



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

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PERSONNEL AND
READINESS

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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DIRECTORS OF THE DoD FIELD ACTIVITIES

SUBJECT: Guidance Related to the Utilization of Military Manpower to Perform Certain Functions

This memorandum addresses the use of “repurposed”, or “borrowed”, military manpower (both active and reserve) to perform new, expanding, or existing missions, and most specifically work that is most appropriately aligned to non-military resources, including work recently performed by government civilians or through contracted services.

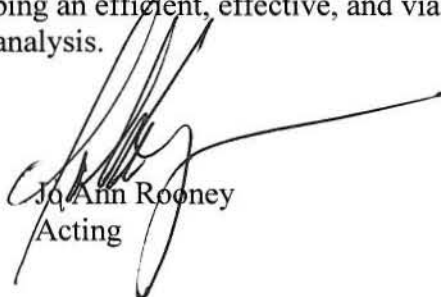
The Department’s “sourcing” of necessary functions and work between military, civilian, and contracted services must be consistent with applicable laws and policies; as well as workload requirements, funding availability, readiness and management needs. Declining operating tempos may result in a perception that military personnel will be available to fill staffing shortfalls for non-military essential functions or workload. This is particularly true as the Department faces declining budgets and continues to implement efficiency initiatives. While there may be instances where military personnel can be used to appropriately satisfy a near-term demand, the Department must be vigilant in ensuring military personnel are not inappropriately utilized, particularly in a manner that may degrade readiness. To ensure efficient and effective Total Force Management, Components shall balance these needs and consider the following in shaping their workforce and assigned military personnel.

Consistent with DoD Instruction 1100.22, “*Policy and Procedures for Determining Workforce Mix*” (April 2010), tasks that are not military essential in nature must be designated for government civilian personnel, or contract performance where appropriate. Exceptions will be based upon a demonstrated and documented military need e.g., to provide a reasonable overseas rotation or career progression base. Components shall refer to DoD Instruction 1100.22 for the criteria to determine appropriateness of military personnel utilization.

Additionally, decisions to utilize military manpower to perform non-military essential functions must consider corollary costs. Therefore, when considering the option of using military manpower to perform non-military essential tasks, the fully burdened cost must be determined in accordance with Directive Type Memorandum-09-007, "*Estimating and Comparing the Full Costs of Civilian and Military Manpower and Contract Support*," or successor guidance.

Please ensure maximum distribution of this memorandum throughout your organization, particularly to your manpower, personnel, and resourcing communities. Questions regarding application and implementation of this memorandum should be addressed to my points of contact within the Office of Total Force Planning & Requirements: Mr. Thomas Hessel (thomas.hessel@osd.mil or 703-697-3402) and Ms. Amy Parker (amy.parker@osd.mil or 703-697-1735).

Thank you for your support in shaping an efficient, effective, and viable Total Force that aligns choices to strategy supported by rigorous analysis.



Jo Ann Rooney
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