44 CFR 333. This Rule encourages non-Federal employers to identify key positions in their organizations that are occupied by Ready Reservists, and develop a contingency plan for the performance of their key duties in the event those reservists are ordered to active military duty in a mobilization. If such a remedy is inappropriate, the employer may request, under the procedures set forth in 32 CFR 44, that the employee be removed from the Ready Reserve. Federal Preparedness Circular FPC-11 specifies similar, but mandatory, procedures for Federal employers to follow in screening their employees who have a military mobilization obligation.

The screening process for the Federal Sector begins each year with a cross-match of computer personnel listings maintained in the Defense Manpower Data Center (DMDC) file of reservists and military retirees, and the Office of Personnel Management (OPM) file of Federal employees. From this cross-match, a composite personnel roster is developed that lists, by Department and Agency, Federal employees who have a military mobilization obligation.

These listings are mailed each summer by the Department of Defense to cognizant personnel administrators under cover of a letter requesting they screen the listings for personnel that occupy positions which could not be vacated during a

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mobilization. Within the Department of the Navy, the Chief of Naval Operations (OP-14) receives these listings. OP-14 matches the listings against the civilian personnel data base and sends out listings by operating Civilian Personnel Office (CPO). The CPOs coordinate the Navy screening and return questionnaires to OP-14. OP-14 submits the Department of the Navy screening data to the Department of Defense who consolidates these data and publishes the results in its annual report to the House Appropriations Committee on Federal employees in the Ready Reserve.

NAVY SCREENING PROCESS

Analysis of Positions. The Major Claimants will ensure that their activities conduct an analysis of all positions to identify those that meet the criteria for key and emergency-essential designation. This analysis will be conducted annually and completed by 31 July each year. Results of the analysis will be passed to the operating Civilian Personnel Offices (CPOs) for input into the Naval Civilian Personnel Data System (NCPDS).

Screening Recall Lists. CNO (OP-14) will match the DMDC file against NCPDS and send listings of civilian employees with a recall obligation to operating CPOs to coordinate for the activities they service.

Update Recall Lists. CPOs use NCPDS to run a screening report of key/E-E positions and incumbents. Match this listing against the report provided by OP-14, compare and update for new hires or employees who have left. Provide management an updated report of key/E-E positions/incumbents/recallables. Appendix A is a guide to the terms in the Screening Recall Lists.

Solicit Management's Reaction to Losses. Management assesses updated listings to determine which employees in key/E-E positions (identified during position analysis) cannot readily be replaceable; job requires specialized skills unique to incumbent; job directly supports mobilization. Supervisors notify all key and E-E employees of the requirement to perform their duties in an emergency. They must also notify incumbents that are subject to military recall of the requirement to remove them from military recall status if an alternative method is not available to fill the position in an emergency.

Civilian Personnel Staff Assessment. In conjunction with management, evaluate the ability to replace the incumbent of a

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position in a reasonable time after mobilization with available resources or newly recruited resources.

Commander Review and Follow-up. Activity commanders approve/disapprove managers' key/E-E determinations. For all approved findings, the manager must remove (screen) the incumbent of a key position from military recall status when civilian mobilization planning fails to produce an acceptable way of accomplishing the duties of the key position in the event of a recall of the incumbent employee to active military service. Appendix B provides a sample letter to cognizant military personnel centers for screening and to advise of key employee determination. Appendix C provides a list of personnel centers to which screening determinations shall be forwarded.

Compile Screening Report. From the above actions, the CPOs complete the Federal Employment Screening Questionnaire attached at Appendix D. CPOs servicing multiple activities complete reports for each installation. Enter the activity name on the "From: _____ (Dept. or Agency) _____" line of the questionnaire. Negative reports are required.

Forward Completed Questionnaires. Send the completed questionnaire to:

Office of the Chief of Naval Operations (OP-14)
Department of the Navy
Washington, DC 20350-2000

The completed questionnaires are due in CNO (OP-14) no later than 30 September of each year.

Questionnaires may be telecopied by dialing:

AUTOVON 289-8571
Commercial (703) 756-8571

Update NCPDS. Upon completion of the screening, update NCPDS. Appendix E is the Employee Reserve/Retired Military Category (OPNAV Form 12910/1(1-89) that will be used for processing all new employees. The form provides the appropriate NCPDS categories.

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GUIDE TO LISTED TERMS

SSN - Social Security Number

Name - (Self explanatory)

Employment Location - The city and state shown is drawn from the Naval Civilian Personnel Data System.

Military Component - The military component is the military service to which the employee belongs. For those who are active or retired Guardsmen or Reservists, those components are:

ANG -- Air National Guard
ARNG -- Army National Guard
USAFR - Air Force Reserve
USAR -- Army Reserve
USCGR - Coast Guard Reserve
USMCR - Marine Corps Reserve
USNR -- Naval Reserve

Also listed, for those employees who retired after at least 20 years active duty in the military, are the following active force components:

USA -- Army
USAF -- Air Force
USCG -- Coast Guard
USMC -- Marine Corps
USN -- Navy

Category - The following military categories are shown in the employee listing:

DRILLING - Those listed in this category are members of the Selected Reserve (the largest part or the Ready Reserve) and generally have a commitment to perform weekend drills with their reserve unit and attend annual (usually two-week) active duty training sessions. This category includes the following NCPDS categories:

C - Individual Mobilization Augmentee
E - Army Ready Reserve

Appendix A to
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- F - Air Force Ready Reserve
- G - Coast Guard Ready Reserve
- H - Army National Guard (includes inactive Army NG)
- I - Air National Guard
- M - Marine Corps Ready Reserve
- N - Navy Ready Reserve

IRR - These employees are also members of the Ready Reserve, but generally do not belong to units and do not participate in weekend or annual training. Most in the Individual Ready Reserve (IRR) category were recently released from active military service and are fulfilling the last few years of their six or eight year military service obligation. This category in NCPDS includes D - Individual Ready Reservist.

STANDBY - Members of the Standby Reserve have a lower mobilization priority than Ready Reservists and generally do not participate in weekend or annual training sessions. The Standby Reserve category in NCPDS is S.

TECH - Military Technicians are dual status Federal civilian employees of a Military Department who are assigned to provide support to the National Guard or Reserve components and are concurrently members of the Selected Reserve of the organization they support. This category in NCPDS is the same as that of DRILLING above.

KEY EMPL - Members in this special Standby Reserve category have been determined, by their employer, to be key employees and are exempt from mobilization.

RETIRED - Employees shown as Retired have completed 20 years of satisfactory service in an active force or reserve component, have been transferred to a retired status, do not have a physical disability, and are under age 60. They generally have a lower mobilization priority than members of the Ready and Standby Reserve, but some may be recalled to active duty ahead of members of other categories to meet special needs of the military NCPDS category is V - Retired Military.

Military Grade - The military grade for each employee is a reflection of their military seniority. Enlisted grades are preceded by an "E", Warrant Officer grades by a "W", and Officer

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grades by an "O." Rank is reflected by the numbers "1" (most junior) thru "9" (most senior). For example, an Army Reserve Private is an "E-2" and a Navy Rear Admiral is an "O-8."

Remarks - This column is available for your internal use.



DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

OPNAVINST 12910.2

30 OCT 1989

IN REPLY REFER TO
12910
OP-14/50DP

13 SEP 1988

From: Chief of Naval Operations
To: Commander, Naval Military Personnel Command
Subj: KEY EMPLOYEE DETERMINATION

1. This is to certify that the John Doe is vital to the nation's defense effort in his civilian job and can't be mobilized with the Military Services in an emergency for the following reasons:

Mr. Doe is responsible for developing and implementing civilian personnel mobilization planning and preparedness. Upon mobilization, Mr. Doe will oversee the execution of civilian mobilization plans. He will assist the Navy civilian personnel offices by identifying employees with scarce skills who can be assigned to higher priority functions. He will coordinate the repatriation of Navy civilian employees and their dependents who are evacuated from overseas locations. Mr. Doe is the Navy's authority on civilian mobilization matters. Mr. Doe is unique in the civilian personnel arena and is essential to Navy's efforts to meet mobilization requirements for our civilian work force and meet Navy's maritime strategy.

2. Therefore, I request Mr. Doe be removed from the Ready Reserve, and that you advise me accordingly when the requested action has been completed. The employee is:

Name of employee: Doe, John H.
Military grade and component: O-6, Navy
Social Security Number: 000-11-2222
Current home address: 2592 Treehouse Drive
Woodbridge, VA 22191
Military unit to which assigned: NOP-106
Title of employee's civilian position: Management Analyst,
Program Manager for Civilian Personnel Mobilization
Grade or salary level of civilian position: GM-13
Date hired or assigned to position: 07/30/87

R.M. FELTON
By direction

Appendix B to
Enclosure (1)

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LIST OF PERSONNEL CENTERS TO WHICH
SCREENING DETERMINATIONS SHALL BE FORWARDED

Army and Army National Guard

Headquarters
Department of the Army
Attn: DAPE-PSM
Washington, DC 20310

Navy

Officers: Commander
Naval Military Personnel Command
Attn: NMPC-911
Washington, DC 20370

Enlisted: Commanding Officer
Naval Reserve Personnel Center
New Orleans, LA 70149

Marine Corps

Commandant (Code RES)
Headquarters, U.S. Marine Corps
Washington, DC 20380

Air Force

Commander (ARPC/DP)
Air Reserve Personnel Center
7300 East First Avenue
Denver, CO 80280

Air National Guard

Submit requests to the adjutant general of the appropriate state, commonwealth, or territory (including the District of Columbia).

Coast Guard

Commandant (G-RSA)
U.S. Coast Guard Headquarters
Washington, DC 20593

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19 FEDERAL EMPLOYMENT SCREENING QUESTIONNAIRE FOR DEPARTMENTS AND AGENCIES EMPLOYING RESERVISTS AND MILITARY RETIREES

SSIC Date

From: (Department or Agency)

1. Number of employees who have a military mobilization obligation in the following categories:

- a. Ready Reservists: (Drilling+IRR+TECH)
b. Standby Reservists:
c. Military Retirees:

2. Number of employees we have determined are vital to the defense of the nation because they are occupying key positions, and for whom we have recommended to their military component:

- a. They be removed from the Ready Reserve:
b. That, as Standby Reservists, they not be issued mobilization assignments:
c. That, as retired military members, they not be issued mobilization assignments:

Date

Signature

Typed name and position

Telephone Number

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EMPLOYEE RESERVE/RETIRED MILITARY CATEGORY

OPNAV 12910/1(1-89)

AUTHORITY: 10 U.S.C 271 and E.O. 11190

PRINCIPAL PURPOSE: The SSN is used to input civilian employees' reserve/retired military category in the Navy Civilian Personnel Data System (NCPDS)

ROUTINE USES: Information is used by the Civilian Personnel Offices (CPO) and management officials to identify employees who could be recalled to military service in a mobilization and plan for their loss to the work force.

DISCLOSURE IS VOLUNTARY: However, if not furnished, mobilization planning is adversely affected.

NAME (Last, First, Middle Initial) (PRINT)

SSN

CHECK APPROPRIATE BLOCK BELOW:

- | | |
|--|--|
| <input type="checkbox"/> C INDIVIDUAL MOBILIZATION AUGMENTEE (IMA) | <input type="checkbox"/> M MARINE CORPS READY RESERVE |
| <input type="checkbox"/> D INDIVIDUAL READY RESERVE (IRR) | <input type="checkbox"/> N NAVY READY RESERVE |
| <input type="checkbox"/> E ARMY READY RESERVE | <input type="checkbox"/> S STANDBY RESERVE |
| <input type="checkbox"/> F AIR FORCE READY RESERVE | <input type="checkbox"/> V RETIRED MILITARY (Under age 60, less than 30% disability) |
| <input type="checkbox"/> G COAST GUARD READY RESERVE | <input type="checkbox"/> T RETIRED MILITARY (Age 60 and over, not for disability) |
| <input type="checkbox"/> H ARMY NATIONAL GUARD (Includes inactive Army NG) | <input type="checkbox"/> P DRAFT ELIGIBLE |
| <input type="checkbox"/> I AIR NATIONAL GUARD | <input type="checkbox"/> Y NOT APPLICABLE |

SIGNATURE OF EMPLOYEE

DATE

MANAGEMENT OF EMERGENCY-ESSENTIAL
EMPLOYEES AND POSITIONS

E-E CONCEPT (GENERAL)

The Department of the Navy (DON) relies on its civilian work force to support military forces and systems in peacetime. The need for stability in highly technical and hard-to-fill positions has resulted in civilians occupying positions overseas that provide a function or service that would be essential to the support of combat forces during periods of natural disaster, rising tensions, or actual hostilities, including a mobilization. When required for continuity of naval operations in the overseas area and when there is no equivalent military skill, or when a military replacement cannot be timely provided, the incumbent civilian must be retained on the job to provide that essential function or service, even when civilians are being evacuated from the area.

E-E POSITION DETERMINATION

SECNAVINST 12301.2 requires that civilian positions located overseas, or scheduled to deploy overseas, which require highly specialized skills, training or experience that prevent them from being converted to military positions will be designated as emergency-essential (E-E) civilian positions when they provide functions or services that must continue subsequent to the emergency evacuation of civilian employees of the DON from an overseas area. Positions designated E-E provide functions or services that have direct bearing on the success of combat operations or the continued performance of combat-essential support systems. Only positions that are absolutely essential to the combat mission (as opposed to desirable) and that cannot be converted to military positions because of specialized skill requirements will be designated as E-E civilian positions. For example, civilian positions requiring highly technical skills (such as the repair or maintenance of a critical combat support electronic system) that are not available in the military population and that need long training periods to acquire will be designated as E-E civilian positions. Positions requiring administrative and other duties which can be rapidly assumed by military personnel and all positions which provide no direct support to combat or critical combat systems will ordinarily not be designated as E-E civilian positions. While the continuity of essential combat operations and supporting systems is the most

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significant criteria to apply in determining E-E civilian positions, the application of this policy must attempt to minimize the number of civilian employees who are retained after an evacuation in response to an emergency. Thus, conversion of the position to a military position in an emergency is the preferred course of action, unless skill requirements prevent such action. Appendix A provides examples of positions which should not be designated E-E and the rationale for the determination.

Navy Major Claimants will develop plans and establish procedures to ensure that U.S. citizen direct hire civilian positions overseas are designated E-E civilian positions only when civilians are required for direct support to combat operations or combat system support functions which cannot be met by plans for military position conversion and the deployment of appropriate military skills upon mobilization. Plans will include the following:

a. Activities will annually analyze all civilian positions overseas (or scheduled to be deployed overseas) in conjunction with the mandatory review of key positions and screening of civilian employees who are military Reservists or retirees (see the Annual Screening of Reserve/Retired Military). Positions will be reviewed for key and E-E designation regardless of their grade, supervisory responsibilities or whether they have been designated as key or E-E positions in the past. The guidance and criteria for determining an E-E civilian position is similar to the criteria for designating a key position on a case-by-case basis, however, an E-E civilian position will only be designated when the position cannot be converted to a military position and the designation of an E-E civilian position will always result in the designation of an E-E civilian employee who is charged with filling the requirements of the E-E position. Under certain circumstances, however, the designated E-E civilian employee may be someone who is not the current incumbent of the designated E-E civilian position. In determining whether or not to designate a position E-E, the following factors should be considered:

(1) Does the position provide essential combat support or combat systems support?

(2) Does the position require special skills, long position-specific training, or skills not usually found among military?

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(3) Does the position have a designated mobilization or relocation assignment in an agency that has emergency functions?

b. The following administrative requirements pertaining to an E-E civilian position must be accomplished:

(1) Annotate the position description as follows: "This is an EMERGENCY-ESSENTIAL position. E-E employees must sign an agreement stating that he/she will continue to perform assigned duties to support mission requirements until relieved by proper authority in a crisis situation or mobilization. E-E employees with military recall status will be screened." Briefly describe or annotate any new or changed duties required during an emergency or mobilization if they are not part of peacetime work.

(2) Specify any physical and medical standards established in-theater by the employing activities.

E-E EMPLOYEE DESIGNATION AND MANAGEMENT ISSUES

Employees will be advised of special requirements associated with E-E positions before they are assigned to such positions. In addition, the following issues must be addressed:

a. Designated E-E employees must be screened from Reserve/retired military commitments. (An individual other than the incumbent of the designated E-E position may be designated as the E-E employee, but unlike the policy regarding key positions and employees, someone must be designated for every E-E civilian position.)

b. Employees must sign an agreement, DD Form 2365 at Appendix C, stating that he/she will perform the duties of the E-E position in an emergency, until relieved by proper authority. This agreement is a condition of employment. The agreement must be signed prior to receipt of Permanent Change of Station (PCS) orders. If, for any reason, an employee does not sign the agreement, he/she will be reassigned and an alternate found. E-E employees not signing the agreement will not be supported or recommended for overseas tour extensions. The signed form will be sent to the operating civilian personnel office.

c. Employees will receive special training, ID cards, gear, etc., as determined by the theater commander and as appropriate to the location.

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d. Special recruitment procedures for E-E positions will include:

(1) Vacancy announcements for E-E civilian positions must include the statement: "This is an EMERGENCY-ESSENTIAL position. If selected for this position, the employee must agree in writing to continue to perform the duties of the position in the event of an emergency, until relieved by proper authority. This position requires the employee to be screened from military recall status. When appropriate, the employee's dependents will be evacuated from the crisis zone with the same priority as other DOD-sponsored evacuees."

(2) Special physical/medical requirements must be included on vacancy announcements.

e. When an E-E position is vacant, a temporary alternate E-E civilian employee will be designated. The alternate must sign the DD Form 2365.

f. Other E-E entitlements to be provided on a timely basis include: evacuation of their dependents in the same priority accorded to military dependents; award of a danger pay allowance (as authorized by the Secretary of State); access to healthcare facilities for deployed forces; issuance of DD Form 489 (7-74), Geneva Convention Identity Card for Civilians Who Accompany the Armed Forces or DD Form 1934 (7-74), Geneva Convention Identity Card for Medical and Religious Personnel Who Serve in or Accompany the Armed Forces; passports and visas; and personal equipment.

E-E - OTHER MOBILIZATION PLANNING ISSUES

The following are other mobilization planning issues which will be included in planning for E-E civilian positions and employees:

a. Handle information that identifies E-E civilian employees as sensitive information.

b. Contingency plans for alternates in case of illness, casualty, or if the E-E employee is otherwise unable to perform the duties of the E-E position.

c. Provisions to solicit appropriately skilled E-E civilian volunteers if additional E-E civilian support is required.

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d. Arrangements (including budgets) for issuance, testing, maintenance and inspection of specialized equipment.

e. Arrangements (including budgets) for initial and refresher training in chemical and biological warfare including use of special equipment.

f. For E-E employees scheduled to deploy overseas, transportation requirements and support plans should be staffed. These requirements will be included in Time-Phased Force Deployment Lists (TPFDLs) and incorporated into the appropriate Operation Plans (OPLANS). Support plans will include plans for casualty replacements.

g. Ensure that designated E-E employees maintain a current, favorable adjudicated and appropriate security clearance investigation on record as sufficient basis for receiving the security clearance required to perform their assigned emergency or mobilization duties when those duties require a higher security clearance than that required for regular duties.

E-E REPORTING REQUIREMENT

The following reporting requirements pertain:

a. DD Form 2365 will be maintained in the employee's Official Personnel File.

b. Include DD Form 2365 with Overseas Recruiting/Processing Requisition (NCPC 12296/1 (7-82)) requests. Annotate the second page with the statement: "This position is EMERGENCY-ESSENTIAL" as shown in the example at Appendix C.

c. Emergency-Essential Navy civilian employee data will be analyzed annually and reported to operating civilian personnel offices for input into the Naval Civilian Personnel Data System (NCPDS). Major Claimants and CNO (OP-14) are authorized review authority regarding the designation of E-E positions/employees.

d. Emergency-Essential Navy civilian employee data will be reported to the Defense Manpower Data Center (DMDC) under report control symbol DD-FM&P(Q)1458(12301.0). Appendix D provides Automation Instructions and Appendix E Coding Descriptions.

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ASSUMPTIONS AND EXAMPLES

U.S. direct hire employees who provide skills that contribute to the provision of services and supplies not directly required for combat generally will not be designated E-E civilian employees. These functions will either be discontinued, assumed under host nation support agreements, provided by increasing the number of local national civilian employees, or by military personnel depending on the relative importance of the function, the availability of manpower, and the specific circumstances of the emergency. As a general rule, positions similar to military Combat Service Support (CSS) will not be designated emergency-essential civilian positions. Examples are:

- Administrative Officers
- Commissary Store Managers
- Real Estate Specialists
- Housing Managers
- Public Information Officers
- Training Administrators
- Secretaries
- Typists
- Clerks
- Laundry and Dry Cleaning Plant Managers
- Budget Analysts
- Guidance Counselors
- Education Services Officers
- School Principals/Teachers
- Librarians

Since there will be few U.S. civilian employees remaining in the area of the emergency, and since civilian personnel support functions can be performed from remote locations through command channels, the local civilian personnel office will close when an evacuation occurs. Therefore, no civilian personnel management positions in operating civilian personnel offices will be designated emergency-essential civilian positions. Plans must include cross servicing arrangements for crisis situations or mobilization. Examples are:

- Position Classification Specialists
- Equal Employment Opportunity Specialists
- Staffing Specialists
- Civilian Personnel Directors

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Civilian positions in morale and welfare activities will not be designated E-E civilian positions. These functions generally will be assumed by military personnel in overseas areas.

- Social Workers
- Morale Support Officers
- Sports Specialists
- Recreational Specialists

Positions which require skills in order to directly support combat forces or combat systems and require extensive training or experience should be analyzed for E-E designation. The job title alone should not be considered when designating E-E positions. A supply clerk and a weapons handler should be designated E-E if special requirements such as extensive training, experience, or clearances are required and military skills are not available. Examples are:

- Supply Clerks
- Ship Surveyors
- Criminal Investigators
- Weapons Handlers
- Nurses

Positions which require highly technical skills such as repair or maintenance of a critical combat support system will be carefully analyzed for E-E designation if the skills are not available in the military. Examples are:

- Engineers/Technicians
- Computer Specialists
- Communications Specialists

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DOD CIVILIAN EMPLOYEE OVERSEAS EMERGENCY - ESSENTIAL POSITION AGREEMENT			
PRIVACY ACT STATEMENT			
AUTHORITY:	Legal authority for the personal information, including Social Security number required on this form is 5 USC 301		
PRINCIPAL PURPOSE:	To establish emergency procedures to ensure that qualified personnel are identified to fill emergency-essential DoD civilian position overseas		
ROUTINE USE:	To fill vacant emergency-essential DoD civilian position overseas		
DISCLOSURE:	Voluntary. If information is not furnished, the employee will be reassigned as soon as possible without the loss of pay or grade to a non-emergency-essential position		
SECTION A - EMPLOYEE IDENTIFICATION			
1 TYPED NAME (Last, First, Middle Initial)		2 SOCIAL SECURITY NUMBER	
SECTION B - POSITION IDENTIFICATION			
1 ORGANIZATION NAME		2 POSITION NUMBER	
3 POSITION TITLE	4 PAY PLAN	5 SERIES	6 GRADE
SECTION C - SUPERVISOR'S STATEMENT			
1 The position identified above is emergency-essential. In the event of a crisis or war, performance of the duties of this position is essential to the support of assigned (Enter DoD Component) _____ missions			
2 Performance of the duties of this position during a crisis situation or wartime will require that you (X one)			
<input type="checkbox"/> a Relocate (TDY or PCS) to a duty station in an overseas area.			
<input type="checkbox"/> b Continue to work in an overseas area after the evacuation of others who are not in civilian emergency-essential positions			
3 The incumbent of / designated alternate for (Line through one) this position may also be required to participate in emergency plans exercises			
4 As the incumbent of / designated alternate for (Line through one) this position, request you complete the agreement in SECTION D below			
5 SUPERVISOR			
a TYPED NAME (Last, First, Middle Initial)		b SIGNATURE	
c TITLE		d DATE SIGNED	
SECTION D - EMPLOYEE'S AGREEMENT			
1 I agree:			
a To perform the duties and requirements of the position identified above in the event of crisis situation or wartime			
b To participate in emergency plans exercises when required			
2 I understand that:			
a Failure to perform the duties of this position in an emergency may result in appropriate action - defined as separation for the efficiency of the Federal Service under the procedures contained in Federal Personnel Manual 752.			
b Provisions have been made to evacuate my dependents from the hostile or potentially hostile zone with the same priority as other DoD sponsored dependents (DoD Directive 5100.51).			
c Steps will be taken to authorize danger pay allowance for my post if it meets the criteria established by the Department of State (Title 5, United States Code, Section 5928 (Public Law 96 465, Section 2311) Foreign Service Act of 1980)			
d I will be given a Geneva Convention Identity Card, DD Form 489 or DD Form 1934, as appropriate, to identify me as a non-combatant. (DoD Instruction 1000.1)			
3 EMPLOYEE			
a SIGNATURE		b DATE SIGNED	

DD Form 2365, MAR 85

Appendix B to
Enclosure (2)

OVERSEAS RECRUITING/PROCESSING REQUISITION
 NCPC 12296/1 (7-82)

OPNAVINST 12910.2

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REQUESTING (Employing) ACTIVITY	SERVICING CIVILIAN PERSONNEL OFFICE (Office maintaining OFF if different than reporting activity)
POSITION SENSITIVITY <input type="checkbox"/> NONSENSITIVE <input type="checkbox"/> CRITICAL NONSENSITIVE <input type="checkbox"/> NONCRITICAL SENSITIVE	CLEARANCE REQUIRED <input type="checkbox"/> CONFIDENTIAL <input type="checkbox"/> SECRET <input type="checkbox"/> TOP SECRET <input type="checkbox"/> OTHER

THE FOLLOWING INFORMATION IS SHOWN AS IT WILL APPEAR ON THE SF-50:

POSITION TITLE AND PD OR JD NO	PAY PLAN AND SERIES	FUNCTIONAL CODE	GRADE OR LEVEL (Salary <u> </u>)
NAME AND LOCATION OF EMPLOYING OFFICE		APPOINTING AUTHORITY (if applicable)	
DUTY STATION (city and country)		LOCATION CODE	
POSITION OCCUPIED <input type="checkbox"/> COMPETITIVE <input type="checkbox"/> EXCEPTED <input type="checkbox"/> OTHER (Spec/yr)		APPROPRIATION	
AGENCY CODE	SUBMITTING OFFICE NO.	UNIT IDENTIFICATION CODE	PAYROLL NO

✓ List graded salary steps if other than General Schedule. List all step rates for Wage Grade. Do NOT include differentials, COLA, etc., UNLESS for specific location these are part of base pay.

IS AUTHORITY GRANTED TO ESTABLISH SALARY ON HIGHEST PREVIOUS RATE? YES NO

PREMIUM PAY AUTHORIZED, IF APPROPRIATE: _____ %.

	Yes	No
ANNUAL LEAVE ENROUTE IS AUTHORIZED, IF REQUESTED (Enter maximum number of days authorized: _____)		
CONCURRENT TRAVEL OF DEPENDENTS IS AUTHORIZED		
SUBSEQUENT TRAVEL OF DEPENDENTS WILL BE AUTHORIZED (Enter approximate waiting period: _____)		
ENTRY CLEARANCE AUTHORIZED FOR CONCURRENT OR DELAYED DEPENDENT TRAVEL <input type="checkbox"/> SPECIFIC REQUEST REQUIRED		
IS TAD REQUIRED ENROUTE TO DUTY STATION? (If yes, give number of days and name and address of activity)		
LENGTH OF TOUR OF DUTY:	PASSPORT	
NAME AND MAILING ADDRESS OF SPONSOR:	VISA	

Appendix C to
 Enclosure (2)

OVERSEAS RECRUITING/PROCESSING REQUISITION
 NCPC 12296/1 (7-82)

OPNAVINST 12910.2

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TRANSPORTATION	Yes	No
SHIPMENT OF HOUSEHOLD GOODS IS AUTHORIZED <i>(If limited shipment enter amount:)</i> <i>(Give brief reason for limit)</i>		
NON-TEMPORARY STORAGE OF HOUSEHOLD GOODS IS AUTHORIZED		
SHIPMENT OF AUTOMOBILE AT GOVERNMENT EXPENSE IS AUTHORIZED AND THE CRITERIA IN JTR VOL 2, C11000, IS MET <i>(Enter special area restriction, if applicable:)</i>		
BAGGAGE AUTHORIZED <i>(See JTR Vol. 2, C2302)</i> <input type="checkbox"/> YES <input type="checkbox"/> NO ENTER AMOUNT _____		

HOUSING					
HOUSING AVAILABLE <i>(Check as appropriate)</i>	FURNISHED	UNFURNISHED	ON-STATION	OFF STATION	ESTIMATED WAITING PERIOD
BACHELOR					
FAMILY					
IS CONFIRMATION OF HOTEL ACCOMMODATIONS REQUIRED? <input type="checkbox"/> YES <input type="checkbox"/> NO			ESTIMATED COST OF RENT	NUMBER OF BEDROOMS	

EMPLOYEE BENEFITS <i>(Allowance/Differential rates are subject to change without notice)</i>	Yes	No
GOVERNMENT HOUSING PROVIDED WITHOUT CHARGE		
LIVING QUARTERS ALLOWANCE AUTHORIZED <i>(If yes, state amount)</i>		
POST DIFFERENTIAL <i>(If yes, state rate)</i>		
COST OF LIVING ALLOWANCE <i>(If yes, state amount)</i>		
HOME LEAVE <i>(If yes, state amount)</i>		
USE OF MILITARY FACILITIES <i>(If yes, attach explanation)</i>		

LIST ANY OTHER BENEFITS OR INFORMATION PERTAINING TO PROCESSING THAT IS NOT SHOWN ELSEWHERE

THIS IS AN EMERGENCY-ESSENTIAL POSITION.

APPROPRIATION SYMBOL AND SUBHEAD	OBJECT CLASS	EXPENDITURE ACCOUNT	CHARGEABLE ACTIVITY	BUREAU CONTROL ACTIVITY	BUREAU CONTROL NUMBER	EXPENSE APPLICABLE	JOB ORDER #
TRAVEL ORDER NUMBER <i>(15 digit)</i>		CUSTOMER IDENTIFICATION CODE <i>(15 digit)</i>			TRAVEL AUTHORIZATION CODE <i>(4 digit)</i>		
ESTIMATED COST OF TRAVEL							
PER DIEM		TRAVEL			OTHER		
SIGNATURE AND TITLE OF REQUESTING OFFICIAL						DATE	

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AUTOMATION INSTRUCTIONS

1. Emergency-essential Department of the Navy civilian employees overseas data is reportable as part of the existing requirement for "Consolidation of Automated Civilian Personnel Records" (DOD Instruction (DODI) 1444.2).
2. The record field used for collection of this data will be called "Overseas Emergency-Essential Agreement flag."
3. Overseas Emergency-Essential Agreement flag will be data element number 53 and should be submitted in position 159 of the automated tape submission sent to the Defense Manpower Data Center quarterly in accordance with DODI 1444.2.
4. Data should be submitted in both Master and Transaction automated files each quarter.
5. Updated Overseas Emergency-Essential Agreement flag data should remain associated with all active individual employee records but treated as sensitive.

Appendix D to
Enclosure (2)

CODING DESCRIPTION

TITLE: Overseas Emergency-Essential Agreement flag

Data Element Number: 53 Overseas Emergency-Essential Agreement flag

Submission Position: 159 (a one position numeric field)

CODING

DESCRIPTION

- | | |
|---|--|
| 1 | The employee is in an Emergency-Essential position and has signed the Emergency-Essential Position Agreement to remain overseas or to deploy from CONUS. |
| 2 | The employee is in a Emergency-Essential position and has not signed the Emergency-Essential Position Agreement. |
| 0 | The employee <u>does not</u> occupy an Emergency-Essential position. |

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SAMPLE CIVILIAN PERSONNEL MOBILIZATION PLAN*

1. Purpose. This plan describes the preparations that have been made to ensure that efficient civilian personnel support is provided to _____ (name of activity, hereafter called the activity) in the event of war or other national emergency as declared by Congress or by the President.
2. Applicability. This plan applies to all organizations that receive services from the operating civilian personnel office, including tenant activities of other major commands.
3. Objective. The objective of this plan is to ensure that actions taken in response to mobilization or wartime situations are appropriate, and are carried out rapidly and efficiently.
4. Organization of the plan. The plan consists of two parts:
 - a. Part I shall contain information regarding mobilization planning references, definitions of words and terms, general policies, responsibilities, the activity's mobilization mission, and emergency regulations. It also identifies premobilization planning actions and postmobilization actions that must be taken to meet the activity's needs.
 - b. Part II shall describe the specific planning actions that have been taken to meet the activity's civilian mobilization planning needs as outlined in Part I.
5. References
 - a. Federal Personnel Manual (FPM) Supplement 990-3 (National Emergency Standby Regulations (Personnel and Manpower)). This supplement lists and describes current standby regulations and authorities. These regulations and authorities will go into effect automatically with an attack on the United States. Office of Personnel Management (OPM) may authorize implementation of some, or all, of these standby regulations in other emergencies.
 - b. Federal Personnel Manual (FPM) Supplement 910-1 (National Emergency Readiness of Federal Personnel Management). This

NOTE: *Based on DOD 1100.18-H, "Mobilization Handbook for Installation Manpower Planners," October 1986

Enclosure (3)

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supplement describes OPM's plan for executing the standby regulations in FPM Supplement 990-3 in a general war, and provides guidance to agencies in developing mobilization plans.

c. FPM Chapter 910 (Mobilization Readiness). This chapter provides general guidance on agency mobilization planning to include specific preemergency actions for consideration in developing mobilization plans.

d. Service Regulation (Civilian Personnel Mobilization Planning and Management). This regulation sets forth Departmental guidance to all levels of command on mobilization planning and execution.

e. List major command or local mobilization planning guidance that has been published, and provide a brief summary of its contents.

6. Policies

a. It is Navy policy to institute vigorous, continuing civilian work force mobilization planning and management to ensure maximum readiness in response to crisis situations.

b. The top priority of the civilian personnel office (CPO) during mobilization shall be to fill civilian vacancies on the wartime authorization document, including vacancies created by the call-up of military reservist, retirees, and draft eligibles.

c. Personnel actions before attack or declaration of a national emergency will be taken under peacetime regulations.

d. Plans will be completed to the point where only updating is required and will be maintained in a "ready-for-execution" status.

7. Mobilization mission of the activity. See basic plan.

8. Responsibilities

a. Activity commander will:

(1) Ensure that civilian mobilization planning is adequate to support the wartime mission of the activity.

(2) Establish priorities to ensure that managers and the

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CPO have the resources needed to carry out their mobilization responsibilities.

(3) Ensure that functions that will be eliminated or drastically curtailed during an emergency are identified.

(4) Coordinate with commanders of serviced activities of other major commands and their higher headquarters as necessary to ensure compliance with activity planning guidance and requirements.

b. Activity managers shall:

(1) Ensure that all civilian mobilization planning actions pertaining to managers and supervisors are completed. The essential actions are as follows:

(a) Prepare a wartime authorization document in coordination with manpower planners, mobilization planners, functional staff and CPO officials. Include the authorization in mobilization plan.

(b) Ensure that employees assigned to designated key positions are reassigned from deploying reserve units or are assigned to nonessential positions to ensure that there is no conflict between their obligations as a reservist and post-mobilization civilian job requirements.

(c) Determine, in coordination with other managers and the CPO staff, the method for filling wartime positions and other vacancies that are likely to develop because of mobilization.

(d) Ensure that employees are aware of any changes that would occur in their duties, responsibilities, and working conditions in a national emergency (for example, cadre members, 60 hour workweek, and details).

(e) Identify training needs.

(2) Conduct annual review and update of wartime manning documents.

c. Civilian Personnel Officer will:

(1) Identify in coordination with management officials

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the premobilization civilian planning tasks that should be done. Also, identify key mobilization actions to be taken.

(2) Conduct an annual review and evaluation of civilian mobilization planning. Ensure that necessary action is taken to correct deficiencies. In a period of increased international tension, conduct a special review and update.

(3) Provide leadership and direction in the development and execution of the civilian personnel mobilization plan. As necessary, coordinate planning actions with other staff elements, higher headquarters, Federal and State agencies with mobilization functions.

(4) Keep the commander and top managers informed of the status of civilian mobilization planning throughout the activity. Tell them what assistance is needed from them to ensure effective planning.

(5) Plan for necessary realignment of CPO functions, and for reassignment and detail of employees, as required, to the recruiting and processing functions.

(6) Establish a civilian mobilization planning team in the CPO. The team will consist of a team chief, and a personnel specialist from each functional element of the CPO. The team chief will serve as the civilian mobilization planning coordinator.

(7) Ensure that civilian mobilization planning tasks are outlined in the civilian personnel part of the activity mobilization plan, and in other required program documents.

(8) Issue to concerned employees information about their entitlement to advance payments and evacuation payments.

9. Staffing

a. General

(1) Mobilization will require a large-scale staffing effort to fill wartime authorized positions not contained in peacetime authorizations. It will also require effort to fill positions that will be vacated by military reservists and/or retired military member subject to inductees recall during mobilization.

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(2) Immediately upon an attack on the United States, or in a national emergency declared by Congress or the President, the career-conditional appointment system will be suspended and replaced by an emergency indefinite appointment system.

(3) At the same time as the suspension of the career-conditional appointment system, regulatory changes (standby regulations and authorities) affecting employment and retention will become effective. These changes will speed up the recruitment and placement process. They are discussed in detail in FPM Supplement 910-1, Book II, Chapter 30.

b. Premobilization planning actions

(1) Develop a mobilization staffing plan covering all staffing needs identified in subparagraph 9a(1) above. The following principles will be observed in developing the plan.

(a) Make maximum use of in-service personnel as a primary source with special emphasis on incumbents of positions that will become excess on implementation of wartime authorizations.

(b) Categorize wartime authorization positions by priority of fill (that is, M-Day through M+29 days; M+30 through M+59 days; M+60 through M+89 days; M+90 through M+119 days, and M+120 through M+180 days), and indicate whether they are sensitive or nonsensitive. Coordinate with heads of activities having the same kinds of positions to fill, to establish priority order for assignment of persons when there are not enough qualified persons available to fill all positions at once.

(c) List specific staffing needs by title, series and grade, and include recruitment sources and strategies.

(d) Review and update the plan annually, or sooner when major changes occur in the number or types of positions covered by the plan, or in recruitment sources.

(e) Report staffing needs that are not likely to be met from the local labor market through appropriate channels for recruitment assistance.

(2) Prepare a list of local recruitment resources and points of contact (name, address, and telephone number). The list should include (but not be limited to) schools and colleges,

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training facilities, local industries, specialized trade and craft unions, special interest organizations (such as clubs, churches, fraternities/sororities, State vocational rehabilitation offices, veterans' groups, minority and women's organizations).

(3) Conduct an annual analysis of the local labor market to determine capabilities and shortfalls. This should include meetings with officials of OPM area offices, local public employment offices, and other recruitment sources identified in the mobilization staffing plan.

(4) Identify potential sources of recruitment competition from other Department of Defense (DOD) agencies or defense industries. Establish an inter-Service committee, if needed, to resolve conflicting requirements and priorities among competing DOD activities.

(5) Arrange for emergency recruitment services by the US Employment Service, and prepare standby job orders.

(6) Determine the number of employees needed to carry out the recruitment function during the mobilization employment surge period. Preestablish recruitment teams for activation when needed. Teams will be staffed as much as possible by CPO employees; however, non-CPO employees may also be designated. Identify the organization that each team will serve. Teams will also be designated to recruit on-site at local public employment offices, schools, and at other community sources of manpower.

(7) Identify primary, secondary, and third level skills of current employees. Be prepared to assign them to higher priority positions or to positions requiring a scarce skill. This information should be entered into the Naval Civilian Personnel Data System.

(8) Prepare a list (organization, address, and point of contact) of communications media (radio and televisions stations, and newspapers) that will publicize activity job opportunities during an emergency.

(9) Identify vacancies that can be filled by retraining current employees.

(10) Make maximum use of retired Federal civilian employees, reemployment eligibles, military retirees not otherwise

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assigned and civilian and military family members with useful skills and who express a desire to fill a mobilization position in the commuting area as recruitment sources.

(11) Fully use excepted appointment authorities (such as Veterans' Readjustment Appointment (VRA), severely handicapped, and worker trainee) for filling vacancies caused by call-up of reservists and military retirees before implementing the Emergency Indefinite appointment system.

(12) Request authority to expand local examining authority as necessary to expedite recruitment actions.

(13) Request OPM to modify qualification standards for hard to fill wartime positions that cannot be reengineered.

(14) Identify for suspension in an emergency those provisions of negotiated labor agreements that may hinder or preclude staffing actions in support of mobilization.

(15) Project the characteristics of the potential labor force to identify significant problems that may hinder employment (such as lack of child care facilities, housing, and transportation), and coordinate with staff officials to ensure appropriate contingency planning action.

(16) Coordinate with local officials of Department of Labor, OPM, and the Federal Emergency Management Agency. This will ensure establishment of recruitment priorities consistent with activity needs.

(17) Coordinate with nonappropriated fund instrumentality (NAFI) managers to identify nonappropriated fund (NAF) employee expansion requirements and excess personnel for reassignment. Develop a NAFI mobilization staffing plan if needed.

(18) Develop an information sheet for use by recruitment team members in informing applicants about Emergency Indefinite appointments, and in orienting new employees on benefits and conditions of employment.

(19) Provide annual training to recruitment team members on their mobilization responsibilities.

(20) Establish and maintain a special file for correspondence pertaining to employees serving overseas without

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return rights who desire placement at this activity in the event of evacuation to CONUS. Qualification determinations will be made, and those individuals will be slotted for possible assignment to appropriate positions.

(21) Develop a postmobilization promotion and placement plan.

c. Postmobilization actions

(1) Activate mobilization recruitment teams.

(2) Implement mobilization staffing plan.

(a) Positions that cannot be filled as proposed in the mobilization staffing plan will be filled by the most expeditious means available.

(b) Positions that cannot be filled through efforts by the local CPO will be referred to appropriate authorities for recruitment assistance.

(3) Route newly selected employees for processing to (building and room number).

(4) Contact pertinent Federal, State, and local agencies for employment assistance.

(5) Occupants of excess positions for whom suitable positions cannot be located will be referred for or offered employment elsewhere in the following order:

(a) Higher headquarters for redistribution.

(b) Other Service/DOD activities in the commuting area.

(c) OPM for assignment to other agencies.

(d) U.S. Employment Service.

10. Technical services

a. General. (See paragraph 9a)

b. Premobilization planning actions

(1) Determine the number of employees needed to process

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personnel actions during the mobilization employment surge period. Processing teams will be preestablished for activation when needed. Teams will be staffed to the maximum extent from among CPO personnel. Report team staffing needs that cannot be met from local resources to appropriate authorities for assistance.

(2) Ensure that designated processing team members are trained and familiar with their mobilization responsibilities.

(3) Develop step-by-step procedures for in-processing employees.

(4) Be prepared to get from civilian personnel data bases a current listing of potential early inductees (ages 18-20), reservists, and military retirees subject to call-up. This information should be provided to recruiting personnel and pertinent managers for planning and mobilization exercise purposes.

(5) Maintain a list of retired Federal civilian employees and reemployment eligibles in the commuting area for use as a recruitment source. Basic data are available from the Defense Manpower Data Center (DMDC).

(6) Develop and maintain a list of retired military personnel not likely to be recalled in the commuting area for use as a recruitment source. Basic data are available from DMDC.

(7) Develop and maintain a list of family members of DOD employees, active duty and retired military with useful skills and who express a desire to fill a mobilization position as a recruitment source.

(8) Overseas CPOs will identify the CONUS activities where employees serving overseas without return rights will be assigned in the event of evacuation. Overseas CPOs will provide employees' names to the respective CONUS CPOs.

(9) Keep on hand enough CPO supplies and forms.

(10) Survey at least annually the status of employees in Reserve Components, military retirees, and potential early inductees. Use the data obtained to update civilian personnel records.

(11) Ensure that persons selected for an Emergency-Essential position overseas sign an agreement to remain in the event

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of hostilities or mobilization until relieved by proper authority. Persons who refuse to sign will not be appointed.

c. Postmobilization actions

(1) Activate processing teams.

(2) Issue and control authorization for emergency evacuation advance and allotment payment.

(3) Omit employee in-processing steps when necessary to permit timely reporting of new employees for duty. As a minimum, record the employee's name on the SF-52, administer the oath of office, and have the employee sign the appointment affidavit. Plans will be made for supervisors and managers at remote work sites to administer the oath and mail the appointment affidavit to the CPO. Complete the omitted steps in processing at the earliest possible time.

11. Classification

a. General

(1) During mobilization the recruitment sources identified in the mobilization staffing plan for specific wartime positions may not produce the quantity and quality of eligible candidates expected. This will require the reengineering of jobs to help recruitment and advising management on organizational changes that will support mission accomplishment with available personnel resources.

(2) On attack or declaration of a national emergency, routine position classification audits, biennial surveys, issuance of standards, and classification appeal requirements will be suspended.

b. Premobilization planning actions

(1) Ensure the preparation of job descriptions for all expansion requirements on wartime authorization documents.

(2) Participate with Comptroller, Manpower/Management Division (or comparable office), and activity managers in preparation of wartime authorization documents. Coordinate with recruitment and placement branch and activity managers to establish strict civilian position structures using job

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engineering to the maximum extent possible to reduce the need for additional staffing for scarce skills.

(3) Review wartime positions for appropriate civilian title, series and grade.

(4) Review wartime military positions in coordination with manpower officials and annotate those that could be changed to civilian positions if the need arises.

(5) Maintain a file of mobilization job descriptions.

(6) Determine title, series, and grade of any NAF expansion requirements.

(7) Maintain an extra set of job classification standards and regulations.

(8) Maintain a copy of current wage rate schedules.

c. Postmobilization actions

(1) Cancel scheduled classification surveys and position audits.

(2) Determine title, series, and grade of new positions not previously classified.

(3) Resolve job evaluation appeals.

(4) Advise managers of organization adjustments needed to best use available resources, and assist in further reengineering of positions to meet activity needs as necessary.

12. Training

a. General. Work force expansion and realignments will require extensive training of newly hired and current employees to assume new or additional mobilization duties. Positions requiring scarce skills will be restructured through job engineering where feasible to simplify and expedite recruitment and training.

b. Premobilization planning actions

(1) Develop a training plan that will ensure adequate

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training of employees to be hired for work force expansion purposes, and of current employees designated to assume new or additional duties in the event of mobilization. Coordinate with managers, supervisors, classification specialists, and staffing specialists to identify training needs and develop training plans. The plans will include a statement of the knowledge, skills, and abilities to be developed; the equipment, machines, and materials to be used; the instructional methods and training schedules to be followed; identification of instructors who will conduct the training; and the identification of on and off activity training facilities to be used.

(2) Review individual and group training plans each year or on change of mission to ensure they are adequate to develop required skills and that training facilities and materials are available.

(3) Conduct or arrange training for current employees to ensure the skills, knowledge, and abilities needed to perform mobilization assignments are kept up-to-date.

(4) Provide training in standard Red Cross first aid emergency medical treatment procedures and cardiopulmonary resuscitation (CPR) techniques to at least 10 percent of the civilian work force. Sources for local assistance in planning and conducting such training include local offices of the American Red Cross, American Heart Association, military hospitals, community medical facilities, fire departments, and rescue leagues.

(5) Maintain lists of the skills for which orientation and skills training may need to be conducted.

(6) Ensure that sufficient on and off activity training facilities are available to accommodate expanded training requirements.

(7) Identify and appoint well qualified instructors and apprise them of their responsibilities. Provide instructor training where there is a shortage of qualified instructors.

c. Postmobilization actions. These actions are to implement and coordinate the training plan.

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13. Employee Relationsa. General

(1) During general war, mission requirements may preclude the processing of negotiated grievances within prescribed timeframes.

(2) Prior consultation or negotiation with union may not be possible due to conditions requiring immediate emergency action. Under 5 U.S.C. 7106, commanders may take actions necessary to carry out the agency mission during an emergency and later meet their obligations to consult or negotiate on procedures under 5 U.S.C. 7106.

b. Premobilization planning actions

(1) Ensure that labor union officials are aware of activity civilian personnel mobilization planning, and that they understand the way civilian personnel administration will be carried out under the various phases of mobilization.

(2) Determine union contract provisions that may need to be suspended to help accomplish the mission, and prepare adequate justification. This will be done in coordination with other CPO branches.

c. Postmobilization actions

(1) Assist management in day-to-day relations with employee organizations to help provide a positive work atmosphere leading to optimum productivity and employee satisfaction.

(2) Maintain constructive and cooperative relationships with unions to the fullest extent possible. Enlist the support and assistance of union officials in actions to improve production and service, and to promote the full use of manpower resources during an emergency.

(3) Keep union officials fully informed of emergency condition, and situations as they evolve.

(4) Make every effort to resolve problems at the lowest organizational level.

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SAMPLE CHARTER
RECRUITING AREA STAFFING COMMITTEE

OBJECTIVE:

The objective of the Committee is to accomplish sufficient planning to ensure a smooth transition to mobilization procedures and to ensure effective and timely access to, and sharing of, manpower resources in fulfillment of civilian manpower mobilization requirements.

PURPOSE:

The purpose of the Recruiting Area Staffing Committee (RASC) is to coordinate, to the extent possible, cooperative procedures for:

- a. The allocation of scarce skills to highest priority mobilization missions.
- b. The prepositioned reassignment or detail of excess employees from one activity to another activity in the area where those employees are needed.
- c. Planning and sharing of paid advertising.
- d. Recruitment through private sector labor unions and professional organizations.
- e. The use of Defense Manpower Data Center listings of Department of Defense (DOD) civilian and military retirees in the area.
- f. Testing of consolidated recruitment procedures for efficiently using Office of Personnel Management and Local Employment Office inventory systems.
- g. Establishing and testing procedures for sharing applicant referrals from consolidated recruitment initiatives according to established priorities for required manpower.

MEMBERSHIP:

This Committee will consist of designated representatives from geographic area DOD input Civilian Personnel Offices; and representatives of DOD activities serviced by Civilian Personnel Offices outside the geographic area area, and designated to act by the servicing CPO.

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A Chairperson (representative from _____),
Vice-Chairperson (representative from _____),
and Secretary (representative from _____) will
make up the Officers of the Committee.

Members shall be designated in writing by the commanding officer/commander and respective civilian personnel directors. An alternate for each member shall also be designated in writing. Alternates will act in the same capacity as a member in the event of the member's absence.

MEETINGS:

The Committee shall meet periodically in peacetime to coordinate premobilization planning, establish emergency operating procedures, and update the mobilization plan as necessary, for rapid expansion of the civilian work force during mobilization. During a mobilization period, meetings will be held as needed. Any member of the committee may call a meeting by notifying the enter appropriate member. It is the responsibility of the enter appropriate member to notify all members (alternates if the member is unavailable) of a meeting, giving as much notification as possible. Minutes will be the responsibility of the enter appropriate member. Minutes will record decisions made and actions taken by the committee and provide a historical record of its development and function. Minutes will be distributed to each member of the committee and the Service Headquarters. A copy of all minutes will be retained by the enter appropriate member.

QUORUM:

The Committee will consist of number of members/representatives. enter number members will constitute a quorum.

VOTING:

Each member (or acting alternate) will have one vote. In the event of a tie, absent members will be polled to break the tie. This procedure will be used for all functions of RASC with the exception of decisions to share resources among members, which will be covered by separate provisions.

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AUTHORITY:

The authorizing principals of this committee are the area activity commanding officers/commanders and civilian personnel officers.

_____ Chairman	_____ Date
_____ Vice Chairman	_____ Date
_____ Secretary	_____ Date
_____ Members	_____ Date

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PREPAREDNESS CHECKLIST

1. WORK FORCE REQUIREMENTS PLANNING. Is the Civilian Personnel Office (CPO) knowledgeable about the planned full mobilization missions and the civilian work force required to perform those missions at all activities it will support?

a. Is the entire civilian work force required for full mobilization (through M+180 days) documented and approved through appropriate mobilization planning, manpower planning, functional office, chain of command and civilian personnel channels?

b. Is the required wartime civilian work force fully described by Office of Personnel Management (OPM) occupation series, pay plans, grades and position descriptions which are sufficient to support placement of available civilian personnel or recruitment of new personnel, if required?

c. Does the CPO have adequate information about the timing and priorities of activity missions and their civilian manpower requirements in order to support optimal placement and utilization of the skills of available civilian employees and determination of the most critical or time-sensitive recruitment actions?

d. Have requirements for additional contractor support in the event of mobilization been documented in contracts, when applicable, in a form that obligates the contractor to be prepared to expand performance if required?

2. WORK FORCE AVAILABILITY PLANNING. Does the CPO know which of its current civilian employees will continue to be available to fill civilian positions during mobilization?

a. Has the civilian work force been screened to ensure that the CPO has up-to-date information about military Reservists and Retirees who would be recalled to military duty?

b. Have civilian positions been reviewed to ensure that "key positions" are designated? Have civilian employees who occupy key positions been screened for military obligations? In cases where military obligations conflict with the continuity of the incumbent in his/her key position during mobilization, has action been taken in accordance with OCPMINST 12910.1 to resolve conflicting obligations?

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c. Has the impact of the military draft on the current work force been assessed and included in planning for available employees?

d. Are there any other factors (other than routine employee attrition) which could cause significant losses during mobilization?

e. Are there part-time, temporary or intermittent employees who would be available to fill wartime required positions?

3. WORK FORCE UTILIZATION PLANNING. Has planning to assign all available employees to priority wartime missions been accomplished?

a. Does the CPO know enough about secondary and tertiary skills of current employees to plan for optimal utilization of all employees in wartime required work?

b. Can details and temporary reassignments be used to cover immediate work load requirements which are short-term or until new employees can be hired?

c. Is the CPO staff familiar with the work force management flexibilities and delegated authorities which can be used to detail, reassign or promote employees into higher priority mobilization work as we move from a period of heightened tension to partial mobilization, declared national emergency, and full mobilization?

d. Have employees who perform nonessential or low priority peacetime work which can be terminated or postponed been identified and cross-trained, as required, to perform planned wartime essential work?

e. Is there a documented plan for the placement of each available civilian employee in a position which best utilizes his/her skills to meet wartime mission requirements?

4. WORK FORCE RECRUITMENT PLANNING. Is the CPO prepared to recruit the additional civilian employees required to replace mobilization losses and/or expand the work force to meet wartime missions?

a. After optimal placement of all available civilian employees has been planned, which wartime positions remain vacant?

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- b. Within commuting distance, are there DOD civilian annuitants with needed mobilization skills who are willing and able to be reemployed in vacant civilian mobilization positions?
- c. Within commuting distance, are there military retirees who are not subject to military recall (e.g., disabled or over age 60) with needed civilian mobilization skills who are willing and able to be employed in vacant civilian mobilization positions?
- d. Are vacant positions adequately described and classified to support recruitment?
- e. Are vacant positions coded by Dictionary of Occupational Titles coded to enable state and local employment offices to assist in recruitment efficiently?
- f. Are procedures established to recruit through the appropriate OPM offices for different kinds of skills, as required?
- g. Based on peacetime experience, is the local market likely to be able to provide needed skills? What skill groups must be recruited from outside the local area?
- h. Based on peacetime experience, what means of advertisement and other recruitment methods are likely to be successful for particular skill groups?
- i. When applicable, have labor unions or professional organizations been consulted and encouraged to assist with wartime recruitment planning?

5. RECRUITING AREA STAFFING COMMITTEE PLANNING. (NOTE: This section applies to all Department of Defense (DOD) activities that share their local recruitment area with other DOD activities.)

- a. Has the CPO determined its local recruiting area and the other DOD activities with which it competes in that area?
- b. Has the CPO appointed a representative to participate in the establishment and continuing mobilization preparedness activities of a local recruiting area staffing committee? If the activity has the largest number of civilian employees in the area, has the appointed representative convened the first meeting of the recruiting area staffing committee?

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c. Has the area committee met; established its own operating procedures, rules and officers; and developed a working agenda for mobilization planning?

d. Does the area committee have at least a general understanding of the numbers and skills that would need to be recruited within the recruiting area to meet member activity needs? Have plans been made to obtain and compile actual mobilization recruitment projections by OPM and DOT code when they are developed by member activities?

e. Has each of the member activities prioritized its new hire needs based upon mission criticality, timing, and other issues and has the committee developed procedures to assure equitable distribution of available new hires to meet the prioritized requirements?

f. Have the committee representatives explored opportunities to share or redistribute the skills of excess or underutilized civilian personnel from one activity to meet critical or higher priority missions at other activities in the area?

g. Has the committee shared lists of civilian annuitants and older or disabled military retirees who are available in the commuting area in order to fully utilize all available skills from these lists?

h. Does the committee have a sound understanding of the local labor market and techniques to improve local recruitment?

i. Has the committee considered potential efficiencies to be gained from joint advertising and other joint recruitment initiatives for particular skills?

j. Has the committee considered potential efficiencies to be gained from assigning responsibility for recruitment of particular skills among its member activities?

k. Has the committee established working procedures for:

(1) Compiling new hire requirements for OPM recruitment?

(2) Compiling new hire requirements by DOT code for local employment office recruitment?

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(3) Allocating available supplies of employees from OPM and local employment office lists to member activities according to established priorities?

(4) Exploring alternative methods to meet mobilization requirements for civilian manpower skills?

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CIVILIAN PERSONNEL OFFICE ROLE IN
DEPARTMENT OF THE NAVY NONCOMBATANT REPATRIATION

1. Purpose. To provide Civilian Personnel Office (CPO) policy and guidance, and establish responsibilities and procedures applicable to the planning and conduct of repatriation of Department of the Navy (DON) civilian employees and their dependents returning to the continental United States (CONUS) or other overseas area of greater safety under nonemergency situations.

2. Definitions

a. Noncombatants. U.S. citizens who may be ordered, authorized or assisted to evacuate by competent authority include:

(1) Civilian employees of the Navy and Marine Corps.

(2) Civilian employees of the Navy and Marine Corps who reside in the country concerned and of their own volition express willingness to be evacuated.

(3) All dependents of personnel in paragraphs 2a(1) and (2) above.

b. Noncombatant evacuation does not extend to Emergency-Essential civilian employees.

3. Nonemergency Situation. Foreign or Domestic conditions overseas require the return of DON noncombatants. A threat of general war does not exist. Withdrawal of DON noncombatants has been ordered by National Authority. As the situation permits, all normal and necessary processing of noncombatants, including ticketing to final destination as permitted by applicable Joint Travel Regulations, is accomplished in-theater. The situation may dictate that noncombatants evacuate without prior processing.

4. Mission. To provide for the orderly, expedited debarkation in CONUS or overseas area of safety, processing, assistance and onward movement to final destination of DON noncombatants when withdrawn from an overseas location when ordered by national authority under nonemergency conditions.

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5. Discussion

a. Assistance teams and agencies will be at reception point to assist all evacuees.

b. Monies due employees in connection with their employment will be paid.

c. Emergency funds are available at reception point for employee and for family, if unaccompanied by employee.

d. Emergency care is available.

6. Responsibilities

a. The Chief of Naval Operations (OP-14) will:

(1) Establish procedures for the orderly debarkation, repatriation and assistance of DON civilian employees evacuated from theater, and for their onward movement to final destination or to processing centers.

(2) Establish policies regarding employment considerations for DON civilian employees evacuated from theater.

(3) Provide a CPO representative on call to assist in staffing the Joint Reception Coordination Center (JRCC).

(4) Provide information required at Appendix A to the JRCC on DON civilian employees evacuated.

(5) Designate CPO personnel teams to support the Processing Support Teams established at processing centers servicing ports of entry.

(6) Provide upon arrival of evacuees at the final destination a CPO sponsor to assist with problems or needs that may arise.

(7) Monitor safehaven situation and extend TDY orders (180 days) as required, or PCS evacuees to new assignments, or return to overseas theater upon approval of the Secretary of State.

(8) Coordinate with U.S. Marine Corps and Naval Military Personnel Command for Marine Corps employees and nonappropriated funded employees.

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b. Department of the Navy Operating Civilian Personnel Offices will:

(1) Designate one civilian personnelist to report on call to the Processing Support Center at ports of entry as required. Appendix B designates CPOs and their ports of entry.

(2) Report to Processing Support Center.

(3) Provide assistance as required in preparation for receipt of evacuees.

(4) Meet and assist all DON evacuees arriving at designated ports of entry.

(5) Assist evacuees in arrangement of transportation, billeting, and obtaining Family Service assistance.

(6) Ensure that interviews conducted between consenting evacuees and the news media are coordinated through the Information Officer, assuring absolute privacy of individuals when appropriate and when required by Federal agencies.

(7) Assist in obtaining care for persons who become ill during processing.

(8) Coordinate with appropriate sources to assist in arranging transportation to expedite movement of evacuees to final destination. Final destination includes: safehaven until return to theater, home of record, or location of return rights.

(9) Prepare a case folder for each evacuee which will contain as a minimum, a completed checklist and backup information regarding assistance rendered at the processing center and any additional assistance that is/may be required when evacuee arrives at final destination. Provide pertinent data to Processing Support Team leaders. Appendix A provides the recommended format.

(10) Coordinate with appropriate sources to assist evacuees in obtaining information concerning POV, hold baggage and household goods.

(11) Ensure that notification of safe arrival is prepared and transmitted to family member's sponsor in-theater.

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(12) Provide employees with their employment rights.

(13) Assign employees a CPO sponsor at the DON activity nearest their home of record.

(14) Provide CNO (OP-14) a list of CPO sponsors and the names of evacuees assigned.

(15) CPO sponsors at DON activity nearest home of record will provide employment support and assist in problems or needs that may arise.

(16) Coordinate all processing of DON personnel with appropriate Processing Support Team members.

(17) During wartime situations, coordinate employment and onward movement of evacuees with the local Recruiting Area Staffing Committee (RASC). The DON will make maximum use of evacuees to meet critical mobilization requirements.

7. Employment Considerations

a. In general, civilian employees will be in a temporary duty status at a service installation near their home of record or safehaven location until instructed otherwise. They will be provided information on how to keep the DON informed as to their location and telephone numbers.

b. Employees with return rights to CONUS locations who desire to exercise those rights will be assisted in doing so at the reception point.

c. All eligible employees will be registered in the DOD Priority Placement Program. Eligible employees in this situation are DON employees appointed under nontemporary career/career conditional appointments and other employees with personal career/career conditional status.

d. U.S. citizen family members and those who owe permanent allegiance to the U.S. who have been serving on temporary limited appointments may be eligible for noncompetitive appointments in the United States under Executive Order 12362, as amended. To be eligible for such employment, the applicant must have completed 18 months creditable service in an appropriated funded position within a 10-year period and must meet other eligibility criteria established under Federal Personnel Manual (FPM) Chapter 315.

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e. The Office of Personnel Management (OPM) provides another possible avenue for candidates seeking employment. OPM maintains standing registers for occupations where substantial numbers of requests for certification are received from Federal agencies. Case examining is used for occupations where few requests for certification are received. Special provisions exist for opening registers which may currently be closed but the applicant can show that he/she was unable to apply for the examination or to appear for an assembled test because of overseas service with a Federal agency or with an international organization in which the U.S. Government participates. An application must be filed within 120 days after return from overseas service and prior to expiration of the register established as a result of the examination. Applicants should be directed to the Federal Job Information Center nearest their home of record for specific employment information.

f. Employment benefits (insurance, medical) continue during evacuation for employees and family members entitled to such benefits.

g. Information on the movement of household goods such as automobiles covered by transportation agreement will be provided at the reception point.

h. For further civilian personnel information, please call AUTOVON 289-8567 or (202) 756-8567.

PROCESSING CHECK SHEET

1. NAME
CLASSIFICATION: (i.e., Dependent - DOD Civilian
Invites Other than DOD Evacuees)
2. SPONSOR'S NAME: RANK:
POSITION OR UNIT ASSIGNMENT:
3. POSTCARD OR MAILGRAM SENT TO SPONSOR:
4. DEPENDENT CHILDREN:
NAMES: AGES:
5. FINAL DESTINATION ADDRESS:
6. PERSON TO BE NOTIFIED IN CASE OF EMERGENCY:
NAME:
ADDRESS:
PHONE:
7. FINANCIAL ASSISTANCE REQUIRED:
8. TRAVEL ASSISTANCE REQUIRED:
9. HOUSING ASSISTANCE:
10. CHILDREN ARRIVED WITH IDENTIFICATION TAGS: YES
11. COMPLETION OF DA FORM 1175 TO REDIRECT MAIL: YES
12. SPECIAL PROBLEM/REMARKS TO INCLUDE MEDICAL ASSISTANCE
REQUIREMENTS:

Append
Enclosure

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13. DEPARTURE (ONWARD MOVEMENT) INFORMATION

DATE:

TIME:

MODE OF TRANSPORTATION.

14. STATUS OF HOUSEHOLD GOODS AND POV (IF APPROPRIATE):

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PRIVACY ACT STATEMENT

TITLE:

EVACUEE PROCESSING CHECK SHEET:

AUTHORITY:

Joint Plan for DOD Noncombatant Repatriation, dated: _____

PURPOSE:

To record vital personnel information for DOD sponsored evacuees/returnees from overseas.

ROUTINE USES:

Nonroutine. Will be used only during nonemergency contingency situations.

MANDATORY OR VOLUNTARY DISCLOSURES AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION:

Information is mandatory. Failure of individual to provide information could seriously hamper their expeditious movement through processing station.

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PORTS OF ENTRY AND
RESPONSIBLE CIVILIAN PERSONNEL OFFICE

AIRFIELDSCPO

JFK International, NY	CPO WPNSTA EARLE CPO NAVAIRENGCEN LAKEHURST
Charleston International, SC	IRO NAVSHIPYD CHARLESTON CPO WPNSTA CHARLESTON
Dulles International, VA	CCPO CRYSTAL CITY CCPO WASHINGTON DC
San Antonio International, TX	CPO NAS CORPUS CHRISTI CCPO NEW ORLEANS LA
San Francisco/Oakland Int., CA	IRO NAVSHIPYD MARE ISLAND CPO NAVMEDCOM NWREG
Los Angeles International, CA	IRO NAVSHIPYD LONG BEACH CPO WPNSTA SEAL BEACH
Seattle/Tacoma Int. WA	IRO NAVSHIPYD PUGET SOUND CPO NSC PUGET SOUND
Honolulu International, HI	IRO NAVSHIPYD PEARL CPO MCAS KANEOHE BAY CPO PWC PEARL HARBOR
Anchorage International, AK	CPO SUBASE BANGOR CPO NAVUSEAWARENGSTA
Dover AFB, DEL	CPO WPNSTA EARLE CPO NAVAIRENGCEN LAKEHURST
McGuire AFB, NJ	CPO WPNSTA EARLE CPO NAVAIRENGCEN LAKEHURST
Charleston AFB, SC	IRO NAVSHIPYD CHARLESTON CPO WPNSTA CHARLESTON
Andrews AFB, MD	CCPO CRYSTAL CITY CCPO WASHINGTON DC

Appendix B to
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AIRFIELDS

Kelly AFB, TX

Travis AFB, CA

Norton AFB, CA

McChord AFB, WA

Hickam AFB, HI

Elmendorf AFB, AK

Baltimore Washington Int., MD

NAVAL PORTS OF ENTRY

New York Complex, NY

Philadelphia, PA

Charleston Navy Base, SC

Baltimore, MD

San Francisco, CA

CPO

CPO NAS CORPUS CHRISTI TX
CCPO NEW ORLEANS

CPO NAVAVNDEPOT ALAMEDA
CPO WPNSTA CONCORD

IRO NAVSHIPYD LONG BEACH
CPO WPNSTA SEAL BEACH

IRO NAVSHIPYD PUGET SOUND
CPO NAVUSEAWARENGSTA KEYPORT

IRO NAVSHIPYD PEARL HARBOR
CPO MCAS KANEOHE BAY HI
CPO PWC PEARL HARBOR

CPO SUBASE BANGOR
CPO NSC PUGET SOUND

CPO NAVMEDCOM NATCAPREG
CPO NAVAIRTESTCEN PAX RIVER

CPO WPNSTA EARLE
CPO NAVAIRENGCEN LAKEHURST

CCPO PHILADELPHIA
IRO NAVSHIPYD PHILADELPHIA

IRO NAVSHIPYD CHARLESTON
CPO WPNSTA CHARLESTON
CCPO CHARLESTON

CCPO CRYSTAL CITY
CCPO WASHINGTON DC

CPO MSCPAC
CPO NSC OAKLAND
CPO NAS MOFFETT FIELD

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NAVAL PORTS OF ENTRY

CPO

LA Navy Complex, CA

IRO NAVSHIPYD LONG BEACH
CPO WPNSTA SEAL BEACH
CPO NAVSTA LONG BEACH

Seattle, WA

IRO NAVSHIPYD PUGET SOUND
NSC PUGET SOUND

Pearl Harbor, HI

IRO NAVSHIPYD PEARL HARBOR
CPO MCAS KANEOHE BAY HI
CPO PWC PEARL HARBOR

NOTE: Depending on the situation, additional CPO support will be provided as required.

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DEFINITIONS

Civilian Employee. A U.S. employee who is not serving in a trial or probationary position, who has at least 90 days of continuous service, and who is paid from appropriated funds.

Crisis Situation. Civil insurrection, civil war, terrorism, or wartime condition, which threatens physical harm or imminent danger to the health or well being of the employee.

Defense Guidance (DG). The annual DG prescribes the basic policy considerations and resource constraints upon which mobilization planning is based for further development of the DOD Five Year Defense Program (FYDP).

DOD Master Mobilization Plan (MMP). The MMP identifies responsibilities and tasks for major planning activities within DOD and provides guidance for accomplishing tasks and preparing plans.

Dictionary of Occupational Titles (DOT). Listing of occupational titles, codes, and descriptions issued by the Department of Labor. Local U.S. Employment Offices use the DOT to match candidates with positions when filling job orders for civilian labor.

DOD Civilian Work Force. All DOD civilian employees, including those directly or indirectly hired; U.S. citizens or foreign nationals; employees paid from appropriated or nonappropriated funds; employees under permanent or temporary appointments; and employees in full-time, part-time, intermittent, or on-call positions. Specifically excluded are all Government-contractor employees.

DOD Installation. Any post, camp, station, depot, base, laboratory, or similar activity of the DOD Components that employs members of the DOD civilian work force in peacetime or will employ them in the event of mobilization.

Emergency-Essential(E-E) Civilian Employee. An E-E DOD civilian is a direct hire civilian employee occupying an E-E position.

E-E Civilian Position. A civilian position located overseas or that would be transferred overseas which requires highly specialized technical skills that prevent the position from being converted to military. The position requires continued

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performance subsequent to an evacuation in order to provide immediate support for combat operations or to maintain or repair combat essential systems.

Individual Mobilization Augmentee (IMA). Pretrained individual reservists who are preassigned to an active unit to which they will report on mobilization. IMAs are part of the Selected Reserve.

Individual Ready Reservist (IRR). A member of the Ready Reserve not assigned to the Selected Reserve and not on active duty.

Joint Strategic Capabilities Plan (JSCP). The JSCP provides strategic guidance, contingency tasking, and force listings for theater commanders.

Joint Strategic Planning Document (JSPD). The JSPD presents a summary of the Joint Chiefs of Staff planning force levels which could successfully execute, with reasonable assurance, the approved national strategy with considerations of fiscal responsibility, manpower resources, material availability, technology and peacetime industrial output.

Key Position. A direct hire or statutory civilian position which requires a minimum of 90 days of specialized training or experience is considered to be a key position given that there is a shortage of qualified personnel for such a job, and that the position is essential to the DON's mobilization effort, or to the continuity of operations or leadership of the Department. All of the preceding qualifiers must be present for the position to be considered key.

Key Employee. Any civilian employee of the Department who occupies a key position and for whom no qualified and immediate replacement exists, and whose duties cannot be reassigned to other employees. Also, an individual who has a civilian mobilization assignment and the employee's immediate recall to active military duty during an emergency would seriously impair the effective functioning and continuity of the Department's mission vital to the national defense effort or activities necessary for maintaining the national health, safety, or interest.

Local Employment Office (LEO). A local office of the state employment security agency with responsibility for job

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replacements and other employment issues. LEOs are frequently referred to as Job Service offices.

Logistics Support and Mobilization Plan (LSMP). Navy mobilization plan required by the NCMP for second and third echelon commanders with major logistic support requirements during mobilization.

M-day. The day on which mobilization commences or is due to commence.

Manpower Authorization Change Request (OPNAV 1000/4A). The document used by the activities to request the assignment of manpower or changes to Manpower Authorizations and by the Chief of Naval Operations for the introduction of manpower requirements data into the Navy Manpower Data Accounting System (NMDAS).

Manpower Requirements. Human resources needed to accomplish specific work loads of organizations.

Manpower Resources. Human resources available to the Services which can be applied against manpower requirements.

Manual of Navy Total Force Manpower (OPNAVINST 1000.16F). Designed to assist in the management of total force manpower resources. Describes the processes by which the Navy determines, forecasts, and programs manpower requirements for ships, squadrons, shore activities, staffs, and for new developments.

Maritime Strategy. The Navy's preferred strategy, considering national and coalition guidance, the threat, force levels, and trade-offs among conflicting aims.

Military Technicians. Dual status Federal civilian employees of a Military Department who are assigned to provide support to the National Guard or Reserve Components and are concurrently members in the Selected Reserve of the organization they support.

Mobilization.

a. The act of preparing for war or other emergencies through assembling and organizing national resources.

b. The process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. This includes activating all or part of the Reserve

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Components, as well as assembling and organizing personnel, supplies, and material.

c. Selective mobilization - Expansion of the active Armed Forces resulting from action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not due to an enemy attack.

d. Partial mobilization - Expansion of the active Armed Forces resulting from action by Congress (up to full mobilization) or by the President (not more than 1,000,000) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

e. Full mobilization - Expansion of the active Armed Forces resulting from action by Congress and the President to mobilize all Reserve Component units in the existing force structure, all individual reservists, retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

f. Total mobilization - Expansion of the active Armed Forces resulting from action by Congress and the President to organize and/or generate additional units or personnel, beyond the existing force structure, and the resources needed for their support to meet the total requirement of a war or other national emergency involving an external threat to the national security.

Navy Capabilities and Mobilization Plan (NCMP). The NCMP provides Navy strategic and logistic policies under peacetime, contingency, and general war conditions.

Navy Manpower Data Accounting System (NMDAS). The Navy Manpower Data Accounting System is the authoritative source for activity information, total force manpower authorizations, billet/position authorizations, and requirements (peacetime and mobilization).

Navy Manpower Mobilization System (NAMMOS). A planning system to determine, validate and document military and civilian manpower mobilization requirements. Employs a top down macro approach in which work load factors within given functional categories

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provide the basis to determine mobilization requirements for various scenarios.

Operation Plan (OPLAN)

a. A plan for a single or series of connected operations to be carried out simultaneously or in succession. It is usually based upon stated assumptions and is the form of directive employed by higher authority to permit subordinate commanders to prepare supporting plans and orders.

b. The designation "plan" is usually used instead of "order" in preparing for operations well in advance. An operation plan may be put into effect at prescribed time, or on signal, and then becomes the operation order.

Personnel. People used to fill manpower positions.

Ready Reserve. Units or individual reservists liable for immediate involuntary recall to active duty either by the President (with or without declaration of a state of national emergency) or by the President and Congress (if Congress declares a state of war or national emergency). The Ready Reserve includes Selected Reserve Units, Individual Mobilization Augmentees, and Individual Ready Reservists.

Recruiting Area. The geographic area that an installation normally defines for local recruitment of employees. Distance, geography, traffic, and other conditions determine the recruiting area of an installation.

Recruiting Area Staffing Committee (RASC). A group composed of representatives for each DOD installation in a U.S. recruiting area where two or more DOD installations compete for personnel.

Reserve Components. The Army National Guard of the United States, the Army Reserve, the Naval Reserve, the Marine Corps Reserve, the Air National Guard of the United States, the Air Force Reserve and the Coast Guard Reserve. In each Reserve Component, there are three reserve categories, namely: a Ready Reserve, a Standby Reserve, and a Retired Reserve. Each reservist shall be placed in one of these categories.

Selected Reserve. The portion of the Ready Reserve consisting of units and individual reservists required to participate in inactive duty training periods and annual training, both of which

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are in a pay status. The Selected Reserve also includes persons performing initial active duty for training.

Standby Reserve. Those units and members of the Reserve Components (other than those in the Ready Reserve or Retired Reserve) who are liable for active duty only as provided in 10 USC 273, 672 and 674.

Sustaining Force. The manpower or personnel needed to provide continuing support of combat forces. It includes the manpower associated with logistics, production, training, and all other support functions needed to support deployed and employed forces at wartime levels of activity. Sometimes called continuing or residual force.

Time-phased Force Deployment List (TPFDL). Information concerning units that deploy in support of an operation plan, including unit type, time phasing, and destination data, prepared in accordance with the JCS Joint Operation Planning System.

Wartime Manpower Planning System (WARMAPS). Prescribes procedures, terminology and criteria for computing and portraying projected wartime manpower demand and supply.

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MOBILIZATION REFERENCES PERTAINING TO MANPOWER AND PERSONNELDepartment of Defense

DOD Master Mobilization Plan (NOTAL)

Defense Guidance (NOTAL)

DODD 1100.4, "Guidance for Manpower Programs,"
August 20, 1954 (NOTAL)

DODD 1100.6, "National Defense Executive Reserve,"
December 7, 1983 (NOTAL)

DODD 1100.18, "Wartime Manpower Mobilization Planning,"
January 31, 1986 (NOTAL)

DOD 1100.18-H, "Mobilization Handbook for Installation
Manpower Planners,"
October 1986 (NOTAL)

DODI 1100.19, "Wartime Manpower Mobilization Planning
Policies and Procedures,"
February 20, 1986 (NOTAL)

DODD 1200.7, "Screening the Ready Reserve,"
April 6, 1984 (NOTAL)

DODD 1235.9, "Management and Mobilization of the Standby
Reserve,"
July 8, 1986 (NOTAL)

DODD 1235.10, "Mobilization of the Ready Reserve,"
October 24, 1986 (NOTAL)

DODD 1352.1, "Management and Mobilization of Regular and
Reserve Retired Military Members,"
February 27, 1984 (NOTAL)

DODD 1400.31, "Mobilization Management of the DOD Civilian
Work Force,"
September 9, 1986 (NOTAL)

DODI 1400.32, "Mobilization Preparedness Planning for the
DOD U.S. Citizen Civilian Work Force,"
January 15, 1987 (NOTAL)

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DODD 1404.10, "Retention of Emergency-Essential (E-E) DOD
Civilian Employees Overseas,"
May 31, 1985 (NOTAL)

Joint Chiefs of Staff

JCS Pub 1, "Department of Defense Dictionary of Military and
Associated Terms,"
June 1, 1987 (NOTAL)

JCS Pub 5-01, "Mobilization,"
August 3, 1987 (NOTAL)

Joint Strategic Capabilities Plan, Volumes 1 and 2,
(NOTAL)

Department of the Navy

SECNAVINST 1001.10F, "Screening the Ready Reserve,"
December 6, 1984 (NOTAL)

SECNAVINST 1001.32, "Management and Mobilization of the
Standby Reserve,"
April 15, 1987 (NOTAL)

SECNAVINST 3062.1B, "Wartime Manpower Planning Policies and
Procedures,"
August 8, 1986 (NOTAL)

SECNAVINST 12301.2, "Retention of Emergency-Essential (E-E)
DON Civilian Employees Overseas,"
July 20, 1987 (NOTAL)

SECNAVINST 12910.1C, "Mobilization Preparedness Planning for
the DON U.S. Citizen Civilian Work Force,"
September 18, 1987 (NOTAL)

OPNAVINST 1000.16F, "Manual of Navy Total Force Manpower,"
August 12, 1986 (NOTAL)

OPNAVINST S3061.1C, "Navy Capabilities and Mobilization
Plan,"
March 16, 1988 (NOTAL)

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OPNAVINST 12910.1, "Delegation of Authorities to make
Emergency-Indefinite Appointments,"
March 25, 1987 (NOTAL)

OCPMINST 12910.1, "Screening of Department of the Navy
Employees in the Ready Reserve, Standby Reserve and Retired
Military,"
January 20, 1988 (NOTAL)

Logistics and Support Mobilization Plans (LSMP) (NOTAL)

Navy Manpower Mobilization System (NAMMOS) Users Manual
(NOTAL)

Office of Personnel Management

Federal Personnel Manual (FPM), Chapter 230, Sub-Chapter 4,
"Agency Authority to take Personnel Actions in a National
Emergency,"
October 29, 1985 (NOTAL)

Federal Personnel Manual, Chapter 910, "Mobilization
Readiness,"
December 6, 1982 (NOTAL)

Federal Personnel Manual, Supplement 910 1, "National
Emergency Readiness of Federal Personnel Management,"
August 30, 1982 (NOTAL)

Federal Personnel Manual, Supplement 990 3, "National
Emergency Standby Regulations (Personnel and Manpower),"
December 30, 1971 (NOTAL)