



PERSONNEL AND
READINESS

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JUL 19 2002

MEMORANDUM FOR ASSISTANT SECRETARY OF THE ARMY (M&RA)
ASSISTANT SECRETARY OF THE NAVY (M&RA)
ASSISTANT SECRETARY OF THE AIR FORCE (SAF/MR)

SUBJECT: Addendum to Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks

References: (a) USD(P&R) Memorandum, Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks, September 20, 2001.
(b) USD(P&R) Memorandum, Mid-Year Review of Reserve Component Activations, March 22, 2002.

This memorandum provides additional guidance to be followed for proactively managing Reserve component members identified for mobilization or demobilization. The attached criteria supplements the guidance previously provided in reference (a). Service Secretaries may prescribe criteria consistent with this guidance, the guidance provided in reference (a), the advisories provided in reference (b), and for any area not addressed. The three principles addressed in reference (b) – (1) operational and readiness requirements for Operations NOBLE EAGLE and ENDURING FREEDOM, under the current operational strategy; (2) judicious use of National Guard and Reserve personnel; and, (3) sensitivity to the lives of mobilized personnel and their civilian employers – are the basis for this addendum.

David S. C. Chu

Attachment:
As stated

cc: Director, Joint Staff
Commandant, USCG (G-WT)



Addendum

To

“Mobilization/Demobilization Personnel and Pay Policy for Reserve Component Members Ordered to Active Duty in Response to the World Trade Center and Pentagon Attacks,” September 20, 2001

GUIDANCE

Services should plan for a protracted war on terrorism and, accordingly, shall husband Reserve manpower resources for use throughout that duration, taking into account morale and retention considerations.

1. Terms of Partial Mobilization:

(a) The period of active duty specified for Ready Reserve members in initial orders to active duty under 10 U.S.C. 12302 shall not exceed 12 months. This period may be extended up to an additional 12 months at the discretion of the Secretaries of the Military Departments based on operational requirements.

(b) Though Ready Reserve members may be required to serve for up to 24 months, pursuant to Departmental policy that time need not be served consecutively, and the duty period will be accounted for by the cumulative amount of time spent on active duty under the provisions of 10 U.S.C. 12302 as authorized by Executive Order 13223, September 14, 2001. Reserve component members who have involuntarily served less than 24 months are subject to being involuntarily recalled at a later date for the remainder of the 24-month period.

(c) Reserve component members are to be retained on active duty only as long as absolutely necessary (DoDD 1235.10).

(d) All orders shall specify that the call to active duty is in "support of a contingency operation." References to operation names (e.g., NOBLE EAGLE, ENDURING FREEDOM) and Executive Order 13223, September 14, 2001, are strongly encouraged.

2. Service Discretion to Manage Under Partial Mobilization:

(a) As stated in 10 U.S.C. 12302(b), "To achieve fair treatment as between members in the Ready Reserve who are being considered for recall to active duty without their consent, consideration shall be given to-

(1) the length and nature of previous service [e.g., recent involuntary and voluntary active duty in support of other contingency operations such as in Bosnia, Kosovo, or Southwest Asia], to assure such sharing of exposure to hazards as the national security and military requirements will reasonably allow;

(2) family responsibilities; and

(3) employment necessary to maintain the national health, safety, or interest."

(b) Services will provide electronic copies of their implementation guidance to OASD/RA(M&P).

(c) The Military departments shall not delegate the authority to grant exceptions to Service implementation guidance below the Assistant Secretary level. Final approval

authority for exceptions to the policy described in paragraph 4.(f) is retained by the USD (P&R).

3. Manage Individual Expectations:

(a) Services shall husband Reserve manpower resources for use during the war on terrorism, taking into account morale and retention considerations.

(1) Reserve component members shall only be involuntarily called to, and retained on, active duty to perform essential and meaningful tasks.

(2) Rotation of individuals and units after a maximum period of 12 months shall be the preferred method of meeting long duration requirements rather than involuntarily extending members beyond 12 months.

(3) Services shall provide as much predictability as possible in preparing members for duty by:

a. maintaining Reserve component members on involuntary active duty only as long as necessary, but not more than the originally directed 12 months, except as dictated by operational requirements.

b. providing orders in a timely manner (30 days prior to deployment and 90 days prior to demobilization, however, meeting mission requirements shall take precedence over this goal) to facilitate members' dealings with employer, family, and other issues.

c. providing rotational guidance that allows for as large of a "break" as possible based on operational requirements, with a goal of 24 months, before involuntarily recalling members a second, or subsequent, time.

d. ensuring continuity of PCS/TDY status for those members retained on active duty for more than 12 months.

4. Tailor Mobilization and Demobilization Decisions:

(a) Emphasis shall be placed on the use of Selected Reserve units and individuals, and volunteers of any category of the Ready Reserve, prior to involuntarily calling members of the IRR or ING to active duty, with the caveat that critical mission requirements are the paramount consideration.

(b) Services shall maximize the use of long-term volunteers of the Ready Reserve. The use of military retiree volunteers, when they possess a critical skill that is not available in the Active component or the Ready Reserve, to meet individual augmentation requirements should also be maximized.

(c) Services shall, to the maximum extent possible, assess the situations of mobilized Reserve component members regarding family responsibilities and circumstances as well as employment/employer expectations when evaluating the need to retain those individuals on active duty. Specifically, Services are to identify the impacts on individuals of demobilizing members prior to the completion of 12 months of active duty or involuntarily extending members on active duty beyond 12 months.

(d) When evaluating the possible involuntary recall of Reserve component members to active duty for a second time, consideration will be given to the length and nature of previous service performed by the member.

(e) DoD policy (DoDI 1215.19) authorizes Secretaries of the Military Departments to substitute active duty performed under 10 U.S.C 12302 for the training requirements of 10 U.S.C. 10147 (Annual Training (AT) and Inactive Duty Training

(IDT)) if the duty performed under 10 U.S.C. 12302 is equivalent to the required training that might have been performed or if the active duty combined with the training requirement constitutes undue personal hardship. However, to achieve consistency across the Services, the following policy shall be implemented:

(1) Members who have served in support of this contingency for more than three months shall be exempted from involuntarily performing AT for the remainder of the training year, or a minimum of 6 months (whichever is greater) and shall be exempted from involuntarily performing IDT for 60 days after release from active duty.

(2) Members who have served in support of this contingency for less than three months shall be exempted from involuntarily performing AT for 6 months after release from active duty, and shall be exempted from involuntarily performing IDT for 60 days after release from active duty.

(f) DoD policy prescribes that all personnel actions relating to the Ready Reserve screening program, as described in DoD Directive 1200.7, shall be held in abeyance during partial mobilization, and that no member of the Ready Reserve shall be granted a deferment, delay or exemption because of their civilian employment. However, the unique circumstances created by this partial mobilization have led to the development of an "exception to policy" process that would allow certain individuals to be exempted, or released, from mobilization because of their civilian employment, based upon documentation provided by the member's employer showing a negative national security impact that would be caused by the member's mobilization or retention on active duty. This exception process provides for the evaluation of individual cases, since each case is coordinated with the appropriate Service, Reserve component, and the member's unit. The final approval authority for exemptions has been delegated via Secretary of Defense memorandum, "Department of Defense Directive 1200.7 - Delegation of Authority Regarding Exemption of 'Key Employees,'" dated October 3, 2001, to the USD(P&R) for the purposes of this mobilization.