

DEPARTMENT OF DEFENSE



Civilian Personnel Management Service

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Emergency Preparedness And Response Guide

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INTRODUCTION

The Department of Defense (DoD) involvement in contingency and disaster preparedness and response has increased and changed significantly in recent years. The Department's role in support of humanitarian missions, disaster relief and the Global War on Terrorism (GWOT) has required a much greater commitment of both our military personnel and civilian employees. An increased awareness of the potential for a pandemic has further increased challenges in assessing scenarios previously unforeseen.

As we look to the future, it is imperative to build a culture of preparedness for these events. We must be ever more proactive. We must define individual and organizational responsibilities for disaster preparedness and response. Preparedness is everyone's responsibility. Preparedness is power.

Why prepare?

Disasters and emergencies can disrupt hundreds of thousands of lives each year. Each disaster has lasting effects both on people and property. If a disaster occurs in a local community, the state, local, and Federal government agencies, as well as disaster-relief organizations, will try to help, but personal preparedness is equally essential. Knowledge of how to respond to severe weather or any other disaster is key. Being prepared can reduce fear, anxiety, and the loss associated with disaster.

In addition to personal preparedness, the Executive Branch departments and agencies are required by Presidential Directive to be prepared to continue to perform their essential functions under a broad range of circumstances and are charged with having Continuity of Operations Plans (COOP) in place. COOP is covered on page 13 of this guide.

Using this guide

This guide contains advice for employees, managers and Human Resource (HR) practitioners on how to prepare for, respond to, and recover from disasters and emergencies. It is designed to assist management officials in exercising their authorities, fulfilling their responsibilities, and carrying out their management functions during disasters and emergencies. It addresses a number of human resource management areas to which special provisions apply during such situations. Used in conjunction with information and instructions from local emergency management offices as well as installation or command guidance, this guide will assist DoD employees with preparing for disaster response.

Information for management and HR practitioners is intended for use in making initial decisions prior to a disaster and throughout the response phase. Managers and HR practitioners should be aware of and understand the additional flexibilities that may be available to help sustain operations and safeguard their employees

should an emergency arise. When the circumstances of a particular situation raise questions or concerns about applicability and interpretation of guidance contained herein, or require more detailed information upon which to make a decision, management officials should refer to the cited references or discuss with their human resources office as soon as practicable. The most up-to-date guidance will also be available on the Civilian Personnel Management Service (CPMS) Disaster Preparedness and Response website under www.cpms.osd.mil/disasters.

Applicability

This guide provides information that is generally applicable to the entire DoD civilian workforce regardless of duty station or level of seniority. It is applicable to crisis situations arising in connection with homeland defense as well as to those arising in overseas areas. It applies to Nonappropriated Fund (NAF) employees as well as appropriated fund employees, unless otherwise stated. Specific references covering foreign national employees, contractor employees, and the unique circumstances related to Noncombatant Evacuation and Repatriation are also included.

Information in this guide does not address special provisions found in Title 32 for the employment of National Guard military technicians.

Defining an Emergency

Emergencies and crises that confront society come in many forms. Although each situation is unique, the steps needed to plan and deal with them are similar. The Federal Emergency Management Agency (FEMA) provides comprehensive information on the different types of crises and how to prepare for them at: www.fema.gov/areyouready/index.shtm. The planning information in this guide is generally applicable to the wide spectrum of crises, unless otherwise noted. A brief explanation of some of the different type of crises is provided below:

Natural Disasters

Natural disasters are events that threaten lives, property, and other assets. Often, they can be predicted, as the same type of disaster tends to occur repeatedly in the same geographical location due to weather patterns or physical characteristics of an area. Natural disasters include floods, fires, earthquakes, tornadoes, and hurricanes.

Biological Threats

Biological agents are organisms or toxins that can kill or incapacitate people, livestock, and crops. The three basic groups of biological agents that would likely be used as weapons are bacteria, viruses, and toxins.

Pandemics

Pandemics occur when a novel influenza virus emerges and can be efficiently transmitted between humans. Pandemic flu is virulent human flu that causes a global outbreak, or pandemic, of serious illness. Because there is little natural immunity, the disease can spread easily from person to person.

In November 2005, President Bush issued the "National Strategy for Pandemic Influenza," designed to guide the country's preparedness and response to an influenza pandemic. The DoD Implementation Plan for Pandemic Influenza, signed August 17, 2006, provides guidance enabling combatant Commanders, Military Departments and DoD agencies to develop plans to prepare for, detect, respond to, and contain the effects of a pandemic on military forces, DoD civilians, DoD contractors, dependents, and beneficiaries.

The Pandemic Flu home page www.pandemicflu.gov provides one stop access to Government avian and pandemic flu information. The DoD official website for pandemic flu information, www.dod.mil/pandemicflu provides specific information for the DoD workforce. The DoD Implementation Plan is available on this site. The Office of Personnel Management (OPM) Pandemic Influenza website provides information and guidance for civilian human capital management during a pandemic health crisis. This helpful website for employees, supervisors and managers may be found at www.opm.gov/pandemic. DoD Human Resources (HR) information on Pandemics can be found in the DOD HR Guide on Pandemic Influenza available at www.cpms.osd.mil/disasters.

Communicable Disease

A Communicable Disease is described as an illness due to an infectious agent or its toxic product, which may be transmitted from a reservoir to a susceptible host either directly as from an infected person or animal or indirectly through an intermediate plant or animal host, vector, or the inanimate environment. These vary from the common cold to more uncommon diseases like meningitis and infectious diseases like AIDS and hepatitis. A communicable disease differs from a Pandemic in that it may occur in a defined radius or in smaller confined groups.

Technological Hazards

Technological hazards include hazardous materials incidents and nuclear power plant failures. Usually, little or no warning precedes these incidents. The number of technological incidents is escalating, mainly as a result of the increased number of new substances and the opportunities for human error inherent in the use of these materials.

Terrorist Attacks

Terrorism is the use of force or violence against persons or property in violation of the criminal laws of the United States for purposes of intimidation, coercion, or ransom. Acts of terrorism include threats of terrorism; assassinations; kidnappings; hijackings; bomb scares and bombings; cyber attacks (computer-based); and the use of chemical, biological, nuclear and radiological weapons.

Regardless of the type of crisis, it is imperative to be aware of the risk and to take sensible precautions to protect yourselves, your families, and your communities.

PART ONE

GETTING READY

BUILDING A CULTURE OF PREPAREDNESS

Why is it important to build a culture of preparedness? As with any major event, identifying the strategies needed to make the event go smoothly, and practicing the strategies and the timelines for their deployment, lead to successful execution. Preparation and exercising also enable the identification of unforeseen risks, while permitting time, in a non-crisis environment, to develop a risk mitigation plan. Finally, practicing facilitates the clear identification of roles and responsibilities and how they need to interface and synchronize for successful emergency management.

It is the Department's goal to instill preparation, response, and recovery initiatives for any threat whether it be in CONUS or OCONUS. The Department is seeking to institutionalize disaster/emergency preparation and evacuation for the entire community.

Emergency preparedness is a multi-faceted, continuous process. Its success depends on the involvement of varied stakeholders and attention to a myriad of details. The DoD Human Capital Emergency Preparedness Checklist at Appendix

A highlights preparedness activities and provides a useful tool in their management.

Roles

Everyone in the DoD community has a role to play in building a culture of preparedness. As individuals, we are responsible for the protection of ourselves and our families by knowing what to do before, during, and after an event. The organization and installation are responsible for ensuring command guidance and requirements for plans and procedures to follow in the event of a disaster or emergency are in place. Supervisors and managers are responsible for communicating those plans to the workforce and practicing so that problems are resolved before the plan is needed. At the time of an emergency everyone should be familiar with their role, know what they need to do to keep safe and out of harm's way, and the strategies to continue operations throughout a disaster.

Planning and Preparedness

In times of natural disasters, pandemics, technological hazards, or acts of terrorism, there may be an immediate and unanticipated disruption within and around an organization's physical location. Individuals may not be able to report for duty, communications equipment may be destroyed or ineffective, information systems may be inaccessible. A health crisis of pandemic proportions may create shortages of essential goods and medical supplies, limit travel, and elevate absenteeism to a level that impedes mission accomplishment. Disruptions may occur on local, regional, national, or even a global scale. Established policies and procedures may be impossible to implement, or may require modification. Management officials must ensure that their contingency and emergency planning addresses such circumstances to the maximum extent possible, keeping in mind that there may well be unexpected requirements that must also be addressed. All employees should be informed how they are to report their status in any of these situations; plans should include alternatives to telephonic notification, for example, web based systems.

Supervisors should:

1. Post the telephone number for the supporting Human Resources Office on the organization's official bulletin board, or other conspicuous locations, so employees are aware of the appropriate source of information for answers to questions regarding leave, health, life insurance, or death and injury benefits.
2. Maintain an emergency file consisting of organizational charts, employee recall information, lines of succession for mission essential functions,

points of contact in the Human Resources Office, contact information for both the local Employee Assistance and Office of Workers Compensation Programs, Office of Workman's Compensation instructions (and forms CA-1 and CA-16), a copy of this guide, and any agency and local guidance regarding next-of-kin notification procedures. Supervisors should not attempt to discuss benefits or entitlements with employees or family members during emergency situations, and should always consult with the supporting Human Resources Office.

3. Encourage employees to provide up-to-date emergency contact information. At a minimum this information should include the name and address of an emergency contact, along with a day and night telephone number. Privacy Act laws apply to this information and thus appropriate administrative, technical and physical safeguards must be in place to protect and preserve the security and confidentiality of the information.
4. Maintain an electronic and paper copy of this critical emergency information. Supervisors should understand the circumstances during which this information may be needed and how it could be accessed in the event it is not possible to access the regular worksite.

It is critical, during any emergency, that management officials follow these basic steps to ensure all employees and their families are kept abreast of the situation and the impact it will have on them. This information should be reviewed, verified, and updated whenever a change occurs, or at least annually, to ensure that it remains current.

Employees should:

1. Provide emergency contact information. This voluntary information may be crucial in contacting the employee or their family members in order for the organization to render assistance before, during or following a crisis.
2. Update their emergency contact information with their supervisor whenever a change occurs. This information should be reviewed and verified on an annual basis.
3. Periodically review other personal information such as all designation of beneficiary forms and update as needed.
4. Familiarize themselves with the organization's Continuity of Operations Plan (COOP) and be prepared for their role during an emergency.

Organizations and offices should:

1. Periodically reinforce and exercise emergency procedures and have a predetermined place to meet so that a proper accounting of employees may

- be conducted.
2. Instruct employees going on TDY as to whom to contact at their home office in the event that a contingency or emergency occurs at the TDY location.
 3. Make the organization or Command COOP available to all employees and practice these plans to ensure Mission Essential Functions (MEF) continue during an emergency.
 4. Ensure lines of succession and delegations of authority are in place and that employees responsible for these functions are informed, trained and prepared.

The Civilian Personnel Management Service maintains an up-to-date website providing guidance for employees, management and human resources personnel for disaster preparedness and response at www.cpms.osd.mil/disasters.

References:

- (a) DoD Directive 1400.31, “DoD Civilian Workforce Contingency and Emergency Planning and Execution,” April 28, 1995
- (b) DoD Instruction 1400.32, “DoD Civilian Workforce Contingency and Emergency Planning Guidelines and Procedures,” April 24, 1995
- (c) DoD Directive 1100.18, “Wartime Manpower Mobilization Planning,” January 31, 1986
- (d) DoD Instruction 1100.19, “Wartime Manpower Mobilization Planning Policies and Procedures,” February 20, 1986
- (e) DoD Directive 3020.36, “Assignment of National Security Emergency Preparedness (NSEP) Responsibilities to DoD Components, November 2, 1988
- (f) DoD Instruction 3020.37, “Continuation of Essential DoD Contractor Services During Crises,” November 6, 1990
- (g) DoD Directive, 3020.40, “Defense Critical Infrastructure Program (DCIP), August 19, 2005

Component and Agency Preparedness

While it is everyone's responsibility to be prepared, the ultimate success of DoD's mission accomplishment in contingencies and disasters rests with local management officials, from base commanders, through senior- and mid-level

managers, to first line supervisors. In addition to planning and preparedness responsibilities to ensure a smooth transition to disaster and contingency operations, management officials must ensure sustainment of the civilian workforce throughout the crisis and a smooth transition back to regular operations upon completion of the extraordinary mission requirements.

Components and installations should become familiar with the following authorities and plans well in advance of an emergency to ensure a ready response:

- Human Capital Management Authorities
- Personnel Accountability Procedures
- Evacuation Planning and Funding
- Occupant Emergency Plans
- Disability Plans
- Continuity of Operations Plans
- Security Plans
- Public Health Emergency Plans

Additional information on these authorities and plans follows:

Human Capital Management Authorities

There are a number of personnel authorities that can be evoked to facilitate the continuity of mission operations, while safeguarding the workforce. These include: evacuation of employees to a safe haven; seeking initiation of an emergency leave transfer program; implementing emergency hiring procedures; and waiving the premium pay cap to allow needed overtime. An understanding of these authorities and how they can be used during an emergency is a critical part of the planning process. Additional information on these authorities can be found in Appendix B.

Personnel Accountability

The workforce must be accounted for when disasters strike. Managers should develop procedures to drive emergency report-in response from the bottom up. Because lines of communication may be severed, local and long-distance report-in procedures must have redundancies. Employees must be made aware of pre-established toll free numbers for emergency report-in as well as pre-established web site and e-mail addresses.

Employees should be provided wallet cards with the emergency call-in procedures so that they are aware, prior to the need, of how to report-in during a disaster. A sample wallet card is at Appendix C. Report-In procedures should be exercised

and included in personnel orientation and in-processing to ensure rapid response and familiarity before a disaster or contingency occurs. Employees should complete DD Form 93, "Record of Emergency Data", or provide information required on the form through an automated personnel data system utilized by their component, for example, Electronic Official Personnel Folder or emergency contact information system. A copy of DD Form 93 and a sample card are located at www.cpms.osd.mil/disasters under the Employee Emergency Report-In Information tab.

Management is responsible for maintaining an up-to-date list of personnel assigned by unit or organization as well as those serviced by the installation. Emergency contact information for each employee is also crucial to obtain 100% personnel accountability. Again, redundancy is crucial to prepare for situations when paper copies of information are not accessible. Data systems must have a back-up file at a geographically separate location.

DoD Instruction, 3001.02 explains personnel are considered accounted for when any of the following occur:

- The person is physically present.
- The person has been contacted or has made contact.
- The person is in an official status of unauthorized absence, deceased, or missing.
- A family member indicates the person is accounted for or accountability is verified through other means.

Reference:

DoD Instruction 3001.02, "Personnel Accountability in Conjunction With Natural or Manmade Disasters," August 8, 2006

Evacuation Pay

A line of accounting to fund travel and transportation entitlements must be updated at the beginning of each fiscal year. The message transmitting these fund cites is available at www.cpms.osd.mil/disasters under the "Information for Employees, Supervisors and Managers" tab, "Evacuation Authorities" sub tab. Management should also identify authorities and procedures for notifying personnel of evacuation and the next steps to guide the installation population through the event. Processes for flow of information to and from decision makers to and from personnel and family members must be identified. Pre-establish multiple evacuation/safe haven destinations and familiarize the work force with these locations and procedures. All emergency data and procedures should be updated at least annually to maintain viability.

Occupant Emergency Plan

Occupant Emergency Programs establish procedures for safeguarding lives and property in and around a Federal facility during emergencies. Occupancy Emergency Plans (OEP) are sets of procedures to protect life and property in Federally occupied space under defined emergency conditions. OEPs are required for all buildings leased through the Government Services Agency (GSA). Commands occupying leased space must familiarize themselves with their OEPs.

Disability Planning

Executive Order 13347, Individuals with disabilities in Emergency Preparedness, issued on July 22, 2004, directs the federal government to appropriately address the safety and security needs of people with disabilities. To meet the requirements of this directive, all phases of emergency management must consider the needs of people with disabilities, including varying disabilities (e.g., vision, mobility, developmental, psychiatric, and hearing). It is prudent to involve individuals with disabilities in the planning stage in order to ensure their needs are adequately addressed in the plan. While employers bear much of the responsibility for emergency preparedness planning, employees with disabilities must also take the initiative to ensure their own safety.

The Department of Labor (DOL) has prepared a guide that provides detailed information to consider in developing workplace emergency plans for people with disabilities. The guide may be found on the DOL site at www.dol.gov by entering “Preparing the Workplace for Everyone” in the search tool.

Reference:

Executive Order 13347, “Individuals with disabilities in Emergency Preparedness,” July 22, 2004

Continuity of Operations Plans

Reference (a) directs that DoD shall have a comprehensive and effective Defense Continuity Program that ensures accomplishment of DoD component Mission Essential Functions (MEF) is not impeded by the emergency. Communications, facilities, information technology, trained personnel and other assets are necessary to continue the MEF and must be considered in development of a COOP. Mission Essential Functions must be identified as well as individuals who will perform them.

The continuity planning process consists of:

- (1) Establishment of Core Requirements,
- (2) Determination of Capabilities Requirements and

(3) Writing Plans and Procedures.

Reference (b) provides guidance on requirements for addressing these issues in a COOP. Executive Order 12656, "Assignment of Emergency Preparedness Responsibilities," November 18, 1988 directs that the national security is dependent upon the ability of continuity of government during any emergency. Federal departments and agencies are responsible for ensuring continuity preparedness planning, see reference (c).

Reference (d) directs Federal Executive Branch departments and agencies to incorporate strategies and plans for dealing with Pandemic Influenza in continuity of operations plans at all levels.

The key elements of a COOP include: identification of Mission Essential Functions; defined Delegations of Authority; and Defined Orders of Succession.

Mission Essential Functions

Mission Essential Functions are not new authorities, requirements or functions. They are existing functions that enable organizations to provide vital services, exercise civil authority, maintain the safety and well being of the general populace, and sustain the industrial/economic base in an emergency. These essential functions are considered mission critical and must be continued during any emergency in order to facilitate emergency management and overall national recovery. To effectively identify essential functions, organizations should:

- Select essential functions considering the dynamic nature of the potential crisis.
- Reexamine prioritization of essential functions considering the impact of the duration of the crisis on personnel and mission accomplishment.
- Identify essential functions that cannot be performed from home or other locations and make plans for how they will be performed.
- Identify critical systems and operations that can be redistributed and supported from other offices.
- Review the effect of the potential crisis on essential contract and support services and organizational operations, and develop mitigation strategies.
- Consider the need for cross-training to ensure backups to essential staffs are available to perform essential functions.

Delegation of Authority

Clear pre-established delegations of authority are vital to ensuring all organizational personnel know who has authority to make key decisions in a

COOP situation. These delegations should be documented and readily accessible.

Orders of Succession

Just as important as Delegations of Authority, Orders of Succession are essential to an organization's COOP plan to ensure personnel know who has authority and responsibility if the leadership is incapacitated or unavailable in a COOP situation.

Orders of succession must:

- Be applied to key leadership positions.
- Be established by positions or titles, rather than by name.
- Include rules and procedures for successors.
- Ensure all successors are trained to assume the lead position.
- Ensure plans incorporate rules pertaining to the succession of command of military organizations.
- Plan for geographical dispersion, taking into account the possibility of different orders of succession depending on the nature of the crisis.

References:

- (a) DoD Directive 3020.26, "Defense Continuity Program (DCP)," September 9, 2004
- (b) DoD Instruction 3020.42, "Defense Continuity Plan Development," February 17, 2006
- (c) Executive Order 12656, "Assignment of Emergency Preparedness Responsibilities," November 18, 1988
- (d) Federal Emergency Management Agency Memorandum, "Continuity of Operations (COOP) Pandemic Influenza Guidance," March 1, 2006

Security Plans

The statutory authority to establish security procedures for the protection and safeguard of DoD installations, facilities, personnel and property, and to conduct necessary inspections at security gates and building entrances is contained in Section 797 of Title 50, United States Code (Section 21 of the Internal Security Act of 1950). The Secretary of Defense has implemented this statute through reference (a).

Reference (a) assigns responsibility to the Secretaries of the Military Departments and Heads of other DoD Components for establishing security policies and procedures, including gate inspections and restricted access to facilities, as deemed appropriate. It also designates personnel assigned to command positions

at all levels and the heads of the Defense Agencies and Field activities as “commanders,” to issue necessary regulations to protect and secure the facilities, personnel and property under their command. Those Commanders must conspicuously post and enforce the orders and regulations they issue.

Regulations include the protection or security of a military facility or property subject to DoD jurisdiction or a military conveyance, to include ingress or egress to such places. The regulations provide for gate inspections at closed bases, i.e., those installations whose entrances are protected from routine public access. Those inspections may be directed to every vehicle or follow a random pattern, though certain vehicles may be more likely to be searched than others. The use of dogs and various types of mechanical devices are permissible. The occupants of the vehicles and individuals entering by bicycle, motorbikes, motorcycles, or on foot are also subject to inspection. Security inspections are not limited to perimeter gates, but may also be employed at other locations within the DoD reservation. Common examples include fenced areas, flight lines, buildings, parts of buildings, and conveyances.

Federal courts, the Federal Labor Relations authority (FLRA), and the Merit Systems Protection board recognize the unique status of Federal agencies and military installations, and the need for these entities to implement internal security requirements. The courts have long recognized that persons who enter a military base may have to surrender some of their individual rights so that military security can be maintained. An inspection of persons and vehicles at the gate of a military base does not have to comply with Fourth Amendment standards applicable to a public street.

FLRA decisions have established that an agency’s right to determine internal security practices, in accordance with reference (b), includes the right to determine the policies, practices, and investigative techniques that are necessary to safeguard its operations, personnel, and physical property against internal and external risks. Reference (b) also provides that an agency may take whatever actions are deemed necessary to carry out its mission during emergencies, including changes to the established security procedures. In such cases, the FLRA has recognized that there may be instances where the agency may implement a change due to an emergency situation and bargain with the union over appropriate arrangements for employees adversely affected on a post-implementation basis.

Each DoD Component has specific policies and guidelines related to security inspections. Management officials should refer to these and their activity’s local policies and guidelines when planning and conducting these inspections. Employees who refuse to consent to an inspection of their person or vehicle could be denied access to the installation or facility. Employees, who are prevented by their own actions from reporting to work during their scheduled duty hours, could suffer a loss of leave or pay, and may also be subject to disciplinary actions, depending on the specific circumstances and the applicable government-wide,

Component, and local policies and regulations. When any of the above actions are required, either to establish new security policies or address employees who violate such policies, it is recommended that the servicing human resources professional be contacted for guidance and assistance.

References:

- (a) DoD Instruction 5200.8, “Security of DoD Installations and Resources,” December 10, 2005
- (b) Section 7106(a)(1) of title 5, United States Code

Public Health Emergencies

DoD policy, see reference below, establishes procedures to protect facilities and personnel working, residing, or visiting military installations in the event of a public health emergency due to biological warfare, terrorism, or other public health emergency involving a communicable disease epidemic.

Military commanders required to issue regulations for protecting and securing property or places under their command shall designate a Public Health Emergency Officer (PHEO). A PHEO is a senior health professional military officer or DoD civilian employee affiliated with the local or higher command, responsible for coordinating efforts to contain the spread of disease and for reporting to the Centers for Disease Control (CDC) and other local and Federal agencies as appropriate.

In the event of a public health emergency it may be necessary to institute isolation or quarantines to prevent the spread of infection. Restriction of movement may also be imposed to prevent or limit the transmission of a communicable disease.

During a declared public health emergency, a commander, in consultation with the PHEO, may exercise special powers relating to persons necessary to prevent the spread of communicable diseases. To the extent necessary for protecting military property or places, such special powers may also include persons other than military personnel who are present on a DoD installation or other area under DoD control. Special requirements are provided for individuals placed in quarantine to ensure their safety and well being while quarantined.

Preparations should be made for the protection and well being of the workforce during a health crisis of pandemic proportions. Managers and supervisors should be aware of and have plans to institute the flexibilities outlined in the OPM guide, Human Capital Planning for Pandemic Influenza, available at www.opm.gov/pandemic. Supervisors have options available to assist employees during a pandemic health crisis, such as utilizing the home as a safe haven to promote social distancing. Telework is an option that should be explored and planned for well before the onset of a pandemic health crisis.

In the case of a public health emergency, requirements in addition to those already discussed, may have to be invoked.

References:

DoD Directive 6200.3, "Emergency Health Powers on Military Installations,"
05/12/2003

Improving and Practicing Preparedness Plans

Developing plans in and of themselves is not sufficient for success. The plans must be practiced regularly, varying the types of drills. Each drill should be conducted as seriously as an actual emergency. Practice provides the opportunity to determine what works and what does not. Planning is an ongoing effort, and plans and associated documents should never be regarded as final or complete. They must be evaluated and updated on a regular basis.

A sample checklist for use in the assessment of the readiness of Human Resource emergency planning strategies can be found at Appendix D.

In addition to practicing, it is imperative that resources are assigned to Component/installation emergency preparedness efforts. These can be full time or collateral duty, but should involve all of the stakeholders who will need to work together in times of crisis. At a minimum, emergency preparedness teams should have membership from the following installation offices: COOP, emergency preparedness, civilian personnel, health affairs, information technology, public affairs, and safety. Team members should be aware of their responsibilities in support of emergency preparedness and provided sufficient training to competently exercise these duties. It is only through these combined efforts that preparedness will be assured.

PART TWO

WHEN AN EMERGENCY STRIKES

There are two primary concerns that need to be addressed when a disaster occurs:

1. Continuity of essential mission operations and
2. Safeguarding the DoD workforce.

There are a number of strategies that can be deployed by commands to meet both these objectives.

CONUS Evacuations and Safe Havens

The commander, director, head, chief or supervisor of an organization or office may order an evacuation from a location in the Continental United States (CONUS). Chapter 12 of the Joint Travel Regulation, C1200 C, provides the officials who may authorize or order an evacuation:

- The Secretary of Defense, or the Secretary's designated representative (USD (P&R)) for employees and dependents of DoD Components;
- The Secretary of the Army, Navy or Air Force, or the Secretary's designated representative, for civilian employees and dependents of the respective Service;
- The head of a DoD component or designated representative;
- The commander of a U.S. installation or designated representative; and
- The commander, director, head, chief or supervisor of an organization or office.

Allowances may be paid as soon as one of these officials orders an evacuation.

Section 5725 of title 5, United States Code (U.S.C.), authorizes transportation at Government expense to a safe haven location when an evacuation is authorized or ordered. Safe haven means a designated area to which an employee or dependent will be or has been evacuated. Local installation commanders, or other authorities, as described above, determine the need to evacuate and define the geographic area of a designated safe haven for DoD civilians.

Section 5522 of title 5, United States Code (U.S.C.), and Subpart D of 5 CFR 550, provide authority for advance pay, allowances, and differentials when an employee and/or dependents are authorized or ordered to evacuate the employee's Permanent Duty Station (PDS). Managers may advance an employee up to 30 days of pay; payment is based on the rate of pay the employee is earning at the time of the advance and the advance must be repaid. Evacuation pay is a continuation of the employee's regular pay that continues during the period of

time during which the order to evacuate remains in effect and can continue for 180 days. There are three types of payments during an evacuation that may be made to an employee who has received an order to evacuate. These payments include advance pay, evacuation pay, and special allowances. An evacuee can receive advance pay (salary, allowances and differentials), evacuation pay (salary, allowances and differentials), and special allowances (travel expenses, per diem, and reimbursement for other direct added expenses incurred), depending on the situation.

Employees (and their dependents) may receive the maximum amount of authorized travel and subsistence expenses for the first 30 days of an evacuation. After 30 days, the amount of subsistence expenses shall be reduced to 60 percent for the duration of the evacuation not to exceed 180 days.

A message is transmitted annually by the Per Diem Travel and Transportation Allowance Committee providing CONUS evacuation entitlements. The message for the current fiscal year may be found at <http://www.cpms.osd.mil/disasters> in the "Evacuation Authorities" sub-tab. A line of accounting data to fund travel and transportation entitlements must be updated at the beginning of each fiscal year. Management should also identify authorities and procedures for notifying personnel of evacuation and the next steps to guide the installation population through the event. Processes for flow of information to and from decision makers to and from personnel and family members must be identified. Leadership must identify pre-established multiple evacuation/safe haven destinations and familiarize the work force with these locations and procedures.

For DoD employees to be eligible for evacuation payments an evacuation order must be issued by one of the authorized DoD officials. An evacuation ordered by local civil authorities does not authorize evacuation payments for DoD employees.

Evacuation allowances may be paid for up to 180 days, as determined by the order authorizing official. If a situation of imminent danger occurs at the initial safe haven, a subsequent evacuation may be ordered from the safe haven not to exceed 180 days after the subsequent order. For example, if an employee has received evacuation payments for 3 weeks and is subsequently evacuated to another safe haven, a new 180-day period during which evacuation payments may be received begins on the date of the second evacuation order.

Title 5, Code of Federal Regulations (CFR) was amended to include section 550.409 which addresses evacuation payments during a pandemic health crisis. These rules were effective September 18, 2006 and provide that agencies may direct an employee to work from his or her home or alternative location mutually agreeable to the agency and employee, and that the employee's home may be a safe haven during a pandemic health crisis. The ability to designate the home as a safe haven is applicable only during a pandemic. Special allowance payments may also be made by the agency, based upon a case-by-case analysis, to offset the

direct added expenses incidental to performing work from home or mutually agreed upon alternative location during a pandemic health crisis.

References:

- (a) Sections 5522-5524 of title 5, United States Code
- (b) Section 5725 of title 5, United States Code
- (c) Title 5, Code of Federal Regulations, Section 550 Subpart D
- (d) JTR Chapter 12

Evacuees Return to Work at Permanent Duty Station (PDS) but Home Is Uninhabitable

The Office of Personnel Management (OPM) has interpreted its evacuation regulations so that an evacuated employee who is returned to the Permanent Duty Station (PDS) may be paid per diem while working at the PDS if the employee's residence is uninhabitable. In such cases, the employee's dependents may continue to receive per diem at the safe haven.

Normally, travel allowances would not be payable if the employee is working at the PDS. However, if an employee's home is uninhabitable, an agency may use the special allowance authority in OPM's regulations at 5 CFR 550.405 to pay subsistence expenses (including lodging) for the employee. The authority to pay subsistence expenses under 5 CFR 550.405 is discretionary and may be applied regardless of whether the lodging is within (or outside of) the boundaries of the duty station.

References:

- (a) Sections 5522-5524 of title 5, United States Code
- (b) Title 5, Code of Federal Regulations, Section 550 Subpart D
- (c) Joint Travel Regulations, Appendix I, Part B, Section 550.407(d)

Work Assignments

Section 7106(a)(2) of title 5 United States Code, provides management officials with the statutory right to direct employees and to assign work to them. Subsection (D) of this reference specifically gives management officials the right to take whatever actions may be necessary to carry out the agency mission during emergencies. Thus, management officials have a clear statutory authority to reassign, relocate, or detail employees and to make temporary work assignments, as necessary, to meet the needs dictated by the crisis situation. Employees who disagree with any such assignments must comply with the assignment at the time

the direction is given, with any appeals or grievances to be filed and acted upon at the earliest practicable time thereafter.

For bargaining unit employees, applicable Federal Labor Relations Authority case law has established that the right to assign work includes the right to determine the particular duties and work that will be assigned, the particular employees to whom the duties and work will be assigned, when such assignments will occur, and when the work will be performed. Included in this right is the authority to determine the particular qualifications and skills needed to perform the work and to make judgments as to whether employees meet those qualifications requirements.

Reference:

Section 7106(a)(2) of title 5, United States Code

Work Schedules

Full-time employees within DoD have a basic administrative workweek of 40 hours, unless they are working under an approved alternate work schedule (AWS) exception, such as a flexible or compressed schedule.

For employees on a regular tour of duty, references (a) and (b) require that each employee's tour of duty be scheduled in advance of the administrative workweek over a period of not less than one week, consisting of five consecutive workdays, with the same working hours in each day. During contingencies and emergencies, management officials have the authority under subsection (a)(3) of reference (a) to change work schedules to meet mission requirements without regard to these scheduling requirements. This authority should be used only when necessary, and, to the extent possible, affected employees should be informed of the reasons for the schedule changes as well as the expected duration of such changes.

Management officials also have the authority, under reference (a), to terminate AWS, whether flexible or compressed work schedules, when they determine that continuation of such schedules would have an adverse impact on mission. This authority may be exercised in connection with contingencies and emergencies, but should be used only when essential.

For alternative work schedules covered by a negotiated agreement with bargaining unit employees, section (c)(3)(A) of reference (c) requires that the agreement be reopened to seek termination of the schedule involved. Since the Federal Employees Flexible and Compressed Work Schedules Act of 1982 intends the establishment and termination of alternative work schedules to be fully negotiable, management cannot assert a management right as a basis for terminating an alternative schedule that has been negotiated. Before reopening an agreement to seek termination of an alternative work schedule, management should review the existing agreement to determine whether it already provides sufficient leeway to make adjustments required to accomplish the mission dictated by the contingency

or emergency.

If the agreement must be reopened, and there is insufficient time to complete bargaining before the alternative schedule must be terminated, management must establish that the agency's ability to effectively and efficiently carry out its mission is being impeded by the lengthy negotiations. If bargaining is not completed before the schedule is terminated, negotiations must be continued after the termination has been effected. Any agreement reached under these circumstances should be applied retroactively, if practical.

If impasse is reached in bargaining with respect to terminating an alternative work schedule, the impasse is presented to the Federal Service Impasses Panel for resolution. The Panel is required to take final action in favor of the agency if there is evidence that an alternative work schedule has caused adverse agency impact. The Panel encourages the agency to present information on the methodology used to collect the evidence to support its determination that there is adverse agency impact. The Panel also expects that the agency would rely on evidence from the time period when there is adverse impact, rather than on evidence collected after the fact.

References:

- (a) Section 6101 of title 5, United States Code
- (b) Title 5, Code of Federal Regulations, Section 610.121
- (c) Section 6131 of title 5, United States Code

Telework

Arrangements for employees to telework at home or at an alternate work location are particularly appropriate when traditional worksites have been evacuated as a consequence of emergencies or access is restricted for social distancing purposes. Managers and employees are encouraged to implement telework agreements to the maximum extent possible within the parameters of each DoD Component's telework policy. Information about implementing telework efficiently and effectively is available at the GSA/OPM website, www.telework.gov and the Defense Civilian Personnel Management website, <http://www.cpms.osd.mil/>. Information regarding the impact of a Pandemic on telework is available on the OPM website www.opm.gov.

A sample telework agreement can be found in Appendix E.

References

- DoD Instruction 1035.01, "Telework Policy," April 3, 2007

Administrative Dismissal of Employees

Commanders and Heads of Activities are provided the authority to close all or part of an activity and to administratively excuse the civilian workforce. Information on this authority may be found in the reference below. This authority may be used when there is an unanticipated curtailment of operations or unforeseen interruptions of transportation or building services. While this authority has traditionally been used in connection with extreme weather and natural disasters, it is intended to enable management officials to address all situations involving severe conditions or disruptions of normal operations. Thus, it is equally applicable throughout the broad range of contingencies and emergencies with which DoD deals.

When exercising administrative dismissal authority, management officials have the discretion to excuse all or any portion of the civilian workforce. Specific organizations, such as those responsible for snow removal, fire protection, or physical security, may be excluded. Section SC610.3.4 of DoD 1400.25-M, "DoD Civilian Personnel Manual," reference below, requires that these employees be identified in advance and notified that they are expected to report for, or remain at, work during emergency situations unless otherwise notified. In addition, specific employees may be designated as mission essential, based on the circumstances of a particular contingency or emergency situation, and excluded from the group dismissal. To the extent possible, these employees should also be identified and notified in advance. Even with the best planning, however, such advance notification will not always be possible and is not mandatory. Administrative dismissal authority is discretionary on the part of management officials and is not an employee entitlement.

Administrative dismissal authority is intended for use during short periods of time, normally not to exceed three consecutive workdays. Section SC610.3.3.3 of the below reference prescribes procedures that must be followed when the group dismissal is approved beyond three days. Regardless of the duration of a particular group dismissal, management officials may need to change designations of emergency or mission essential employees. While this should be addressed through standard operating procedures to the extent possible, management officials have the discretion to change such designations throughout the course of the contingency or emergency.

Section SC610.3.2.4 of the reference provides that, in geographical areas where contingency or emergency situations affect more than one Defense activity, the Commander or Activity Head employing the largest number of civilian employees shall make the determination as to whether an emergency exists and assess the appropriateness of authorizing administrative dismissal of employees. Decisions by other Commanders and Heads of Activities in the area that are at variance with this decision must be coordinated with the commander or head of activity responsible for making the area-wide decision. Coordination with non-DoD

Federal installations in the area should be undertaken through Federal Executive Boards or similar organizations of Federal officials.

Within the Washington, DC, metropolitan area (i.e., duty stations within the Washington Capital Beltway), management officials should follow the Washington, DC, Emergency Dismissal or Closure Procedures, as administered by the DoD Component or Washington Headquarters Services, as appropriate.

Reference:

DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996, Subchapter (SC) 610

Excused Absence

The reference document below authorizes management officials, consistent with delegations of authority by DoD Component Heads, to excuse employees from duty for brief periods of time without loss of pay or charge to other paid leave. Excused absence differs from administrative dismissal in that it is to be authorized on a case-by-case basis for individual employees.

While Section SC630.7.4 of the below reference lists the more common situations in which excused absence may be granted, that list is not intended to be all-inclusive.

Circumstances associated with contingency and emergency situations may well warrant use of excused absence authority. Examples of such circumstances include the inability to report for duty because of disruptions in transportation services or personal situations related to the contingency or emergency situation requiring the employee’s immediate attention away from the duty station.

Section SC630.7.2 of the below reference provides that authority to grant excused absence should be delegated to the lowest practical level. Management officials should refer to their DoD Component’s policies to determine the specific level to which this authority has been delegated. During a contingency or emergency, management officials having approval authority should review all requests for excused absence and make individual approval decisions based on the specific circumstances of each employee’s situation. Management officials also have the authority to approve excused absence without a specific request from an employee when they determine that the employee’s situation warrants it.

Reference:

DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996, Subchapter (SC) 630 Pay/Leave

Premium Pay Limitations

Reference (a) limits an employee's aggregate rate of pay (including base pay and premium pay) for any pay period to the greater of the biweekly rate of pay for GS-15, step 10, or equivalent, or Level V of the Executive Schedule. This limitation requires that an employee's basic pay plus premium pay for overtime work (including compensatory time off), night work, standby duty, and work on Sundays or holidays be calculated each pay period. No premium payments may be made when an employee's pay exceeds the biweekly pay limitation. Reference (a) provides further, however, that this biweekly limitation does not apply to work performed in connection with an emergency that involves a direct threat to life or property or work that is critical to the mission of the agency. In such emergencies, General Schedule, (including law enforcement officers) and National Security Personnel System (NSPS) employees, performing work directly related to an emergency situation may receive premium pay as long as the annual total (basic pay plus premium pay) does not exceed the greater of the annual rate for GS-15, step 10, or equivalent or Level V of the Executive Schedule. By administrative extension, the emergency authority to apply an annual limitation instead of a biweekly one also applies to nonappropriated fund payband employees.

Under regulations prescribed by the Office of Personnel Management in reference (b) Heads of Agencies are delegated the authority to determine the existence of an emergency. Within DoD, this authority has been further delegated through reference (c) to officials who exercise personnel appointing authority (normally the head of an installation or activity). The authority is delegated through, and subject to the authority of, the DoD Components.

Management officials exercising this authority must identify the employees covered by the waiver. Employing activities must then notify the servicing payroll offices in writing. Waivers granted under this authority are to be terminated when the work in connection with the emergency has been completed. Similar provisions covering NSPS employees are in reference (d).

Once an emergency is declared, the Defense Finance and Accounting Service (DFAS) procedures require that the installation or activity send the payroll office a list of eligible employees via the Electronic Data Management (i.e., imaging) at the DFAS toll free number of 866-401-5849. The memorandum must contain the names and social security numbers of affected employees and give the starting and ending dates of the emergency. If the ending date is not known at the time the supervisor submits the list to DFAS, he or she must submit a second memorandum at the time the emergency terminates.

Employees paid under the Federal Wage System are not subject to the premium pay limitations of reference (a). Fair Labor Standards Act overtime is not subject to the limitation on premium pay reference (d).

References:

- (a) Section 5547 of title 5, United States Code
- (b) Title 5, Code of Federal Regulations, Section 550.106(a)
- (c) DoD 1400.25-M, "DoD Civilian Personnel Manual," December 1996, Subchapter (SC) 550, Section SC550.3.1.1
- (d) Title 5, Code of Federal Regulations, Section 9901.361.

Hostile Fire Pay

Reference (a) provides authority to pay hostile fire pay to civilian employees. The authority allows payment of \$150.00 per month to a civilian employee who:

- (1) was subject to hostile fire or explosion of hostile mines;
- (2) was on duty in an area in which the employee was in imminent danger of being exposed to hostile fire or explosion of hostile mines and in which, during the period on duty in that area, other civilian employees were subject to hostile fire or explosion of hostile mines; or
- (3) was killed, injured, or wounded by hostile fire, explosion of a hostile mine, or any other hostile action.

The Principal Deputy Under Secretary of Defense (Personnel and Readiness) has the authority to designate areas where DoD civilian employees are subject to hostile fire. Within those designated areas, local Commanders or Heads of Installations may certify that an employee, or group of employees, meets one of the criteria above and thereby authorize hostile fire pay. An employee who is receiving a post differential under reference (b) for exposure to political violence or is receiving a danger pay allowance under reference (c) is not eligible for hostile fire pay.

Hostile fire pay is not prorated. Any employee certified by the appropriate management official will receive the full monthly payment. Additionally, an employee who was injured or wounded by hostile fire, and who was hospitalized for the treatment of the injury or wound may be paid hostile fire pay for not more than three additional months during a related hospital stay.

References:

- (a) Section 5949 of title 5, United States Code
- (b) Section 5925 of title 5, United States Code
- (c) Section 5928 of title 5, United States Code

Restoration of Annual Leave

Reference (a) establishes limits on the amount of annual leave that employees may carry over from one leave year to the next. Leave in excess of these limits is normally forfeited and lost by the affected employees. When an employee is prevented from using scheduled annual leave, however, because of an exigency of the public business, subsection (d)(1)(B) of reference (a) authorizes restoration of the forfeited leave for future use by the employee. Within DoD, reference (b) requires that Heads of DoD Components delegate responsibility for determining the existence of an exigency to the lowest practical level. Those who have been delegated this authority are also responsible for establishing the termination date of the exigency. This termination date establishes the time frame within which employees must use any restored leave.

During a contingency or emergency of broad proportion, the determination that an exigency exists may be made by the President, at the highest levels of DoD, or by a DoD Component Head. In such cases, guidance for application of the leave restoration provisions will be issued on a DoD-wide or Component-wide basis. In other instances, those with delegated authority should make the appropriate determination. It is the supervisor's responsibility to determine which employees are eligible for leave restoration.

References:

- (a) Section 6304 of title 5, United States Code
- (b) DoD 1400.25-M, "DoD Civilian Personnel Manual," December 1996, Subchapter (SC) 630, Section SC630.4

Hiring Flexibilities

A number of hiring flexibilities exist that may be used during contingencies and emergencies. Although most of the hiring authorities are available for immediate use by the authorized Department official, some require delegation by the Office of Personnel Management (OPM) based on determination of a government-wide or agency-specific need. When a contingency or emergency affects more than one DoD activity, or otherwise has broad impact within the Department, the Civilian Personnel Management Service will initiate a request for delegation from OPM of the applicable hiring authority on behalf of all affected DoD organizations. For contingencies and emergencies affecting a single DoD organization or having only local impact, management officials of that organization should pursue any additional flexibilities beyond those currently available through their servicing human resources office.

Please consult the specific regulation or DoD policy for clarifying information on use of each authority. A brief summary of authorities follows:

Emergency Hiring Authorities

30-Day Critical Need Appointments (5 CFR 213.3102(i)(2)) – This authority may be used to immediately appoint individuals with specialized knowledge, skills, abilities or competencies to address the emergency while DoD Components explore other longer-term staffing options. Initial appointments may be for 30 days and may be extended for an additional 30 days. Individuals may not be employed under this authority for more than 60 days in a 12-month period. Additionally, the authority may not be used to extend an existing temporary appointment.

1-Year Temporary Emergency Need Appointments (5 CFR 213.3102(i)(3)) - DoD Components may make excepted appointments under this authority provided the Office of Personnel Management has authorized government-wide or DoD use of the authority in response to an emergency situation (e.g., pandemic influenza, natural disaster). Appointments may be for up to 1 year with an additional year extension unless the authorizing guidance states otherwise. Time limitations typically do not apply to seasonal and intermittent work schedules (see 5 CFR 213.104). In the event of an emergency, CPMS will request this hiring authority from OPM.

Robert T. Stafford Disaster Relief and Emergency Assistance Act (P.L. 93-288, as amended) – This authority allows the hiring of temporary staff, experts, and consultants to provide disaster relief during emergencies declared by the President. Components should consult legal staff regarding use of this authority.

Non-Competitive and Excepted Service Hiring Authorities

Highly Qualified Experts (5 U.S.C. 9903) – This authority allows eminent experts in occupational fields of critical importance to be appointed for up to 5 years, with the possibility of a one-year extension, to promote the Department's national security mission. The DoD policy for this authority may be found at: http://www.cpms.osd.mil/ASSETS/B6808E90F6FD4367977B9C5CBCC05587/hqe_jun272006.pdf

Experts and Consultants (5 CFR 304) – This authority allows experts and consultants with a high degree of knowledge and expertise in particular areas to be appointed on an intermittent or temporary basis.

Veterans Recruitment Authority (5 CFR 307) – Appointments may be made to eligible veterans to any position in the competitive service at grade levels up to and including GS-11 or equivalent provided qualification requirements are met. Appointees are hired under excepted appointments to positions that are otherwise in the competitive service. After two years of satisfactory service, the employee must be converted to career or career-conditional appointment, as appropriate.

30% Disabled Veterans (5 CFR 316.302, 5 CFR 316.402, and 5 CFR 315.707)- Veterans with a compensable service-connected disability of 30% or more may be appointed on a term and temporary basis and converted to a permanent position. Eligibility and qualification criteria must be met.

Intergovernmental Personnel Act (IPA) Assignments (5 CFR 334) – The authority may be used to temporarily assign employees between Federal agencies and State, local, and Indian tribal governments, institutions of higher education and other eligible organizations. Assignments may be made for up to 2 years and may be extended for up to 2 more years. Written agreements must be signed by all parties prior to the assignment.

Local physicians, surgeons, nurses (5 CFR 213.3102(n)) – Schedule A appointing authority. Individuals are employed under contract or on a part-time or fee basis.

Health Care Professionals (38 U.S.C. 7403(g)) – Components may appoint certain health care professionals as listed under 38 U.S.C. 7403(a)(2) and amended by P.L. 109-289. A copy of the DoD delegation authority may be found at: http://www.cpms.osd.mil/ASSETS/C0F99763ED254B1B85E57A41BE977D79/redelegation_authority_032706.pdf

Faculty members (5 CFR 213.3102(o)) – Schedule A appointing authority. Faculty members holding full faculty status from accredited colleges and universities may be appointed to scientific, professional,

or analytical positions. Appointments are limited to 130 working days per year.

Persons with disabilities (5 CFR 213.3102 (u)) – Schedule A appointing authority. Persons with mental, severe physical and psychiatric disabilities may be appointed on a time-limited or indefinite basis provided all appointment criteria are met.

Student Temporary Employment Program (5 CFR 213.3202(a)) – Schedule B appointing authority. Students may be appointed to a 1-year appointment that may be extended in 1-year increments. Students must be enrolled or accepted for enrollment in a diploma, certificate, or degree program at an accredited high school, technical or vocational school, 2-year or 4-year college or university, or graduate or professional school. Additional program requirements exist.

Defense Career Intern Program (DCIP) (5 CFR 213.3202(n)) – Schedule B appointing authority. Individuals are appointed to a 2 year internship at the GS-5, 7, or 9 level or equivalent. Upon successful completion of the program, the individual may be noncompetitively converted to a permanent position in the competitive service. The DoD policy for this authority is located at: <http://www.cpms.osd.mil/ASSETS/11A67A1D94D24A09BAB8F2A089BD4619/dcip.pdf>

Other Useful Hiring Authorities

Reemployed Annuitants (5 USC 9902(j)) – Retirees may be reemployed into positions where significant recruiting difficulty exists, the position is of critical importance to the organization, to complete a project or initiative, when the individual has unique or specialized skills, or where mentoring is necessary to less experienced employees. Appointments may be on a time-limited or indefinite basis. Annuitants receive their full salary and annuity. The DoD policy for this authority may be viewed at: http://www.cpms.osd.mil/ASSETS/3706A7513E9041E4803BE1DEECA871F6/employ_annuitants_clar_amend.pdf

Note: A Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS) annuitant who elected to remain in CSRS or FERS following a move to the NAF employment system under portability of benefits law is considered a reemployed

CSRS/FERS annuitant in all future service, whether in a NAF or civil service position. NAF Component regulations apply to individuals who retired under a Nonappropriated Fund retirement plan.

Direct-Hire Authority (5 CFR 337.201-206) – A number of government-wide and DoD direct-hire authorities exist. Components may immediately appoint any qualified individual to positions authorized with direct-hire authority after issuing public notice. Rating and ranking of candidates does not apply, nor does veterans' preference. For a list of government-wide direct-hire authorities, visit: <http://www.opm.gov/employ/html/sroa2.asp#directhire>. For more information on DoD direct-hire authorities, visit: http://www.cpms.osd.mil/fas/staffing/staffing_dh.aspx

Time-limited appointments (5 CFR 316; Subchapter 1950.6.5.2 for NSPS positions): Temporary and term appointing authorities exist for work that is a non-permanent nature.

Performance Appraisal

References (a) and (b) prescribe the requirements for performance appraisal programs within DoD. Section SC430.API.4.4.1 of reference (a) requires the establishment of an official appraisal period during which performance shall be monitored and for which a rating of record shall be prepared. Appraisal programs must normally designate appraisal periods so employees are provided a rating of record on an annual basis.

Section SC430.API.4.4.2 of reference (a) provides that a rating of record shall be given to each employee as soon as practicable after the end of the appraisal period. It provides further that, when a rating cannot be prepared at the time specified in the appraisal program, the period shall be extended and a rating of record prepared as soon as practicable thereafter. During disasters and emergencies, management officials may extend the rating period and delay the resulting rating of record as necessary and appropriate. While prior notification to employees is not required during these extreme circumstances, they should be officially informed of any extensions or delays immediately after the decision is made.

Section SC1940 of reference (b) prescribes the requirements for the NSPS performance management system, which establishes an annual appraisal period from 1 October through 30 September. In accordance with Section SC1940.2.3, employees covered by NSPS must work under an approved performance plan for a minimum of 90 days in order to be eligible to receive a rating of record. Section SC 1940.9.3.3 provides management with limited discretion to extend the appraisal period beyond 30 September for individuals to meet the minimum period

of performance. Should disasters and emergencies disrupt the normal evaluation process affecting the pay pool as a whole, Section SC1940.10.7.3 allows the rating of record standard effective date of January 1 to be extended for unique and unusual circumstances. Such extensions must be effective for the entire pay pool and employees should be notified of the extension as soon as practicable.

Reference:

- (a) DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996 Subchapter (SC) 430
- (b) DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996, Subchapter (SC) 1940 (National Security Personnel System- NSPS)

Collective Bargaining

As a general rule, the Federal Labor Relations Authority (FLRA) has held that, prior to implementing a change of employment conditions for bargaining unit employees, an agency is required to provide the exclusive representative with notice and an opportunity to bargain over those aspects of the change that are within the duty to bargain. The reference, however, provides that an agency may take whatever actions are necessary to carry out its mission during emergencies. In such cases, the FLRA has recognized that there may be instances where the agency may implement a change due to an emergency situation and bargain with the union on a post-implementation basis.

During a disaster or emergency, management officials may take actions requiring an immediate response even if conditions of employment of bargaining unit members are affected. In such cases, the union should be advised of the immediate changes being made and offered an opportunity for post implementation bargaining at the earliest possible date. Any agreement reached during this bargaining should be applied retroactively, if practical.

Management officials must be careful when considering unilateral changes under emergency conditions. In each instance, the official making the decision must determine that the emergency necessitates immediate action. If an unfair labor practice charge is filed, the official making the decision must be prepared to establish that an “overriding exigency” required an immediate response. All aspects of the decision-making process should be fully documented throughout, and the documentation should be retained until post-implementation bargaining is completed.

It is more likely during a contingency or emergency that exigencies will arise that do not require an immediate response, but do require a response from the agency in the near future that will affect conditions of employment. Under these circumstances, there should be adequate time to notify the union about the impending change in conditions of employment and an opportunity to bargain.

However, there may not be adequate time to complete the bargaining process before it is necessary to implement the change. In such cases, management officials may determine that a unilateral change is required for the necessary functioning of the agency, prior to completing any required bargaining. Even when a change is made based on mission necessity, management officials are still obligated to bargain with the union on a post-implementation basis.

DoD's labor unions have been very cooperative during past emergencies. It is expected that this will continue, especially if management keeps the lines of communication open. When implementing changes due to overriding exigencies or mission necessities, management should advise union officials of the change to be made, explain how the change is connected to operations resulting from the contingency or emergency, determine when post-implementation bargaining will be conducted, and emphasize that any agreement reached will be applied retroactively, if practical.

Reference:

Section 7106(a)(2)(D) of title 5, United States Code

Documenting Personnel Actions

The Defense Civilian Personnel Data System (DCPDS) is the Department's automated human resource information system, and records and maintains personnel transactions generated by managers and personnel offices throughout DoD. Each component or civilian personnel Regional Service Center (RSC) has a DCPDS database that stores human resources information for serviced organizations and employees. Personnel actions are initiated by management and processed by the RSC in an electronic transaction that generates a Notification of Personnel Action that is filed in the employee's Official Personnel Folder (also maintained by the RSC). The DCPDS database is the database of record for serviced employees, and provides the necessary electronic feeds to payroll for pay and benefits. In accordance with references (a) and (b), Components are required to develop Continuity of Operations Plans (COOP) for RSC operations, including disaster recovery for DCPDS operations. These plans provide for manual processing of personnel actions until the automated system is restored. Managers should consult with their local personnel offices to obtain procedures for processing personnel actions during such events. When the purpose of the personnel action is to appoint an individual to the Federal government, managers must consult with the servicing human resource center prior to the appointment.

During contingencies and emergencies, when normal administrative procedures may not be feasible and DCPDS may not be accessible, managers must ensure that personnel actions taken on civilian employees are appropriately documented and recorded, either in handwritten format or a recoverable electronic format. Regular procedures used when appointment actions will not flow electronically to DFAS,

such as faxing a Notification of Personnel Action (SF 50) to the servicing payroll office, must be used to ensure payment of salary. All such actions will be processed electronically in DCPDS once normal operations are restored.

For actions taken on employees, managers should ensure that the following information, at a minimum, is recorded:

Employee name

Social Security number (or other official identifier)

Employee home address and phone number (for new hires)

Date of birth (for new hires)

Organizational information (department, division, branch, etc.)

Position information (title, occupational series, grade level)

Nature/description of personnel action (appointment, detail, reassignment, etc.)

Effective date of action

Name and organization of manager or official approving the action

Once normal operations are restored, managers should work through regular administrative channels to ensure that personnel actions are processed through DCPDS.

References:

(a) DoD Directive 3020.26, September 8, 2004

(b) Modern DCPDS Contingency Management Manual, March 26, 2001

Injury and Death Benefits

Reference (a) provides specific benefits in connection with the death or disability of a civilian employee who sustains a personal injury in the performance of official duties (nonappropriated fund employees are covered by Subchapter II of reference (a)).

Under normal circumstances, management officials are required to ensure that an injured employee receives immediate medical care and is provided with the necessary Office of Workers Compensation Programs (OWCP) forms. In the case of a traumatic injury, management must provide the employee with a form CA-16, Authorization for Examination and/or Treatment and ask the employee to complete form CA-1, Claim for Traumatic Injury. If an employee is unable to complete the CA-1, the supervisor completes the form on the employee's behalf. Upon receipt of the employee's completed forms, the appropriate management official must complete the official supervisor's report on the reverse side of the CA-1 and forward all documentation to the activity's designated Injury Compensation Program Administrator. As provided by reference (b), employees

sustaining traumatic injuries are also informed that they are entitled to Continuation of Pay (COP) for absences up to 45 calendar days due to disability or to obtain medical treatment.

If an employee dies in the performance of official duties, Section SC810.4.2.6.2.1 of reference (b) requires that the supervisor immediately report the death to OWCP by completing a form CA-6, Official Superior's Report of Employee's Death, and forwarding it to the Injury Compensation Program Administrator for the activity.

When an employee is injured during a contingency or emergency, the most important management action is to ensure that the individual receives medical care as soon as possible. If the required forms cannot be obtained, or circumstances prevent immediate completion, the activity's Injury Compensation Program Administrator should be contacted at the earliest opportunity and provided a status report on all injured or deceased employees. The supervisor and Program Administrator should then work together at the earliest opportunity to ensure that all necessary forms are completed and submitted to OWCP.

The family members of an employee who dies in the performance of official duties may be entitled to survivor benefits under section 8102 of reference (a). The supervisor should assist family members in claiming survivors' benefits by providing them with the forms discussed below, as provided under Sections SC810.4.2.4 and SC810.4.2.5 of reference (b). Spouses and dependent children of the deceased employee should file a Form CA-5, Claim for Compensation for Widow, Widower, and/or Children. Other family members who were wholly or partially dependent on the deceased employee may claim compensation by filing a Form CA-5b, Claim for Compensation by Parents, Brothers, Sisters, Grandparents, and Grandchildren. The supervisor and the Injury Compensation Program Administrator should assist the employee's family members in obtaining and completing the necessary forms at the family member's earliest convenience, and ensure that the completed forms are submitted to OWCP as quickly as possible.

If there is a surviving spouse and/or children, these beneficiaries may elect a retirement benefit in lieu of injury compensation benefits. The retirement benefit to which a survivor would be entitled depends on a variety of factors, including the retirement system under which the employee was covered, i.e., the Civil Service Retirement System (CSRS) or Federal Employees Retirement System (FERS), relationship of the survivor to the deceased employee, and length of the deceased employee's creditable service. Since the decision as to which benefit a survivor elects is very important and may involve consideration of several complex factors, the supporting human resources office should provide detailed explanation and counseling before any decision is made. If the injury compensation benefit is elected, the beneficiary may receive a lump-sum payment from the relevant retirement system equal to the deceased employee's

contributions.

In addition to any injury compensation or retirement payments to which surviving family members may be entitled, the benefits listed below may be payable to designated beneficiaries. The order of precedence for payment of these benefits is specified in reference (c) and listed at the end of this section for convenience. Since all pay and benefits matters can be complex and involve a number of potential issues, supporting human resources offices or benefits centers should be contacted and asked to assist beneficiaries.

Federal Employees Group Life Insurance (FEGLI). For employees enrolled in FEGLI, the death benefit is payable regardless of the cause of death, with the amount of the payment determined by the amount for which the employee was insured on the date of death. The Office of Federal Employees Group Life Insurance (OFEGLI) will pay benefits under \$7,500 in a single check mailed directly to each beneficiary. Beneficiaries entitled to payments of \$7,500 or more will automatically receive a checkbook for a Money Market Option Account. Payment is made approximately 4-6 weeks after receipt of the required forms and documentation. Supporting human resources offices will assist beneficiaries in the completion and submission of this information. FEGLI death benefits are not taxable.

Federal Employees Health Benefits (FEHB). If the deceased employee was enrolled for self and family coverage at the time of death, a family member who receives a survivor annuity may continue FEHB coverage. Survivors who elect injury compensation benefits in lieu of retirement benefits may also continue FEHB coverage.

Thrift Savings Plan (TSP). Beneficiaries are entitled to any money in the deceased employee's TSP account. Reference (d) provides details about methods of payment, tax withholding, timing of payments, and investment options.

Unpaid Compensation. Any pay and allowances due an employee at the time of death, including pay for unused hours of accrued annual leave, are payable in a lump sum to the deceased employee's beneficiaries.

Death Gratuity Payment. Reference (e) authorizes a death gratuity payment when a civilian employee dies from a traumatic injury sustained in the line of duty on or after August 2, 1990. This includes an employee who dies after separation from service, if the death is the result of a traumatic injury sustained in the line of duty. The gratuity is payable only when the Office of Workers Compensation Programs has approved the death claim. The gratuity is \$10,000, but is reduced by the amount of any funeral expenses paid under reference (f) and any

payment under reference (g) for reimbursement of the costs of termination of the decedent's status as an employee of the United States. Since these payments are normally \$800 and \$200, respectively, the Death Gratuity Payment generally would be about \$9,000 after the \$1,000 reduction. By law, the Death Gratuity Payment is paid to the Personal Representative assigned by the State in which the employee resided at the time of death. The Death Gratuity Payment is generally paid from the same line of accounting as the employee's pay, although this may vary from one component to another. There are no designated DoD funds for the Death Gratuity Payment.

Social Security. Family members of deceased employees may also be entitled to survivor benefits through the Social Security program. Family members should be encouraged to contact the Social Security Administration for application procedures. Payments under the Social Security program are not automatic; survivors must file a claim to receive benefits. Most applications can be completed by telephone by calling 800-772-1213.

Order of Precedence for Retirement, and TSP Benefits and Unpaid Compensation. If there is no living designated beneficiary or benefits have not been assigned by a Beneficiary form, benefits under these programs will be paid to the first person(s) listed below who is alive on the date title to payment arises:

2. The widow or widower.
3. If none, the child or children in equal shares, with the share of any deceased child distributed to the descendants of that child.
4. If none, any surviving parents.
5. If none, the executor or administrator of the estate.
6. If none, the next of kin who is entitled under the laws of the state in which the deceased employee was domiciled on the date of death.

The FEGLI Order of Precedence differs in that FEGLI may be assigned. In the event that the employee made a FEGLI assignment, the order of precedence for payment will be to:

1. To the beneficiary designated by the assignee(s)
2. If there is no such beneficiary the FEGLI will be paid to the assignee
3. If ownership of the FEGLI benefit was not assigned and there is a valid court order on file, the Office of Federal

4. Employees Group Life Insurance (OFEGLI) will pay benefits in accordance with the court order

If ownership was not assigned and there is no valid court order on file, OFEGLI will pay benefits following the regular order of precedence.

Again, it is imperative that employees are periodically reminded to ensure their beneficiary designations are current.

Death Cases and Allowable Expenses. A DoD component must provide assistance and pay for the transportation of the remains of an employee (or any authorized dependent as appropriate) who dies while traveling or while assigned at an overseas permanent duty station. Information pertaining to notification requirements and allowable travel expenses in death cases is outlined in reference (h).

Death Benefits for DoD Civilian Employees under Public Law (P.L.) 109-234, Emergency Supplemental Appropriations Act for Defense, the Global War on Terror, and Hurricane Recovery, June 2006. Section 1603 of P.L. 109-234, effective June 15, 2006, gives Heads of Agencies the authority to provide to employees on official duty in Iraq or Afghanistan during Fiscal Year (FY) 2006, 2007, and 2008, allowances, benefits, and gratuities when the death is the result of injuries sustained in the performance of duty in Iraq or Afghanistan. This authority is effective only for the period June 15, 2006 through September 30, 2008. The gratuity payable is an amount equal to one year's salary at the time of death. NAF employers will also pay this death gratuity for its employees in the same manner as required for DoD civilian service appropriated fund employees.

References:

- (a) Chapter 81 of title 5, United States Code
- (b) DoD 1400.25-M, "DoD Civilian Personnel Manual," December 1996, Subchapter (SC) 810
- (c) Section 8424(d) of title 5, United States Code
- (d) Thrift Savings Plan (TSP) Bulletin 98-14
- (e) Public Law 104-208, Omnibus Consolidated Appropriations Act of 1997, Section 651
- (f) Section 8134(a) of title 5, United States Code
- (g) Section 8133(f) of title 5, United States Code
- (h) Joint Travel Regulations, Volume 2, Chapter 6, Part B

Contractor Employees

The reference below requires that the DoD Components rely on the most effective mix of military, civilian, host-nation, and contract resources necessary to fulfill assigned peacetime and wartime missions. Contractors providing services designated as essential are expected to use all means at their disposal to continue to provide such services in accordance with the terms and conditions of the contract during periods of crisis. Management officials should contact their local contracting office or Contract Officer Representative on issues involving contracts who will work with the contractors to develop and implement plans and procedures to provide reasonable assurance of the continuation of essential services. Cognizant Component Commanders who have a reasonable doubt about continuation of services by a contractor are to prepare a contingency plan for obtaining those services from alternate sources such as military, DoD civilian or other contractors.

Reference:

DoD Instruction 3020.37, "Continuation of Essential DoD Contractor Services During Crises," November 6, 1990

PART THREE

OCONUS PREPAREDNESS

Part Three provides guidance for planning and preparing for situations and considerations specific to Emergency Essential, Foreign National and Contractor personnel working and residing in locations Outside the Continental United States (OCONUS).

This information is in addition to that provided in Parts One and Two, which also pertain to employees working in OCONUS locations. Additionally, special planning and procedures should be in place for the unique situations presented by employees working in foreign locations, including travel and transportation, staffing options and allowances.

Planning and Preparedness

The planning and preparedness responsibilities assigned by references (a) and (b), and discussed in Part 1, apply to management officials and employees in overseas areas as well as to those in the Continental United States (CONUS). It is particularly important in overseas areas to develop, maintain, and exercise plans and procedures for rapid, efficient, and effective employment and deployment of the civilian workforce.

References (a) and (b) require that civilian workforce operation plans be established and maintained. These must include procedures to implement theater admission requirements and the provision of required training, processing, and support to civilian employees who remain in, or deploy to, a theater of operations. While reference (a) clearly states management's authority to direct and assign civilian employees, either voluntarily or involuntarily, or on an unexpected basis, to accomplish the DoD mission, reference (b) clarifies that management officials must ensure that all employees understand the contingency and emergency missions of DoD and the possible support each employee may be directed to provide to those missions.

It is extremely important in foreign areas to know the names, numbers, specific locations, and employment status of all employees. Reference (b) requires the Heads of DoD Components to establish such civilian workforce accountability procedures for U. S. citizens and foreign nationals hired directly or indirectly to work for DoD, paid from appropriated or nonappropriated funds under permanent

or temporary appointment, including intermittent or on-call positions. Reference (b) requires further that Combatant Commanders include summaries of this information in their situation reports (SITREPs). In addition, references (h) and (i) establish reporting requirements for statistical information on the numbers of appropriated and nonappropriated fund civilian employees, foreign national direct and indirect hires, and family members of U. S. citizen employees. It is extremely important to know how many dependents have accompanied civilian employees to the foreign area. An employee who is a dependent of a civilian employee or military member may be required to depart the foreign area as a family member in cases of emergency or potential disaster.

References:

- (a) DoD Directive 1400.3 1, “DoD Civilian Workforce Contingency and Emergency Planning and Execution,” April 28, 1995
- (b) DoD Instruction 1400.32, “DoD Civilian Workforce Contingency and Emergency Planning Guidelines and Procedures,” April 24, 1995
- (c) DoD Directive 1100. 18, “Wartime Manpower Mobilization Planning,” January 31, 1986
- (d) DoD Instruction 1100. 19, “Wartime Manpower Mobilization Planning Policies and Procedures,” February 20, 1986
- (e) DoD Directive 1404. 10, “Emergency-Essential (E-E) DoD U. S. Citizen Civilian Employees,” April 10, 1992
- (f) Title 5, Code of Federal Regulations, Part 752
- (g) DoD Directive 1200.7, “Screening the Ready Reserve,” April 6, 1999
- (h) DoD Instruction 7730.19, “Reporting of Dependents of Active Duty Military Personnel and U.S. Citizen Employees,” March 22, 1988
- (i) DoD Instruction 7730.58, “Reports on Personnel Distributions by Country or Other Specific Location,” September 26, 1983

Individuals to Consider

Emergency Essential Employees

Paramount among the responsibilities of overseas management officials is ensuring that civilian positions required for direct support to combat operations or to combat systems support functions are designated as Emergency-Essential and that employees are identified to perform the duties of those positions. Reference (a) prescribes the policies, assigns responsibilities, and specifies procedures for

DoD's Emergency-Essential program.

Since it is DoD policy to limit the number of Emergency-Essential civilian positions to those specifically required to ensure the success of combat operations or the availability of combat-essential systems, management officials must exercise sound and careful judgment in making such decisions. While Emergency-Essential designations should be regularly reviewed and updated as part of each installation's operations plan, management officials have the authority, under reference (a), to designate additional positions as Emergency-Essential during a contingency or emergency when such positions are deemed critical to accomplishment of the military mission. Employees occupying those positions are asked to sign an Emergency-Essential agreement. Employees declining to do so must continue to perform the functions of the position, but are to be relocated out of the position as soon as reasonably practicable given the exigencies of the military situation.

As discussed in reference (b), Emergency-Essential employees, as well as other employees involuntarily assigned to Emergency-Essential positions, may be separated from employment for the efficiency of the Federal service for failure to remain in an Emergency-Essential position or to relocate on temporary duty or permanent change of station to an Emergency-Essential position. Procedures specified in reference (c) are to be used for such separations. Management officials should obtain advice and guidance from their local human resources office when considering such actions.

Successful operation of the Emergency-Essential program requires that management officials regularly review both the designated positions and the employees assigned to them. Individuals with a military recall status are also subject to mobilization. Should these individuals be unavailable for mobilization, management officials must report their nonavailability promptly to the cognizant military personnel center so they can be removed from military recall status. The reporting procedures are specified in reference (d) and apply to Standby Reservists and retired military members as well as Ready Reservists. Of equal importance is the need to identify alternates to cover vacant Emergency-Essential positions or those positions for which incumbents are unable to perform the duties or have not signed the required position agreement.

Because Emergency-Essential employees make an extraordinary commitment to DoD, they are to be provided certain assurances of benefits and entitlements. These include evacuation of dependents from the crisis location with the same priority, services, and assistance as family members of military members; payment of any appropriate danger pay allowance as established by the State Department; issuance of Geneva Convention Identity Cards; payment of a separate maintenance allowance, when appropriate; treatment, equivalent to that received by active military personnel, for disease or injury sustained during hostilities at no cost under the DoD Military Health Services System; and protective equipment,

work-related training, law of war training, and training in the Uniform Code of Military Justice commensurate with the anticipated threat and theater policy. Management officials should ensure that Emergency-Essential employees are fully aware of these benefits and entitlements.

References:

- (a) DoD Directive 1404.10, "Emergency-Essential (E-E) DoD U. S. Citizen Civilian Employees," April 10, 1992
- (b) DoD Directive 1400.3 1, "DoD Civilian Work Force Contingency and Emergency Planning and Execution," April 28, 1995
- (c) Title 5, Code of Federal Regulations, Part 752
- (d) DoD Directive 1200.7, "Screening the Ready Reserve," November 18, 1999

Foreign National Employees

The below reference implements DoD policy and prescribes procedures and delegations for the employment of foreign national employees in foreign areas. Negotiation of basic arrangements with the host government is the responsibility of the State Department, with guidance and technical advice provided by DoD. The treaties or agreements negotiated at diplomatic levels are usually written in broad terms.

Consistent with these negotiated agreements and DoD family member hiring policies, it is DoD policy to employ foreign nationals as extensively as possible.

DoD uses two categories of foreign national employment systems. These are Direct Hire, where employees are hired directly by the U. S. Forces as employees of the U. S. Government, and Indirect Hire, where the personnel are employees of the host government and are assigned to work with the U.S. Forces on a reimbursable cost or other financial basis. Regardless of the type of employment system used, foreign national employees are critical to the successful accomplishment of DoD's mission during contingencies and emergencies.

The basic agreement or treaty with the host government provides general terms of reference. These general terms are the basis for a more detailed operating agreement or arrangement. The reference requires that these subsidiary agreements provide as complete and detailed coverage of all aspects of the management and administration of foreign national personnel as the U.S. laws and local situation permit. They typically cover such areas as responsibility for recruitment; security measures; priority accorded U.S. Forces in the labor market; host government control of personnel requirements; importation of workers; employment conditions; employee compensation complaints, and labor-

management relations.

During contingencies and emergencies, these agreements and any applicable local national personnel regulations provide the guidance that must be relied upon in dealing with the foreign national workforce. Management officials should contact their supporting human resources office for advice and interpretation of these documents.

Reference:

DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996, Subchapter (SC) 1231

Contractor Personnel

Reference (a) requires that the DoD Components rely on the most effective mix of military, civilian, host-nation, and contract resources necessary to fulfill assigned peacetime and wartime missions. Contractors providing services designated as essential are expected to use all means at their disposal to continue to provide such services in accordance with the terms and conditions of the contract during periods of crisis. Management officials should contact their local contracting office or Contract Officer Representative on issues involving contracts; they in turn, will work with the contractors to develop and implement plans and procedures to provide reasonable assurance of the continuation of essential services and will ensure contracts address provisions for dealing with crisis situations. Cognizant Component Commanders who have a reasonable doubt about continuation of services by a contractor are to prepare a contingency plan for obtaining those services from alternate sources such as military, DoD civilian, host-nation, or other contractor(s), in accordance with reference (a).

Management officials involved with obtaining services from contractors have a number of continuing responsibilities that are critical to the successful accomplishment of DoD’s mission during crises. They must ensure that all contractor services are reviewed, at least annually, to determine which services will be essential during crisis situations. They must also conduct an annual assessment of the unanticipated or premature loss of essential contractor services on the effectiveness of support to mobilizing and deployed forces. The results of these assessments must be included in relevant portions of the affected contingency and/or operations, consistent with Joint Chiefs of Staff (JCS) planning guidance.

Reference (a) also prescribes planning procedures for essential services for DoD Component activities using contractor services in peacetime. Management officials should be particularly aware of the following requirements and ensure that regular reviews and updates are accomplished:

- Identify services designated as mission essential in the contract statement of work (SOW) and in the contract.

Maintain, in a current status, the following information:

- The generic description of the essential contractor service.
- The name, address, and telephone number of the contractor performing the essential service.
- The name, address, and telephone number of the in-country contact for the contractor performing the essential service and the Contracting Officers Representative (COR) for the contract.
- The number of contractor employees and equivalent work-years required to perform the essential service.
- The number of dependents of designated-essential contractor employees to be included in noncombatant evacuation planning.
- Geneva Convention identity cards in accordance with reference (b).
- Contingency plan to ensure continued service should contractor service be interrupted.

Include provisions in operations or contingency plans to assume or supplement contractor-supplied essential services at the earliest opportunity, when military members, DoD civilians, or host-nation resources can be identified to perform the services. Make the contractor aware of such replacement and transition plans.

- Ensure that the contract requires the development of contractor contingency plans to provide reasonable assurance of continuation during crisis conditions.
- Establish administrative controls to ensure that all information on essential contractor employees is handled as sensitive data and released only to authorized personnel
- Ensure that contractors providing essential services identify their employees having military mobilization recall commitments and have adequate plans for replacing those employees in the event of mobilization, in accordance with references (c) and (d).
- Ensure that information on contractor employee benefits due to war exigencies is fully developed and provided in writing to all affected contractor employees.

References:

- (a) DoD Instruction 3020.37, "Continuation of Essential DoD Contractor Services During Crises," November 6, 1990
- (b) DoD Instruction 1000.1, "Identity Cards Required by the Geneva

Conventions,” January 30, 1974

(c) DoD Directive 1200.7, “Screening the Ready Reserve,” November 18, 1999

(d) DoD Directive 1352.1, “Management and Mobilization of Regular and Reserve Retired Military Members,” July 16, 2005

NONCOMBATANT EVACUATION AND REPATRIATION OPERATIONS

Noncombatant evacuation is the ordered or authorized departure of civilian noncombatants and nonessential military personnel from overseas areas. In the event of imminent or actual hostilities, civil disturbances, or natural disaster, the State Department is responsible for the protection and evacuation of U.S. citizen noncombatants overseas. The DoD assists in evacuation decisions and supports the objectives as militarily feasible. During Noncombatant Evacuation Operations (NEO), the U.S. Ambassador is the senior authority for the evacuation and is ultimately responsible for the safety of noncombatant U.S. Citizens and non-citizen nationals from areas of danger overseas to safe havens or to the United States.

Repatriation is the process whereby American citizens and their families officially process back into the United States subsequent to an evacuation. The Secretary of the Army acts as the designated DoD Executive Agent for repatriation planning and operations. Repatriation services ensure evacuee well being and onward movement to their final destination.

The Secretary of State has the authority to halt movement of all U.S. citizens to any danger area abroad. By joint agreement, the Secretary of Defense has responsibility for developing NEO plans; stopping movement of U.S. military and DoD civilians and their family members to an area where deemed inadvisable (authority delegated to the Principle Deputy Under Secretary of Defense (Personnel and Readiness)); assisting the State Department as requested in implementation of NEO plans; and repatriation of DoD noncombatants, with the Secretary of the Army serving as the DoD Executive Agent. Reference (a) explains in greater detail the broad NEO and repatriation authorities.

NEOs are primarily conducted where political concerns and constraints are key considerations. The Washington Liaison Group, chaired by a State Department representative and composed of representatives from DoD and other appropriate departments and agencies of the U. S. government, ensures national-level coordination of evacuation plans. Regional Liaison Groups ensure field coordination and provide advice and guidance in planning and executing NEOs.

The Emergency Action Committee is the focal point for the State Department and DoD evacuation site interface. An evacuation normally starts with the Embassy emergency action plan (EAP). The EAP represents a common foundation of

understanding of perspectives on the situation, mission, objectives, procedures, and exchange of information. The Ambassador is responsible for the preparation and maintenance of the EAP. Combatant Commanders are responsible for reviewing and commenting on EAPs with respect to the accurate and adequate support of military operations. The EAP provides details on evacuation sites; anticipated number of evacuees; assembly areas and major supply routes; transportation fleet, map products, command posts; key personnel; and descriptions of communications and logistics systems. Understanding the basic notification phases of evacuation will help in implementing the evacuation plan. Drawdown phases are defined as authorized departure or ordered departure. The Ambassador must request authorized departure status from State.

When an authorized departure is terminated, the official evacuees must return to the foreign duty assignment. The Ambassador may determine that a situation has deteriorated to a point that family members and certain employees should leave the post of duty for their safety. Ordered Departure is not optional; family members and employees will be issued orders to leave. When the ordered departure status is terminated, official evacuees must return to post. Evacuation phases of Stand Fast, Leave Commercial, Evacuation, and Embassy or Post Closing have specific connotations based on the decision to evacuate personnel.

Reference (b) explains extensively the roles and responsibilities of the State Department, DoD, and other Federal agency representatives in each phase of contingency and pre-deployment planning, evacuation operations and processing, and staging and safe haven operations. Because the accountability for all evacuees is so important, repatriation processing centers must collect valid personnel data on evacuees as specified in reference (c).

Management officials must ensure that civilian employees assigned to foreign areas are ready for an evacuation or for participation in a contingency or emergency operation. To ensure that personal details are known, the employee's spouse or another person should have access to personal documents, such as passports, birth certificates, marriage licenses, wills, real estate documentation, deeds, titles automobile documentation, all insurance policies, banking records, tax records, credit records, and any other important papers concerning business transactions to which the employee may not be able to attend. Managers must ensure that employees periodically assess these personal documents to assure that supervisors are knowledgeable of whom to contact so personal transactions will continue without interruption while employees are performing essential duties or are involved in an evacuation.

References:

- (a) Joint Publication 1-0, "Doctrine for Personnel Support to Joint Operations," November 19, 1998

- (b) Joint Publication 3-07.5, “Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations,” September 30, 1997
- (c) DoD Directive 3025.14, “Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad (Short Title: Noncombatant Evacuation Operations),” November 5, 1990

TRAVEL AND TRANSPORTATION

Employees recruited in the United States for duty assignments in overseas areas may serve under a transportation agreement and may be reimbursed for their travel and transportation to and from overseas duty stations. They may also be reimbursed for travel and transportation expenses incurred in connection with changes of duty station from one overseas location to another. During contingencies and emergencies, these employees, as well as employees not serving under transportation agreements, and/or their family members, may be evacuated from the overseas duty station. In such cases, specific policies and procedures apply.

As discussed in references (a), (b) and (c) each United States Embassy and Consulate has an Emergency Action Plan (EAP) for its areas of responsibility (AOR). When necessary, the Ambassador or Consular must request authority to invoke the EAP from the State Department, Chief of Diplomatic Mission, or Principal Officer of the State Department. In support of the EAP, the DoD military commander in the AOR will coordinate on the EAP to ensure that the plan is adequate and sufficiently up to date to support military operations. The EAP provides details on such topics as travel and transportation logistics, geographical sites and routes for evacuation, and accountability and anticipated numbers of evacuees. In an evacuation, the Secretary of State issues an evacuation order and, if necessary, designates a safe haven location. Ideally, the safe haven will be in the United States, but a temporary or intermediate safe haven may sometimes be designated outside the United States.

It is the intent of the State Department to use all forms of commercial transportation (air, sea, and land) to the maximum extent possible to minimize dependence on military assistance. However, the gravity of the situation may require the assistance of the appropriate military commander for evacuation purposes.

References (d) through (f) authorize travel at government expense under an evacuation order for employees and their dependents. When the United States is the designated safe haven, the employee is authorized travel only to Washington, D.C., or a designated U.S. duty station. Family members may travel to the approved home leave point or any other place in the continental United States. The amount of reimbursement is based on the size of the family and ages of dependent family members. Reimbursement for travel expenses is limited to one

departure per evacuation order per evacuee. In an evacuation order, special allowances are provided for travel, including special education travel for dependents that are not at the duty station during the evacuation.

Per diem and a subsistence expense allowance are authorized, based on the safe haven per diem rate. Delivery of household goods from storage and return to storage, shipment of privately owned vehicle, and temporary quarters subsistence expense allowances are not authorized at government expense. Allowances for air freight and local transportation may be authorized, but there are limitations on the reimbursable amount and/or length of time reimbursement may be authorized. References (e) and (f) provide details on these matters.

Depending on the type of evacuation order, employees and family members may return to the permanent duty station or be assigned from their safe haven location to another permanent duty station. If it is known at the time of evacuation that the employee will not return to the foreign permanent duty station, permanent change of station travel is authorized to the new permanent duty station.

Heads of DoD Components, or their designees, determine evacuation payments to civilian employees and their dependents in accordance with references (e) and (g). Management officials should contact their supporting human resources office for assistance in determining travel and transportation entitlements for employees and family members.

References:

- (a) Joint Publication 1-0, "Doctrine for Personnel Support to Joint Operations," November 19, 1998
- (b) DoD Directive 3025.14, "Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad (Short Title: Noncombatant Evacuation Operations)," November 5, 1990
- (c) Joint Publication 3-07.5, "Joint Tactics, Techniques, and Procedures for Noncombatant Evacuation Operations," September 30, 1997
- (d) Section 5725 of title 5, United States Code
- (e) Department of State Standardized Regulations (DSSR), Government Civilians, Foreign Areas, Chapter 600
- (f) Joint Travel Regulation, Volume 2, DoD Civilian Personnel, Consolidated Reprint Including Through Change 472, February 2005
- (g) DoD Instruction 1400.11, "Payments to Civilian Employees and Their Dependents During an Evacuation," February 8, 1980

STAFFING OPTIONS

Plans for utilization of the DoD civilian workforce in contingency and emergency operations are established and constantly reviewed as mission requirements and the makeup of the civilian workforce change. In foreign areas, these plans are more complex in that managers must be familiar with local national employment programs, the DoD program for the rotation of U.S. citizen civilian employees, and the DoD program for employment of family members in foreign areas. Even so, employees in positions not previously identified as essential may be lost due to the evacuation of family members; civilian employees may be called to active duty; the host nation agreement may not authorize the retention of local national employees in contingency or emergency operations; and U. S. citizen civilians may depart the foreign area after notification that their skills are required elsewhere. To assure continuance of essential support for the operation, familiarity with staffing options is essential.

The hiring flexibilities outlined in Part One of this Guide apply to the foreign area as well. However, in foreign areas, U.S. citizens may not be readily available to fill positions requiring critical skills, and there are eligibility restrictions on the employment of U. S. citizens who are ordinarily resident in a foreign area. As a result, managers in foreign areas typically recruit foreign national employees under the terms of pre-established host nation agreements. (Foreign national employment systems are outlined in reference (a). A copy of the employment plan for the host nation of assignment should be retained at the activity's staff judge advocate office and at the Combatant Command Headquarters.

It is important to know if foreign national employees may be utilized and if there are any limitations on employment during contingency or emergency situations. Knowledge of the host nation agreement and the command program for employment of local national civilians is essential to assure that support services will continue during any phase of an evacuation.

Recruitment for a U. S. citizen designated position consists of recruiting civilians who have specialized administrative and technical skills from the United States for mid- and higher-level graded positions. Reference (b) explains the DoD policy on the civilian recruitment and rotation process. Locally available and qualified U.S. citizen family members may be recruited when the terms of the host nation agreement permit the hiring of locally available U.S. citizens. Policy limitations are explained in reference (b). Much of the U. S. civilian workforce will rotate on a pre-established date from the foreign area in compliance with the DoD program for Rotation of Civilian Employees in Foreign Areas or because they are family members employed under the DoD Program for Employment of Family Members rotating when their military or civilian sponsor leave the area. Thus, in the foreign area, a manager's staffing options require close attention to the constant turnover in U.S. designated positions, tracking tours of duty, and ensuring that emergency-essential designated position vacancies are filled in a timely manner. References

(d) and (e) establish policy and identify the critical factors in DoD Component plans to assure a well-informed, well-prepared, well-protected, and well-trained civilian workforce.

DoD Component plans for the employment and deployment of the civilian workforce address multiple staffing arrangements, such as an installation staffing plan for methodologies to accomplish recruitment; directed assignment of the U. S. citizen civilian workforce; local national employment; and local contracted services, to ensure rapid, effective, and efficient operational support. In connection with Component employment and deployment plans, managers must plan for the optimum utilization of the foreign area civilian workforce. Managers have the authority to direct the retention and assignment of U.S. citizen employees in support of the mission as indicated in reference (f). References (g) through (h) provide authority for civilian manpower demand determinations and civilian manpower supply planning. These publications are useful in making determinations on how continuation of civilian employee services may be met at a time of mobilization in foreign areas.

References:

- (a) DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996, Subchapter (SC) 1231, “Employment of Foreign Nationals”
- (b) DoD Directive 1400.6, “DoD Civilian Employees in Overseas Areas,” February 15, 1980
- (c) DoD Instruction 1400.23, “Employment of Family Members of Active Duty Military Members and Civilian Employees Stationed in Foreign Areas,” May 12, 1989
- (d) DoD Directive 1400.31, “DoD Civilian Work Force Contingency and Emergency Planning and Execution,” April 28, 1995
- (e) DoD Instruction 1400.32, “DoD Civilian Work Force Contingency and Emergency Planning Guidelines and Procedures,” April 24, 1995
- (f) DoD Directive 1404.10, “Emergency-Essential (E-E) DoD U. S. Citizen Civilian Employees,” April 10, 1992
- (g) DoD Directive 1100.4, “Guidance for Manpower Programs,” February 12, 2005
- (h) DoD Directive 1100.18, “Wartime Manpower Mobilization Planning,” January 31, 1986
- (i) DoD Instruction 1100.19, “Wartime Manpower Mobilization Planning Policies and Procedures,” February 20, 1986
- (j) Joint Publication 4-05, “Joint Doctrine for Mobilization Planning,” January 11, 2006

ALLOWANCES AND DIFFERENTIALS

Civilian employees recruited from the United States for duty in foreign areas receive allowances and differentials in accordance with references (a) and (b). These allowances and differentials may be affected during contingencies and emergencies, particularly when there is an ordered or authorized departure from the overseas duty station.

Civilian employees evacuating from foreign areas receive allowances based on their condition of employment in the foreign area. Family members receive allowances derived from their sponsor's entitlement. Entitlement to allowances or differentials will differ if the employee is evacuated as nonessential or retained as essential. Employees eligible to receive allowances are generally recruited from the United States under an employment and transportation agreement establishing the entitlement. The allowances received are based on the specific foreign area of assignment.

Under the provisions of references (a) through (c), eligible employees receive a living quarters allowance (LQA) and may receive a temporary quarters subsistence allowance, post allowance, post "hardship" differential, danger pay, imminent danger pay, or hostile fire pay depending on the foreign area of assignment. (As stated in Part One of this Guide, employees are not eligible for hostile fire pay if they are receiving a post differential for exposure to political violence or receiving a danger pay allowance.) If the employee and family are ordered or authorized to depart, the employee's allowances terminate when the employee departs the foreign area. LQA may continue if the employee is required to pay for quarters or if lease termination is impossible or impracticable. When the employee remains in the foreign area but the family is ordered or authorized to depart, the employee's allowances are reduced to the "employee without family" rate, as provided by reference (a). LQA may, however, be continued at the "with family" rate for a period not to exceed six months.

Allowances granted in accordance with reference (a) continue during periods of non-pay status not in excess of 14 calendar days. The LQA of members of the Reserve Component who enter Leave Without Pay – Uniformed Services (LWOP-US) when called to active duty is suspended as of the day the employee enters the LWOP-US status unless the granting of LQA is specifically extended under the LQA continuance of grant provisions for employees in non-pay status as defined in reference (a). An employee on active duty assigned to the overseas area receives overseas allowance entitlements as a military member. Post Differential and Danger Pay Allowances are suspended while employees are in non-pay status.

The evacuation payment process does not cover employees and dependents that are traveling to a new foreign assignment where an evacuation order is in effect.

When an ordered or authorized departure is in effect and employees and dependents are precluded from traveling to the new foreign area duty station, they

may be eligible for the equivalent of payment of allowances in accordance with references (a) and (d). If an essential employee is required to proceed to the foreign area duty station that is under an ordered or authorized departure, dependents who would normally accompany the employee may be eligible for a mandatory separate maintenance allowance under reference (a) effective the date the employee begins official travel under assignment orders.

Reference (f) authorizes the head of each agency to make advance payments of pay, allowances, and differentials, or any portion of them, to an employee whose departure is ordered or authorized. Such payments may not cover a period of more than thirty days. Within the Department of Defense, references (b) and (c) address these advance payments.

Employees in certain areas may receive danger pay, imminent danger pay (IDP), or a post “hardship” differential. Post “hardship” differential may include an amount attributed to political violence in the area. When a danger pay allowance becomes effective in an area where a portion of the post “hardship” differential is attributed to political violence, the post “hardship” differential is reduced while danger pay is in effect. The IDP is an allowance that may be granted to civilian employees who accompany U.S. Military forces. Approval of the IDP for DoD civilian employees is conditioned on notifying the State Department of the DoD designated locations where military members receive IDP. The Department of State must approve and authorize the IDP to assure that there is no duplication of the danger element in danger pay or post “hardship” differential. No foreign area location is designated as both a danger pay and imminent danger pay area. IDP is not paid for the period of time that an employee receives either danger pay or post “hardship” differential that would duplicate political violence credit. Reference (a) provides details on this matter.

Questions relating to the payment of allowances and differentials should be directed to the supporting human resources office.

References:

- (a) Department of State Standardized Regulations (DSSR), Government Civilians, Foreign Areas
- (b) DoD 1400.25-M, “DoD Civilian Personnel Manual,” December 1996, Subchapter (SC) 1250
- (c) DoD 7000.14-R, Financial Management Regulation, Volume 8, Civilian Pay Policy and Procedures, March 2006
- (d) DoD Directive 3025.14, “Protection and Evacuation of U.S. Citizens and Designated Aliens in Danger Areas Abroad (Short Title: Noncombatant Evacuation Operations),” November 5, 1990

PART FOUR

INDIVIDUAL PREPAREDNESS

EMERGENCY CONTACT INFORMATION

In the event of an emergency your supervisor may need to contact you or a person you have designated as your emergency point of contact. This information is vital to ensuring that you or your family is notified quickly with situational updates. It is in your best interest to ensure that your supervisor has information regarding any special health considerations you may have. This information may be crucial in the event you should become ill at work and require medical assistance. You should submit this information either on the form used by your organization or the DD Form 93, Record of Emergency Data. You should also provide your family or emergency contact with your work contact information, i.e., your supervisor or co-worker's name and phone number. A sample Emergency Contact Card is available at Appendix C for this purpose. Completing and carrying this card in your wallet or purse will assist you in having contact information available in the event of an emergency or crisis. Contacting your supervisor or calling in to your organization's toll free emergency report-in phone number will allow your organization to assist you during a crisis situation.

BENEFICIARY FORMS

Benefits are paid in accordance with your designated beneficiary forms. It is imperative that they be kept up to date.

Beneficiary forms are used to determine who is entitled to benefits from your Federal benefits programs and any unpaid compensation due to you. The forms that affect the payment of Federal civilian benefits are:

TSP 3 – Thrift Savings Plan Designation of Beneficiary Use this form to designate a beneficiary who will receive your TSP account after your death. The form must be mailed to the TSP Service Office at the address on the form. Your contributions to TSP are made before taxes are withheld; therefore, when the TSP account is paid you taxes will be withheld. The TSP 3 may be downloaded from www.tsp.gov.

SF 1152 Designation of Beneficiary – Unpaid Compensation of Deceased Civilian Employee Unpaid compensation includes a lump sum final salary payment and the balance of any accrued annual leave that will be paid to the beneficiary you designate. The SF 1152 is valid until the individual leaves the agency or another form is completed. The SF 1152 is maintained in your Official Personnel Folder (OPF) and should be mailed to your servicing human resource office. Taxes will be withheld from unpaid compensation.

SF 2808 Designation of Beneficiary - CSRS (Civil Service Retirement System)

The SF 2808 is valid until another form is submitted. This beneficiary form must be mailed to the Office of Personnel Management (OPM) at the address on the form. In the event that you do not have any survivors eligible for a survivor benefit from CSRS, this form designates your beneficiary who will receive the contributions you have paid into CSRS.

SF 3102 Designation of Beneficiary - FERS (Federal Employees Retirement System)

The SF 3102 is valid until another form is submitted. This beneficiary form must be mailed to the Office of Personnel Management (OPM) at the address on the form. In the event that you do not have any survivors eligible for a survivor benefit from FERS, this form designates your beneficiary who will receive the contributions you have paid into FERS.

SF 2823 Designation of Beneficiary - Federal Employees' Group Life Insurance (FEGLI) Program

The SF 2823 should be mailed or provided to your servicing human resource office; it will be maintained in your OPF. This form designates the beneficiary of your FEGLI. Proceeds of FEGLI policies that are paid as a death benefit are not considered taxable income for personal Federal income tax purposes.

These forms may be found at www.opm.gov/Forms as well as on your servicing personnel office website. Each form provides information explaining how the form must be completed and witnessed, and the mailing address. The forms must be properly completed and mailed to the appropriate address to ensure their validity.

Beneficiary forms can only be completed by you; **you are responsible for keeping your beneficiary forms up to date.** Life events such as a change of job, marriage, divorce and birth of a child for example, may create a need for you to update your beneficiary forms.

Order of Precedence

If there are no current designations on file, benefits will be paid in the order of precedence according to Federal statute. Benefits will be paid according to the following order of precedence established by Federal statute. The order pertains to all benefits except for FEGLI (see below):

- Designated beneficiary or beneficiaries
- Widow or widower
- Child or children in equal shares, with share of any deceased child distributed among that child's descendants
- Parents in equal shares, or entire amount to the only surviving parent
- Executor or administrator of the estate

- Next of kin as determined under the laws of the State in which the deceased lived

This statutorily defined order cannot be superseded by a will.

FEGLI Order of Precedence:

1. If you assign the ownership of your FEGLI, the benefits will be paid first to the beneficiary designated by the assignee(s)
2. If there is no such beneficiary the FEGLI will be paid to the assignee
3. If you have not assigned ownership of your FEGLI benefit and there is a valid court order on file, the Office of Federal Employees Group Life Insurance (OFEGLI) will pay benefits in accordance with the court order

If you have not assigned ownership and do not have a valid court order on file, OFEGLI will pay benefits in the following order of precedence:

1. To the person(s) designated as beneficiary(ies) on the SF 2823
2. If there is no such beneficiary, to the widow or widower
3. If none of the above, to a child or children
4. If none of the above, to parents of the deceased in equal shares or the entire amount to the surviving parent
5. If none of the above, to the executor or administrator of the deceased's estate
6. If none of the above, to the deceased's other next of kin as determined under the laws of the State where the deceased lived.

Information regarding Trusts is provided on the SF 2823. Suggested format for designating trusts may be found in the FEGLI Handbook available on the OPM FEGLI web page: www.opm.gov/insure/life/handbook.

BENEFITS PROGRAMS

Federal civilians may be covered under several "benefits" programs. During an emergency situation you may not have access to all of your personal information regarding these programs. Your preparation for disasters should include an understanding of these programs and how they function during an emergency. It is important that you talk to your spouse or other family member to help them be familiar with any benefits under which you have coverage. Your preparation should include ensuring that all of your designations of beneficiaries are complete and up-to-date. If you have questions about these programs, contact your servicing human resource office.

Retirees and survivors should contact OPM at 800-307-8298. If you are unable to contact your human resource office during or following a disaster OPM will make

800-307-8398 available to assist you with contacting your employing agency. Employees should contact their servicing human resources office or benefits center. If they cannot be reached, OPM will make a toll free number available to assist employees in the event of some disasters.

Federal Employees Health Benefits (FEHB)

In the event of a natural disaster or other emergency situation and you are enrolled in a health plan provider participating in the FEHB program your coverage will continue under your current plan. If you are covered under a fee-for-service plan, you may use any medical provider, just as they did before and your plan will either reimburse you or pay your provider directly for all covered services. If you have your plan ID card, present it to the provider when you receive services. If you do not have your ID card, you or your provider should call your plan to verify your coverage.

In some cases local Health Maintenance Organizations (HMOs) could be affected to the degree that services are no longer available in specific areas. If that situation arises, the Office of Personnel Management (OPM) will quickly work with the HMO provider to develop alternative options for those covered under that specific plan.

Depending on the nature of the emergency, OPM may also request carriers to demonstrate maximum flexibility under their OPM contract by relaxing certain provisions for pre-certification requirements or requirements for notification and levels of benefit payments when victims are taken to a non-plan and or non-PPO hospital. Additionally, OPM may also ask carriers in the affected area to make certain that FEHB members get additional supplies of medications as backup for emergency situations if necessary.

If you are affected by the results of a natural disaster or declared emergency situation and experience problems with your FEHB carrier, contact your servicing personnel office. Contact information will be posted in the event of a specific emergency situation.

Federal Employees' Group Life Insurance Program (FEGLI)

If a Federal employee has died or been dismembered, or an eligible member of an employee's family has died during an emergency situation or natural disaster, the servicing personnel office or benefits center should be contacted in case the employee had coverage under the FEGLI Program. If a Federal retiree or his/her eligible family member has died, contact OPM at 800-307-8298.

Most Federal employees, unless they waive coverage, have Basic Life Insurance under the Federal Employees' Group Life Insurance Program. Basic Life Insurance is equal to the actual rate of annual basic pay (rounded to the next \$1,000) plus \$2,000, or \$10,000, whichever is greater. In addition, there is an Extra Benefit for employees under age 45: Double life insurance benefits until age 36, decreasing at

10 percent per year until age 45, at which time the extra coverage will end.

Some employees may also have FEGLI optional insurance coverage. Optional coverage for employees may be \$10,000 (Option A - Standard, which doubles in case of accidental death), and/or one to five multiples of pay (Option B - Additional). Option C - Family insures your eligible family members for up to five multiples of coverage, with each multiple equal to \$5,000 upon the death of a spouse and \$2,500 upon the death of an eligible child.

Basic Life Insurance also includes Accidental Death and Dismemberment coverage for employees (but not for retirees). Accidental death benefits under Basic are equal to the amount of Basic Insurance, but without the Extra Benefit. Accidental death benefits are also available with Option A coverage, providing an additional \$10,000 of coverage. Accidental death benefits under Basic and Option A are paid in addition to any other FEGLI coverage that may be payable.

If you are an employee enrolled in the FEGLI program and you lose a limb or your eyesight (in one or both eyes), you may be eligible for Accidental Dismemberment benefits. These benefits are available under Basic Insurance and Option A, for Federal employees only.

Life insurance benefits under the FEGLI program would be paid in addition to any workers' compensation, Social Security, Civil Service Retirement System or Federal Employees Retirement System survivor benefit, or savings plan payment. For more information about life insurance, read the Federal Employees Group Life Insurance Program Booklet, FE 76-21 (FE 76-20 for Postal employees) on the FEGLI homepage at www.opm.gov/insure/life.

Federal Long Term Care Insurance Program (FLTCIP)

If you and/or your family member are enrolled in the FLTCIP and have any questions about your coverage or eligibility for benefits, contact Long Term Care Partners at 800-582-3337.

Any special procedures instituted by Long Term Care Partners for FLTCIP enrollees who live in areas affected by an emergency and miss premium payments during a time of crisis will be posted on <http://www.opm.gov/insure/ltc> as they become available.

Federal Flexible Spending Account Program (FSAFEDS)

FSAFEDS is a program allowing employees to contribute pre-tax salary to an account(s) that can be used to pay for out-of-pocket medical expenses and dependent care. In an emergency, it is possible, though rare, that a payroll servicing agency may miss taking an FSAFEDS allotment from an employee's pay for one or more pay periods. That should be rare, because these agencies only make changes to the FSAFEDS allotments if there is a change in the amount of the allotment. For most enrollees, there isn't a change in FSAFEDS allotments from one pay period to the next. In the event an FSAFEDS enrollee

dies, no further funds would be contributed to an FSA. Claims will be accepted for expenses paid on behalf of any surviving spouse and dependents until all previously allotted funds are reimbursed.

Employees should call FSAFEDS at 877-372-3337 (TTY 800-952-0450) if there are any issues with FSAFEDS allotments or claims that are causing a hardship as the result of an emergency situation.

CSRS Death Benefits for Spouses of Employees

If your spouse or former spouse is a Federal employee and they have died as a result of a natural disaster or other declared emergency situation, then you should first try to contact their local servicing personnel office or their agency (please see the list of the Departments Benefits assistance contacts at the end of this section). If you are unable to contact the agency you should call OPM's Center for Retirement and Insurance Services at 800-307-8298 to find out more information on how to apply for survivor benefits.

As the surviving spouse or former spouse of a federal employee you may be entitled to an annuity. To qualify for a survivor annuity, your spouse must have been married to you a total of 9 months. This requirement does not apply if there is a child born of the marriage or if your spouse's death is accidental.

If you qualify for an annuity you will receive the higher of 55 percent of the amount you would have received if your spouse had been retired at the time of their death or the lesser of: 22 percent of their highest 3 years average salary or 55 percent of the amount their annuity would have been if you had continued working until age 60 at the same "high-3". If there is a valid court order for spousal benefits then OPM will honor it. This survivor annuity ends when you die or if you remarry before age 55.

If you are entitled to a survivor annuity then you may also be entitled to continue your Federal Employees Health Benefits (FEHB) Program coverage if your spouse was enrolled for Self and Family when they died.

Survivor benefits of CSRS Offset employees may be subject to an offset equal to the value of the offset service in the Social Security survivor benefit. The offset only applies if the survivor is eligible for Social Security benefits based on the deceased employee's employment. Benefits for children may also be payable.

CSRS Benefits for Survivors of Unmarried Employees

If you are the survivor of an unmarried Federal employee and the deceased employee had no dependent children, or former spouses eligible for benefits, there would be no monthly survivor annuity benefit payable. If applicable, a lump sum of the Federal employee's retirement contributions would be paid to their survivors under the statutory order of precedence: first, to the designated beneficiary; if none designated, to the surviving spouse; if none, to the child or children and descendants of deceased children, by representation; if none, to any

surviving parents; if none, to the duly appointed executor or administrator of the estate; if none, to the next of kin.

FERS Death Benefits for Spouses of Employees

If your spouse or former spouse is a Federal employee who died as a result of a disaster you should first try to contact their local servicing personnel office or their agency. If you are unable to contact the agency you should call OPM's Center for Retirement and Insurance Services at 800-307-8298 to find out more information on how to apply for survivor benefits.

As the surviving spouse of a Federal employee you may be entitled to an annuity. If the deceased Federal employee was married and worked for the Federal Government for at least 18 months, their surviving spouse may receive a lump sum payment. The lump sum payment (which is called the Basic Employee Death Benefit) is an amount equal to the higher of one half of the deceased employee's annual pay rate at death or one half of your high-3 average pay, plus \$27,461.91 in 2007 (this amount increases by Cost of Living Adjustments each year). If you had 10 years of Federal service, your surviving spouse may also qualify for a monthly survivor benefit.

If you are entitled to a survivor annuity then you may also be entitled to continue your Federal Employees Health Benefits (FEHB) Program coverage if your spouse was enrolled for Self and Family when they died.

FERS Benefits for Survivors of Unmarried Employees

If you are the survivor of an unmarried Federal employee and the deceased employee had no dependent children or former spouses eligible for benefits, there would be no monthly survivor annuity benefit payable. If applicable, a lump sum of the Federal employee's retirement contributions would be paid to their survivors with interest under the statutory order of precedence: first, to the designated beneficiary; if none designated, to the surviving spouse; if none, to the child or children and descendants of deceased children, by representation; if none, to any surviving parents; if none, to the duly appointed executor or administrator of the estate; if none, to the next of kin.

Children's Death Benefits for Survivors of Employees

Children qualify for survivor annuities if they are under 18 and unmarried. A child 18 or older may also qualify for a survivor annuity if incapable of self support because of a disability incurred prior to 18. In addition, a son or daughter 18 or older may be eligible for a survivor annuity up to age 22 if he or she is a full-time student at a high school, college, or other recognized educational institution. Each child of a surviving spouse or former spouse will be entitled to a monthly benefit of \$420.00 or up to \$1,260 per month divided by the number of eligible children in 2006. Each child who has no surviving parent or whose surviving parent was never married to the deceased Federal employee will be entitled to a monthly

benefit of \$504.00 or up to \$1,260 per month divided by the number of eligible children in 2006. The amount of children's benefits is periodically increased by cost of living increases.

The child's survivor benefit ends when they are 18 or when they are 22, if they are a full time student between the ages 18 and 22. The child's survivor benefits could also end if the child marries, dies or ceases to be a full time student.

Thrift Savings Plan (TSP)

The Thrift Savings Plan (TSP) is administered by the Federal Retirement Thrift Investment Board. In the event of a natural disaster or declared emergency, the Thrift Investment Board may institute special procedures to accommodate employees participating in the Thrift Savings Plan and affected by the situation. Employees with TSP loans are of special concern as Internal Revenue Code establishes very strict rules for repayments of loans from tax deferred savings plans such as the TSP. If you affected by a natural disaster or declared emergency situation and have a TSP loan or other questions about TSP call 877-968-3778 for assistance. Be sure to tell the TSP counselor that you are affected by the situation; this will ensure you receive accurate and up to date information to respond to your special needs.

TSP participant service representatives handle questions about loans, contribution allocations, interfund transfers, and designations of beneficiaries and withdrawals for all participants. You can reach a TSP participant service representative by calling the ThriftLine at 877-968-3778. TDD: 877-847-4385. International callers who cannot use toll free number should call 404-233-4400. Hours of operation are 7 AM through 9 PM eastern time.

TSP correspondence and forms are mailed to different addresses depending on the purpose of the correspondence.

Routine correspondence should be faxed to 866-817-5023 or mailed to:

Thrift Savings Plan
P.O. Box 385021
Birmingham, AL 35238

Loan Payments (Loan Coupon with payment): Mailing Address:

Thrift Savings Plan
P.O. Box 979004
St. Louis, MO 63197-9000

Overnight Delivery:

US Bank
Box 9004
Government Lockbox SL-MO-C2GL
1005 Convention Plaza
St. Louis, MO 63101

TSP Death Benefits

If a Federal employee died and had a Thrift Savings Plan (TSP) account, their beneficiaries would be entitled to their entire account balance. The balance will be distributed according to their Designation of Beneficiary if they had completed one. If they did not complete a Designation of Beneficiary, their account will be distributed according to the statutory order of precedence: to their surviving spouse; if none, to their child or children and descendants of deceased children, by representation; if none, to any surviving parents; if none, to the duly appointed executor or administrator of the estate; if none, to the next of kin.

To postpone paying Federal income tax, their surviving spouse may have the TSP transfer or "roll over" all or any part of the payment to an Individual Retirement Arrangement (IRA) account. If their surviving spouse does so, no Federal income tax would be paid on the funds until withdrawal from the IRA account. A surviving spouse who receives the payment directly may roll all or any part of the payment over into an IRA account within 60 days. However, if the payment is made directly to the spouse, the TSP must withhold 20% for Federal income tax. If the TSP transfers the payment directly to the IRA account, there is no Federal income tax withholding.

For more information about death benefit payments and tax consequences, ask the Federal employee's employing agency representative or the TSP for the notice, "Important Tax Information About Thrift Savings Plan Death Benefit Payments". The tax advantages of a rollover are not available to the deceased employee's children, parents, or estate.

To file a claim for death benefits complete TSP Form 17 and mail to:

TSP Death Benefits Processing Unit
Fairfax Post Office, DEDIS
P.O. Box 4450
Fairfax, VA 22038-9998
Fax: 703-592-0170

You may obtain TSP forms, brochures and other information at www.tsp.gov, or by calling 877-968-3778.

Unpaid Compensation

If a Federal employee dies in service, his or her survivors will receive a lump sum payment covering their final pay and unused annual leave. The lump sum is paid by the Federal employee's agency under the same order of precedence as the other payments described. Contact the deceased employees servicing personnel office. If you do not know how to contact them you may contact a representative of the component for which the deceased worked, list provided at the end of this section.

Workers' Compensation Benefits

Workers' compensation benefits are available to employees and their families, if injured or killed on the job. Compensation benefits are administered by the Department of Labor's Office of Workers' Compensation Programs. All related medical costs are covered in full.

Social Security Survivor Benefits

Social Security will pay survivor benefits to the surviving spouse and dependent children of a Federal employee who is covered by Social Security. To qualify for benefits, a spouse must be age 60, or between the ages of 50 and 59 and disabled, or any age and caring for a child under age 16 or a disabled child. Children may qualify for benefits if they are under age 18 (or under age 19, if in high school) or disabled. Dependent parents and former spouses also may qualify for survivor benefits. The amount of the benefit depends upon your Social Security earnings and the number of survivors eligible for benefits. The Social Security spousal benefit may be reduced if the survivor is eligible for benefits based on his or her own employment and that employment was not covered by Social Security, such as employment under the Civil Service Retirement System.

Death Gratuity Payment

If you die in the line of duty the person named as your personal representative may receive a Death Gratuity payment of \$10,000 minus the amount payable under the Federal Employees' Compensation Act (\$800 for funeral expenses and \$200 for terminating the individual's status as a Federal employee). State law determines who qualifies as the Personal Representative; there is no beneficiary form for this benefit, and you may not assign a beneficiary.

Death Gratuity Payment for DoD Civilian Employees under Public Law 109-234

Surviving family members of a DoD civilian employee whose death is the result of injuries sustained in the performance of duty in Iraq or Afghanistan between June 15, 2006 and September 30, 2008 may be eligible for a death gratuity payment. The gratuity is an amount equal to one year's salary at the time of death.

Public Safety Officers' Benefits

The Public Safety Officers' Benefits Act of 1976 authorizes the Bureau of Justice Assistance, Office of Justice Programs to pay a benefit to specified survivors of public safety officers found to have died as the direct and proximate result of a personal injury or traumatic injury involving external force sustained in the line of duty. This payment also applies to public safety officers found to have been permanently and totally disabled as the direct result of a catastrophic injury sustained in the line of duty. Detailed information regarding this benefit is available at www.opm.gov/benefits.

DoD Component Benefits Contacts:

Department of the Air Force

Benefits and Entitlements Service Team (BEST)

www.afpc.randolph.af.mil/dpc/BEST_GRB/EBIS.htm

1-800-616-3775 IVRS 1-800-382-0893 TDD

OCONUS employees dial toll-free AT&T Direct Access number for country of call and then 800-616-3775

Department of the Army

Army Benefits Center – Civilian (ABC-C)

<https://www.abc.army.mil>

1-877-276-9287 IVRS (OCONUS see chart on ABC site for toll free numbers)

1-877-276-9833 TDD

Department of the Navy

Department of Navy Civilian Benefits Center (DoN CBC)

<https://www.civilianbenefits.hroc.navy.mil>

1-888-320-2917 IVRS 1-866-328-9889 TDD

OCONUS access DSN 487-1110, ask operator to dial “official off net call” to 1-888-320-2917

Defense Commissary Agency (DECA)

www.commissaries.com (select Human Resources on top tool bar, then select Benefits at top on left. Each of the 284 commissaries have a POC for HR issues)

Defense Contract Audit Agency (DCAA)

DCAA receives service on benefits issues from DFAS

Defense Contract Management Agency (DCMA)

DCMA is serviced by the ABC-C for benefits

www.dcma.mil employees select the “employees” option for access to EBIS and the ABC-C or may call

1-877-276-9287 IVRS

Defense Finance and Accounting Service (DFAS)

DFAS provides benefits services to DCAA, DISA, DoDIG, NDU and DAU

<https://ebis.satx.disa.mil> or by calling:

317-510-0454 or DSN 699-0454

Defense Information Systems Agency (DISA)

Benefits services provided by DFAS (see DFAS)

Defense Intelligence Agency (DIA)

DIA employees are provided internal information regarding access to benefits services

Defense Logistics Agency (DLA)

DLA provides benefits services for DHRA

www.hr.dla.mil for EBIS

1-877-352-4762

TTY 1-800-750-0750

(Columbus, OH)

1-888-352-3373

TTY 1-800-654-5984

(New Cumberland, PA)

Department of Defense Education Activity (DoDEA)

www.dodea.edu/offices/hr/oca

(703) 588-3981

Department of Defense Inspector General (DoDIG)

Benefits services provided by DFAS (see DFAS)

National Geospatial-Intelligence Agency (NGA)

St Louis area employees call 1-800-777-6104

Washington Area employees call (301) 227-3400

National Guard Bureau (NGB)

Each state has an individual HR office providing benefits service, employees should contact their servicing HR office for benefits information

National Security Agency (NSA)

NSA employees are provided internal information regarding access to benefits services

Uniformed Services University of Health Sciences

Benefits services provided by Navy (see Navy)

Washington Headquarters Services (WHS)

www.hrd.whs.mil (703) 601-2272 1-877-521-1923

WHS provides benefits services for:

American Forces Information Service

Defense Advanced Research Projects Agency

Missile Defense Agency

Defense Security Service

Defense Legal Services Agency

Defense Prisoner of War/MIA Office

Defense Security Cooperation agency

Defense Threat Reduction Agency

Joint Staff

Office of Civilian Health & Medical Program of the Uniformed Service

Office of Economic Adjustment

Office of the Secretary of Defense

TRICARE Management Activity

U. S. Court of appeals for the Armed Forces

MY BIZ

My Biz is a tool created by the Department of Defense as part of the Defense Civilian Personnel Data System (DCPDS). My Biz is a Self Service application that allows you to:

- Access and view your personnel information conveniently, 24 hours a day - 7 days week.
- Have immediate secure access to personnel information.
- Maintain your own information, including personal profiles, benefits, and training.

Through **MY BIZ** you can view data related to your civilian employment, such as:

- Position Information (current/historical)
- Salary Information
- Personal Information
- Appraisal and Awards Information
- Appointment Information

My Biz is accessible through your component's servicing human resource office website.

PREPAREDNESS LISTS

Are you prepared?

How well you respond to a disaster or emergency situation will depend upon how well you prepare. Your well-being and possibly the lives of others may rely on whether you are ready. Disasters can happen, locally, regionally, nationally and globally. Different types of disasters are possible and require specific planning to enable you to react to safeguard yourself and your family.

Consider all possibilities when planning with your children, their care providers and schools, other family members, co-workers, neighbors and friends. Think about where you and your family might be when a disaster strikes. Evacuation might be necessary or the disaster may create a situation that requires you to "shelter in place", that is, remain at the location you are when the disaster strikes.

Considerations should include planning for your family and the locations at which they might be, such as work, school or child care facility. You should decide on a central meeting place for your family and ensure they know its location. If you work in a high-rise building you should be aware of special precautions to take following a disaster. Also consider the possibility that you might be in a moving vehicle or mass transit situation. You should also become familiar and pre-position arrangements for your pets.

The Department of Homeland Security has prepared excellent lists and guides to help you prepare which can be found at www.ready.gov/america. This site also contains an interactive and engaging site to help educate younger children about disasters and what they can do to be prepared.

Be familiar with how your local authorities issue information and updates on conditions and precautions, when feasible, prior to disasters. The National Oceanic and Atmospheric Administration (NOAA) website www.weather.gov/nwr/ provides information on the NOAA Weather Radio All Hazards (NWR), a nationwide network of radio stations broadcasting continuous weather information directly from a nearby National Weather Service office. NWR broadcasts National Weather Service warnings, watches, forecasts and other hazard information 24 hours a day. This information could be critical in the event of a weather related emergency. Be prepared-locate the local radio station that broadcasts this type weather information well before you need it!

We are all potentially threatened by numerous types of disasters and emergency situations. Preparing yourself and your family before a disaster strikes is paramount to how well you survive the crisis. The better prepared you are the easier your transition back to your normal routine will be.

Remember, Preparation is Power!

Appendix A

DoD Human Capital Emergency Preparedness Checklist		
Item	Action or Consideration	Status
1.	Are installation evacuation plans established and a process in place for regularly exercising those plans? Do the plans include civilian employees?	
2.	Have multiple evacuation/safe haven destinations been pre-established for civilian employees?	
3.	Have processes been identified for flow of information from Command leadership to Command personnel including civilian employees and their family members regarding evacuation procedures?	
4.	Are employees encouraged to provide emergency and alternate POC data and is this data readily available?	
5.	Have local and remote site data bases for maintaining contact information been established for civilian employees?	
6.	Is civilian employee emergency data updated at least annually?	
7.	Are civilian employees encouraged to develop and submit a pre-planned evacuation location, similar to the family care plans required of military members?	
8.	Have mandatory report-in procedures been established for civilian personnel for use in case of an emergency?	
9.	Have toll free numbers for emergency employee “report-in” been established?	
10.	Have local and long-distance “report-in” redundancies been established for civilian employees?	
11.	Have web-sites been pre-established and published that provide emergency information to the civilian workforce and their family members?	

**DoD Human Capital
Emergency Preparedness Checklist**

Item	Action or Consideration	Status
12.	Have innovative methods been used to provide toll free “report-in” information for civilian employees, e.g., wallet cards/magnets?	
13.	Have plans been established for the civilian workforce to exercise report-in procedures?	
14.	Have civilian employee exercises been conducted?	
15.	Are emergency procedures and responsibilities included in new employee orientation and in-processing?.	
16.	Are local up-to-date lists of assigned civilian personnel (e.g., by units or organization) as well as those serviced by the installation maintained with a back-up file at a geographically separate location, i.e., DCPDS data?	
17.	Are Commanding Officers/Heads of Installations aware of their human resource authorities and flexibilities in case of emergencies, e.g., evacuation/safe haven?	
18.	Does the Command have “evacuation/disaster response “expert” positions, full time or collateral, and are incumbents assessed on this responsibility in their performance plans?	
19.	Is there a cadre of civilian personnel trained on emergency procedures, e.g., entitlements, tracking, call center assistance?	
20.	Has a cross-functional team been established for emergency responses, e.g., HR, COOP, CEAP, IT?	

**DoD Human Capital
Emergency Preparedness Checklist**

Item	Action or Consideration	Status
21.	Have agreements been pursued for cross-service/command/installation collaboration to ensure reciprocal assistance and continuing service when a location is impacted (in connection with COOP) that considers the civilian workforce?	
22.	Has the Command coordinated emergency efforts with other DoD/Federal agencies to leverage efforts and maximize efficiency/effectiveness?	
23.	Have local contact lists for key agencies and organizations been established in advance for future events, e.g., Red Cross, FEMA, SSA and available to the command or servicing civilian human resource office?	
24.	Have plans been tested via an actual exercise vice a tabletop exercise that include civilian workforce issues?	

Appendix B

Human Capital Authorities Available for Emergency Response		
Authorization	Basis of Authority	Contact
Evacuation Authorities and Determination of Safe Havens		
Evacuation Authorities	Sections 5521 through 5527 of Title 5 United States Code (USC) authorize heads of agencies to provide special pay and allowances during an emergency. Section 5725 of Title 5 USC authorizes transportation at Government expense to a safe haven location when an evacuation is authorized or ordered.	CPMS Field Advisory Services 703-696-6301 ext 2 (DSN 426) pay@cpms.osd.mil
NAF Employees	In addition to the cites above, NAF policy is located in DoD 1400.25-M, Subchapter 1405.	naf@cpms.osd.mil
OCONUS (Outside Continental United States) Evacuation	Executive Order 10982 designates the Department of State to order an evacuation in OCONUS locations. Department of State Standardized Regulation (DSSR) C600 and C640; Title 5 Code of Federal Regulations (CFR) 550 Subpart D and Joint Travel Regulation (JTR) II C12000 and Appendix 1 of JTR II provide guidance on an Order to Evacuate, Safe Haven Determinations, Travel and Transportation, Advance of Pay, Special Pay and Evacuation Pay (delegations).	CPMS Field Advisory Services 703-696-6301 ext 2 (DSN 426) pay@cpms.osd.mil
NAF Employees	In addition to the information above, NAF policy is found in DoD 1401.1-M, Chapter 7, Section C7.2.16.	naf@cpms.osd.mil

Human Capital Authorities Available for Emergency Response		
Authorization	Basis of Authority	Contact
Evacuation Authorities and Determination of Safe Havens		
CONUS (Continental United States)	The authority to declare an evacuation resides with the President, local installation commanders, or other authorities (as named in C12000 (c)(1) of the DoD JTR) who determine the need to evacuate and define the geographic area of a designated safe haven for DoD civilians. Title 5 Code of Federal Regulations (CFR) 550 Subpart D and Joint Travel Regulation (JTR) II C12000 and Appendix 1 of JTR II provide guidance on an Order to Evacuate, Safe Haven Determinations, Travel and Transportation, Advance of Pay, Special Pay and Evacuation Pay (delegations).	CPMS Field Advisory Services 703-696-6301 ext 2 (DSN 426) pay@cpms.osd.mil
NAF Employees	In addition to the information above, NAF policy is found in DoD 1400.25-M, Subchapter 1405.	naf@cpms.osd.mil
Emergency Hiring		
Special Hiring Need Authority	5 CFR 213.3102(i)(2) authorizes appointing officials to hire individuals for 30-days when unusual or special circumstances exist such as a critical hiring need. Appointments may be extended for an additional 30 days. Individuals may not be employed under this authority for more than 60 days in a 12-month period. Additionally, the authority may not be used to extend an existing temporary appointment. Appointing authority is typically held by the servicing Human Resources office (e.g., CPOC, HRSC).	CPMS Field Advisory Services 703-696-6301 ext 4 (DSN 426) Staffing@cpms.osd.mil
NAF Employees	DoD 1400.25-M, Subchapter 1403 and Component regulations apply.	naf@cpms.osd.mil

Human Capital Authorities Available for Emergency Response		
Authorization	Basis of Authority	Contact
Emergency Hiring		
Emergency Hiring	<p>Under 5 CFR 213.3102(i)(3), the Office of Personnel Management (OPM) may authorize appointing officials to hire individuals for up to 1 year when a critical hiring need exists and when traditional competitive procedures are impractical. Appointments may be extended for an additional year unless authorizing guidance states otherwise. Time limitations typically do not apply to seasonal and intermittent work schedules (see 5 CFR 213.104). In the event of an emergency, CPMS/CPM will request this hiring authority from OPM.</p> <p>Once approved by OPM the appointing authority is typically held by the servicing Human Resources office (e.g., CPOC, HRSC).</p>	<p>CPMS Field Advisory Services 703-696-6301 ext 4 (DSN 426)</p> <p>Staffing@cpms.osd.mil</p>
NAF Employees	DoD 1400.25-M, Subchapter 1403 and Component regulations apply.	naf@cpms.osd.mil
Waiver of Biweekly Premium Pay Cap		
Waiver of the Biweekly Limitation on Premium Pay	<p>The biweekly limitation on premium pay may be waived for employees who are working support of an emergency or its aftermath (see 5 CFR 550.3.1.1). The authority to determine existence of an emergency is delegated to officials who exercise personnel appointing authority (normally the head of an installation or activity).</p>	<p>CPMS Field Advisory Services 703-696-6301 ext 2 (DSN 426)</p> <p>pay@cpms.osd.mil</p>
NAF Employees	Not applicable	

Human Capital Authorities Available for Emergency Response		
Authorization	Basis of Authority	Contact
Voluntary Separation Incentive Pay (VSIP) Waivers		
Redelegation of Authority to Waive the Reemployment Restriction Against Reemploying Former Employees who Received VSIP and Waive Re-payment of VSIP	Under 5 U.S.C. 9902(i)(6)(A), reemployment by a DoD Agency is restricted within 12 months of receiving a separation incentive. Under 5 U.S.C. 9902(i)(6)(B), reemployment by any Federal Agency within 5 years, including under a personal services contract, requires repayment of the gross amount of the separation incentive. Authority to waive these two sections was delegated by the Deputy Secretary of Defense to the USD(P&R) on December 24, 2003 and was redelegated to the DUSD(CPP).	CARE Division (703) 696-1799
NAF Employees	In addition to the information above, NAF policy is found in DoD 1400.25-M, Subchapter 1417.	naf@cpms.osd.mil
Priority Placement Program (PPP) Waivers		
Waiver of Criteria to Clear the PPP in emergency situations	The authority for reviewing and approving exceptions to the PPP is addressed in the Civilian Personnel Manual, SC1800. In accordance with SC1800.4.4.4., the DASD (CPP) has authority to approve requests for major PPP policy exceptions. "Major" exceptions are those that apply to entire commands, agencies, or Components. The Civilian Assistance and Re-employment (CARE) Division has the authority to approve waivers and exceptions for individual DoD activities.	CARE Division (703) 696-1799
NAF Employees	Not applicable	

Human Capital Authorities Available for Emergency Response		
Authorization	Basis of Authority	Contact
Emergency Leave Transfer Program		
Emergency Leave Transfer Program (ELTP)	Title 5 USC 6391 provides the authority for the President to direct OPM to establish an emergency leave transfer program in the event of a major disaster or emergency. 5 CFR 630.1101(c) provides regulations for the program. Following a directive from the President, OPM will issue a memorandum authorizing agencies to administer an ELTP. The Under Secretary of Defense (Personnel and Readiness), in turn, may further delegate authority for ELTP to the Secretaries of the Military Departments and the Heads of the Defense agencies and DoD Field Activities. The authority may be re-delegated in writing to appropriate levels within an organization.	CPMS Field Advisory Services 703-696-6301 ext 2 (DSN 426) pay@cpms.osd.mil
NAF Employees	NAF Employee Leave Transfer programs may be established under the provisions of DoD 1400.25-M, Subchapter 1406	naf@cpms.osd.mil

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Appendix D

SAMPLE Exercise Criteria				
	Completed	In Progress	Not Started	Comments
<p>Strategic Objective 1. Civilian personnel must be prepared to perform mission essential functions and services through a Pandemic Influenza, including the initial threat or oncoming first wave, through an actual pandemic health crisis and, if necessary, to help reconstitute governmental functions. To accomplish this objective the following elements and criteria should be evaluated:</p>				
<p><u>Identification of Mission Essential Functions:</u> Essential organizational functions that will enable continuation of vital services and responsibilities must be identified. Employees must be identified and notified of their status as mission essential. To plan for an expected absenteeism rate of up to 40%, pre-establishment of delegations of authority and Orders of Succession are vital. Assessment should include:</p>				
<p>1. Identification of mission essential functions.</p>				
<p>a. Were mission essential functions identified?</p>				
<p>b. Were essential functions, that cannot be performed from home or other locations, identified?</p>				

	Completed	In Progress	Not Started	Comments
c. Were systems, functions or operations that could be performed from home or other locations identified?				
d. Can essential functions be performed beyond the existing 30 day requirement?				
2. Assess identification of mission essential employees.				
a. Were mission essential employees aware they were designated mission essential?				
b. Did mission essential employees know which of their duties were deemed mission essential?				
c. Were lines of succession established in writing, with attendant authorities and responsibilities, and communicated to employees?				
d. How deep were lines of succession established, i.e., one, two or three person deep?				
e. Were delegations of authority in place?				
f. Were delegations of authority at least three deep and communicated to employees?				
g. Were designated employees trained to assume lead positions?				

	Completed	In Progress	Not Started	Comments
h. Was geographic dispersion considered in establishing lines of succession and delegations of authority?				
i. If not, what plans were in place for conducting MEFs in areas where quarantine was in effect?				
j. Were plans for redundant operations made, e.g., Navy supporting Army for benefits processing?				
k. Were essential contractor services identified?				
l. Were provisions in these contracts that would facilitate continuity of essential contractor functions?				
<u>Interoperable Communications:</u> Continued operations during an emergency, including Pandemic Influenza, depend upon the availability and redundancy of critical communication systems. Employee knowledge and awareness of report-in procedures, as well as their familiarity with contact procedures during an emergency situation are also critical and must be addressed prior to the occurrence of a crisis.				
3. Assess effectiveness of employee report-in and organization emergency contact information to employees.				

	Completed	In Progress	Not Started	Comments
a. Did employees know the appropriate toll free number to call in and report their status?				
b. Was the toll free phone adequately staffed?				
c. Was employee data accurately captured, i.e., employee name, organization, status?				
d. Was accountability data transmitted to appropriate supervisor(s)?				
e. Could employees be contacted using the organization's phone tree system?				
f. How long did it take to notify all employees?				
g. Were periodic status updates provided based on exercise scenario, e.g., quarantine still in effect; didn't report to work etc., were the updates timely and did they reach all personnel?				
4. Assess effectiveness of critical communications.				
a. Were supervisors and their mission essential employees able to talk on essential matters via the telephone or other means as needed to accomplish mission essential work?				

	Completed	In Progress	Not Started	Comments
b. Were mission essential employees able to talk/communicate with colleagues?				
c. Were mission essential employees able to talk/communicate with non-DoD associates, e.g., OPM/HHS?				
<u>Support for Essential Functions and Alternative Work Site Capabilities:</u> Employees, especially those performing essential functions, must be able to have access to electronic and hardcopy documents, references, records and information systems needed to support essential functions during an emergency situation. Review of capabilities and planning must include identification and maintenance of vital systems that rely on periodic physical intervention by essential individuals. Planning must also include identification of records needed to sustain operations for 30 days or longer and ways to access those records from an alternative work site.				
1. Were mission essential employees able to work from home?				
a. Was remote access to classified and non-classified materials available?				

	Completed	In Progress	Not Started	Comments
· Computer available				
· VPN access available				
· CAC Readers installed				
· Needed files accessible				
· Files transmitted from home reached the worksite in readable format				
· Mission essential employees able to access the web for research				
· Server capacity sufficient				
· If server capacity not sufficient, were shifts assigned				
· Employees knew in advance what shift to use for server access				
· Server master identified for file download				
b. Did mission essential employees have a “Go Pack” ready (hard copy/Disk/Thumb Drive) (Go Pack – files necessary to perform work at an alternative work site, e.g., work/telephone numbers for those in and outside the organization including emergency contact information; regulations needed for research or for mission accomplishment, etc.)?				

	Completed	In Progress	Not Started	Comments
c. Were mission essential employees aware of parameters governing work at home, i.e., those found in a tele-work agreement, such as safeguarding security of data and information technology files?				
d. If mission essential employees were provided laptops, were they aware of how to use them, including obtaining access to systems at regular worksite; was any training provided?				
e. Were mission essential employees able to perform work using only a blackberry?				
f. Were files and data available on a shared drive?				
g. Were mission essential employees able to communicate from home or alternative work site via phone using either				
· Home phone				
· Cell phone (work)				
· Blackberry				
h. How were “at home” employee costs captured, e.g., use of home phone for long distance, and was a policy established regarding reimbursement?				

	Completed	In Progress	Not Started	Comments
i. Did employees have the supplies at home needed to do work (normal office supplies)?				
j. Were “at home” childcare requirements addressed?				
2. Assess availability of work for non-mission essential employees.				
a. Were non-essential employees cross trained to support mission essential employees (either through performance of mission essential or mission essential support functions)?				
b. Was necessary but non-essential work identified (important consideration if time away from regular work site is extensive)?				
3. Assess effectiveness of work at home.				
a. Were assignments made that could be done at home, i.e., deliverables, with timelines, identified?				
b. Were work measurements considered and agreed upon?				
c. How were timekeeping records obtained and maintained?				

	Completed	In Progress	Not Started	Comments
4. Assess effectiveness of identification of work assignments that could be temporarily suspended.				
a. Were non-essential functions identified that could be completed at a later date?				
b. Were plans in place for performing these functions following the emergency, e.g., corrected timecards, missed report suspense dates?				
Strategic Objective 2: People accomplish the mission of Federal agencies, and a potential pandemic influenza outbreak that could potentially affect up to 40% of the workforce, could compromise the ability of the Federal agencies to accomplish their mission. The Department must plan to deal with the potential human capital implications. Federal employees, and or their family members, may be infected, exposed or incapacitated. There may also be a need to limit potential exposure. Planning for mission continuity includes the ability of an organization to provide for the well being and care for employees prior to, during and following a PI.				

	Completed	In Progress	Not Started	Comments
<u>Communication to the Workforce.</u> Education of the workforce regarding health, safety, human resource issues, employee responsibilities and actions prior to a pandemic health crisis is critical. Every media available should be utilized to pre-position information and keep the workforce up-to-date on plans and help them understand their rights and responsibilities.				
1. Assess the availability of human resource information to the workforce.				
a. Were employees able to identify the types of leave available to them in the event they or their family members are infected, exposed or incapacitated, requiring the employee to stay away from the regular work site?				
b. Did essential employees have tele-work agreements?				
c. Were non essential employees aware of “safe haven” or tele-work capabilities during a pandemic health crisis?				
d. Did employees know how to communicate with their supervisors, and supervisors to employees, to check the status, well being and availability of employees for work?				

	Completed	In Progress	Not Started	Comments
e. Were employees aware of potential benefits issues and assistance available to them during such an event?				
f. Were employees aware of where they should seek medical treatment and information?				
2. Asses the ability of management to obtain and communicate official information regarding the onset and end of a catastrophic event necessary to put pandemic plans in place and then allow return to a normal functions.				
a. Is management aware of how they will be notified that a pandemic health crisis has occurred or is expected to occur and to put PI COOP plans in action?				
b. How will social distancing techniques be put in place and communicated to the workforce?				
<u>Actions to Protect and Safeguard:</u> Employees will look to management for guidance and assistance regarding protecting themselves and their co-workers from the spread of germs. Supervisors should be prepared to plan for and deal with these issues.				

	Completed	In Progress	Not Started	Comments
1. Assess management's ability to handle staff who become ill in the workplace for their own and other's well being.				
a. Were plans in place to mitigate further infection control to prevent the spread of the virus, e.g., has information been communicated regarding methods to prevent the spread of germs?				
b. Does management have a plan to identify other staff members that may have potentially been in contact with staff member(s) who became ill?				
c. Are supplies available or employees aware of methods to decontaminate/clean areas the staff member may have infected that may be used by other employees?				
d. Is management aware of steps to take to remove a potentially infected employee from the worksite and to ensure the employee is well and not-contagious before returning to the worksite?				

	Completed	In Progress	Not Started	Comments
e. Has consideration been given to the potential for utilizing installation medical treatment facilities or Employee Assistance Programs to provide trained health care provider assistance in diagnosing and verifying potential influenza in an employee at the worksite who appears ill?				
f. Are sufficient and available infection control supplies (e.g., hand sanitizers, environmental cleaning supplies and educational materials) available?				
g. Have contracts been evaluated to determine if modification will be required for housekeeping to clean facilities and equipment?				
h. Is the Human Resources staff able to provide adequate, proper advice on how to handle employees who become ill in the workplace?				
i. Does management know how to respond to employee questions on availability of vaccines for civilian employees? Does he or she know where to find those answers?				

	Completed	In Progress	Not Started	Comments
<p>2. Some work must be accomplished at the regular work site. Additionally, some employees may become ill or be exposed prior to official notification of the onset of a pandemic health crisis. Management should be prepared to socially distance employees at the regular work site in either event. Is management aware of guidance available at www.cpms.osd.mil/disasters as well as www.opm.gov to assist with human capital issues during a crisis or pandemic influenza?</p>				
<p>a. For work that had to be done in the office, were alternative plans made for accomplishing that work?</p>				
<p>b. Was consideration given to spacing employees sufficiently apart to promote and support social distancing?</p>				
<p>c. If employees are socially distanced at the worksite can they access their files on a shared drive or otherwise have access to their work files if not located at their regular desk or site?</p>				

	Completed	In Progress	Not Started	Comments
d. Was consideration given to shift work to preclude all employees being at the regular worksite at the same time?				
e. Was consideration given to adjusting parking or making other arrangements for essential employees to commute to work using personal rather than public transportation?				

Appendix E

SAMPLE Telework Agreement

DEPARTMENT OF DEFENSE	
TELEWORK AGREEMENT	
This document constitutes the terms of the telework agreement for:	
Employee:	Job Title:
Pay Plan/Series:	Organization:
Traditional Official Worksite:	Alternative Worksite Address:
Alternative Worksite Facsimile:	Alternative Worksite E-mail Address:
Telework Arrangement Implementation Dates: (Agreement should be revalidated at least once every twelve months) Start: _____ End: _____	Tour of Duty (Attach copy of bi-weekly work schedule) Fixed: <input type="checkbox"/> Flexible: <input type="checkbox"/> Compressed: <input type="checkbox"/>
Telework Arrangement: *Core: <input type="checkbox"/> **Situational: <input type="checkbox"/>	
COOP "Emergency Response" Status: Employee (IS) (IS NOT) expected to telework for the duration of the emergency during a pandemic and/or when the traditional worksite is closed due to emergency situations (e.g., snow emergencies floods, hurricanes). If a designated employee is unable to work due to illness or dependent care responsibilities, the employee will be charged annual or sick leave as appropriate. Managers will include a description of emergency duties with this agreement if emergency duties are different from the employee's normal duties.	
Authorized Management Official:	Date:
Employee:	Date:

***Core Telework.** Employees who telework at least one day a week at the alternative worksite must complete a telework agreement. A copy of the employee's approved bi-weekly schedule will be attached to this document.

****Situational Telework.** Employees who telework less frequently than one day each week should have a telework agreement to clarify work expectations; however, an agreement is not mandatory. Employees who telework to complete short-term special assignments or accommodate special circumstances are also considered as situational teleworkers even though they may telework continuously for a specified period.

SAMPLE

TERMS OF TELEWORK AGREEMENT

The terms of this agreement must be read in conjunction with Department of Defense (DoD) telework program guidance, available on the Civilian Personnel Management Service web site at www.cpms.osd.mil and any additional guidance provided by the employing organization. Signatories certify they will abide by this agreement, DoD telework policy, and all supplemental terms established by the employing organization.

1. Work schedules and hours of duty may be modified as necessary, but are subject to local management procedures and/or collective bargaining agreement requirements. A copy of the employee's daily schedule should be kept on file with the signed telework agreement. If the employee is designated to telework in case of an emergency, the work hours may be subject to change. Emergency schedules will be set based on mission needs.
2. If the employee reports to the traditional worksite at least once a week, the traditional worksite is the official worksite as defined in 5 CFR 531.605(d). If the employee does not report to the traditional worksite at least once a week, except during emergencies (including a pandemic), the official worksite is the location of the employee's telework site. Exceptions to the one day each week requirement may be made for short-term situations (e.g., special projects, medical accommodation).
3. All pay (to include locality pay or local market supplement), leave, and travel entitlements are based on the employee's official worksite as documented on a Notice of Personnel Action.
4. Prior to signing this telework agreement, the supervisor and employee will discuss:
 - a. Office procedures (e.g., procedures for reporting to duty, procedures for measuring and reviewing work, time and attendance procedures, procedures for maintaining office communications);
 - b. Safety and technology/equipment requirements (Appendices A and B); and
 - c. Performance expectations.
5. Employee will not work in excess of the prescheduled tour of duty (e.g., overtime, holiday work, or Sunday work) unless he/she receives permission from the supervisor. By signing this form, the employee acknowledges that failure to obtain proper approval for overtime work may result in cancellation of the telework agreement.
6. Supervisors have the authority to call any employee back to the traditional worksite for mission needs at any time. Call back (outside normal work hours) shall be handled in accordance with established policy and/or collective bargaining agreements, if applicable.
7. If the employee uses government owned equipment, employee will use and protect the equipment in accordance with the DoD Component's procedures. Government-owned equipment will be serviced and maintained by the government. If an employee provides equipment, he/she is responsible for purchasing the installing any software and for required service and maintenance.
8. The employee agrees to comply with the terms of computer software license and copyright agreements, as well as DoD OASD (NII) computer virus and protection requirements and procedures.
9. No classified documents (hard copy or electronic) may be taken to, or created at, an employee's alternative worksite. For Official Use Only and sensitive non-classified data may be taken to alternative worksites if necessary precautions are taken to protect the data, consistent with DoD regulations.
10. The supervisor will determine how frequently, if at all, backup copies of data onto network drives or removable disks must be made to protect against loss of data. The supervisor may also require the employee to periodically send backup copies to the main work facility.

11. The employee may be reimbursed for authorized expenses incurred while conducting business for the government, as provided by statute and implementing regulations. (Approved authorizations are filed with this agreement).
12. The employee will apply approved safeguards to protect government records from unauthorized disclosure or damage and will comply with Privacy Act requirements set forth in the Privacy Act of 1974, and codified at 5 USC 552a.
13. The DoD Component retains the right to inspect the home worksite, by appointment only, to ensure safety standards are met and Government-owned equipment is properly maintained.
14. The DoD Component will not be responsible for operation, maintenance, or any other costs (e.g., utilities) associated with the use of the employee's residence.
15. The DoD Component will not be liable for damages to an employee's personal or real property during the course of performance of official duties or while using Component equipment in the employee's residence, except to the extent the Component is held liable by the Federal Tort Claims Act or from claims arising under the Military Personnel and Civilian Employees Claims Act.
16. Employee paid from appropriated funds are covered under the Federal Employee's Compensation Act if injured in the course of performing official duties while at the official alternate worksite. Employees paid from nonappropriated funds are covered under the Longshorement's and Harbor Workers' Compensation Act (LHWCA). Any accident or injury occurring at the alternative workplace must be brought to the immediate attention of the supervisors who will investigate all reports as soon as practical following notification.
17. The employee acknowledges that telework is not a substitute for dependent care.
18. The employee acknowledges telework is a discretionary alternative workplace arrangement.
19. Either the employee or the supervisor can cancel the telework agreement by giving advance written notice. Management will terminate the telework agreement should the employee's performance not meet the prescribed standard or the teleworking arrangement fail to meet organizational needs.
20. The employee continues to be covered by DoD Component standards of conduct while working at the alternative worksite.
21. Add DoD Component-specific conditions below.

PRIVACY ACT STATEMENT

Authority:	Public Law 106-346, Sec. 359, Transportation Appropriations Act 2001
Principle Purpose(s):	Information is collected to register individuals as participants in the DoD alternative workplace program; to manage and document the duties of participants; and to fund, evaluate and report on program activity. The records may be used by Information Technology offices for determining equipment and needs; for ensuring appropriate system safeguards are in place, and for managing technological risks and vulnerabilities.
Disclosure: participant in	Disclosure is voluntary. However, failure to provide the requested information may result in your inability to be a the telework program.

SAFETY CHECKLIST (SAMPLE)

DoD TELWORK PROGRAM

Safety Feature	Yes (X)	No (X)
Temperature, ventilation, lighting, and noise levels meet are adequate for maintaining a home office.		
Electrical equipment is free of recognized hazards that would cause physical harm (frayed, exposed, or loose wires; loose fixtures, bare conductors, etc.)		
Electrical system allows for grounding of electrical equipment (three-prong receptacles).		
Office (including doorways) is free of obstructions to permit visibility and movement.		
File cabinets and storage closets are arranged so drawers and doors do not enter into walkways.		
Phone lines, electrical cords, and surge protectors are secured under a desk or alongside a baseboard.		
If material containing asbestos is present, it is in good condition.		
Office space is free of an excessive amount of combustibles, floors are in good repair and carpets and well secured.		
Employee's Signature	Date	

SAMPLE

TECHNOLOGY/EQUIPMENT CHECKLIST (SAMPLE)

**TECHNOLOGY/EQUIPMENT CHECKLIST (SAMPLE)
DoD TELEWORK PROGRAM**

Technology/Equipment	DoD TELEWORK PROGRAM Requirement	Ownership	Reimbursement
Technology/Equipment	Requirement	Ownership	Reimbursement
	Yes or No	Agency or	By Component
	Yes or No	Agency or	Yes or No
		Personal	
COMPUTER EQUIPMENT			
Scanner Laptop			
Printer Desktop			
Fax Machine PDA			
Thumb Drive			
ACCESS			
Cell Phone IPASS/VPN Account			
Paper Supplies CITRIX-Web Access			
Other: Other:			
CONNECTIVITY			
Dial-In			
Broadband			
REQUIRED ACCESS CAPABILITIES			
Shared Drives (e.g, H or P Drive)			
E-Mail			
Component Intranet			
Other Applications:			
OTHER EQUIPMENT/SUPPLIES			
Copier			

SAMPLE

NOTICE OF TELEWORK CANCELLATION

DoD TELEWORK PROGRAM

When telework agreement is cancelled, fill in the information below.

Cancellation Date:

Employee-Initiated Management-Initiated

Reason(s) for Cancellation

Supervisor's Signature

Date

Employee's Signature

Date